



*Empowered lives.  
Resilient nations.*

UNITED NATIONS DEVELOPMENT PROGRAMME

# PREVENTING CRISIS ENABLING RECOVERY

**2013 IN REVIEW: UNDP'S WORK  
IN COUNTRIES AFFECTED BY  
CONFLICT AND DISASTER**



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A woman greets visitors to a camp for people displaced by violence in Goma, Democratic Republic of the Congo.

Photo: Sylvain Liechti/ MONUSCO

21%

INCREASE IN GLOBAL  
AVERAGE INCOMES  
BETWEEN 1990 AND 2002

130

MILLION

PEOPLE LIFTED OUT  
OF EXTREME POVERTY  
BETWEEN 1999 AND 2002

The quest to eradicate poverty is not a sprint, but rather a marathon. The next few decades are likely to be the most difficult part of the race. The countries experiencing persistent crises will find poverty eradication very difficult, and indeed may experience significant reversals of gains previously made. This is why UNDP works to ensure that crisis and disaster prevention and response, and peace and stability are central pillars of its work.

As 2015 approaches, the international community is discussing the shape of the next development framework. Sustainable Development Goals are expected to succeed the MDGs, and to have poverty eradication at their core. The work of UNDP in tackling the factors which perpetuate extreme poverty will be more vital than ever. As articulated in our Strategic Plan for 2014–2017, we are boosting the prevention and recovery components of our work.

Against the backdrop of a recent global economic recession, many generous

donor governments have faced significant pressure on their aid budgets. Now more than ever, UNDP needs to raise its productivity and ensure that its resources are used as effectively as possible. I am pleased to present this report which shows how our ongoing work in crisis prevention and recovery is making a difference to people's lives.

Our work on crisis and disaster prevention and response aims to protect hard-won investments in development. Investments in these areas are cost-effective – prevention is not only better than cure; it's also cost effective. Research evidence suggests that investing early in order to prevent conflicts from escalating into violence is on average 60 times cheaper than intervening after conflict erupts. In Kenya, for example, devastating electoral violence in 2007 resulted in US\$ 3.5 billion in economic costs. Yet preventive action supported by the UN, which helped ensure a peaceful referendum in 2010, cost a mere US\$ 5 million.

Similar results have been seen from disaster risk reduction. In Mozambique, where recurring floods over the past decade had caused widespread loss of lives and property, the investments made by UNDP and other partners have begun to pay off. During the latest flooding in 2013, which occurred on a similar scale to that of 2000, mortality decreased by 84 percent, and 90 percent fewer people were affected.

With its new Strategic Plan in place, UNDP will deepen its focus over the next four years on reducing the risks of crises, and on diminishing their impact when they do occur. We will work hard to ensure that countries affected by crises can build resilience by improving employment opportunities and equitable access to resources, helping to build transparent and accountable governments which respect the rule of law and human rights, and by supporting the peaceful resolution of disputes.

## FOREWORD



**Helen Clark**  
UNDP ADMINISTRATOR

In 2015, the time limit set by the international community for achieving the UN Millennium Development Goals (MDGs) will expire. Developing countries and the international community which has supported them can be proud of progress towards the MDG targets to date.

Between 1990 and 2002, average incomes increased by 21 percent globally, while the number of people living in extreme poverty around the world declined by 130 million. Many more people now have access to clean water and sanitation, and maternal and child mortality rates are falling. Overall,

the trends are positive. Eliminating extreme poverty within our lifetimes may even be within reach.

Progress, however, has been uneven. The countries where development gains remain most elusive are those mired in chronic fragility, political instability, violence, and recurring conflicts or disasters. Nine out of 10 countries with the lowest human development index have experienced conflict or widespread violence within the past 20 years, and 90 percent of deaths caused by disasters occur in the world's least developed countries.

# INTRODUCTION

Every year disasters and violent conflicts cause suffering and loss for millions around the world. 2013 was no exception. Crises continued to test the ability of UNDP to address sustainable development and poverty. The year saw, among other challenges, the escalation of the ongoing conflict in Syria, which has now killed more than 120,000 people, set back the country's development gains by decades, and is threatening the stability of the entire region. In Mali, growing tensions threaten to plunge the country into chaos and the devastating Typhoon Haiyan in the Philippines killed 6,000 people and displaced more than 4 million.

Despite repeated events such as flooding in Madagascar, however, and renewed violence in the Central African Republic and South Sudan, we worked to help communities recover. We did this to alleviate suffering and protect development gains, thereby preventing a further slide into poverty. Among development agencies, we are often among the very first on the ground in the event of a catastrophe. We work alongside humanitarian agencies in support of efforts to provide immediate relief and begin, as early as possible, to assist national efforts to address the underlying long-term causes of the crisis. UNDP's strength lies in its collaborative work with governments, communities, and individuals as they take ownership of the recovery process and reduce their reliance on foreign aid.

2013 was a year of notable successes. Our work in conflict prevention supported peaceful elections in Georgia, Kenya, and Madagascar. After recent disasters in Nigeria and Pakistan, UNDP worked with the governments of both countries to develop comprehensive disaster risk reduction and recovery strategies. Thanks to the Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF), after Typhoon Haiyan hit the Philippines, UNDP was one of the first agencies at the scene of the disaster. Within three weeks of the catastrophe, UNDP had already sent 30 experts and provided US\$ 6.4 million for the immediate response. By the end of 2013, local and international workers had removed mountains of debris from roads and communities, and repaired almost all damaged hospitals and schools.

An escalation of the crises in the Central African Republic and Mali also tested the organization. By the end of the year, however, UNDP had staff on the ground working with humanitarian organizations to rebuild and promote recovery. In Syria and neighbouring Iraq, Jordan, Lebanon, and Turkey, UNDP's support to those affected by the crisis, including communities hosting large numbers of refugees, proved crucial. In 2013, UNDP sent 81 of its experts to 30 crisis settings around the world, to bolster the work of UNDP teams from the region and in country offices.

Before, during and after a crisis, UNDP is a constant feature. It remains in countries after UN peacekeeping missions close to promote the transition to peace and stability, and in times of natural disasters, UNDP is there to ensure that communities are able to recover and to prevent crises from re-occurring. Our involvement continued throughout 2013 in 177 countries, where we helped strengthen governance after a conflict, prevent sexual and gender-based violence, promote justice, security, the rule of law, and provide livelihood opportunities.

UNDP's achievements in 2013 build upon more than a decade of experience and dedication to the issues of crisis prevention

## HOW THIS REPORT IS STRUCTURED

This report highlights our progress throughout 2013 in crisis settings, based on four focus areas:

1

Preventing disasters and conflicts from occurring by reducing and managing the risks of disaster, mediating potential conflicts, peacebuilding, and strengthening resilience.

2

Responding to crises as they occur to address the suffering of the population and support long-term recovery and growth.

3

After a crisis ends, helping countries and communities to recover, develop, and address the underlying causes of crisis and fragility, by strengthening local and national governance, addressing justice, security and the rule of law, and providing sustainable livelihoods opportunities.

4

Building and maintaining strong partnerships across the UN system, the international community and individual governments to better coordinate the response to crisis situations.

and recovery. Over the past decade, UNDP has developed internal mechanisms and a trademark approach to dealing with crises. While these continue to evolve, our core goal of bridging the gap between humanitarian response and long-term development remains very much the same.

As in previous years, achieving our goals depends on the partnership we enjoy with national and local authorities and other Crisis Prevention and Recovery stakeholders, and the generous support and engagement of donors. But the results we have achieved would not be possible without the tireless dedication of our staff, both at headquarters and in country offices. In this light, we are constantly reminded that dealing with conflicts and disasters in the face of human suffering is never an easy

task and sometimes comes at a great cost. In 2013, 58 UN colleagues and friends lost their lives in an attempt to deliver assistance in a time of crisis, including in an attack on the UN compound in Mogadishu, Somalia.

Against the background of the structural changes affecting UNDP's approach to Crisis Prevention and Recovery, it is timely to recall the extraordinary vision and commitment of Julia Taft and Kathleen Cravero. As the first two directors of the Bureau for Crisis Prevention and Recovery, they have had a lasting impact upon the way UNDP carries out its work in crises settings. I have been privileged to follow in their footsteps.

As we near the end date for the Millennium Development Goals in 2015, UNDP

will continue to ensure that peace and stability remain central to the international development agenda. Looking forward, this means saving lives and reducing suffering for individuals around the world.



**Jordan Ryan**  
UNDP ASSISTANT ADMINISTRATOR  
AND DIRECTOR, BUREAU FOR  
CRISIS PREVENTION AND RECOVERY

# HIGHLIGHTS > 2013



To reduce high levels of crime, UNDP supported the government in a programme to register guns. Close to 70 percent of weapons owned by private security companies and 20 percent of those in the hands of civilians are now in a database. Data showed a continued reduction in the number of homicides and injuries related to firearms.

## NICARAGUA



UNDP support to local governments, police and NGOs has contributed to crime rates dropping by as much as 70 to 80 percent in some areas. UNDP training on gender-based violence led to a reform of the Law against Domestic Violence.

## EL SALVADOR



After Hurricane Sandy in October 2012, UNDP assisted more than 23,700 families in improving their living conditions and provided housing and shelter for close to 17,700 families.

## CUBA



UNDP facilitated regional and national consultations to contribute to the peace talks between the government and the Revolutionary Armed Forces of Colombia. More than 58,000 survivors of human rights abuses participated in framing the Justice and Peace Law which will foster justice and reparations.

## COLOMBIA



UNDP worked with the Albanian Mine and Munitions Coordination Centre to clear 51,000 square metres of land.

## ALBANIA



In 2013, UNDP-supported legal aid offices helped with more than 2,850 cases. Legal aid is now available to more than 350,000 people.

## KOSOVO<sup>1</sup>



Partially as a result of UNDP and government conflict prevention initiatives, elections held in 2013 remained relatively peaceful.

## GEORGIA



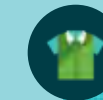
UNDP helped improve the living conditions of communities hosting refugees from Syria. Sixty-six percent of areas contaminated with landmines were cleared with UNDP support.

## LEBANON



UNDP provided temporary work to more than 50,000 conflict-affected people to repair community infrastructure, build micro hydropower plants, fix roads, restore water supplies and manage local natural resources.

## AFGHANISTAN



With UNDP support, more than 2,200 former combatants who had been recruited as children have returned to their communities.

## NEPAL



UNDP provided emergency jobs to more than 82,000 conflict-affected people.

## MYANMAR



In the immediate aftermath of Typhoon Haiyan, UNDP provided 12,000 people with emergency jobs to clear mountains of debris from roads and infrastructure. By the end of the year, most homes, schools and hospitals had been restored.

## THE PHILIPPINES



UNDP assistance enabled the National Constituent Assembly to draft a new national Constitution, which was approved in early 2014.

## TUNISIA



UNDP helped approximately 60,000 people to grow and process hibiscus flowers, ground nuts, honey, and animal hides.

## SUDAN



UNDP helped 2,500 survivors of sexual and gender-based violence, and trained 85 magistrates.

## BURUNDI



UNDP helped restore courts in areas affected by the conflict and supported several legal aid clinics. More than 3,000 people living in remote provinces in North and South Kivu received free legal advice.

## DEMOCRATIC REPUBLIC OF THE CONGO

<sup>1</sup> Hereafter referred to in the context of UN Security Council Resolution 1244 (1999)

# PREVENTING CRISIS

REDUCING THE RISK  
OF CONFLICTS AND DISASTERS

Worldwide, conflicts and disasters put hard-won development gains at risk, reversing economic growth and progress towards eliminating poverty. When countries experience chronic fragility this means that crises regularly reoccur, increasing poverty and exacerbating inequality. UNDP helps governments and communities prevent and recover from conflicts and disasters so that they can better achieve their development goals



In Mali, education activities  
help build peaceful societies.

# PREVENTING DISASTERS



UNDP disaster risk reduction project in Pakistan.

Photo: UNDP Pakistan

Around the world, changes in weather and climate, along with other trends, such as population growth, environmental degradation and poorly planned urbanization, are putting more people at risk from disasters.

UNDP's goal is to protect countries' development gains by helping communities and nations become more resistant and resilient to catastrophes. UNDP assists its partners not only in identifying and understanding possible risks of disaster, but also to support efforts in communicating these risks to the population.

Globally, UNDP is increasing the number of its disaster risk reduction projects, spending an average of US\$ 200 million per year. In

## DISASTER TRENDS:

- Over the past two decades, disasters have killed more than 1.3 million people, affected more than 4.4 billion and cost the global economy at least US\$ 2 trillion; and
- As risks become magnified by changes in weather and climate, future losses are expected to increase, placing development achievements at risk. The cost of climate-related disasters in 2012 was nearly 500 percent of what it was in 2006.

2013 alone, UNDP worked with 25 countries to establish or strengthen disaster early warning systems, and supported 57 countries in developing risk assessment and hazard maps to help prepare for the future. In collaboration with national governments, UNDP also helped 45 high-risk countries establish disaster management agencies.

**25**  
COUNTRIES

WHERE UNDP ESTABLISHED OR STRENGTHENED DISASTER EARLY WARNING SYSTEMS IN 2013

**1.3**  
MILLION

PEOPLE KILLED BY DISASTERS IN THE LAST TWO DECADES

**45**

THE NUMBER OF COUNTRIES WHERE UNDP HAS HELPED ESTABLISH DISASTER MANAGEMENT AGENCIES



A tea picker who is part of a UNDP project in Nilgiri Hills, India.

Photo: Shashank Jayaprasad/UNDP India

## RESULTS 2013

→ After Cyclone Evan hit **Fiji** in late 2012, UNDP, in collaboration with the World Bank, the European Union and other partners, helped the government assess the scope of the damage caused by the disaster — including the impact on lives and livelihoods — and develop a plan for recovery. UNDP began implementing recovery programmes offering emergency employment to 39 communities dependent on fishing and farming — the worst-affected sectors. UNDP helped rebuild destroyed infrastructure and provided agricultural support for farmers. Overall, 62 percent of those who received support were women;

→ In **Iraq**, UNDP provided technical support to the government in developing and approving a disaster risk management programme that will ensure that laws and institutions are well-equipped to handle disasters. The programme explicitly addresses gender concerns and seeks to raise the technical capacity of women's organizations;

→ In **Madagascar**, where recurring droughts and violent storms kill an average of 125 people every year, UNDP helped develop a national contingency plan related to cyclones and floods, which included evacuation routes and emergency shelters. In November 2013, UNDP was involved in completing two additional plans with corresponding



**39**  
COMMUNITIES

IN FIJI RECEIVED EMERGENCY EMPLOYMENT AFTER CYCLONE EVAN



IN MADAGASCAR, UNDP HELPED DEVELOP EVACUATION ROUTES AND EMERGENCY SHELTERS FOR VIOLENT STORMS



**3,500+**  
PEOPLE

IN SAMOA RECEIVED HELP  
FROM UNDP TO RECOVER  
FROM CYCLONE EVAN

simulation exercises in the Tulear and Farafangana regions. In UN priority regions, several disaster risk reduction committees generated 24 local disaster management plans. Special efforts led to a 47 percent participation by women;

→ After extensive flooding hit **Nigeria** in July and August 2012, UNDP and partners helped the government to develop a national recovery strategy and draft a national action plan. The plan includes a US\$ 150 million investment to support recovery in 21 states;

→ In **Pakistan**, floods in 2010 affected 20 percent of the country's landmass and close to 20 million people. In 2013, UNDP

continued to provide technical support in developing a disaster risk management programme, which addresses the risk of flooding in the Indus River Basin. The programme also addresses the risk of earthquakes in frequently affected areas. The approval of the National Disaster Risk Reduction Policy in 2013 is an important step towards a well-planned national strategy to prepare, mitigate and adapt to multiple hazards; and

→ After Cyclone Evan hit **Samoa** in December 2012, UNDP and partners assisted the government in conducting a post-disaster needs assessment, which provided detailed information on damage and loss from the disaster. The information will provide a basis for a recovery programme to restore livelihoods, reconstruct houses, reduce the risk of disasters, and include climate change adaptation measures throughout the recovery. UNDP supported more than 3,500 people to recover.



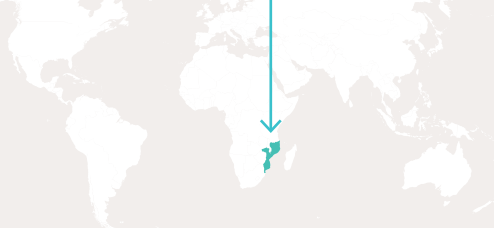
Shelters in Samoa, where Cyclone Evan caused serious damage in late 2012.

Photo: UNDP Samoa

Water infrastructure in Pakistan, where UNDP is working to reduce the risk of flooding.



Photo: Huma Akram/UNDP



## MOZAMBIQUE

### Transforming disaster risk reduction

With its extensive Indian Ocean coastline and periods of intense seasonal rains, Mozambique has experienced many disasters. In 2000, extensive flooding killed an estimated 800 people and affected more than 1.5 million.

Since then, however, a decade-long commitment to disaster preparedness and prevention has made improving and strengthening resilience a new priority. As a result, the death toll from flooding has steadily declined. Flooding in 2013 killed approximately 113 people — 86 percent fewer than in 2000 — and displaced 16,000, or 90 percent fewer than during the previous decade.

**86%**

FEWER DEATHS

FROM FLOODS IN 2013,  
WITH UNDP SUPPORT

Through long-term commitment, UNDP has helped reduce the risks and the effects of disasters

Since 1976, UNDP has been working with the government to build capacity and set up institutions for disaster risk management. The effort is coordinated by a National Disaster Management Institute. Across the country, UNDP has trained over 2,000 government employees including politicians, teachers, environmentalists, disaster managers, and members of civil society organizations. UNDP also supported the government in developing a Disaster Risk Management Law which is expected to pass through parliament in 2014. Furthermore, a Natural Disasters Prevention Master Plan for 2006–2015 now outlines the necessary steps for preventing

future disasters, from creating national emergency training and contingency plans, to training teachers and setting up local risk committees.

A UNDP campaign is also discouraging disaster-affected people from returning to build their homes in areas known as 'high risk zones' affected by frequent flooding. By creating new livelihood opportunities away from these areas and supporting the government in providing social services, displaced communities are much likelier to remain in their new, safer environments.

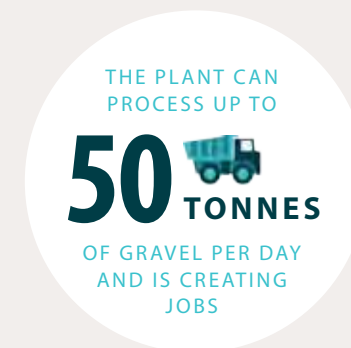


With its long coastline, Mozambique is vulnerable to weather related disasters.

Photo: Elizabeth Latham/UNDP



## Rehabilitating an abandoned gravel plant to prevent flooding and create jobs



### TAJIKISTAN

## UNDP reduces the risk of devastating floods

In 2010, severe flooding killed more than a dozen people and destroyed 500 homes in Kulyab, south-western Tajikistan. “We lost all our belongings, including hopes for a better future as a result of the flood,” says local resident Saidmuhiddin Sharipov, whose home was severely damaged.

A disaster assessment led by the government and supported by UNDP revealed that one of the causes of the 2010 disaster was a clogged and poorly maintained canal system. To make good use of the debris collected from clearing the canals, a UNDP project is rehabilitating a large gravel plant, which has stood empty and abandoned since the collapse of the Soviet Union in 1991. The plant, which uses sand and stone from the canal to produce its gravel, helps keep the canals from clogging and overflowing, and provides jobs for the local community.

“We wanted something sustainable, not just a quick fix that we would have to deal with again in five or 10 years,” says UNDP’s Abdullo Guliev. “By partnering with the private sector and investing a little in rehabilitation, we can keep the canals clean and strengthen the economy in the process.”

The plant now processes up to 50 tonnes of gravel per day. The plant has also boosted the local economy as it uses equipment provided by local suppliers, produces gravel and bricks for the market, and provides at least 15 full-time jobs to those who had been affected the most by the 2010 flooding.

Sharipov, who was previously unemployed, now works at the newly refurbished plant, earning approximately US\$ 370 per month – a significant amount in a country where nominal GDP per capita is about US\$ 950 per year.



Workers at a UNDP supported gravel plant in Tajikistan.

“I am happy that, thanks to UNDP’s support, I have found a job in my home city with the same wages that I would earn migrating to Russia for work,” Sharipov says.

A local enterprise, which is renting out the plant, will continue to ensure that the canals and river remain clear of debris. To further reduce the risks of flooding, any funds collected from rent will be invested in buying bricks and other material to fortify riverbanks and embankments.

To ensure that the canal bed and surrounding land are not damaged by dredging, the government and UN representatives are also identifying areas where accumulating sediment needs to be removed.

Photo: UNDP Tajikistan



An innovative UNDP and DHL partnership helps train officials and airport staff to cope with worst-case scenarios

300

PEOPLE IN 21 AIRPORTS  
AROUND THE WORLD TRAINED  
IN DISASTER LOGISTICS

## ARMENIA

### Preparing airports for disasters



Swamped officials, backlogged visa requests, mountains of lifesaving supplies and throngs of people with nowhere to go — in the face of disaster, most airports look very much alike. And especially for humanitarian relief workers, such scenes of chaos and mayhem are all too familiar.

Whether it's after a typhoon in the Philippines or violence in the Central African Republic, airports often become vital hubs where terrified people seek a passage out and where incoming aid is coordinated and distributed. More often than not, however, the high volume of relief goods and personnel, combined with the overall burden of the disaster, are more than many airports are equipped to handle.

To make airport scenes less chaotic in the aftermath of a catastrophe, UNDP has partnered with Deutsche Post DHL's experts in road, sea and airfreight logistics. The **Get Airports Ready for Disaster programme** is preparing airport workers for the worst and teaching them to cope with potential

surges in air traffic — making aid delivery faster and more efficient.

After working in 21 airports, Chris Weeks, DHL's Director of Humanitarian Operations, and his team were recently in Yerevan, Armenia, to train airport officials and staff. "In my experience, most airports in high-risk areas are not prepared for a surge in air traffic after a natural disaster," Weeks says. "Often the management doesn't appreciate that handling many unscheduled cargo flights can quickly disrupt regular airport operations."

At Yerevan's Zvartnots airport, Weeks walks through each area, from baggage claim to the VIP lounge, with a large contingent of workshop participants. Along the way he asks them pointed questions: Can the runway support large planes and traffic? Are there sufficient bridges to connect to planes? Are there lengthy visa and arrival restrictions that can be waived?

The training has particular significance in Armenia, which last year marked the 25th anniversary of the devastating Spitak

Earthquake that killed an estimated 25,000 people and destroyed much of the country's infrastructure. Since then, disaster risk management has been a strong focus for the government. The Ministry of Emergency Situations has even set up a crisis management academy to train government staff in disaster management, fire-fighting, rescue and safe engineering.

"Armenia has become a regional leader in disaster risk reduction, which is a precondition of sustainable development," says UN Resident Coordinator Bradley Busetto. "In recent years the government has accepted the need to invest in disaster preparedness and incorporate it into everything it does, including new laws, rules and regulations."

In addition to Armenia, DHL and UNDP have helped prepare airport staff in other disaster prone countries including Bangladesh, El Salvador, Indonesia, Lebanon, Nepal, the Philippines and Turkey, training more than 300 people in 21 airports. In 2014, both UNDP and DHL will sign a follow-up plan of cooperation, targeting at least six more countries in three years.

### ARMENIA LEADS THE WAY IN DISASTER PREPAREDNESS

Since 1994, Armenia has been working with UNDP to strengthen its disaster risk reduction programmes and has become one of the most actively engaged countries in building resilience to potential crises. Recent activities have included:



Photo: Varo Rafayelyan/UNDP Armenia



Creating a **National Service for Seismic Protection** to prevent and respond to potential future earthquakes, and an **Armenian Rescue Service** to respond to emergencies;



Integrating disaster risk reduction and disaster management into its **national strategic plan**, while analyzing and assessing the risk of future disasters;



Establishing a **Crisis Management Centre** and emergency response call centres in cooperation with the German Red Cross and other partners;



Developing **Community Resilience certificates** to be awarded to cities and towns that implement disaster risk reduction measures; and



Testing and building **nets** to protect fields from the devastating effects of hail.

# PREVENTING CONFLICTS

## GOALS



AVOID  
UNNECESSARY  
SUFFERING



PROTECT  
DEVELOPMENT  
INVESTMENT

Armed conflicts and high levels of crime and violence inflict suffering and are a significant financial burden to affected nations, neighbouring countries and the international community. According to World Bank data, the average cost of a civil war is equivalent to more than 30 years of GDP growth for a medium-sized developing country. Conflicts exacerbate poverty and existing inequalities, while recurring conflicts often keep countries trapped in vicious cycles of poverty and violence.

Preventing conflicts from occurring in the first place, however, not only avoids unnecessary suffering and death, but also protects development investment.



UNDP provides training and advice to help governments and communities promote tolerance, dialogue, inclusiveness and participation, as well as to strengthen national capacity to prevent, manage and resolve violence and conflicts.

## UNDP HELPS COUNTRIES AROUND THE WORLD TO:

- Develop local and national observatories to detect potential outbreaks of violence, create early warning systems that monitor and address recurring violence, and ensure peaceful transitions during elections and moments of high tension;
- Resolve disputes through conflict management and resolution;
- Train local and national mediators to facilitate conflict management;
- Ensure that particularly vulnerable groups, such as women, young people, ex-combatants, and marginalized members of society, are effectively able to participate in conflict prevention activities; and
- Establish opportunities for community members to engage in dialogue to address specific conflicts.

Photo: Caroline Trutmann/  
UNDP Guatemala



Photo: Albert Gonzalez Farran/UN

## CONFLICT TRENDS:

**79%**  
DROP IN HIGH-  
INTENSITY CONFLICTS



High-intensity conflicts between States are now less common than they used to be. Conflicts that kill more than 1,000 people in a year dropped by 79 percent between 1984 and 2008 and still continue to decline;

## MURDER RATES DOUBLED



However, during the same period, other forms of conflict and violence have become more common. Armed violence due to criminal activity, drug trafficking, local conflicts over land and natural resources, along with organized inter-ethnic and communal violence, are now more commonplace. Since 1999, homicide rates have doubled in El Salvador, Guatemala, and Honduras; and

**40%**  
OF FRAGILE COUNTRIES  
RELAPSE INTO VIOLENCE



Conflicts are often not a one-time only occurrence. According to World Bank estimates, 40 percent of fragile or post-conflict countries relapse into violence within a decade.



Photo: Guy Oliver/IRIN

Gendarmerie in Madagascar, where UNDP helped support elections in 2013.



UNDP PROVIDES TRAINING AND ADVICE TO HELP GOVERNMENTS AND COMMUNITIES PROMOTE TOLERANCE, DIALOGUE, INCLUSIVENESS AND PARTICIPATION

## RESULTS 2013

- In **Burundi** a labour dispute in the public sector and a conflict in national universities, where professors and students threatened to strike, could have led to violence and economic loss in 2013. UNDP supported a National Social Dialogue Committee, which helped mediate the tensions and successfully prevented both conflicts from escalating into violence;
- In **Chad**, UNDP trained community mediators across the country to resolve

disputes. UNDP provided funding and technical advice for the training, which also resulted in a widespread media campaign to address issues of intolerance;

- Before and during elections in **Madagascar**, UNDP helped the government to develop violence prevention measures, which included training mediators to manage disputes among communities. The mediators helped resolve disputes at the local level and ensured that electoral tensions did

not escalate into violence. International observers declared two rounds of presidential elections in October and December 2013 to be credible and democratic; and

- In an area of recurrent fighting in the south of **Yemen**, UNDP helped communities to conduct an analysis of local conflict so they could better understand the underlying reasons for recurring violence and come up with a plan to ensure long-term peace and stability.



## HONDURAS

### Heading to the polls

- During the November 2013 general elections in Honduras, UNDP provided support to the government, which included conflict prevention activities aimed at reducing outbreaks of political violence. UNDP also took action to introduce political and electoral reform, which included new identity cards for all voters;
- The election was considered a success by observers, with a high turnout of 3.2 million voters, an increase of 11 percent compared to 2009 elections. Women's parliamentary representation increased,

with women now making up 26 percent of the seats, compared to 19.5 percent in 2009; and

- UNDP also continued to provide technical and financial support to reduce crime and violence in Honduras' main cities and will strengthen the capacity of the police and the justice system in years to come. According to the Observatory of Violence in Honduras, between 2012 and 2013 national homicide rates dropped from 85.5 murders per 100,000 inhabitants to 79 per 100,000, in part due to UNDP assistance.

# 7.6%

DECREASE IN MURDER RATES BETWEEN 2012 AND 2013 IN PART DUE TO UNDP

# 26%

WOMEN IN PARLIAMENT



UNDP helped the government of Honduras to hold elections in 2013.



Photo: UNDP Honduras



## Athletes helped UNDP campaign to maintain peace during a political transition

### KENYA

## Sports stars give election violence the boot

At the start of 2013, Kenyan rugby star Lavin Asego was focusing on a new challenge after his recent World Series tournament final against England. This time, however, his adversary was not the menacing English rugby line-up, but the spectre of electoral violence in Kenya.

Asego was among dozens of Kenyan sports men and women who lent their voices to a national campaign supported by UNDP, sports associations and the United Nations in Kenya, which rallied voters to participate peacefully in the country's general elections on 4 March and beyond.

"I love rugby and I play better when Kenya is at peace," Asego said on a poster which was part of the Sports 4 Peaceful Elections campaign, launched in late January. James

Situma from Harambee Stars, one of Kenya's premier football teams, echoed the sentiment on another poster: "Football is my passion and I excel when Kenya is at peace."

UNDP support to the campaign complemented other longer-term measures to build peace throughout 2012 and 2013. This follows Kenya's elections in 2007, which were marred by widespread violence and led to a political, economic and humanitarian crisis, during which up to 1,500 people were killed and over 200,000 were displaced.

While UNDP-led initiatives to build peace helped maintain relative calm during the subsequent 2010 referendum on the Constitution, the possibility of conflict still loomed on the horizon for 2013. In response,

UNDP stepped up its efforts, in conjunction with the government and other partners, to ensure that the polling in March did not cause a repeat of the 2007 hostilities.

In addition to ongoing peacebuilding and conflict prevention activities since the violent 2007 election and the Sports 4 Peaceful Elections campaign, UNDP has improved communications between a national situation room and 108 regional centres. This allows police to respond faster to trouble.

UNDP police training improved overall election security and a national hotline allowed members of the public to report outbreaks of violence. Before the 2010 referendum, UNDP helped establish a national conflict early warning system



Kenyan rugby player Biko Adema took part in a public campaign to promote peace during the country's 2013 election.

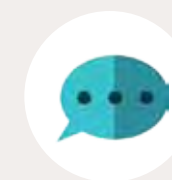
Photo: UNDP Kenya



# 108

REGIONAL CENTRES

HAD COMMUNICATIONS UPGRADES SO POLICE COULD RESPOND FASTER TO TROUBLE



# 1,000+

VOLUNTEER MEDIATORS

WERE TRAINED TO DIFFUSE LOCAL DISPUTES AS THEY AROSE

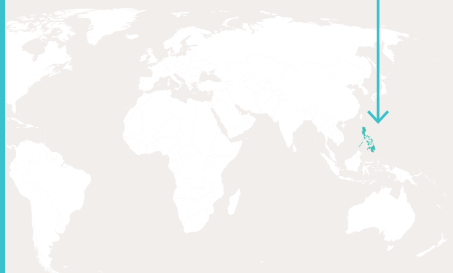
through a crowdsourcing platform to receive and react to text messages from the public. The platform continued to function during the March 2013 polls. Ongoing engagement and training with the media involved spreading the anti-violence message and encouraging responsible reporting without inciting violence. UNDP also trained more than 1,000 volunteer mediators to diffuse local disputes as they arose.

With Google Kenya support, dozens of Kenyan sports stars agreed to host a series of Google+ Hangouts to sensitize Kenyans, including the diaspora, on the electoral processes, encourage responsible social media use in the run-up to elections and elicit a personal pledge to maintain peace. Online monitoring of 'hate speech'

also helped identify instances of speech related to the elections which might have incited violence.

To further increase equal and fair representation at the elections, UNDP helped train 350 women in leadership skills, campaigning and fundraising, and provided them with information about their constitutional rights so that they may be better equipped to run for elective positions at national and county levels. After the training, 70 women joined the campaigns before the election.

International observers of the March 2013 polls considered the elections to have been overall peaceful and a significant improvement compared to previous years.



## THE PHILIPPINES

### 15-year peace process reaches a landmark deal

Following the signing of the initial Framework Agreement between the Government of the Philippines and the Moro Islamic Liberation Front (MILF) in October 2012, which established the new autonomous region of Bangasamoro, UNDP led joint UN and World Bank efforts to support the peace process by:

- Providing assistance to negotiating parties as they developed detailed annexes and terms on a return to a normal state of peace, power-sharing, as well as resource and revenue distribution.
- Aiding the work of an independent commission for policing in the Bangsamoro region.

During the signing of the Comprehensive Peace Agreement between the government and the MILF in March 2014, MILF leadership requested assistance to develop a strategy to facilitate its



Rice farmers in the Philippines, where UNDP has helped the government and MILF agree on a peace deal.

Photo: UNDP Philippines

transition from a military to a political role, the very first time that a rebel group has directly requested that UNDP provide such support. Assistance was also sought for the development of justice, human rights, and rule of law for Bangsamoro, and for the establishment of a public administration system.

In assisting the MILF, UNDP engaged them in a series of conversations around feasible

options for the future of Bangsamoro. Similar conversations were also held with the government on returning to a normal state of peace and transitional justice. A technical dialogue took place that clarified options for both parties, and helped them move closer to an eventual agreement. Much of this support was provided through the joint UN-World Bank Facility for Advisory Support for Transition Capacities.



## Strengthening resilience by placing people at the centre of development

By Cihan Sultanoglu

ASSISTANT ADMINISTRATOR  
AND DIRECTOR,  
UNDP REGIONAL BUREAU  
FOR EUROPE AND THE  
COMMONWEALTH OF  
INDEPENDENT STATES



Communities today are facing an array of threats and challenges to their security — institutional weakness, environmental degradation, sudden migration, resource scarcity, persistent natural disasters – that deplete communities' resilience and block or even reverse development. In cities, unemployment, overcrowding, and a fragmenting of traditional social structures serve to compound insecurities.

investing in understanding what makes communities insecure (and by extension, secure), we are giving ourselves the tools to provide long-term assistance to deal with these insecurities and unlock development potential.

In **Cyprus**, decades of political deadlock with Turkey over the island's sovereignty have largely precluded inter-communal dialogue and cross-boundary development. With long-term UNDP support, civil society has developed a more inclusive public policy debate on the benefits of a resolution by focusing on what unites people – for example economic benefits. Through 2013, UNDP continued its long-term support of this process and empowered local communities to break down barriers, open commercial corridors, and facilitate cross-boundary traffic and trade. As a result, Cyprus is perhaps closer today to a settlement than at any time in the previous decade.

People living along **Georgia's** administrative boundary line between the Shida Kartli and South Ossetia regions have experienced a range of physical threats, periodic shootings and robberies since the 2008 conflict with Russia. Following a thorough analysis,

UNDP identified that an absence of information about threats and incidents was compounding insecurities. In response, UNDP supported the creation of a Community Safety Network, which utilized mobile phone technology to share information on incidents. UNDP then worked to facilitate the involvement of security providers to develop locally appropriate responses. The result is fewer incidents and a greater sense of security.

Immediately after the outbreak of ethnic violence in **Kyrgyzstan** in 2010, UNDP worked to assess the root causes of communities' insecurities and discovered that a key concern was the perception that the central and local governments were largely disconnected. UNDP then worked to enhance the work of the regional governments to engage their extensive field presence to support the efforts of local authorities and security services to mitigate and manage tensions as they arose. As these linkages become more established, UNDP will gradually withdraw while leaving this capacity intact. Throughout 2013, incidents of ethnic violence remained relatively isolated and the work of the local governments became better connected with the capital, Bishkek.

UNDP has been helping Georgians, including this farmer in South Ossetia, to report and prevent violence near the administrative boundary line.



Photo: Vladimer Valishvili/ UNDP Georgia

Recognizing these impediments to development across Europe and Central Asia, UNDP has been working to address these challenges by putting people at the centre of our development assistance. By

## DURING A CRISIS

### RAPID RESPONSE TO REBUILD AND RECOVER

UNDP takes a leadership role across the UN system in early recovery work, combining immediate, humanitarian response to a conflict or disaster with a longer-term development approach. Part of this work includes ensuring security and the respect of human rights, and providing employment opportunities to foster long-term economic recovery. This ensures that communities, economies and nations rebuild lost livelihoods and infrastructure, which are better and more resilient than before the crisis. Throughout its programmes, UNDP pays particular attention to addressing the needs of vulnerable people, such as those displaced by previous conflicts or disasters, people living with disabilities, ethnic minorities, ex-combatants, women and young people.



## OUR APPROACH



## DURING A CRISIS, UNDP RESPONDS BY:

- Offering emergency employment schemes, as well as start-up grants to revive local businesses and economies;
- Rehabilitating community infrastructure to improve access to basic services, such as water, sanitation and medical care;
- Managing and clearing debris, which often obstructs roads and essential infrastructure and can hamper rescue efforts; and

- Supporting local governments in conducting post-disaster needs assessments, as well as planning, implementing and coordinating the recovery, and improving risk management to avert further crises.

## RESULTS 2013

- The effects of Hurricane Sandy, which struck the Caribbean in October 2012, were still felt throughout 2013. In **Cuba**, UNDP developed a two-year recovery programme. UNDP helped



**17,700**  
CUBAN FAMILIES

WERE HELPED TO FIND HOUSING AND SHELTER FOLLOWING HURRICANE SANDY

Photo: D. Klein/UNDP Haiti



Haitian worker employed by UNDP to remove debris in Port-au-Prince.

improve the living conditions of more than 23,700 families and assisted close to 17,700 families to find housing and shelter. Together with national and local governments, UNDP helped rebuild houses and community infrastructure for 37,000 households. Households headed by women and families with elderly or disabled members were given priority. To improve employment opportunities, UNDP used locally produced materials to rebuild damaged or destroyed homes and supported agricultural cooperatives in restoring fruit plantations, livestock facilities and farming. To help mitigate the effects of similar future disasters, early warning systems will ensure that more than 150,000 families living in vulnerable communities will be alerted in time of impending danger;

- Since the devastating earthquake in **Haiti** in 2010, UNDP has helped improve infrastructure and homes for more than 500,000 people affected by the disaster. In 2013, UNDP created more than 6,300 short-term jobs for people from low-income neighbourhoods who were most severely affected by the disaster, and for those living in rural areas with limited employment prospects. An estimated 50 percent of the jobs involved recycling and processing debris from the streets in urban areas, while also improving farming infrastructure in rural areas; and
- In **Myanmar**, where one of the longest running civil conflicts since 1948 has displaced more than 600,000 people, UNDP's emergency employment schemes offered jobs to more than 82,000 people, including 41,000 women.



**82,000+**  
PEOPLE

DISPLACED BY CONFLICT IN MYANMAR RECEIVED TEMPORARY JOBS

Despite the violence and unrest, UNDP's continued presence in the country ensured that its support reached the most affected communities as soon as possible. This allowed people to purchase food and replace some of the assets they lost as a result of the violence.

Photo: Evan Schneider/UN Photo



People displaced by fighting in Bangui in the Central African Republic.



## Persisting crises in a flourishing continent

By Abdoulaye Mar Dieye

ASSISTANT  
ADMINISTRATOR  
AND DIRECTOR,  
UNDP REGIONAL  
BUREAU FOR AFRICA



Persisting violence in a number of African countries is a cruel reminder that Sub-Saharan Africa, recently awash with success stories, continues to face serious challenges in building peace, stability and development.

In both the Central African Republic and South Sudan, armed violence, compounded by a breakdown in security, State authority and the rule of law, has resulted in thousands of deaths, forced hundreds of thousands to flee their homes and created escalating humanitarian crises.

In Mali and Nigeria, insurgencies and terrorist networks have seized large

areas characterized by weak government control and political and economic marginalization. Meanwhile, conflict persists in the Great Lakes Region, rooted in long-standing tensions over ethnicity and citizenship, chronic poverty, and fuelled by competition for mineral and other natural resources.

These conflicts will all have long-lasting consequences, rolling back years of development achievements and in some cases a hard-won peace. But they will also increase poverty, as well as long-term insecurity and vulnerability to future shocks.

While fulfilling immediate humanitarian needs is essential, the challenge in the continent's past and present crises is to create the long-term conditions that will prevent the recurrence of war, hunger and displacement.

UNDP's work in conflict areas has focused on accomplishing the following three broad objectives:

**1** First, UNDP is helping to establish stronger and more cohesive State institutions, professional security forces, a functioning judiciary and a competent civil service, all of them focused on delivering

development services to local populations, including the most vulnerable.

**2** Second, UNDP works to build trust between groups, establish inclusive institutions and create grassroots mechanisms in which conflicts are settled peacefully and security is a collective endeavor. Without such mechanisms, displaced populations are unlikely to return home and reconciliation will remain a distant possibility. Involving women in building peace and reconciling communities is particularly important.

**3** Third, we work to ensure people have the necessary means to feed their families, send their children to school and pull through difficult situations. Public infrastructure programmes and emergency employment schemes have an important role to play in preserving local economies, safeguarding people's livelihoods and paving the way for long-term development.

Humanitarian intervention is vital when crises occur. However, by focusing on long-term development, including tackling vertical and horizontal inequalities, we maximize the likelihood that these crises will become relics from the past.



Photo: F. Noy/UNHCR

People displaced by violence in South Sudan load a truck before fleeing to neighbouring Uganda.



15



MILLION PEOPLE

AFFECTED BY TYPHOON HAIYAN,  
THE LARGEST STORM ON RECORD

### THE PHILIPPINES

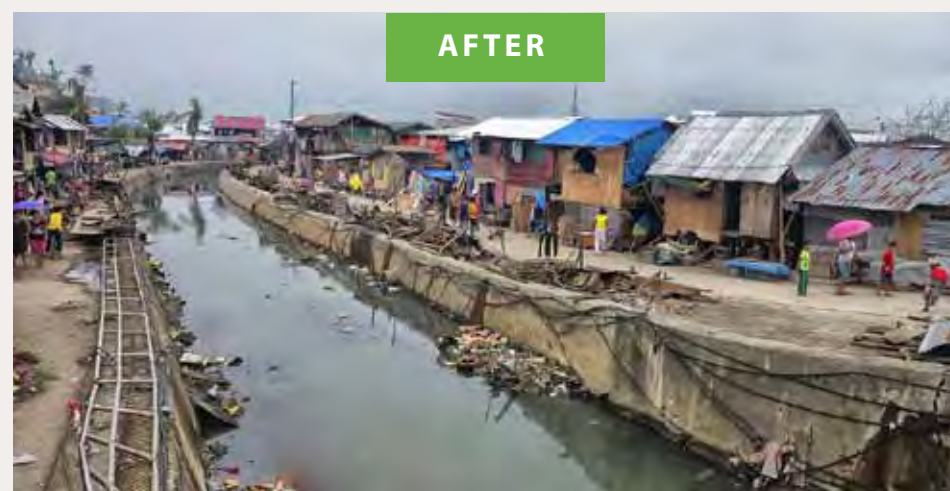
## Supporting recovery

Typhoon Haiyan, the largest storm on record, made landfall in the Philippines on 8 November 2013. With unprecedented winds and sea surges, it wreaked havoc, flattening buildings, destroying homes and infrastructure and left more than 6,000 people dead. Across nine regions of the country, the typhoon displaced 4 million people and affected as many as 15 million. In the wake of several other recent disasters, including Typhoon Bopha in 2012 and two strong earthquakes in 2013, the most recent catastrophe has further added to the country's hardships and may exacerbate poverty for many years to come.

In the immediate aftermath of the storm, UNDP was on the ground helping the stricken population through emergency employment schemes, which provided both an immediate income for those who had lost their livelihoods and an effective way to clear and remove debris. Within the first month, most of the main roads had been cleared from waste and debris and emergency employment schemes were getting off the ground.



BEFORE



AFTER

100-days after Typhoon Haiyan rampaged through the Philippines, UNDP supported workers had cleared debris from this canal in Tacloban.

Photo: Quentin Musset/  
Baudouin Nachtergaele/UNDP Philippines



## Achieving large-scale impact in partnership with governments

By Haoliang Xu

ASSISTANT  
ADMINISTRATOR  
AND DIRECTOR,  
UNDP REGIONAL  
BUREAU FOR ASIA  
AND THE PACIFIC



What do Typhoon Haiyan, Cyclone Nargis, the Sichuan Earthquake, and the Indian Ocean Tsunami have in common? They are among the worst mega-disasters within the past 10 years and they affected densely populated areas with high levels of poverty.

Asia and the Pacific occupies roughly one-third of the world's land mass, but is home to 60 percent of the world's people. Due to high population density, a disproportionate 83 percent of all deaths attributed to disasters occur in this region. The number of combined casualties from the four above-mentioned catastrophes alone amounts to almost half a million.

The destructive weather events show that climate change is a reality. We need to implement the necessary governance and institutional arrangements, risk identification and early warning systems, and preparedness and response measures in line with the Hyogo Framework of Action.

To assist countries in coping with shocks, UNDP works with governments on preparedness and recovery programmes. These efforts include designing effective

national strategies, building smarter institutions with sufficient resources, and providing access to expertise.

We begin by working at the community level: raising the awareness of risks of the local population, expanding livelihood opportunities, and helping with access to risk financing. Then we take successful projects to the national scale.

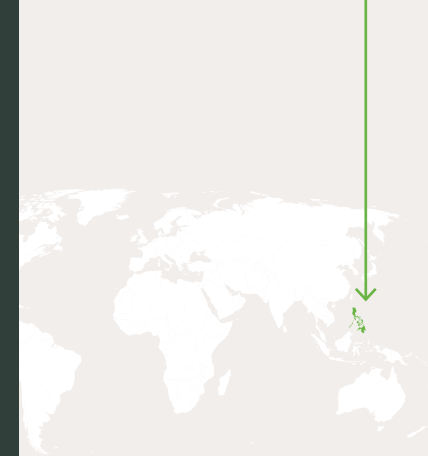
Partnerships with governments are critical to ensuring that our portfolio reaches large populations. For example, a strategic partnership with the government in Bangladesh has led to significant reductions in fatalities as a result of natural hazards. In 1991, a cyclone took 140,000 lives. In 2009, however, a similar cyclone caused 200 casualties. This was achieved in part due to better early warning, disaster risk reduction, and preparedness systems.

With support from the Netherlands, Australia and Switzerland, we helped to set up the "Early Recovery Facility" in Bangladesh, which now ensures that every post-disaster recovery process addresses the needs of vulnerable groups, such as women and children.

Many of the 36 countries in which we operate are disaster-prone like Bangladesh. In these countries we constantly monitor preparedness and recovery while providing knowledge exchange so that our partners have access to the best risk management and resilience-building solutions.

Throughout our programmes, we emphasize innovation. In the aftermath of Typhoon Haiyan, we engineered a partnership with Land Bank and the telecommunications operator Smart, which produced a mobile money transfer notification system that made it easier to pay the survivors enrolled in our emergency work scheme.

I look forward to strengthening our partnerships and taking an active role in the 3rd World Conference on Disaster Risk Reduction and the World Humanitarian Summit, which will be instrumental in setting a new agenda for innovation and meeting the needs of those most vulnerable in humanitarian crises.



# TYPHOON HAIYAN

In communities affected by the typhoon, UNDP is providing jobs, clearing debris and rebuilding infrastructure

### THE PHILIPPINES

## Emergency work kick-starts recovery in Santa Fe

Just weeks after Haiyan struck the island of Santa Fe, Trinidad Boto-balono began working to clear the white, sandy beaches of her home town. "I helped clean this part of the coast from debris after Typhoon Haiyan," she says, proudly pointing at a now pristine stretch of sand.

As one of thousands of Philippine residents who were employed through UNDP's emergency work schemes immediately after the storm in 2013, Boto-balono worked to help clear debris from the beaches and roads, and rebuild the port which was crucial to delivering aid. Today, the port is helping to rehabilitate the tourism industry.

By the end of 2013, more than 12,000 people who were affected by the disaster had been given temporary jobs in UNDP's early recovery programme in the Visayas, a central cluster of islands in the Philippines. Work to rebuild will continue at least until

2015. Local authorities and community leaders select the workers, who are paid minimum wage and employed for up to 15 days at a time.

By the end of the year, UNDP emergency employment schemes had cleared enough debris for almost all hospitals, schools, day care centres and municipal buildings to return to day-to-day business. Workers also repaired thousands of kilometres of road and drainage.

Within the next few months, ships will be able to return to the harbour. Thanks to the income Boto-balono is earning from clearing debris and the construction material she obtained from the government, she has been working on restoring her family's old home. "For me this is a miracle," she says. "As long as my family is together I know we can rebuild our lives."



# 12,000+

PEOPLE

IN THE PHILIPPINES HAD BEEN GIVEN EMERGENCY WORK TO CLEAR DEBRIS BY THE END OF 2013



BY THE END OF THE YEAR, UNDP SCHEMES HAD CLEARED ENOUGH DEBRIS FOR ALMOST ALL HOSPITALS, SCHOOLS, DAY CARE CENTRES AND MUNICIPAL BUILDINGS TO RETURN TO DAY-TO-DAY BUSINESS



In the immediate aftermath of disaster, UNDP trained affected people in carpentry skills



**1,500+**  
PEOPLE

AFFECTED BY HAIYAN WILL BE TRAINED IN CARPENTRY, MASONRY, ELECTRICAL WIRING AND PLUMBING TO REBUILD THEIR COMMUNITIES



EACH GRADUATE WILL RECEIVE A TOOL KIT AND A NATIONAL CERTIFICATE, WHICH CAN BE USED FOR FUTURE EMPLOYMENT

## THE PHILIPPINES

### In Cebu, carpentry graduates rebuild homes

Until Typhoon Haiyan struck his home island, Raymond Rodrigo was a fisherman. Before the storm destroyed his boat and gear along with his house, he relied on the sea off the northern coast of Cebu province, one of the Visayas islands in the Philippines, to support his family of six.

But since Haiyan, Rodrigo, like most of his friends and neighbours, hasn't been able to venture out to sea. Ninety percent of the boats in Daanbantayan municipality, where he lives, were destroyed. And with no work, no income, few marketable skills aside from fishing, and young children to feed, Rodrigo and his family were struggling.

"When our house was destroyed, we were all disheartened," he says. "We were almost hopeless. There aren't any jobs available."

But a UNDP scheme that began in 2013 is starting to turn his life around. Along with other members of his community, Rodrigo is learning carpentry skills, which are now in high demand because of the reconstruction effort.

In partnership with the provincial and central government, the UNDP scheme will eventually provide training and skills to more than 1,500 people from 15 different municipalities in the areas of carpentry, plumbing, electrical wiring, and stone masonry.



With assistance from UNDP, father of six Nestor Oguing, is learning carpentry skills so he can rebuild his home and the homes of others in his community.

Rodrigo was among the first group of 100 graduates to finish the 20-day course and complete three model shelters in early 2014. Along with other graduates, Rodrigo received a tool kit and a certificate that he can use for future employment.

Rodrigo and his classmates will also receive priority when applying for government reconstruction jobs related to their training. "Since Typhoon Haiyan destroyed my house and work, I have been able to rebuild my home and will be able to help other survivors recover as well," Rodrigo says.

Photo: Joey Reyna/UNDP



**12.6**  
MILLION LIVING  
IN POVERTY

**4.4**  
MILLION LIVING IN  
EXTREME POVERTY

## SYRIA

### Responding to chaos and civil war

By the end of 2013, the crisis in Syria had killed more than 120,000 people and displaced close to 50 percent of the country's population. By early 2014, more than 2.7 million people had fled to neighbouring countries. As the conflict intensifies, it has caused Syria's development to regress and has destabilized the entire region.

In spite of significant and mounting operational and security challenges, UNDP was able to achieve modest results, working with affected communities inside Syria

to help them cope, rebuild, and recover. This included providing temporary work, housing, and community infrastructure. To help individuals recover from the socio-economic impact of the crisis, UNDP provided vocational skills training, business support, and help to local governments to restore services based on the priorities of the affected population. Crisis management at the local level included building peace by training the media, community organizations and schoolteachers, as well as mediating discussions about community tensions and disagreements.



Lina, a refugee from Syria, now lives in a tented settlement in Lebanon with her seven children.

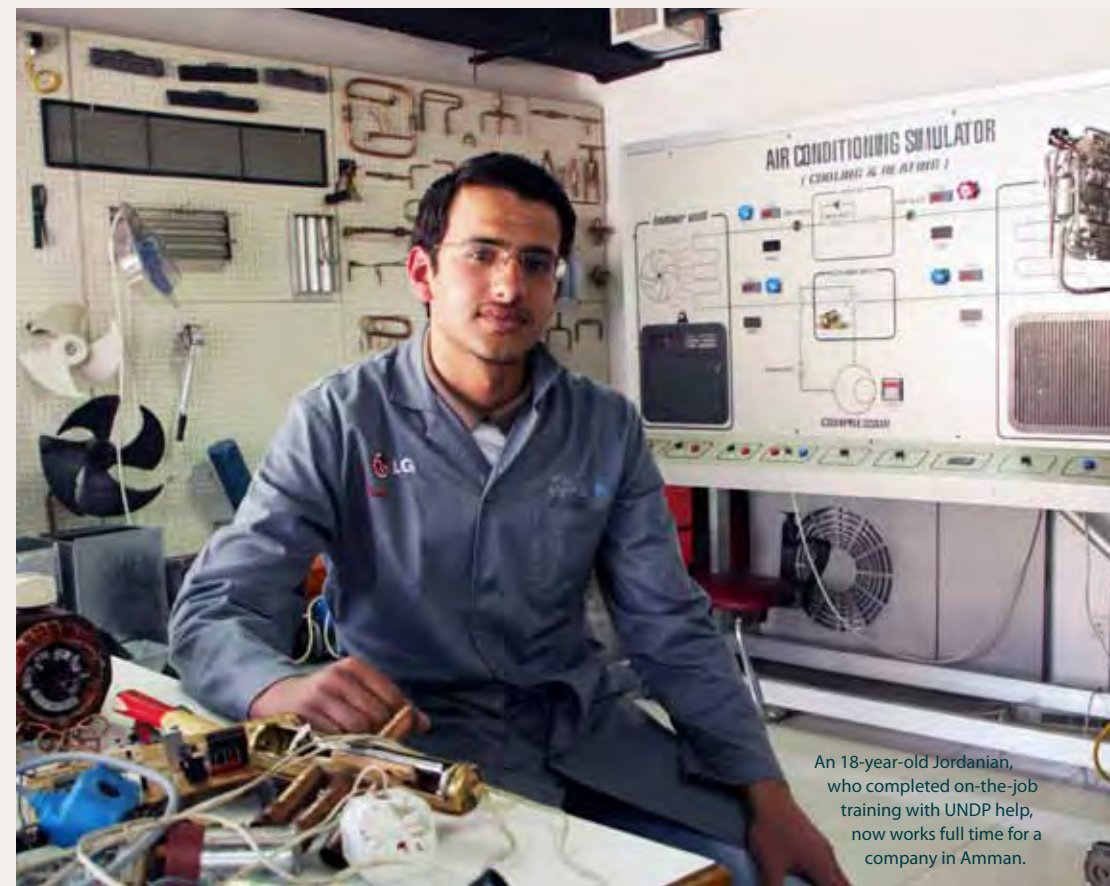
Photo: UNHCR/A.McConnell

Because of difficulties tied to accessing parts of Syria, most of UNDP's response so far has focused on neighbouring countries such as Iraq, Jordan, Lebanon, and Turkey, where UNDP supported host communities and local authorities in coping with the influx of refugees.

In **Lebanon**, UNDP helped build rainwater canals to reduce flooding and improve the living conditions of host communities. By the end of 2013, more than 2,000 people had benefited from improved drainage. UNDP has also been working to improve solid waste management in

20 municipalities, build 12 health centres and 15 schools. Communities and local authorities identified the priorities together to increase inclusiveness of the recovery process and reduce tensions.

With a particular focus on women and youth in **Jordan**, UNDP is helping affected people find jobs and develop their own businesses through start-up grants, mentoring services, training in job skills and internships. Almost all of the trainees who participated in the scheme are now self-employed.



An 18-year-old Jordanian, who completed on-the-job training with UNDP help, now works full time for a company in Amman.

Photo: Alessandra Blasì/UNDP

**50%**

OF SYRIA'S POPULATION HAS BEEN  
DISPLACED BY FIGHTING



REFUGEES NOW MAKE UP  
APPROXIMATELY 10 PERCENT OF THE  
POPULATION IN JORDAN AND MORE  
THAN 27 PERCENT IN LEBANON

**120,000**  
PEOPLE KILLED

**9.3**  
MILLION PEOPLE  
NEED ASSISTANCE

## IRAQ

## Syrian women and girls struggle to survive in camps

When 20-year-old Zainab fled the ongoing fighting in Syria, she hoped to find safety in the Arbat refugee camp in Sulaymaniyah, Iraq. Though she may have escaped violence in her home country, she was unable to escape it at home. When her father forced her to marry an abusive husband, she fled once again in October 2013 — this time to a women's shelter.

Zainab's story is not uncommon among the more than 210,000 Syrian refugees in Iraq, where women and children make up a disproportionate number of the overall population — up to 80 percent in some camps according to UNHCR estimates.

While life is difficult for all refugees escaping the violence, for women and children it can be particularly harsh. Women who are separated from their communities and families often face a higher risk of exploitation, ranging from human trafficking to underage marriages, as well as violence and abuse. The problem is further exacerbated by weak legal protection, low awareness among women of their rights and, in many cases, cultural attitudes.

## UNDP is working to reduce gender-based violence among refugees

In response, UNDP, together with UNFPA and other partners, has launched several schemes to protect female refugees within and outside of camps in Erbil, Duhok and Sulaymaniyah, in Iraq's Kurdistan region. One scheme assists women whose husbands walk out or are killed in the fighting to overcome legal hurdles and provide for their families. Without a male head of the household and primary breadwinner, many women no longer have any means of support.

For survivors of violence, rape or abduction and trafficking, UNDP is providing legal counselling services and is recruiting lawyers to represent the victims and their families. Survivors are also referred to health providers and receive psychosocial support. Today, this work is starting to make a difference to the lives of refugees.

"Our work on domestic and gender-based violence has been challenging due to the cultural and social barriers as well as the stigma associated with sexual violence in general," says UNDP's Nahid Hussein. "But the results have been encouraging.

There is evidence of a significant increase in the number of reported cases since we established support offices in the camps."

Since Zainab escaped to the women's shelter in October, her prospects have also begun to change. When a local NGO found out about her case, UNDP provided her with a lawyer who offered free legal aid, along with a social worker to help with counselling and psychosocial support.

"Now I no longer feel alone," Zainab says. "With the legal and social assistance I have received, I have become more optimistic about starting my life again."



Photo: UNDP Iraq



# 35,000+

PALESTINIAN REFUGEES

FORMALLY LIVING IN SYRIA HAVE BEEN FORCED TO FLEE TO LEBANON



# 42,000+

PEOPLE

IN HOST COMMUNITIES NOW HAVE BETTER SERVICES AFTER UNDP PROVIDED UPGRADES TO LOCAL INFRASTRUCTURE

<sup>2</sup> Palestinian gathering: neighbourhood or community of Palestinian refugees. The gatherings do not officially fall under the domain of any municipality. And with no authority providing infrastructure and services, the people living there make up some of the most vulnerable communities in the country.

## UNDP helped Palestinian refugees prepare for the harsh climate

## LEBANON

## Waiting out the winter

The 2012 winter was bitter for Hassan Ahmad and his family of 11. After fleeing their home in Damascus, they found shelter in Lebanon, in a cramped two-room apartment with a leaky ceiling, no doors and no hot water.

"A relative of mine offered us these rooms," says Ahmad, whose Damascus home was destroyed by fighting. "But our kitchen and bath turn into an oven in the summer and a swamp in the winter."

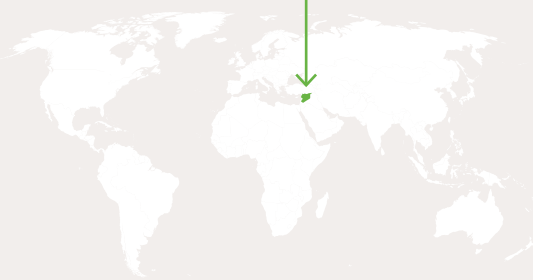
Like Ahmad and his family, more than 35,000 Palestinians — and some Syrians — have sought refuge in Lebanon's 42 so-called Palestinian gatherings<sup>2</sup>, where the population has now reached 110,000.

Since 2012, UNDP and UN-Habitat have joined efforts to improve services, infrastructure, and overall living conditions in these communities. In 2013, the project helped rehabilitate and modernize more than 300 shelters. They have now been outfitted with water tanks, heaters, washbasins, and fully functioning latrines. In addition to improving the shelters, 54

urgent infrastructure projects in 22 of the most vulnerable host communities and seven surrounding towns have improved the provision of water, sewage services, solid waste management, road networks, storm water drainage, and electricity.

"So far, we have helped over 2,000 refugees from Syria living in the most vulnerable gatherings to improve the conditions in their shelters, as well as around 40,000 residents and Lebanese inhabitants who now have better access to basic urban services," said UNDP's Nancy Hilal. "With more than 30 Palestinian families from Syria crossing the Lebanese border every day, we are working on expanding our projects to support more families in desperate need of shelter and basic urban services."

For Ahmad's family, the programme has begun to make a difference. The family now has a brand new room, doors and windows, and a new roof over their heads. "We have hot water this year and we can finally cook in our kitchen," Ahmad says, looking up at the new, waterproof ceiling of his home. "We will outlast this winter."



36

ANCIENT ROMAN  
WELLS HAVE BEEN  
REHABILITATED

"WHILE MODERN WELLS ARE COSTLY TO BUILD AND REQUIRE HEAVY EQUIPMENT, ROMAN WELLS COLLECT RAINWATER AND WATER FROM SURFACE AQUIFERS. THEY ARE AN IDEAL QUICK FIX FOR THE WATER CRISIS WE ARE FACING DUE TO THE CONFLICT."

Ali Kayyali  
UNDP



2,250+

PEOPLE HAVE BENEFITED  
FROM THE SCHEME150<sup>M<sup>3</sup></sup>OF WATER CAN BE  
STORED IN EACH WELL

## SYRIA

## Restoring Roman wells to bring relief

In Syria's rural areas, long-abandoned Roman wells have become more than a relic of a bygone civilization. For communities struggling to cope with the ongoing conflict, these ancient wells, dug more than 2,000 years ago, have now become a means of survival.

Due to damage to pipelines throughout the country and an exodus of skilled maintenance workers and managers, access to clean and safe water has become increasingly difficult and, for farmers already living in poverty, costly. Since the fighting began, agricultural production has declined dramatically, due to poor security conditions and increasing costs. As a result, families are now relying on home-grown food for survival.

Photo: UNDP



A Syrian family displaced from their home by the ongoing conflict.

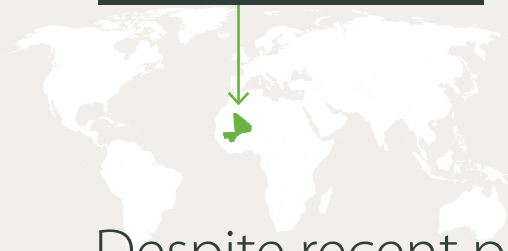
"Before the crisis, we rarely had a problem with water," says Jameel, 45, a father of four and a small-scale farmer in the region of Al-Ghab. "The crisis has forced us to buy water from trucks, which is very expensive."

To improve the livelihoods of farmers such as Jameel, UNDP is providing emergency jobs to people affected by the conflict in a scheme to repair the ancient wells in the region. By cleaning and pumping out stagnant water, widening and deepening the wells and monitoring the water quality for safety, hundreds of conflict-affected families in Syria now have access to clean drinking water.

In 2013, UNDP supported the restoration of 36 wells, which helped hundreds of farming households save an average of US\$ 360 per year, or approximately one month's salary.

"Rehabilitating Roman wells not only provides clean and safe water, but is also more cost-effective than building new ones," says UNDP's Ali Kayyali. "While modern wells are costly to build and require heavy equipment, Roman wells collect rainwater and water from surface aquifers. They are an ideal quick fix for the water crisis we are facing due to the conflict."

For Jameel, the well has brought much needed revenue. The water he now collects from the well helps him produce fruits and vegetables to sell at the local market. "The money I used to pay for buying water can now be used for seeds and farming," Jameel says.



## Despite recent political instability and violent conflict, UNDP support in Mali led to a largely peaceful election in 2013

In July 2013, Malians headed to the polls to elect their president. The elections marked the end of an 18-month conflict, which began with a coup in early 2012 and led to fighting between government forces, Tuareg rebels, and Islamist insurgents. The French army intervened in 2013, bringing about relative peace and allowing the international community to start a process of transition.

The period of violence and uncertainty has caused widespread suffering in Mali. Since the beginning of the conflict, more than 470,000 people have been displaced and 1.4 million have needed immediate food assistance. While the return to constitutional order is an important step forward, many challenges remain for the country. There are unresolved tensions among communities, destroyed infrastructure to repair and government services to re-establish.

"After the passage of the armed groups, our offices and archives were ransacked and sometimes burned. We ended up working in a small room we rented. To get a birth

certificate, people had to go to Timbuktu, Mopti or Bamako," says Alhousseyni Maiga, a local representative from the town of Niafunké near Timbuktu. "But today administration services are returning. With UNDP support, the prefecture has been restored and will soon be functional."

To speed up the return to stability and help rebuild after the conflict, UNDP is supporting the return of the administration in the north of the country by reinstating judges and administrative offices in the regions of Timbuktu, Gao, Kidal and some areas of Segou and Mopti. In addition to rehabilitating 12 administrative buildings, 12 courthouses and several offices in individual communities, UNDP is also helping to equip these facilities to keep them open and running.

"UNDP is focusing on bridging the gap between humanitarian and development activities through activities of stabilization, reconstruction, and fundraising for post-crisis recovery," says David Gressly, UNDP's representative in Mali.



Voting in 2013 parliamentary elections in Mali.

Photo: Marco Dormino/UNDP

Through the Youth and Resilience Programme, in collaboration with UNFPA, ILO and FAO, UNDP is helping young people find jobs and access professional training programmes. This project is among others rehabilitating a youth club in Timbuktu and the Soufouroulaye youth camp in the region of Mopti.

As another element of its support in post-crisis contexts, UNDP has been promoting peace and social cohesion. Part of this work includes strengthening the voice and participation of women, young people, and vulnerable groups, while ensuring that the peace process is transparent, politically inclusive, and open to dialogue on gender equality.

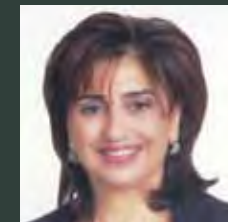
"We used to live in harmony, but now it is not uncommon to hear comments based on someone's ethnicity," says Dicko, a community mediator from the village of Gao. "It is imperative that we intensify advocacy to prevent the situation from escalating. We must return to the way we lived before — in harmony and mutual understanding."



## 2013: A challenging year for Arab States

By Sima Bahous

ASSISTANT  
ADMINISTRATOR  
AND DIRECTOR,  
UNDP REGIONAL BUREAU  
FOR ARAB STATES



By the end of 2013, the instability in Syria continued with tensions in Anbar, Iraq, portending the grave events we are witnessing in 2014.

These and other challenges across the region have spurred us to increase our efforts to support stability and development for those who have been affected by the crisis. Too many in the region, who have shown great courage in a time of adversity, remain caught in a maelstrom of politics and war.



Photo: UNDP Syria

In Syria, we are working with UN partners and civil society organizations to deliver early recovery support. This involves such activities as providing emergency employment schemes and livelihood support to displaced families, so that they can maintain their livelihoods and rebuild their lives. We are providing daily

help to individuals and communities in Aleppo, Deir Ezzor, Homs, and Tartous, as they rebuild and rehabilitate destroyed housing, roads, bridges, markets and schools. We are also helping to improve living conditions in shelters and within host communities in Jordan, Lebanon, and Iraq. For instance, with UNDP support, more than 14,000 women in Iraq, many of whom are refugees from the Syrian conflict, were able to report violence and domestic abuse.

In Yemen, years of instability and sporadic conflict are slowly giving way to national reconciliation and a national dialogue on the country's future. We are working with the Land and Dismissals Commissions to support thousands of people in the southern governorates, who lost land or employment in the conflict in the 1990s, to receive support in claiming their rights. This is an essential step towards national reconciliation.

Our results in the region are showing that determined efforts and well-funded programmes can bring about real progress and change. The adoption of a Constitution in Tunisia came after a public consultation process supported by UNDP, involving more than 6,000 citizens, 300 civil society organizations and 320 university

representatives. The Tunisian Constitution is one of the most advanced constitutions for which UNDP has provided support. We are now working with partners in Tunisia to ensure the coming elections yield a strong, well-resourced parliament, and a civil society committed to playing its full constitutional role.

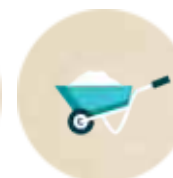
In Somalia, UNDP returned to its offices in Mogadishu, Garowe and Hargeisa, despite sustaining a tragic attack in Mogadishu, where our colleagues lost their lives to terrorist brutality. Our commitment to peace and stability in Somalia did not waver, and we are proud of our network of 13 mobile courts bringing formal justice to liberated rural areas for the first time in decades. A national survey in 2013 reported that 78 percent of people in the country are now confident in the courts' ability to bring justice to their communities.

2014 will be another challenging year in the Arab States region, given the ever increasing complexities. More than ever, UNDP needs to remain present and engaged across the region, to accompany the processes of change in transition countries and to work with people and communities to recover from crisis and violence.

## AFTER A CRISIS

### PAVING THE WAY FOR LONG-TERM DEVELOPMENT

When entire sectors of society remain excluded or marginalized during the recovery process after a conflict, this can undermine stability and increase the risk of recurring violence. Addressing the underlying causes of instability and fragility ensures that countries become stronger, more resilient and prepared for the worst-case scenario. From helping governments provide basic services to all of their citizens and re-establish justice, security and the rule of law, to offering employment opportunities to help economies recover, UNDP ensures that interventions are sustainable and will continue to have a long-term positive impact.



Construction in Sudan.

Photo: UNDP Egypt



An Egyptian woman takes part in a gender focused social media campaign.

## CRISIS GOVERNANCE: STRENGTHENING THE CAPACITY OF PEOPLE AND INSTITUTIONS TO BUILD PEACEFUL AND PROSPEROUS SOCIETIES

In countries affected by recurring violence and conflict, citizens are rarely consulted on important decisions that affect their lives and livelihoods. A lack of basic services, scarce justice and security measures, and little respect for human rights, further erode trust between individuals and the government, which can exacerbate instability and increase the chance of a relapse into conflict.

To build confidence and trust in the State, UNDP's support to governments in countries affected by crisis focuses on:



→ **Helping governments recover their core functions and provide social services and safety after a crisis.** UNDP supports central government offices, including the office of the president and the prime minister, as well as transitional administrations, to rebuild the executive branch's ability to implement policies. As local governance is the most immediate and accessible form of contact between the majority of the population and public authorities, UNDP also works closely with local authorities and civil society to restore their functions and ensure that the population is involved throughout the process. This also helps build relations between the State and society.



→ **Supporting a peaceful political transition to democratic governance after a crisis.** UNDP works with new parliamentarians, political parties and community groups, and supports inclusive political processes such as drafting a Constitution and holding peaceful elections, which contribute to lasting peace in the aftermath of a crisis or a political transition. Particularly in post-conflict environments, it is important that all members of society are able to equitably access services and share the benefits of the post-crisis settlement to prevent further relapses into conflict. UNDP fosters global cooperation among less developed countries to help fragile and conflict-affected countries build long-term peace and stability.



A LACK OF BASIC SERVICES, SCARCE JUSTICE AND SECURITY MEASURES, AND LITTLE RESPECT FOR HUMAN RIGHTS, FURTHER ERODE TRUST BETWEEN INDIVIDUALS AND THE GOVERNMENT, WHICH CAN EXACERBATE INSTABILITY AND INCREASE THE CHANCE OF A RELAPSE INTO CONFLICT

A passenger truck in Colombia, where UNDP has helped facilitate discussions between the government and FARC.



Photo: Gill Fickling/UN

## RESULTS 2013

→ The peace process in **Colombia** continued to progress in 2013. UNDP supported regional and national consultations in the peace talks between the government and the Revolutionary Armed Forces of Colombia (FARC). More than 1,300 participants discussed such issues as land rights, human and victims' rights and gender issues. Many of the

recommendations, which range from suggestions on rural development to future transitional justice mechanisms, have been considered within the framework of the agreements reached so far.

To help implement a new Victims Law, UNDP provided indigenous minorities and those who had been displaced with legal aid clinics and community centres. More

than 58,000 survivors of human rights abuses participated in framing the Justice and Peace Law, which promotes justice and reparations for victims of torture and the families of those who have been killed. UNDP helped train more than 1,000 public servants and 166 NGO leaders on victims' rights. UNDP also created a protocol for the treatment of victims, which has been distributed among attorneys, judges and other officers;



Photo: Albert González Farrán/UN

A UN police officer and children share a laugh at a camp for people displaced by violence in Sudan.



**58,000+**

COLOMBIAN SURVIVORS OF HUMAN RIGHTS ABUSES PROVIDED SUGGESTIONS TO HELP DRAFT THE JUSTICE AND PEACE LAW

→ In **Myanmar**, the National Assembly has begun working towards democratic election in 2015. UNDP worked with the assembly to develop its law-making, oversight and research skills to help its members from different parties engage in important policy debates relating to the country's future. UNDP held the first training for assembly members on socio-economic legal analysis and lawmaking;

→ Since the formation of the federal government in **Somalia** in 2012, UNDP has been supporting national efforts to rebuild and develop its basic institutional functions. Despite difficult circumstances in a State plagued by more than two decades of civil war, UNDP has provided technical support for the drafting of a Constitution and to core government functions, including the prime minister's office, the Central

Bank, and the Civil Service Commission. A new facility helped verify more than 3,000 civil service salaries. In 2013, the cabinet approved a new approach to strengthening the public sector;

→ In **Sri Lanka**, UNDP supported a citizens' charter scheme, where communities and local government institutions agreed to commit to a set of principles for improved cooperation. The scheme allows citizens to clearly express their

expectations for local government institutions and to hold these institutions accountable for their actions. In 2013, the project increased transparency across more than 14,000 villages in all districts. The government will continue to build upon these efforts to include public participation as a mechanism for peacebuilding; and

→ In **Tunisia** UNDP supported the National Constituent Assembly in building

consensus among the population to draft a new Constitution. A national survey of 1,100 young people informed policymakers of the wishes and expectations of Tunisian youth. The draft of the Constitution was approved by the assembly in early 2014 and has been widely hailed as an inclusive, rights-based document which provides a foundation for a democratic transition.



**14,000+**  
VILLAGES

IN SRI LANKA SAW INCREASED TRANSPARENCY IN LOCAL GOVERNANCE.



**1,100**

YOUNG TUNISIANS TOOK PART IN A SURVEY THAT WILL BE USED TO HELP DRAFT A CONSTITUTION



# 100+

## COUNTRIES

IN 2013, UNDP WORKED IN OVER 100 COUNTRIES, 40 OF WHICH WERE AFFECTED BY CRISIS, TO HELP IMPROVE JUSTICE AND SECURITY



# 2,500+

## PEOPLE TRAINED

IN JUSTICE AND HUMAN RIGHTS ISSUES IN AFGHANISTAN



Photo: Lorenzo Tugnoli/UNDP Afghanistan

### CONSOLIDATING PEACE AND IMPROVING ACCESS TO JUSTICE, SECURITY AND THE RULE OF LAW

In countries affected by crisis, strengthening justice, security and the rule of law is fundamental to ensuring a basis for long-term peace and stability. When effective rule of law is in place, people are more likely to feel safe and to seek justice and reparations for past human rights violations.

In 2013, UNDP worked in over 100 countries, 40 of which were affected by conflict or crisis, to help improve justice and security. UNDP works with governments, judges, police, prosecutors, elected officials, civil society organizations and community representatives to:

→ Deal with the legacy of conflict by helping to tackle lingering resentment

and human rights abuses. This can include such transitional justice methods as truth commissions, reparations for victims and the prosecution of conflict-related crimes;

→ Improve security for citizens by training police to become more competent, accountable and aware of human rights, and especially to protect the most vulnerable. UNDP helps include measures that reduce armed violence, restrict the flow of illegal weapons and strengthen civilian oversight;

→ Strengthen justice systems and provide access to justice so that people are able to resolve disputes peacefully. UNDP

works in conflict-affected countries to improve the efficiency of courts, tackle corruption, address civil legal concerns, and provide legal aid to conflict-affected and vulnerable people; and

→ Ensure women's security and access to justice by addressing sexual and gender-based violence, prosecuting offenders, helping victims seek reparations, increasing the number of female police officers in crisis contexts and ensuring that women are represented in courts.

### RESULTS 2013

→ In **Afghanistan**, UNDP helped develop a national legal aid system, which improves access to legal services. Support included establishing a national Legal Aid Grant Facility, which reimburses defence lawyers who take on cases for marginalized people. UNDP also helped the Ministry of Justice develop and conduct a survey to evaluate citizens' overall knowledge of and trust in the role of State justice institutions. With UNDP support, more than 2,500 traditional leaders and representatives from State justice institutions, such as judges, lawyers and prosecutors, received training in justice and human rights issues. The UNDP Law and Order Trust Fund also ensured the timely payment of more than 141,000 national police officers and close to 5,000 prison guards through an electronic system;

→ Centre Humura, a UNDP-supported institution, helped 2,500 survivors of sexual and gender-based violence in **Burundi** — four times the number compared to 2012. UNDP also trained 85 magistrates to become more sensitive and aware of the complexities of hearing and trying crimes relating to sexual and gender-based violence;

→ In the **Democratic Republic of the Congo** a declaration between the government and the rebel group M23 recently put an end to the rebellion in North Kivu, which had been raging since March 2012. UNDP helped restore courts in areas affected by the conflict, providing residents with access to a functioning justice system for the first time. UNDP's support for several legal aid clinics has allowed more than 3,000 people living in remote provinces in North and South Kivu to receive legal advice, including for cases of sexual and gender-based violence;

→ In **El Salvador**, which has one of the world's highest violent crime rates, UNDP supported six municipalities in developing and implementing Citizen Security Plans as well as establishing a



Guatemala's homicide rate continued to decline in 2013.



# 350,000+

## PEOPLE

IN KOSOVO NOW HAVE ACCESS TO UNDP SUPPORTED LEGAL AID

'Safer Cities Network,' which allows cities to pool resources to address violence prevention more forcefully. Prevention includes joint mediation services, civic education campaigns and information management facilities. In some of these municipalities, crime rates have dropped by as much as 70 to 80 percent;

→ A sustained decrease in homicides in **Guatemala** continued throughout 2013. The continued improvement of the justice sector, supported by UNDP, has also resulted in a 30 percent decrease in impunity rates for serious crimes, as well as an overall improved efficiency of public prosecution and investigation abilities;

→ In **Kosovo**, UNDP continued to provide legal aid, help and advice to people living in rural communities, women and minorities. Thanks to eight UNDP-supported legal aid offices and a mobile legal aid clinic, the legal aid service is now available to more than 350,000 people. In 2013, these legal aid offices

Photo: Silvia María Aragón/  
UNDP Guatemala



Police training in Mogadishu, Somalia.

Photo: Tobin Jones/UN Photo

supported more than 2,850 legal cases, which represents a 50 percent increase compared to the previous year;

→ To reduce high levels of crime in **Nicaragua**, UNDP supported the government in clearing illegal guns from the street. A database system to register arms led to the registration of close to 70 percent of weapons owned by private security companies as well as 20 percent of those in the hands of civilians. Data from 2013 showed a continued reduction in the number of homicides and injuries related to firearms — from 410 in 2010 to 301 in 2013;

→ By the end of 2013, UNDP supported more than 21,000 people in **Pakistan** to access legal aid and justice services through 422 mobile legal aid clinics and 14 legal aid desks established in collaboration with local bar associations. Vulnerable people were able to file 515 cases, of which 258 cases were specifically brought by women. At the same time, approximately 2,000 people received legal counseling sessions; and

→ In **Somalia** UNDP trained and equipped 12,000 police officers to improve security services and offered focused scholarships and training programmes to female judges and lawyers.



70%

OF LEGALLY OWNED WEAPONS IN THE HANDS OF NICARAGUAN SECURITY FIRMS ARE NOW REGISTERED ON A UNDP SUPPORTED DATABASE



## Promoting safety in Latin America and the Caribbean

By Jessica Faieta

ASSISTANT ADMINISTRATOR AND DIRECTOR, UNDP REGIONAL BUREAU FOR LATIN AMERICA AND THE CARIBBEAN



In recent years, countries in Latin America and the Caribbean have set the stage for considerable advances in both the economic and social realms. There have been tremendous improvements in income, health, education, and a reduction of poverty and inequality. Paradoxically, crime rates have also soared, as our 2013–2014 regional Human Development Report on citizen security highlighted, with over 100,000 homicides recorded per year in the region, totalling more than 1 million murders in 2000–2010.

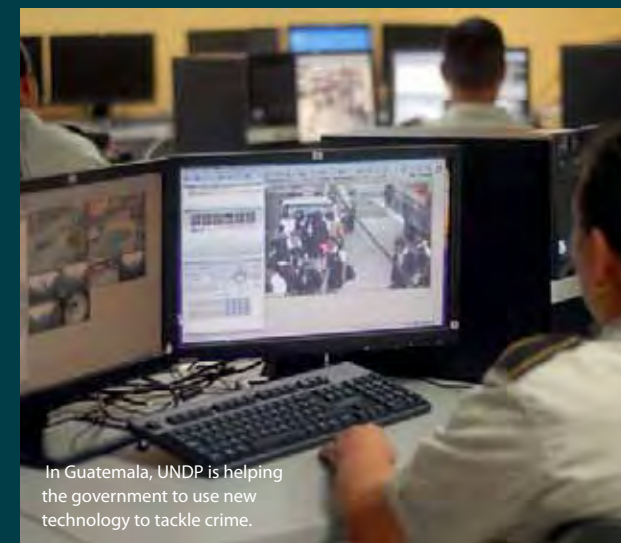
Citizen insecurity is a shared challenge that thwarts human development in almost every country in Latin America and the Caribbean. And it has become an important pillar of UNDP's work in the region. One of the main lessons we have learned from our experience is that policies exclusively focused on a strong police force and criminal repression are inefficient. Protecting the rights to life, dignity and physical integrity are all essential to citizen security.

We work with State partners and civil society organizations to boost citizen security, taking into account the specific needs and demands of women and youth.

Special attention is given to promoting the active participation of local communities. Several countries have spearheaded effective and inclusive policies to respond to insecurity, and we have been working to boost knowledge-sharing in the region. In Nicaragua, we supported a South-South strategy that has seen skilled police officers share their expertise with their counterparts in Bolivia, Brazil and El Salvador. Following this successful exchange, the trained team expanded its work to Venezuela and Ecuador.

By supporting national policies and legislation in 17 countries, UNDP has helped governments reduce the risk of criminal and gang violence. UNDP's help with judicial reforms in Guatemala contributed to a more than 30 percent decline in homicides between 2009 and 2013, while support to the Criminal Investigation Commission reduced impunity rates from an endemic 98–99 percent to 72 percent in the past three years. In 2013, national courts heard the first case of genocide brought by 12 women who survived conflict-related sexual violence. UNDP has also improved government crime control capacity in El Salvador and Panama.

Reforming basic justice and security institutions such as the police, the judicial system and prisons is essential to responding to citizen insecurity. But so is investing in young women and men. Young people, especially men, are not only most affected by crime and violence, but are also the most common perpetrators. Curbing violence against women is another urgent challenge. Consequently, boosting young peoples' access to education, employment and encouraging their political participation are key steps towards a safer Latin America and Caribbean.



In Guatemala, UNDP is helping the government to use new technology to tackle crime.

Photo: Silvia María Aragón/ UNDP Guatemala

## PAKISTAN

## Mobile courts bring justice to rural communities

In a remote village in the outskirts of Peshawar, Pakistan, court is in session. The stenographer is typing, the judge is listening intently and the air conditioner strains to keep the room cool as two property dealers from Hayatabad argue over US\$ 6,000.

But this is no ordinary courtroom. This court session is taking place in a big green bus.

Since August 2013, UNDP-supported mobile courtrooms like this one have been dramatically cutting the length of trials, resolving legal disputes, and bringing justice and the rule of law to even the most remote and conflict-affected areas in Pakistan.

In the property case in question — the court's first — both sides settled through mediators and agreed to compromise on half the amount.

"We are happy now," says Atta-ur-Rehman, one of the complainants. "Since we reached the agreement ourselves, with the help of mediators, no party is feeling aggrieved. A dispute pending for over a year was decided in a matter of minutes."

Justice in Pakistan can be a lengthy ordeal. Some disputes drag on for years before they are settled in court. Others, in far-

flung communities, may never have a chance to be heard.

In Pakistan, a sluggish justice system, elevated lawyers' fees and poor public transportation make access to courts difficult. For the rural poor, who cannot cover the expense of a court case, as well as for women, whose social status leaves them vulnerable and with little support from the law, justice often appears elusive.

The mobile courts, however, could soon change this state of affairs.

"Access to courts will now become easier, especially for the poor as they will not be charged any litigation fees," says Saira Bano, a female civil judge whom UNDP trained to assist in the courts.

The new courts will also help decrease the workload of formal courts by focusing on minor, local disputes. In many instances, judges offer the contending parties a chance to reconcile their differences through mediation without reverting to a formal judgment.

Better yet, the courts save complainants the long and arduous journey to major city centres.



In Pakistan, UNDP is helping courts become more mobile.

Photo: UNDP Pakistan

"More than half the population in rural areas travels to the cities to seek justice. Through the mobile courts, thousands of people now will have access to justice at their doorstep," says Dost Muhammad Khan, Chief Justice of the Peshawar High Court. "We hope this initiative will help accelerate the administration of justice and deter crime."

The courts operate under the authority of the Peshawar High Court. UNDP has trained nine judges and 18 advocates in alternate dispute resolution to facilitate the resolution of cases through the new courts.

"Establishing respect for the rule of law is fundamental to achieving long-lasting peace in the aftermath of conflict, the effective protection of human rights, and sustained economic progress and development," said Marc-André Franche, UNDP Country Director in Pakistan.

Support to the justice system is only one aspect of UNDP's efforts to boost the security and justice sectors after the conflict. Other UNDP support in the region includes efforts to bolster the police, local governments, prosecutors, bar associations, and civil society organizations with on-going justice initiatives.

## TIMOR-LESTE

## A justice system that serves everyone

→ Since 2003 UNDP has been working to strengthen Timor-Leste's justice system, which was largely destroyed after Indonesia ceded control of the territory in 1999. A lack of a formal justice system often led to violence as a way of settling disputes. And, with many Timorese relying on traditional justice systems carried out by village chiefs who lacked formal training, vulnerable groups, such as women and young people, were often left at a disadvantage.

→ UNDP supports Timor-Leste's justice institutions in providing a fair, efficient and effective justice system and in improving access to justice for the poor and disadvantaged. While there was not a single Timorese judge, prosecutor or public defender in 1999, 65 justice sector professionals graduated from the

UNDP-supported Legal Training Centre between 2007 and 2013. The new graduates now make up the backbone of the country's justice system.

→ UNDP is also supporting a functioning and improved prison system that respects human rights, and is implementing an electronic case management system to speed up trial times and increase efficiency. To help people in remote areas access justice, UNDP supports mobile courts that travel to rural villages to hear cases. Since 2010, the mobile courts have handled 184 cases, involving more than 2,000 participants and, in 2013 alone, heard 96 cases.



# 65

### JUSTICE SECTOR PROFESSIONALS

GRADUATED FROM THE UNDP-SUPPORTED LEGAL TRAINING CENTRE IN 2013



A court in session in Timor-Leste.

Photo: UNDP Timor-Leste



# 96

### CASES

WERE HEARD BY UNDP SUPPORTED MOBILE COURTS IN 2013



## UNDP is melting down illegal weapons for scrap metal

### BOSNIA AND HERZEGOVINA

#### Forcing firepower from the streets

In the small, peaceful town of Modrica, in Bosnia and Herzegovina, two teenagers recently caused a commotion. After finding hand grenades lying in the open in a former battlefield, they decided to bring them to school.

But the event was not that unusual as several violent incidents have recently occurred in the region. In a country still littered with war leftovers from the 1992 – 1995 conflict, there are as many as 750,000 illegal firearms and 16,000 tonnes of ammunition in public circulation, which have played a role in more than 10,000 deaths in the past two decades through accidents, suicides and murders. On average, these weapons are involved in more than 10 acts of violence per week in the country.

“The recent event where students brought a hand grenade in a school environment suggests that we need to work more

intensely in education to raise awareness among youth of the risks of handling unexploded ordnance,” says Zeljko Terzic, a member of Civil Protection, an organization that works on improving the safety of citizens.

To help give new impetus to this goal in 2013, UNDP and its partners launched ‘Choose Life without Weapons,’ a campaign that encourages people in Bosnia and Herzegovina to take advantage of an amnesty law. The law allows them to hand in illegally held weapons and explosive devices to the police without fear of legal repercussions. The metal in the weapons is then melted and recycled to make spare parts for trains and other public infrastructure.

The campaign, which began in September, proved to be immediately successful. By the end of the year, more than 100,000 munitions and explosive devices had



# 1 IN 5

CITIZENS IN BOSNIA AND HERZEGOVINA  
MAY POSSESS AN ILLEGAL FIREARM



# 10

ACTS OF VIOLENCE  
INVOLVING ILLEGAL  
WEAPONS OCCUR  
EVERY WEEK



# 130,000

GUNS HAVE BEEN  
DESTROYED SINCE 2006

#### UNDP'S CROSS-CUTTING APPROACH TO PEACEBUILDING IN BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina faces a growing number of challenges that could cause a relapse into conflict, such as a governance crisis, a declining economy and social safety net, weak institutions, corruption, lack of the rule of law, and the legacy of war crimes.

In this context, UNDP recognizes that conflict prevention and peacebuilding require a holistic approach at community, regional and

national levels. In many cases, this means operating at the local level to peacefully manage social frustrations and tensions over economic exclusion, which often lie at the heart of conflicts.

Addressing these issues requires a broad intervention, such as promoting dialogue, including marginalized sectors of society in the decision-making process, while also strengthening the ability of public

servants, citizens and the police to mediate and reconcile differences in a peaceful manner.

This cross-cutting approach will also help build the influence of women's organizations, which play an important part in defining the active role of women as mediators and facilitators in peacebuilding.

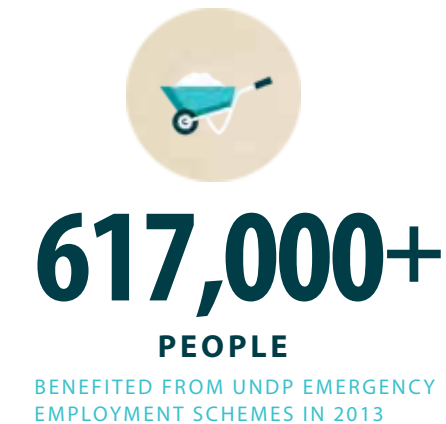
been surrendered along with over 4,500 illegally possessed firearms. The dangerous haul included rifles, handguns, machine guns, hand grenades, artillery and even the occasional mortar round. This adds to the 11,000 tonnes of ammunition and 130,000 weapons that UNDP has helped the government dispose of since 2006.

“This is the first arms collection campaign of such magnitude in Bosnia and Herzegovina,” said Yuri Afanasiev, UNDP Resident Representative in Bosnia and Herzegovina. “According to UN estimates, since the end of the war, almost 4,000 ex-combatants alone have committed suicide using illegal weapons, frequently taking friends and family with them. So the importance of this campaign for the country cannot be overestimated.”



Cutting up illegal weapons  
in Bosnia and Herzegovina.

Photo: Irfan Redzovic



## ECONOMIC AND LIVELIHOODS RECOVERY

When conflicts end, maintaining long-term peace and rebuilding communities often depends on reintegrating those who have been displaced. Those affected by the conflict, including ex combatants, have often lost their homes, businesses, farms, and incomes. When they return home, they often struggle with psychological trauma or stigma, and may not possess the skills or means to earn an income. Disaffected

former combatants who remain without support may resort to criminal activities or threaten a potentially fragile peace.

In 2013, emergency employment benefited more than 617,000 people in 35 countries and generated more than 18 million workdays. This included 3.2 million work days for more than 200,000 mine affected people, including 80,000 women.

With UNDP help, more than 193,000 people managed to establish small enterprises and businesses and become self-employed.



A project to prevent flooding and soil erosion in Nepal.

Photo: UNDP Nepal

## RESULTS 2013

→ In **Afghanistan**, UNDP's emergency employment projects focused on reducing the risk of disaster and vulnerability while providing immediate relief. UNDP gave temporary work to conflict-affected people to repair community infrastructure, build micro hydropower plants, fix roads, restore water supplies, and manage local natural resources. Employment in reforestation, irrigation, and fruit orchard projects involved approximately 210,000 work days. Overall UNDP created almost 1 million labour days for more than 50,000 skilled and unskilled workers. This included help to nearly 1,800 former Taliban and anti-government group members to find jobs and reintegrate peacefully into their communities. More than 19,000 people worked in

reforestation programmes, which included planting pistachio trees;

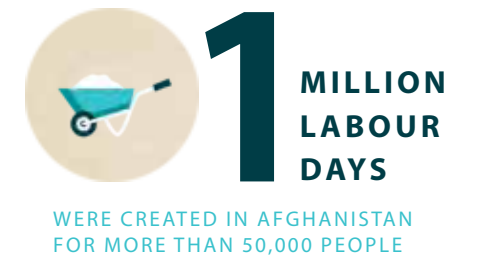
→ In **Burundi** UNDP supported the reintegration of 880 former fighters and associates, including 337 women, into their communities. UNDP also provided more than 381,000 work days to 5,000 men and women who had either been displaced or who lived in poor communities hosting large numbers of displaced people; and

→ In **Nepal** UNDP helped more than 2,200 former combatants who had been recruited as children to return to their communities. Seventy five percent of those who received small businesses training went on to start their own enterprises in such areas as tailoring, retail, cooking and hotel management. Thirty-seven percent of graduates were women.



A former combatant has become a successful barber with UNDP help.

Photo: Aude Rossignol/ UNDP Burundi





With UNDP support, farmers are now making a more stable living

## SUDAN

### Farmers return to cultivating hibiscus

Muhammed, a 45-year-old farmer in Waada, North Darfur, has just begun growing hibiscus after giving up its cultivation over a decade ago. "I had to stop cultivating hibiscus as I could not afford the tools," he says. "And without hibiscus, it has been difficult for me to provide for my wife and five children."

Ranging in colour from bright red to delicate pink, hibiscus flowers are edible, can be made into paper and are a key ingredient in many fruit teas. They are also an important source of income for thousands of farmers in Sudan. Over the past decade, however, conflict, drought, a lack of basic equipment and means of transporting the flowers to the market have been the cause of abandoned fields and impoverished families.

But with global demand for hibiscus on the rise — Germany accounts for half of Sudan's hibiscus exports — UNDP is helping Darfur's poorest farmers recover from the conflict and return to their fields. Farmers who want

to grow hibiscus are receiving horses, carts, seeds, tools and training in new production methods. UNDP is also working with local partners to help farmers sell their hibiscus to a Sudanese trading company that will export the hibiscus to Germany and Europe. For most farmers, this means more opportunities to access markets to sell their high quality product and earn an income.

To help improve the local economy, UNDP is also training blacksmiths to make a range of tools, including the *gargara*, a metal pipe that helps farmers pick the hibiscus flowers, spares the bloom from damage and prevents allergic skin reactions. With the new tool, farmers may now increase production along with the market value of their final product.

And the help is starting to pay off. Today in North Darfur, close to 1,500 farmers, many of whom had given up producing hibiscus, have returned to tending their fields. The hibiscus yield in 2013 was close to 40 tonnes, a 32 percent increase

compared to 2012. Close to 12,000 people are once again able to make a living from this traditional sector.

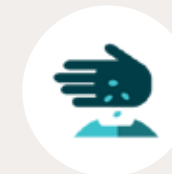
"The hibiscus from Sudan is usually seen to be of the highest quality, however the poor harvesting techniques often hamper the quality for many producers" says UNDP's Hatim Badien. "Through the training programme the farmers have now managed to improve the productivity both in quality as well as quantity. This high quality has allowed farmers to access international markets where, in 2013, the demand hugely exceeded the supply."

Since receiving seeds, insecticides, fungicides, a *gargara* and an animal plough, which he shares with his neighbours, Mohammed has seen his financial prospects improve dramatically. "Thanks to these new tools, I have sown twice as much hibiscus as last year," Muhammed says. "With the extra money I will keep my three youngest children in school."



A Sudanese woman farms hibiscus with UNDP assistance.

Photo: UNDP Sudan



**1,500**  
FARMERS

FROM NORTH DARFUR HAVE BEEN TRAINED IN HIBISCUS PRODUCTION AND HELPED TO REACH EXPORT MARKETS



**12,000**  
PEOPLE

HAVE BEEN HELPED THROUGH THE SCHEME OVERALL



**40** TONNES

OF HIBISCUS FLOWERS WERE HARVESTED IN 2013 WITH UNDP SUPPORT TO POOR FARMERS



**4,000**  
PEOPLE

PER YEAR ARE KILLED BY  
EXPLOSIVE REMNANTS  
OF WAR WORLDWIDE



**170,000**

LANDMINE VICTIMS RECEIVED  
LIVELIHOODS SUPPORT FROM  
UNDP IN 2013



Prak Chrin's farm was  
cleared of landmines by a  
UNDP supported mine action  
programme in Cambodia.

Photo: UNDP Cambodia

## SOCIO-ECONOMIC RECOVERY AND DEVELOPMENT THROUGH MINE ACTION

In post-conflict countries, landmines, unexploded bombs and other explosive remnants of war continue to injure and kill civilians, sometimes for decades after the fighting has stopped. Worldwide, explosive remnants of war kill almost 4,000 people per year and often affect the poorest countries.

In addition to the human toll, unexploded ordnance prevents countries and communities from developing to their full potential, affecting food security, access to farmland, social services, clean water and roads. In many post-conflict countries, explosive remnants of war have a direct impact on progress towards achieving the Millennium Development Goals.

UNDP works closely with governments in post-conflict countries to ensure that mine action efforts are an important part of recovery, development and livelihoods. Clearance activities often occur in tandem with other financial and livelihood support, including small business loans, vocational training and technical help with transportation, food storage and livestock handling.

UNDP is part of the United Nations Mine Action Community – 14 UN agencies that work to eradicate landmines and explosive remnants of war. In 25 countries affected by mines, UNDP ensures that mine action is incorporated into national budgets and development plans, and helps to reinforce national and local capacity across five focus areas:

**1 Demining:** Surveying, clearing and destroying landmines and explosive remnants of war;

**2 Victim assistance:** Providing assistance, rehabilitation and reintegration services to victims;

**3 Mine-risk education:** mitigating risk by helping communities understand how to stay out of harm's way and preventing new victims;

**4 Advocacy:** Promoting a ban on anti-personnel mines and cluster munitions, and promoting the rights of survivors with disabilities. UNDP helps Member States meet their existing obligations under these treaties, such as clearance deadlines, victim assistance legislation, and progress reports; and

**5 Stockpile destruction:** Helping countries destroy their stockpiles of landmines and explosive remnants of war.



**180,000**  
PEOPLE

WERE ABLE TO RETURN TO THEIR  
HOMES IN 2013 AFTER UNDP  
SUPPORTED MINE ACTION



**150,000+**  
SCHOOL CHILDREN

WERE GIVEN ACCESS TO  
SAFE PLAYGROUNDS



Mine clearance in Colombia.

Photo credit: HALO Trust

## RESULTS 2013

→ Globally, UNDP provided nearly 170,000 landmine victims with sustainable employment opportunities. UNDP supported initiatives that promote vocational training, access to small business grants, livestock, psychosocial support, social rehabilitation and government employment in countries such as **Bosnia and Herzegovina**, **Cambodia**, **Egypt**, **Iraq** and **Lebanon**. More than 180,000 people returned to their homes thanks to land that was cleared from landmines, cluster

munitions and other explosive remnants of war. UNDP also provided more than 150,000 schoolchildren with safe playgrounds to protect them from venturing out into dangerous areas;

→ With support from UNDP in **Albania**, the Albanian Mine and Munitions Coordination Centre cleared 51,000 square metres of land, which benefited more than 25,000 people. In addition, 86 survivors received prosthetic devices at a repair workshop, which was equipped and refurbished through UNDP's mine action programme;

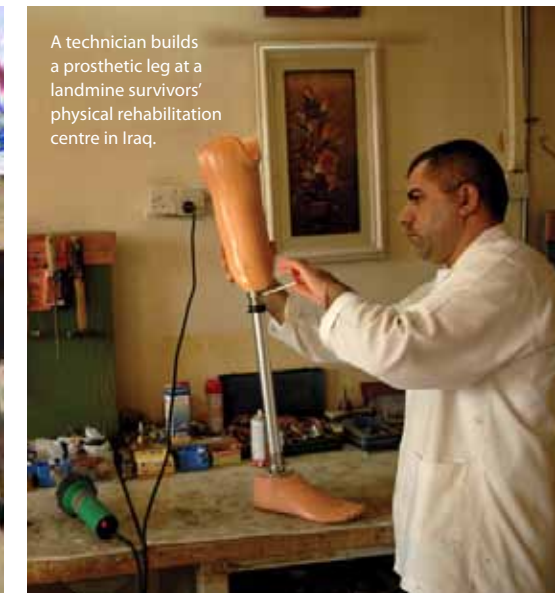
→ With UNDP support in clearing mines in **Cambodia**, approximately 19,000 households of more than 76,000 individuals are now able to make use of and farm land that was declared free of mines in 2013. To date, 61 percent of this land is used for agriculture, while the rest is used for schools, and infrastructure development;

→ In **Lebanon**, with UNDP support, more than 900 people benefited from socio-economic recovery activities in mine-affected areas. Together with mine clearance organizations and other key



Raising mine risk awareness in Yemen.

Photo: UNDP Yemen



A technician builds a prosthetic leg at a landmine survivors' physical rehabilitation centre in Iraq.

Photo: UNDP Iraq



Mine clearance in Colombia.

Photo credit: HALO Trust

partners, UNDP helped clear 66 percent of total contaminated areas in the country;

→ With UNDP support in **Yemen**, 162,000 people who had been displaced by fighting returned to their homes after the Yemen Mine Action Centre removed mines from their neighbourhoods. Across the country, approximately 240,000 people benefited from mine risk education and clearance activities. UNDP helped survey close to 33 million square metres of land and clear approximately 13 million;

→ UNDP helped **Albania**, **Chad** and **Iraq** meet their obligations under the Anti-Personnel Mine Ban Convention. UNDP assisted **Albania** and **Mozambique** to fulfil their obligations under the Convention on Cluster Munitions and submit transparency reports; and

→ **Uganda** and **Jordan** recently declared themselves free of mine fields, meeting obligations under the Anti-Personnel Mine Ban Convention. UNDP assisted in establishing mine action centres in both countries and has provided technical, logistical and financial support.

13  
MILLION M<sup>2</sup>

OF LAND WERE CLEARED  
IN YEMEN THROUGH UNDP  
SUPPORTED MINE ACTION

## GLOBAL PARTNERSHIPS

UNDP's support to the Millennium Development Goals places partnerships at the heart of its work. Collaboration with other international agencies, governments, the private sector and civil society organizations ensures that each organization's comparative advantages strengthen UNDP's overall response. In 2013, UNDP worked with its partners to ensure that crisis prevention and recovery remains at the centre of the global development agenda. This enabled the country responses to crises to be as efficient and effective as possible.





Young people in Yemen set to work after completing a JICA/UNDP job training programme.

Photo: UNDP Yemen

## THE EUROPEAN UNION

Over the past decade, UNDP and the European Union have jointly supported over 70 crisis-affected countries through programmes worth US\$ 1.9 billion. A number of global initiatives continued throughout the year in conflict prevention, post-disaster needs assessment and natural resource management. In 2013, both organizations supported the work of mediators in Bolivia, Chad, Ghana, Guyana, Maldives, Mauritania, Nepal, Togo, and Yemen. The partnership will be expanded to 12 further countries in 2014.

## THE WORLD BANK

With financing from a UN and World Bank Trust Fund, both organizations now regularly work together to assess the viability of basic administrative and financial management capacity in post-

conflict countries. In 2013, the partnership undertook a review of public expenditure in Liberia's security sector, to identify core security functions and their costs, and to determine the resulting implications for assistance. In Lebanon, UNDP and the World Bank conducted a joint needs assessment of the impact of the Syrian crisis during the year, which will help direct UNDP's assistance to the Lebanese government.

## JOINT WORLD BANK AND EUROPEAN UNION COOPERATION

UNDP, the World Bank, the European Union, and other UN agencies work together to help governments assess damage and needs after a disaster occurs, as well as to design recovery plans. In 2013, cooperation between these organizations led to post-disaster needs assessments in Fiji, Nigeria, State of Palestine and Samoa.

## THE POLITICAL CHAMPIONS GROUP FOR DISASTER RESILIENCE

Co-chaired by the UNDP Administrator and the UK Secretary of State, the Political Champions Group for Disaster Resilience is an informal grouping of senior-level leaders from the governments of Haiti, Japan, Mozambique, Sweden, and the United States, as well as the European Union, OCHA, the World Bank, civil society, and the private sector. The Champions work with national governments to support resilience projects, such as livelihoods projects and community development activities. In 2013 they travelled to Port-au-Prince, Haiti, to support the government in planning resilience initiatives in several areas.

## CAPACITY FOR DISASTER REDUCTION INITIATIVE

Since 2007, UNDP has partnered with several organizations to provide coordinated support to governments in implementing national frameworks to prevent, manage and help recover from the impact of disasters. In 2013, this partnership base expanded to include UNDP, OCHA, UNICEF, WFP, FAO and WHO, with the International Federation of the Red

Cross and the World Bank Global Facility for Disaster Risk Reduction as observers. In 2013, the partner agencies worked together through the initiative to help Burundi, Chad, Madagascar and Niger conduct capacity assessments, develop national plans of action in disaster risk reduction, and integrate disaster prevention into national development plans.

## THE UNITED NATIONS DEPARTMENT OF PEACEKEEPING OPERATIONS

To coordinate measures that will strengthen the rule of law in crisis-affected settings, since 2013 UNDP and the Department of Peacekeeping Operations have begun collaborating in a partnership called the Global Focal Point for the Rule of Law.

Both organizations, operating through the partnership, are jointly responsible for working to improve and implement United Nations rule of law assistance – from human resources and expertise, to financial, technical and operational support. In 2013, in response to requests from UN Country Teams and UN Political and Peacekeeping Missions, Global Focal Point activity expanded to 17 countries. Of particular

note were efforts throughout the year to re-establish State authority in Somalia, Mali and the Central African Republic.

## UNITED NATIONS DEPARTMENT OF POLITICAL AFFAIRS AND UNITED NATIONS VOLUNTEERS

UNDP's partnership with the Department of Political Affairs on conflict prevention continued to grow and strengthen, with 28 Peace and Development Advisors deployed by the end of 2013. These advisors support Resident Coordinators and UN Country Teams in analyzing, understanding, and adapting to conflicts and political dynamics through targeted conflict prevention and peacebuilding activities, ranging from

support to local mediators to facilitating national dialogue. Cooperation with United Nations Volunteers intensified during the year, with the deployment of national and international volunteers increasing.

## UNITED NATIONS SECRETARY-GENERAL

Launched at the end of 2013, the Secretary-General's Rights up Front initiative seeks to improve the UN system's ability to prevent and respond to serious violations of international human rights and humanitarian law. UNDP is working to implement key elements of the initiative's action plan.

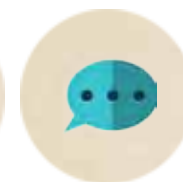
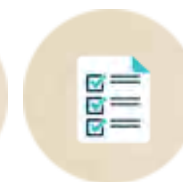


A UNDP supported legal aid workshop in Pakistan.

Photo: UNDP Pakistan

# ORGANIZATIONAL CHANGES AND THE NEW UNDP STRATEGIC PLAN 2014–2017

In 2013 UNDP unveiled the new Strategic Plan which will guide the organization's approach to promoting sustainable human development and reducing poverty, inequality and exclusion across the globe for 2014 – 2017.



Women in Bangladesh learn about transparent government during a UNDP-supported training.



Photo: Sylvain Liechti/UN



## THE NEW PLAN CHALLENGES US TO RETHINK DEVELOPMENT

The Plan outlines how the organization should change in light of unprecedented global transition. The global balance of power is shifting to emerging States, extreme poverty has dropped to historic lows, more people than ever before now live in cities, and new technologies are revolutionizing social behaviors and entire industries. At the same time, social and economic risks are rising as well. Inequalities are deepening within societies, violent tensions are making some countries increasingly vulnerable to crisis and

collapse, and competition is intensifying around scarce natural resources. Women and young people remain excluded from growth and prosperity in many societies – compounding inequality. At the same time, the donor landscape is changing dramatically.

The new Plan challenges us to rethink development in light of these global changes. It proposes a new approach to helping countries to eradicate poverty while significantly reducing inequalities



Workers at a hyacinth farm in India that is part of a UNDP-supported climate adaptation project to help farmers diversify crops.

Photo: UNDP India

and promoting inclusion. The Plan will make UNDP a more open, adaptable and responsive institution. It emphasizes resilience as a starting point for UNDP's development activities.

To maximize the effective and efficient use of resources, the Plan proposes that the organization concentrate on three substantive areas of work. While none of these are new for the organization, this implies modified priorities for UNDP. The crisis prevention and recovery agenda has become an ever more central part of our efforts, and will include:

## 1 ADOPTING SUSTAINABLE DEVELOPMENT PATHWAYS

UNDP will ensure that its response during and after a crisis lays the foundation for economic transformation in the medium and long-term. Disruptions caused by crises provide unique opportunities to stimulate political reform and build social cohesion — both prerequisites for the long-term process of economic transformation. This will include improving access to resources

as well as employment and livelihoods prospects for the poor. At the same time, UNDP will boost efforts to manage risk through planning, policy frameworks and institutional capacity to substantially reinforce action on climate change.

## 2 BUILDING AND STRENGTHENING INCLUSIVE AND EFFECTIVE DEMOCRATIC GOVERNANCE

While many post-conflict countries have been successful in increasing economic growth and significantly reducing poverty, they are not always able to address underlying inequality and the root causes of the conflict. When income inequality, violence, lawlessness and environmental degradation persist, these countries often relapse into conflict. However, countries that have strong governments that support such outcomes as economic growth, employment and productive livelihoods, environmental protection, and disaster risk reduction, are much more likely to maintain long-term peace and stability.

UNDP will intensify its efforts to assist countries in maintaining or securing peaceful and democratic governance, especially during large-scale transitions, and addressing specific challenges such as reforming constitutions, organizing elections and strengthening parliaments. We will also help governance institutions deliver better services, improve access to resources needed for employment, livelihoods and enhanced personal security. A key element will be systematically targeting factors that contribute to economic, social and political exclusion and disempowerment, with particular attention to the active engagement of women and young people.

UNDP will continue to **reinforce the rule of law and citizen security**. Support will ensure that the respect of human rights is enforced through national and local laws, stronger civilian oversight, and faster progress in reducing gender-based violence. Efforts to improve community self-organization, participation and policing will improve citizen security.

### 3 BUILDING RESILIENCE

All countries are exposed to major threats, from disasters, to organized crime or financial instability. UNDP's focus on resilience aims to strengthen regional, national and global capacity to prevent, anticipate and overcome crises. And when it comes to recovering from

a catastrophe, UNDP focuses on building back better than before.

UNDP will continue to constructively link humanitarian, peacebuilding, and long-term development efforts in ways that reduce risks, prevent conflicts and disasters, avert major development setbacks, and promote human security. Where prevention

has fallen short this will include redoubling efforts to provide rapid assistance to countries recovering from humanitarian emergencies caused by conflicts and natural disasters, especially as they are exacerbated by climate change.

**Early economic revitalization** will help create improved conditions for stability and sustainability and take into account employment and livelihoods. Efforts will focus on supporting those who have been displaced and returning refugees. Restoring basic infrastructure through stronger participatory planning and service delivery methods will improve sustainability in the long-term as communities recover from conflict and disaster. Efforts will focus on ensuring that previously marginalized groups are involved in governance processes.

UNDP's Strategic Plan will also prioritize the **peaceful resolution of disputes to stabilize volatile conditions** – especially disputes over access to resources, political differences, concerns about exclusion, and shortfalls in following through on peace agreements. Other essential elements will be fostering dialogue and assisting with peaceful and transparent elections.

A major emphasis will be on **what happens before disasters strike**. This will include support across a range of issues, including disaster risk assessments and hazard

identification, an emphasis on supporting institutional and legislative systems, mainstreaming disaster risk reduction across all aspects of development, and disaster management preparedness and recovery in high-risk countries.

Simultaneously, UNDP will increase its efforts to tackle a resilient **post-disaster response**. This includes carrying out joint post-disaster needs assessments, post-disaster planning for recovery, and preparing recovery and reconstruction plans. These activities will be reinforced through a focus on employment and livelihoods.

To make these changes to the organization's approach, UNDP will create two new entities, the Bureau for Policy and Programme Support (BPPS) and the Crisis Response Unit (CRU). BPPS will consolidate all UNDP policy and programme support into a single bureau.

The new CRU will coordinate all of UNDP's crisis response activities and serve as the leading voice on UNDP's and the UN system's response to crisis situations. CRU will be designed to orchestrate a rapid, focused and flexible response across UNDP to match the demands and realities in

Country Offices in afflicted areas. The Crisis Prevention and Recovery Thematic Trust Fund will be overseen by BPPS in close collaboration with CRU to facilitate quick and flexible resourcing of immediate crisis response and early recovery interventions.

With these changes, UNDP aims to be more strategically positioned to continue its work in supporting countries affected by crisis and in helping them achieve the Millennium Development Goals and their successors, the Sustainable Development Goals.



Photo: Tommy Trenchard/IRIN



A worker at a UNDP supported agricultural cooperative in Honduras.

Photo: UNDP Honduras



Farmer in Egypt  
works in his field.

# FINANCIAL SUMMARY

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

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



# CONTRIBUTIONS

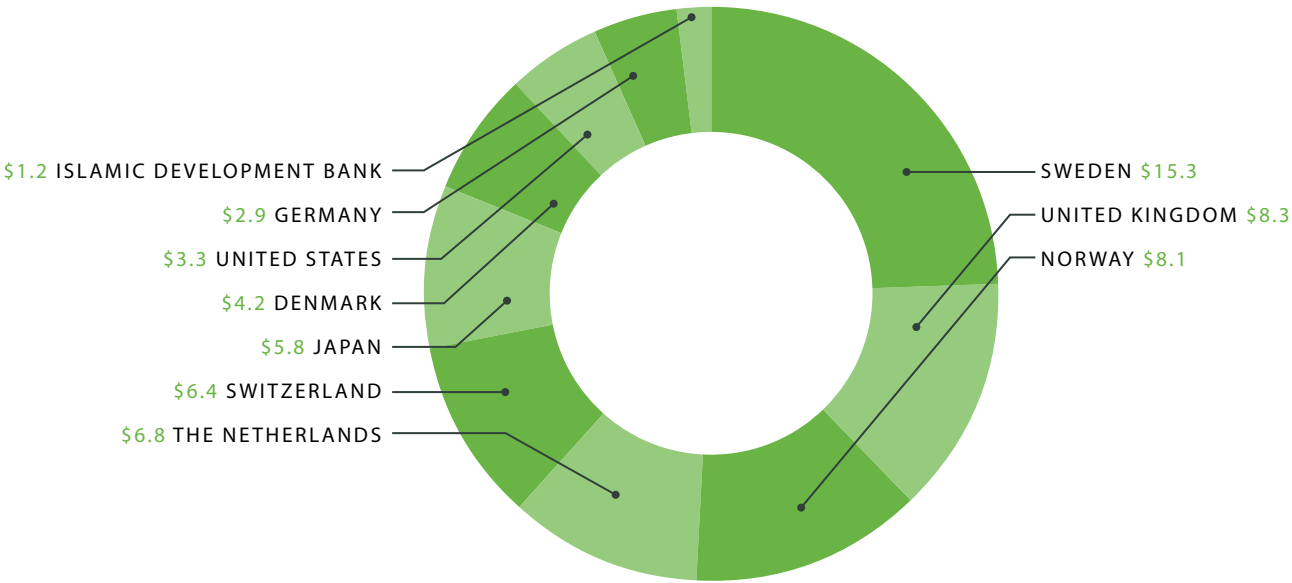
In 2013, total contributions to UNDP crisis prevention and recovery activities through both CPR TTF and TRAC 1.1.3 amounted to US\$ 107.7 million. US\$ 67.7 million of this came from the trust fund, while US\$ 40 million was received from UNDP core resources.

I. Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF)	
Contributions received in 2013	\$67,683,309
II. UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)	
Allocation received in 2013	\$40,000,000



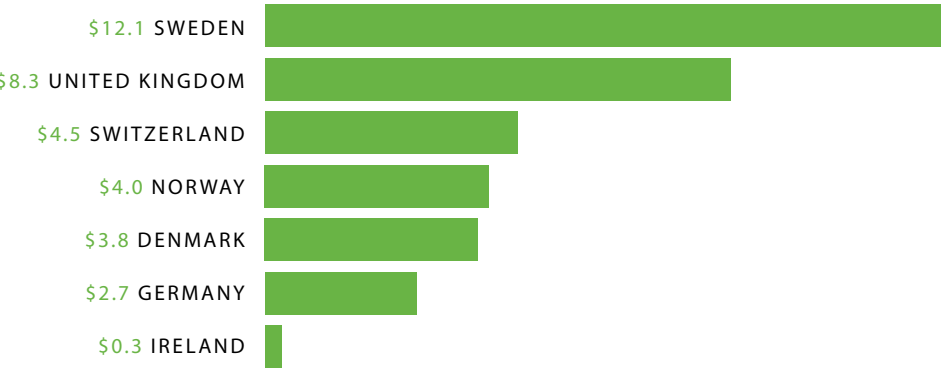
Photo: Blagoje Grujic

Top 10 donors contributing to Crisis Prevention and Recovery Thematic Trust Fund in 2013 (in millions of US dollars)



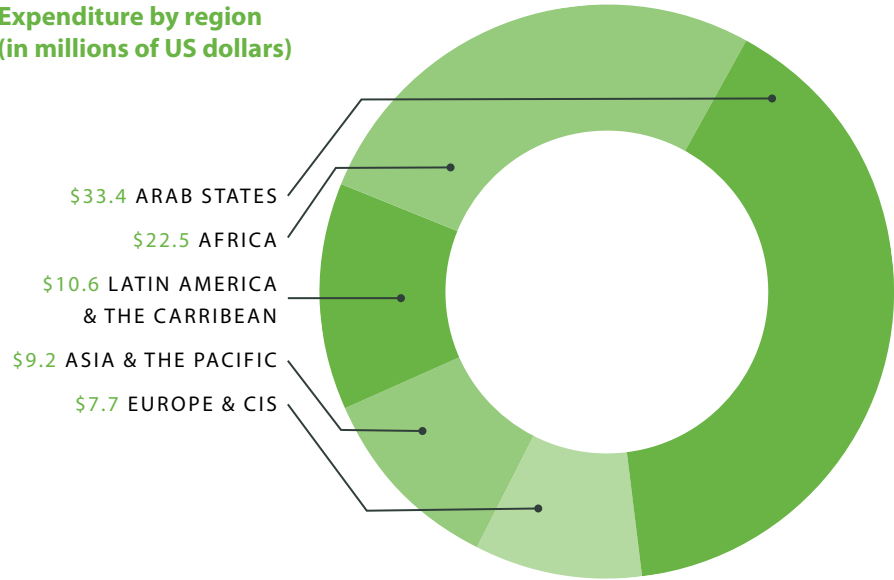
US\$ 35.7 million out of the total contributions to the CPR TTF, equivalent to 53 percent of donations, was not earmarked. Seven donors contributed un-earmarked funding in 2013: Denmark, Germany, Ireland, Norway, Sweden, Switzerland, and the United Kingdom. Thematic contributions reached US\$ 7.3 million, including US\$ 6.8 million received from the Netherlands in support of UNDP's work in the rule of law, justice and security. Thanks to this continued un-earmarked and thematic funding, the CPR TTF continues to be a strategic funding mechanism, allowing UNDP to respond quickly and flexibly to the needs of countries in crisis. The level of earmarked contributions decreased in 2013, totalling US\$ 24.7 million.

Donors contributing unearmarked funding to Crisis Prevention and Recovery Thematic Trust Fund in 2013 (in millions of US dollars)



# EXPENDITURE

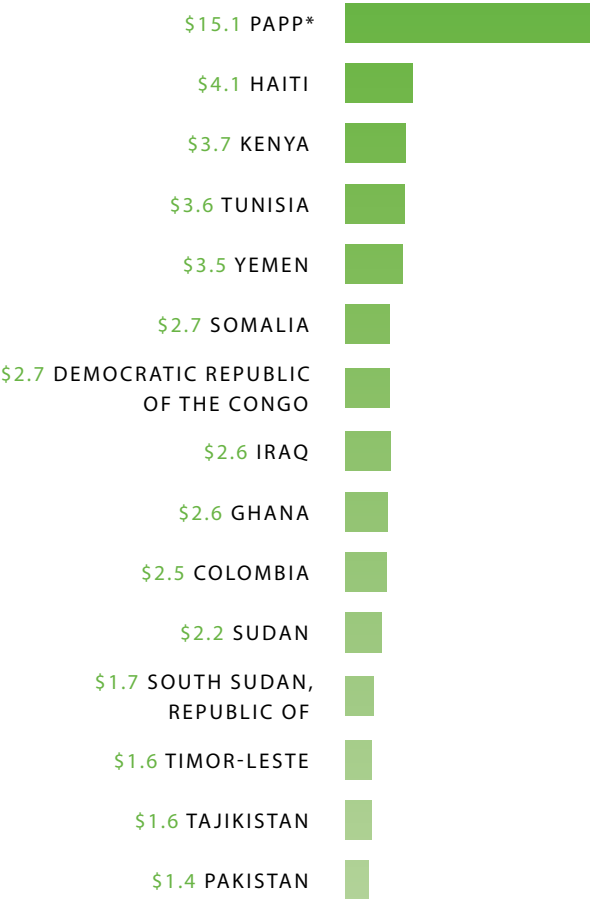
In 2013, UNDP expenditure on crisis prevention and recovery through the trust fund was US\$ 91.5 million with an additional US\$ 36.9 million coming from TRAC 1.1.3. This brings the total 2013 expenditure to US\$ 128.4 million. As in the previous year, the largest proportion of expenditure was concentrated in the Arab States – US\$ 33.4 million. UNDP spent US\$ 22.5 million in Africa, US\$ 10.6 million in Latin America and the Caribbean, US\$ 9.2 million in the Asia Pacific region, and US\$ 7.7 million in Europe and the Commonwealth of Independent States.



In 2013, the CPR TTF and TRAC 1.1.3 recorded expenditures in 95 countries. However, it is important to note that 60 percent of total expenditures focused only on 15 countries.

\* Programme of Assistance to the Palestinian People

**Expenditure in top 15 countries  
(in millions of US dollars)**



# DETAILED CONTRIBUTIONS AND EXPENDITURE

## FINANCIAL SUMMARY

I. Thematic Trust Fund for Crisis Prevention and Recovery (CPR TTF)	
Contributions received in 2013	\$67,683,309
Total expenditure in 2013*	\$ 91,494,488

II. UNDP Regular Resources for Crisis Prevention and Recovery (TRAC 1.1.3)	
Allocations received from UNDP's Regular Resources in 2013	\$40,000,000
Total expenditure in 2013	\$ 36,920,911

\* In 2013, programming and expenditures continued against the unspent balance from prior years, resulting in an overall expenditure figure higher than the 2013 income.

## 2013 CONTRIBUTIONS RECEIVED BY DONOR — THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY

Country	Contributions in US Dollars
Sweden	15,279,839
United Kingdom	8,357,942
Norway	8,088,254
The Netherlands	6,828,295
Switzerland	6,416,446
Japan	5,792,151
Denmark	4,168,013
United States	3,279,439
Germany	2,927,533
Islamic Development Bank	1,203,370
UNOCHA*	1,048,300
Ecuador	1,000,000
Belgium	794,702
UNDP(JPAA)	650,884
Australia	522,036
World Bank	348,810
Ireland	338,052
UN Women	300,500
United Nations	160,946
Republic of Korea	69,912
New Zealand	40,258
Global Development Group	25,000
European Union*	21,036
Private Sector	11,591
Mexico	5,000
Holy See	5,000
GRAND TOTAL	67,683,309

\* Contributions not directly channeled through the CPRTTF but are financially managed by BCPR.

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

CPR TTF Window	Expenditure in US dollars
Conflict Prevention and Recovery	61,074,529
Disaster Risk Reduction and Recovery	10,943,236
Early Recovery	10,602,367
Gender Equality	1,671,326
Policy and Programme Support	7,203,031
GRAND TOTAL	91,494,488

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

Fund Category	Expenditure in US dollars
Conflict Prevention and Recovery	16,174,497
Disaster Risk Reduction and Recovery	3,919,569
Early Recovery	10,743,526
Policy and Programme Support	6,083,319
GRAND TOTAL	36,920,911

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

Fund Category	Expenditure in US dollars
Conflict Prevention and Recovery	77,249,026
Disaster Risk Reduction and Recovery	14,862,805
Early Recovery	21,345,893
Gender Equality	1,671,326
Policy and Programme Support	13,286,350
GRAND TOTAL	128,415,400

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

Country	Expenditure in US dollars
Afghanistan	2,987
Algeria	97,264
Armenia	169,621
Belize	55,603
Bolivia	33,991
Bosnia and Herzgovina	1,404,127
Burkina Faso	315,043
Burundi	1,197,063
Cambodia	125,547
Cameroon, Republic of	243,342
Central African Republic	24,856
Chad	496,582
China	51,108
Colombia	2,491,980
Comoros	29,936
Costa Rica	105,343
Cote d'Ivoire	919,538
Croatia	65,225
Cuba	272,543
Cyprus	100,001
Democratic Republic of the Congo	2,664,344
Djibouti	164,784
Dominican Republic	434,320
Ecuador	376,722
Egypt	839,183
El Salvador	343,872
Ethiopia	1,121,236
Fiji	312,655
Georgia, Republic of	484,285
Ghana	2,569,792
Global	44,763,134
Guatemala	458,087
Guinea	1,168,337

Country	Expenditure in US dollars
Guinea-Bissau	559,839
Guyana	201,876
Haiti	4,125,240
Honduras	1,127,585
India	55,824
Indonesia	664,909
Iraq	2,586,971
Jamaica	98,412
Jordan	279,686
Kenya	3,749,603
Kosovo	756,127
Kyrgystan	1,031,603
Lao People's Democratic Republic	239,561
Lebanon	1,320,312
Lesotho	119,223
Liberia	1,080,220
Libya	984,171
Macedonia, The former Yugoslav Republic of	80,326
Madagascar	394,858
Malawi	174,677
Maldives	533,217
Mali	245,892
Mauritania	161,846
Moldova, Republic of	183,288
Montenegro	46,741
Mozambique	598,451
Myanmar	551,935
Namibia	11,320
Nepal	1,223,966
Nicaragua	249,899
Niger	318,034
Nigeria	20,584
Pakistan	1,411,905

Country	Expenditure in US dollars
PAPP	15,151,354
Papua New Guinea	354,763
Paraguay	77,918
Peru	178,642
Philippines	318,919
Rwanda	126,291
Samoa	77,813
Senegal	158,721
Serbia	118,425
Sierra Leone	940,607
Slovak Republic	1,037,274
Somalia	2,676,402
South Sudan, Republic of	1,738,464
Sri Lanka	878,719
Sudan	2,194,160
Syrian Arab Republic	5,423
Tajikistan	1,604,540
Thailand	804,786
Timor-Leste	1,606,997
Togo	154,488
Tunisia	3,577,538
Turkey	84,917
Uganda	965,092
Ukraine	245,197
Uzbekistan	278,740
Vietnam	38,255
Yemen	3,535,588
Zambia	45,711
Zimbabwe	349,100
<b>GRAND TOTAL (CPR TTF AND TRAC 1.1.3)</b>	<b>128,415,400</b>

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

Country/Territory	Expenditure in US dollars
CONFLICT PREVENTION AND RECOVERY	
Algeria	97,264
Bolivia	14,921
Bosnia and Herzgovina	1,358,982
Burkina Faso	298,500
Burundi	270,699
Cambodia	122,973
Cameroon, Republic of	154,511
Central African Republic	20,030
Chad	449,857
Colombia	1,858,176
Cote d'Ivoire	663,161
Croatia	26,475
Cyprus	100,001
Democratic Republic of the Congo	274,216
Ecuador	118,780
Egypt	700,699
El Salvador	209,421
Ethiopia	962,239
Georgia, Republic of	139,575
Ghana	2,569,578
Global	9,894,196
Guinea	764,616
Guinea-Bissau	470,285
Guyana	85,168
Haiti	1,634,494
Indonesia	160,177
Iraq	2,586,003
Jordan	279,686
Kenya	1,821,400
Kosovo	134,366
Kyrgystan	348,164
Lao People's Democratic Republic	140,990
Lebanon	999,093

Country/Territory	Expenditure in US dollars
CONFLICT PREVENTION AND RECOVERY	
Lebanon	999,093
Lesotho	117,145
Liberia	1,059,248
Libya	471,854
Macedonia, The former Yugoslav Republic of	29,726
Malawi	174,677
Maldives	387,757
Mali	7,639
Mauritania	161,846
Montenegro	46,741
Mozambique	263,448
Myanmar	190,052
Nepal	766,441
Nicaragua	179,878
Niger	220,487
Pakistan	284,316
Papua New Guinea	53,421
Peru	64,886
PAPP	14,608,185
Senegal	80,159
Sierra Leone	510,472
Slovak Republic	6,769
Somalia	1,803,411
South Sudan, Republic of	1,411,615
Sri Lanka	443,080
Sudan	1,108,072
Tajikistan	290,043
Thailand	108,132
Timor-Leste	942,479
Togo	154,488
Tunisia	3,516,962
Turkey	4,455
Uganda	50,519

Country/Territory	Expenditure in US dollars
CONFLICT PREVENTION AND RECOVERY	
Uganda	50,519
Ukraine	245,197
Vietnam	38,255
Yemen	1,498,267
Zambia	45,711
<b>CONFLICT PREVENTION AND RECOVERY TOTAL</b>	<b>61,074,529</b>
DISASTER RISK REDUCTION AND RECOVERY	
Armenia	169,621
Bolivia	19,070
Bosnia and Herzgovina	45,146
Burkina Faso	2,570
Colombia	11,417
Cuba	25,654
Ecuador	257,942
Global	6,922,070
Haiti	3,087
Indonesia	264,378
Kosovo	48,057
Kyrgystan	5,797
Lebanon	46,265
Maldives	15,191
Moldova, Republic of	116,909
Myanmar	116,018
Namibia	11,204
Nepal	372,075
Nicaragua	70,022
Pakistan	69,858
Papua New Guinea	18,698
Paraguay	6,210
Rwanda	26,291

Country/Territory	Expenditure in US dollars
DISASTER RISK REDUCTION AND RECOVERY	
Rwanda	26,291
Serbia	2,507
Sierra Leone	186,356
Slovak Republic	1,030,505
Sri Lanka	116,164
Sudan	34,567
Tajikistan	151,936
Timor-Leste	404,005
Uganda	94,910
Uzbekistan	278,740
<b>DISASTER RISK REDUCTION AND RECOVERY TOTAL</b>	<b>10,943,236</b>
EARLY RECOVERY	
Central African Republic	4,827
Cuba	89,192
Democratic Republic of the Congo	40,404
Dominican Republic	434,320
Fiji	208,605
Global	3,473,850
Haiti	2,003,324
Honduras	130,246
Indonesia	6,832
Lebanon	6,362
Madagascar	204,448
Maldives	2,607
Mali	238,253
Mozambique	115,241
Nepal	32,217
Philippines	4,068
PAPP	309,606
Somalia	727,184

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

Country/Territory	Expenditure in US dollars
EARLY RECOVERY	
Sri Lanka	296,801
Sudan	1,051,519
Syria	5,423
Uganda	286,524
Yemen	930,516
EARLY RECOVERY TOTAL	10,602,367
GENDER EQUALITY	
Cote d'Ivoire	22,358
Democratic Republic of the Congo	417,288
Global	686,965
Haiti	185,802
Kosovo	81,496
Liberia	20,973
Nepal	47,089
Papua New Guinea	187,010
Timor Leste	22,347
GENDER EQUALITY TOTAL	1,671,326
POLICY AND PROGRAMME SUPPORT	
Global	7,196,886
Nepal	6,145
POLICY AND PROGRAMME SUPPORT TOTAL	7,203,031
GRAND TOTAL	91,494,488

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

Country/Territory	Expenditure in US dollars
CONFLICT PREVENTION AND RECOVERY	
Tajikistan	720,417
Thailand	476,480
Timor-Leste	238,166
Tunisia	60,576
Uganda	533,140
Yemen	770,492
Zimbabwe	296,105
CONFLICT PREVENTION AND RECOVERY TOTAL	16,174,498
DISASTER RISK REDUCTION AND RECOVERY	
Afghanistan	2,987
Belize	55,603
Chad	27,751
Djibouti	164,784
Egypt	138,484
Global	2,032,972
Haiti	105,749
Indonesia	195,456
Kyrgystan	318,294
Lao People's Democratic Republic	98,572
Madagascar	190,627
Tajikistan	367,869
Thailand	220,422
DISASTER RISK REDUCTION AND RECOVERY TOTAL	3,919,569

Country/Territory	Expenditure in US dollars
EARLY RECOVERY	
Burkina Faso	13,973
Burundi	675,445
Cambodia	2,812
Cameroon, Republic of	88,831
Chad	18,974
China	51,108
Colombia	312,981
Comoros	29,936
Costa Rica	87,167
Croatia	38,750
Cuba	157,697
Democratic Republic of the Congo	548,566
Ethiopia	133,621
Fiji	104,050
Georgia, Republic of	54,957
Global	4,791,615
Guatemala	112,623
Haiti	119,967
India	55,824
Indonesia	38,067
Jamaica	98,412
Kenya	740,111
Kosovo	38,987
Lesotho	2,078
Libya	17,327
Macedonia, The former Yugoslav Republic of	50,600
Maldives	7,770
Moldova, Republic of	66,379
Mozambique	100,030
Myanmar	245,556

Country/Territory	Expenditure in US dollars
EARLY RECOVERY	
Niger	97,483
Nigeria	20,584
Pakistan	589,317
Paraguay	70,990
Peru	113,757
Philippines	224,335
Rwanda	100,000
Samoa	77,813
Senegal	78,562
Sri Lanka	22,426
Tajikistan	74,275
Turkey	80,462
Yemen	336,313
Zimbabwe	52,994
EARLY RECOVERY TOTAL	10,743,526
POLICY AND PROGRAMME SUPPORT	
Global	6,083,319
POLICY AND PROGRAMME SUPPORT TOTAL	6,083,319
GRAND TOTAL	36,920,911

# ACRONYMS

BCPR	Bureau for Crisis Prevention and Recovery
CIS	Commonwealth of Independent States
CPR	Crisis Prevention and Recovery
CPR TTF	Crisis Prevention and Recovery Thematic Trust Fund
DHL	DHL Deutsche Post
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
FAO	Food and Agriculture Organization of the United Nations
FARC-EP	Revolutionary Armed Forces of Colombia—People’s Army
IOM	International Organization for Migration
Lao PDR	Lao People’s Democratic Republic
NGO	Non-Government Organization
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
PAPP	Programme of Assistance to the Palestinian People
TRAC	Target for Resource Assignment from the Core
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNMIL	United Nations Mission in Liberia
UNPBF	United Nations Peacebuilding Fund
UNPOS	United Nations Political Office for Somalia
US\$	United States Dollar

Photo: Joey Reyna/UNDP Philippines



In the Philippines, UNDP is helping people affected by Typhoon Haiyan to restore community gardens.



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