Bureau for Crisis Prevention and Recovery (BCPR)

UNDP

2006 ANNUAL REPORT

Crisis Prevention and Recovery Thematic Trust Fund
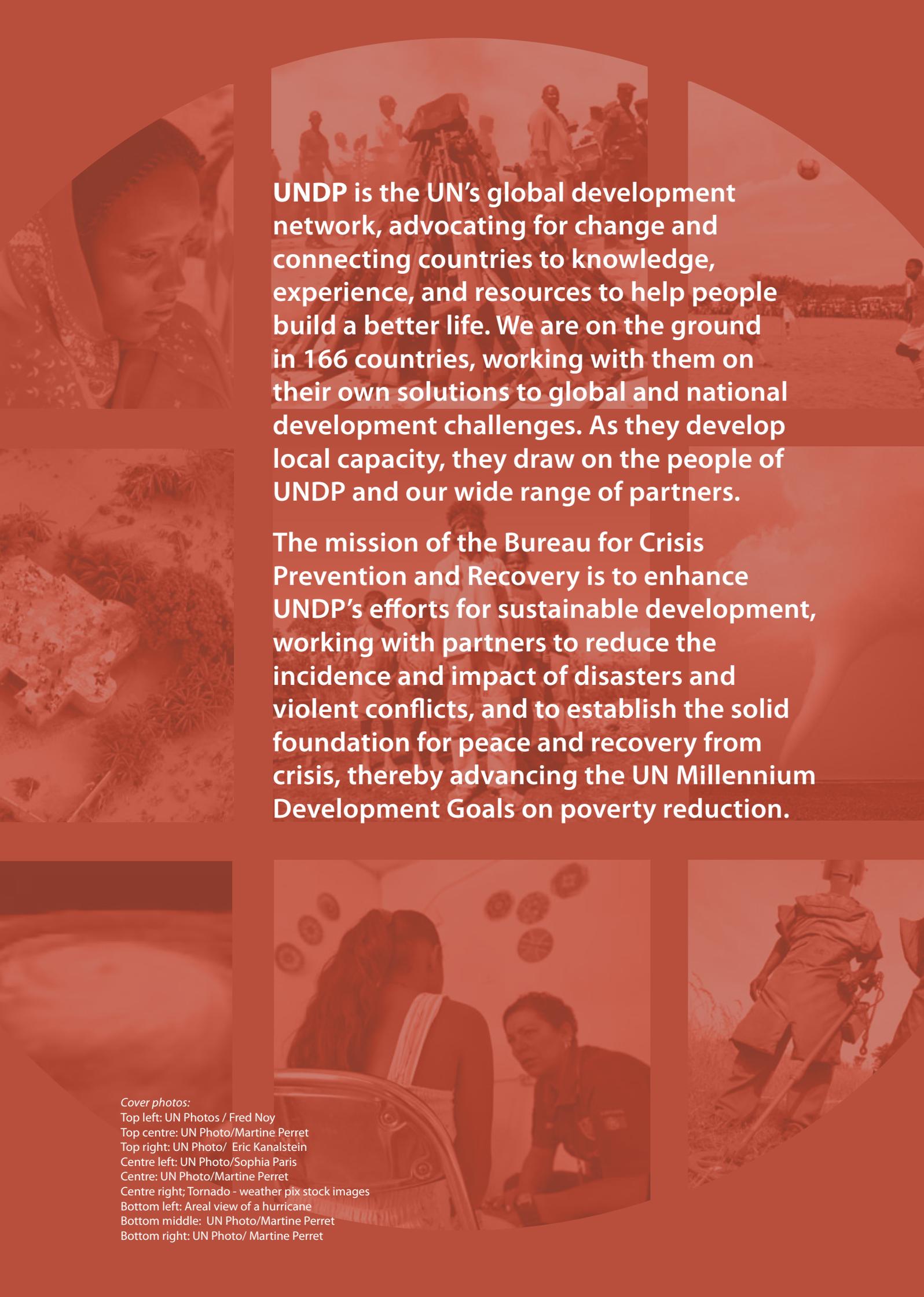
UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

The mission of the Bureau for Crisis Prevention and Recovery is to enhance UNDP's efforts for sustainable development, working with partners to reduce the incidence and impact of disasters and violent conflicts, and to establish the solid foundation for peace and recovery from crisis, thereby advancing the UN Millennium Development Goals on poverty reduction.

Contents

List of Acronyms

APMs	Anti-Personnel Mines
APMBC	Anti-Personnel Mine Ban Convention
AURAN	African Urban Risk Analysis Network
AVPP	Armed Violence Prevention Programme
BCPR	Bureau for Crisis Prevention and Recovery, UNDP
CADRI	Capacity for Disaster Reduction Initiative
CCA	Common Country Assessment
CIDA	Canadian International Development Agency
CIS	Commonwealth of Independent States
CPLP	Comunido de Dos Paiseo de lingua Portuguese (Community of Portuguese-speaking Countries)
CPR	Crisis Prevention and Recovery
CPRP	Crisis Prevention and Recovery Practice
CPR-TTF	Thematic Trust Fund for Crisis Prevention & Recovery
CWGER	Cluster Working Group on Early Recovery, IASC
DDR	Disarmament, Demobilization and Reintegration
DESA	Department for Economic and Social Affairs
DMTP	Disaster Management Training Programme
DPA	Department of Political Affairs
DPKO	United Nations Department of Peacekeeping Operations
DRR	Disaster Risk Reduction
ERW	Explosive Remnants of War
EU	European Union
GRIP	Global Risk Identification Programme
HC	Humanitarian Coordinators
HR	Human Resources
IASC	Inter-Agency Standing Committee
IAWG	Inter-Agency Working Group on DDR
IDDRS	Integrated Disarmament, Demobilization and Reintegration Standards
IDEA	International Institute for Democracy and Electoral Assistance
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IOM	International Organization for Migration

IRP	International Recovery Platform
ISDR	International Strategy for Disaster Reduction
JSSR	Justice and Security Sector Reform
MDGs	Millennium Development Goals
NGOs	Non-governmental Organizations
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
PBC	Peace-Building Commission
PSRS	Policy Support and Resource Service
RC	Resident Coordinators
REDES	Reconciliation and Development Programme (Programa de reconciliación y desarrollo)
SADC	Southern African Development Community
SOPs	Standard Operating Procedures
TJP	Transitional Justice Programme
TRC	Truth and Reconciliation Commission
TTF	Thematic Trust Fund
UK	United Kingdom
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDDA	United Nations Department for Disarmament Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMAT	United Nations Mine Action Team
USA	United States of America
WHO	World Health Organization

Foreword

In 2006, the Thematic Trust Fund for Crisis Prevention and Recovery (CPR-TTF) continued to support the efforts of developing countries to reduce the impact of natural disasters, prevent armed conflicts and recover from crisis situations. In its six years of existence, the CPR-TTF has supported more than 450 country, regional and global projects under the service lines of conflict prevention and peace-building; recovery; security sector reform and transitional justice; small arms reduction, disarmament and demobilization of ex-combatants; mine action; and natural disaster reduction.

The CPR-TTF has been instrumental in enabling the United Nations Development Programme (UNDP) to respond to the crisis prevention and recovery (CPR) needs of developing countries through quick financial support; quality technical assistance; targeted capacity building; consolidation and dissemination of relevant CPR knowledge, experiences and best practices; and advocacy of crisis sensitivity in the context of development policy. During 2006, special emphasis was given to strengthening the gender focus of UNDP's CPR efforts, specifically through the development of an Eight-Point Agenda. This focus has prompted the introduction of a dedicated contribution window in the CPR-TTF, from 2007 onwards, for gender mainstreaming and implementation of the agenda.

The custodian of the CPR-TTF within UNDP is the Bureau for Crisis Prevention and Recovery (BCPR). It has developed a five-year strategy, based on discussions with many interested partners, that has now been incorporated in the 2008-2011 Strategic Plan for UNDP. Having a clear CPR strategy will help direct the Thematic Trust Fund (TTF) resources better to achieve maximum results at the country level. To implement the strategy and ensure a coordinated response to national needs, BCPR has also realigned its services and strengthened country office support structures.

Overall contributions to the CPR-TTF declined by almost 56 percent from 2005 to 2006. This was due mainly to a sharp drop-off in contributions to the service line for natural disaster reduction, which were exceptionally high in 2005 in the aftermath of the tsunami and earthquakes in the Asia and Pacific region. While 2006, fortunately, did not witness a natural disaster of the same magnitude, the number of natural and conflict-related disasters continued to rise worldwide. The results of the UNDP Headquarters Products and Services Survey, in which BCPR received an 87 percent approval rate from country offices, suggested that the CPR-TTF is a highly valued and effective source of support.

Much remains to be done in the areas of disaster risk reduction, conflict prevention and peace-building to ensure a sustainable decline in the need for recovery efforts. We look forward to the continued confidence of donors in contributing to the CPR-TTF so that UNDP can respond adequately to the growing CPR needs of the developing world.

Kathleen Cravero
Assistant Administrator and Director

1 Introduction

Consolidating and strengthening the CPR practice

During 2006, BCPR continued to provide both normative direction and operational support to the crisis prevention and recovery practice throughout UNDP. The three key priorities of 2005 were further strengthened BY: (i) including BCPR's strategic work and development outcomes in the broader strategic planning process of UNDP; (ii) commitment to results-based management of projects as well as technical assistance; and (iii) partnership with other actors at both national and global levels, including with key UN Secretariat departments (Department of Political Affairs (DPA), Department of Peacekeeping Operations (DPKO), Office for the Coordination of Humanitarian Affairs (OCHA)), the UN Development Group (UNDG), the World Bank, the International Strategy for Disaster Reduction (ISDR), and the Peace-Building Commission (PBC).

While UNDP's crisis prevention and recovery activities receive support from a variety of sources, the Crisis Prevention and Recovery Thematic Trust Fund (CPR–TTF) is the mainstay of its resources. In fact, over the last three years, UNDP has contributed more than US$ 1 billion to CPR efforts worldwide. Almost 50 percent of this support was channeled through the CPR–TTF. In 2006, the CPR–TTF continued to serve three objectives: (i) fast and flexible mobilization of non-core funding for UNDP support to countries; (ii) mainstreaming crisis awareness and sensitivity into development instruments, including both conflict prevention and disaster risk reduction; and (iii) channeling earmarked funding to thematic areas and to countries. While earmarked funding to countries has decreased somewhat in favor of more direct (or pooled) funding to UN Country Teams, unearmarked contributions to the TTF and support to key thematic areas have remained strong. This has allowed BCPR to move forward more strategically and to provide timely and reliable support to UNDP country offices.

In the 2006 UNDP Headquarters Products and Services Survey, BCPR's client orientation (quality of unit services provided) was rated favorable by 87 percent of responding country offices, one of the highest scores among the Bureaux and offices in headquarters.

Because progress towards achieving the Millennium Development Goals (MDGs) is often derailed by crisis, UNDP's commitment to assist crisis-affected countries remains strong. As the 2005 UN Secretary-General's Report "*In Larger Freedom*" points out, over 40 countries have been scarred by violent conflict since 2000, resulting in 12 million refugees and 25 million internally displaced persons. Over the past two decades, 1.5 million people have been killed by natural disasters. Annual economic losses associated with these disasters are rising steadily, wiping out hard-won development gains. The need to approach these challenges from a clear and comprehensive development perspective has never been greater.

Charting new directions

2006 was a year of innovation for BCPR. The organizational design of the Bureau was aligned with its new strategy; new units were created, some existing units were combined and key technical competencies were recruited. As a result, BCPR has strengthened its capacity to respond to country demands in areas including promoting gender equality; good governance; justice and security sector reform; disarmament, demobilization and reintegration; conflict prevention; and early recovery. The dynamics of economic recovery are also receiving greater attention, both through increased in-house expertise and through the publication of a major report on fostering post-conflict economic recovery. While the overall size of the Bureau has not changed significantly, a choices have been made on allocating time, energy and resources in more focused and strategic ways.

BCPR now organizes its work to better reflect the three key result areas in UNDP's overall strategic plan: (i) enhancing conflict and disaster risk management capabilities – with a focus on building national capacities); (ii) facilitating the recovery of governance functions after conflict – including through women's empowerment, reducing vulnerabilities and preventing recurrence of conflict; and (iii) restoring the foundations for development – including strengthening local governance, restoring economic and social infrastructure and improving security. A monitoring and evaluation plan is being developed to measure the effectiveness of UNDP support in helping national partners achieve their goals in each of these areas. Progress will be highlighted in future CPR–TTF reports.

Photo/ Giacomo Pirozzi

Two key achievements of 2006, underscored in this Annual Report, are the development of UNDP's Eight Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery, and the launch of an initiative to boost UNDP crisis response in emergencies. In late 2006, the Eight-Point Agenda was elaborated to enable UNDP to promote gender equality in all its work. A comprehensive three-year implementation plan for gender mainstreaming has since been developed, including improved human resource capacities, funding, programming and the creation of tools and methodologies where necessary.

To boost its ability to respond to immediate crisis needs, BCPR also launched an organization-wide initiative to strengthen UNDP's immediate crisis response capacity. This initiative, called the SURGE project, facilitates the rapid deployment of UNDP experts, or "SURGE advisors," who fulfill at least one of twelve identified key profiles required for timely recovery responses. These advisors are deployed within a few days of receiving a request from a crisis office. To ensure smooth operation, working modalities for deployment, including release agreements, funding, medical requirements, security clearance, essential training and incentives have been defined. The SURGE initiative has also worked on developing standard operating procedures and a toolkit.

This report documents both the challenges and achievements of 2006. Section 2 provides a summary of income and expenditures, with more details included in Section 12. Section 3 highlights the expanded work on gender equality, including the Eight Point Agenda and other actions. Section 4 elaborates on the SURGE initiative. Sections 5 through 10 provide substantive reports on six key technical areas, focusing on achievements, challenges and lessons learned. Section 11 is devoted to CPR practice development, knowledge management and BCPR change management, and a final section highlights conclusions and future plans.

2 CPR-TTF Financial Summary for 2006

Contributions to the CPR-TTF may be made using one of two modalities: "earmarked" contributions, which are restricted by the donor for use within a specific service line or project in a region or country; and "unearmarked" contributions, which enable UNDP to respond independently and flexibly to country needs across the full spectrum of CPR-related services. Unearmarked contributions are essential to ensure the sustainability and predictability needed to address many emerging CPR priorities across the globe and make it possible for BCPR to deepen expertise and support priorities such as disaster risk reduction, conflict prevention and peace-building, and gender mainstreaming.

In 2006, the CPR-TTF supported more than 250 projects at the country, regional, and global levels, with direct expenditures in 56 developing countries. Support was provided to: Conflict Prevention and Peace-Building; Recovery; Security Sector Reform and Transitional Justice (JSSR); Small Arms Reduction and Disarmament and Demobilization of Ex-Combatants (DDR); Mine Action; Natural Disaster Reduction; and the Practice Development and Knowledge Network. Such support was supplemented through UNDP's own Regular Resources, TRAC 1.1.3, which amounted to $46.7 million - constituting 7.2 percent of UNDP core programmable resources - in 2006.

Contributions

Contributions to the CPR-TTF in 2006 amounted to $108.9 million, with a 56 percent decline compared to 2005. Contributions in 2005 were exceptionally high due to two major events: the tsunami in Asia and the earthquake in Pakistan. Contributions for these two events had amounted to more than $73 million in 2005. There was also an exceptionally high contribution in 2005 of $66 million for activities related to mine action, small arms reduction, and disarmament, demobilization and reintegration (DDR) in Afghanistan.

The number of donors contributing to the CPR-TTF remained fairly constant, with four new donors/donor groups contributing for the first time.

Total contributions to CPR-TTF 2000-2006
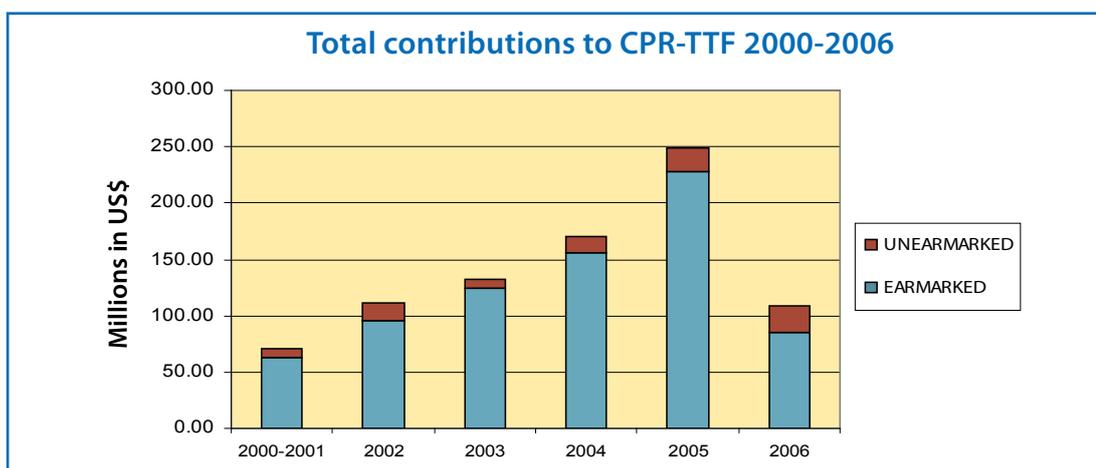
Earmarked contributions currently make up the greater part of the CPR-TTF, amounting to $84.8 million, or 78 percent of total contributions received in 2006. The highest share of the earmarked contribution was received for small arms reduction and DDR activities in Afghanistan and Liberia, totaling $35.3 million.

2006 CPR TTF earmarked contributions by service line

- **1%** Special Initiatives for Countries in Transition
- **6%** Conflict Prevention and Peace Building
- **15.0%** Mine Action
- **3%** Natural Disaster Reduction
- **21%** Recovery
- **0.3%** Security Sector Reform and Transitional Justice
- **54%** Small Arms Reduction, Disarmement Demobilization and Reintergration
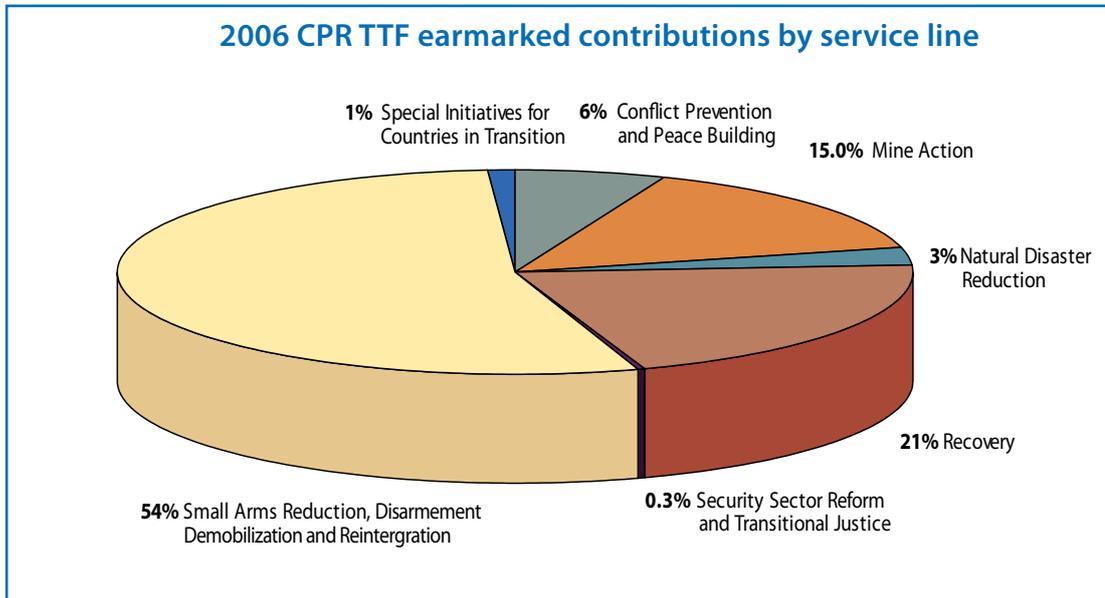
Unearmarked contributions totaled $24.1 million in 2006, representing 22 percent of total contributions received. This amounted to an increase of $3.3 million, or 16 percent, over 2005. Unearmarked funding in 2006 was provided by Canada, Denmark, France, Germany, Italy, Norway, Switzerland and the United Kingdom. Unearmarked funding received from Sweden during December 2005 was also programmed during 2006.

The unearmarked contributions enabled UNDP to respond strategically to CPR needs worldwide. Africa received 33 percent of the allocations, the largest share, spread across ten countries. Liberia received the highest amount of $2.9 million, followed by Guinea-Bissau, Burundi and Chad. The Arab States region received 30 percent, specifically for mine action activities in Iraq and Somalia, and recovery efforts in Lebanon, Somalia and South Sudan. Allocations to other regions amounted to 13 percent for Asia and the Pacific, 12 percent for Europe and the Commonwealth of Independent States (CIS), and just under 10 percent for Latin America and the Caribbean. About 2 percent was devoted to global activities dealing with small arms reduction activities.

Expenditures

Expenditures in 2006 totaled $149.2 million. Comparing service lines, the highest expenditures were for small arms reduction and DDR programmes, totaling $66.9 million, or 45 percent of total expenditure, followed by the recovery service line, totaling $23.6 million, or 16 percent of the total. Compared to 2005, the share of expenditure for small arms reduction and DDR increased from 40 percent in 2005, while the share for recovery remained constant.

2006 CPR-TTF expenditure by service line
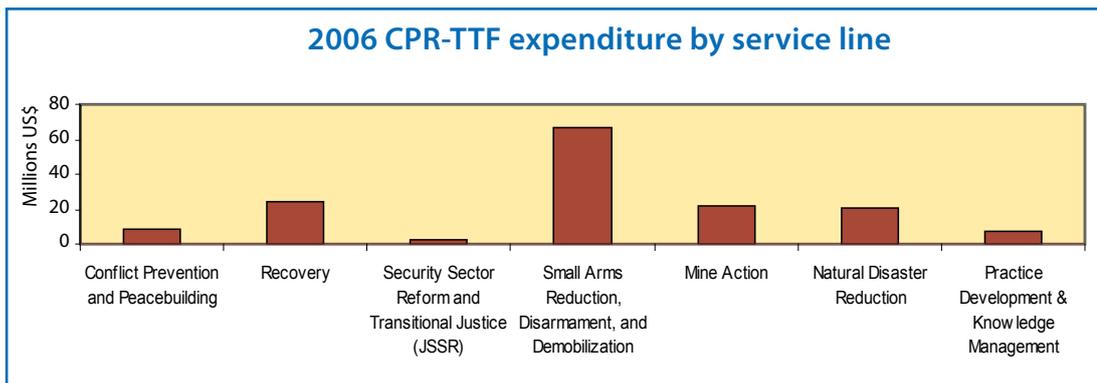
The percentage share of expenditure for natural disaster reduction declined from 25 percent in 2005 to 13 percent in 2006, reflecting a stabilization of activities in Indonesia and Sri Lanka following the 2004 tsunami. The percentage share for mine action increased from 12 percent in 2005 to 14 percent in 2006, while the share for small arms reduction and DDR, and mine action service lines, reflected only modest increases.

Regionally, 25 percent of 2006 expenditures went towards programmes in Africa, up from 19 percent in 2005. Under the new BCPR strategy, the percentage of resources for Africa should continue to increase in the coming years. The Arab States, Europe and the CIS, and Latin America regions also saw increased resource shares in 2006. These were offset by a decline in the share for the Asia and Pacific region, even though the region had the highest overall expenditure amount in 2006, equaling 45 percent of the total.

2006 CPR TTF expenditure by region
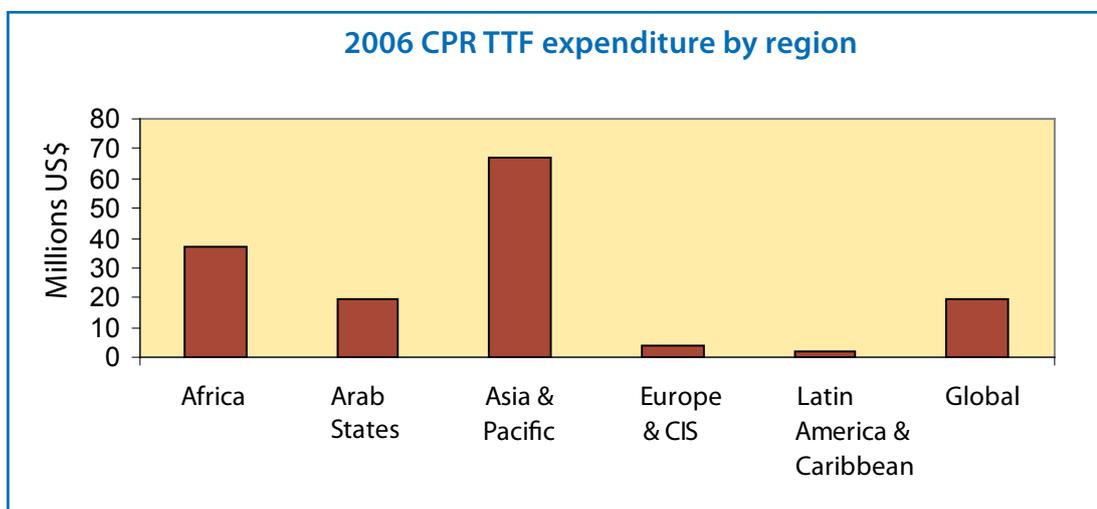
Expenditures incurred at the global level comprised 13 percent of total expenditures, as compared to 6 percent in 2005. These expenditures related mainly to capacity development and advocacy initiatives, as well as the promotion of cutting-edge thinking and knowledge sharing. Some initiatives, even though carried out globally, incorporated technical and programmatic support towards CPR interventions targeting multiple countries.

3 Gender Focus

In line with the core commitment of UNDP to make gender equality a reality, in 2006 special emphasis was placed on strengthening the gender focus of programmes supported through the CPR-TTF. Crisis situations provide unique opportunities for transformation of gender relations, e.g., through rebuilding institutional and social frameworks on the basis of gender equality and recognizing and supporting the specific roles women can play in conflict prevention and peace-building. To fully leverage such opportunities, an in-depth review of gender mainstreaming in CPR was conducted in early 2006.

Following the review, which highlighted gaps, opportunities and entry points for UNDP, BCPR convened a Gender Experts Meeting and Strategy Session in September 2006. The event brought together a diverse mix of academics, development practitioners, representatives from non-governmental organizations (NGOs) and other UNDP partners. The objective was to define the most appropriate ways for UNDP to promote gender equality within its CPR mandate.

The meeting resulted in the Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery, which provides a strategic framework for action and advocacy (see Annex 1). Using the agenda as a foundation, a comprehensive three-year implementation plan for gender mainstreaming was developed, which will enhance UNDP's contribution to gender equality objectives in the context of CPR. The plan covers human resource capacities, funding, programming, and the development of tools and methodologies.
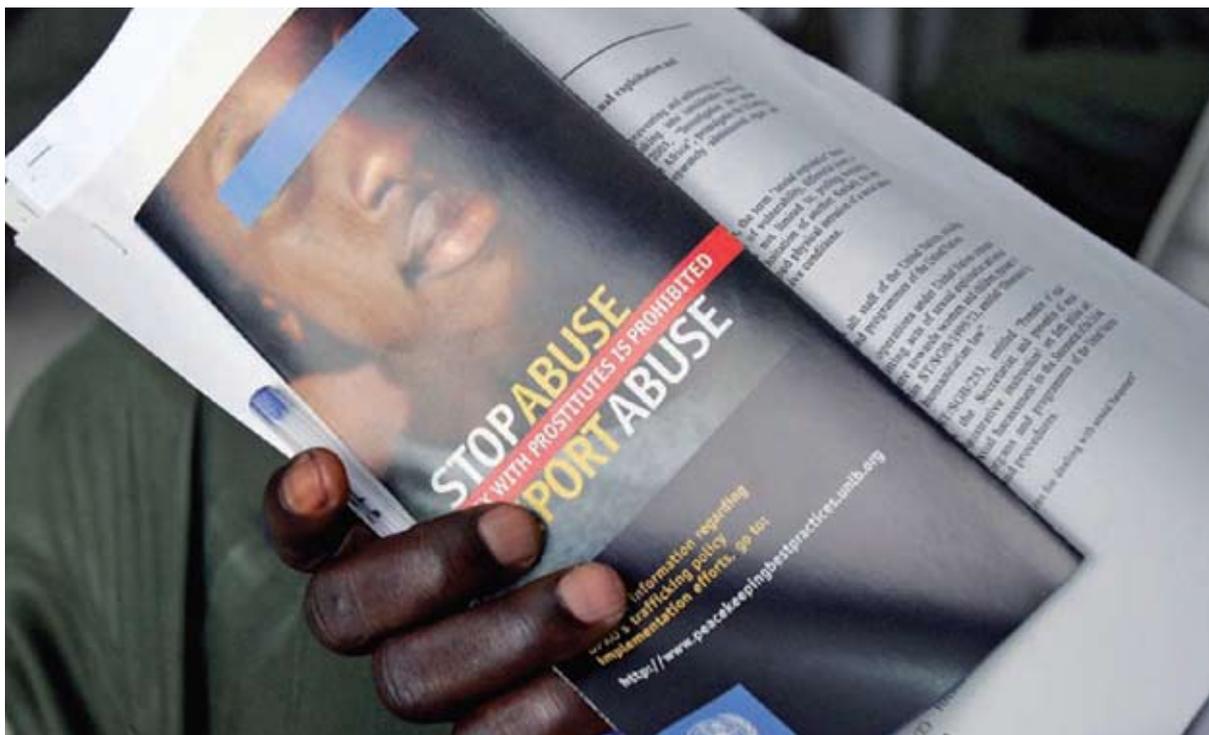
UN Photo/ Ky Changi

BCPR also developed a proposal for a Global Information, Knowledge and Learning Platform on Gender and CPR, in partnership with leading research and academic institutions. The proposal calls for the establishment of a global centre for intellectual leadership on gender and CPR, and presents an innovative model for enlarging knowledge and strengthening country-level support and expertise.

In addition a key UN inter-agency initiative was launched with the objective of stopping sexual violence. Under the programme *"Stop Rape Now: UN Action Against Sexual Violence in Conflict,"* twelve UN entities agreed to better UN coordinate advocacy, programming and knowledge. The initiative attempts both to align the efforts of the UN with those of national governments and to deepen partnerships with NGOs. UN Action operates through existing UN mechanisms, including the Inter-Agency Standing Committee and the humanitarian protection cluster. In 2007, UN Action will provide technical support to curb gender-based violence in Sudan and assist in an advocacy campaign in the Democratic Republic of the Congo.

Other activities in 2006 included the production of a training and advocacy film to address sexual exploitation and abuse among UN and humanitarian personnel. The film *"To Serve with Pride: Zero Tolerance for Sexual Exploitation and Abuse"* was produced in collaboration with the United Nations Department of Peacekeeping Operations (DPKO), the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), and the United Nations Children's Fund (UNICEF). The film is to be released in several languages in Autumn 2007 and will be accompanied by a facilitator's manual.

4 SURGE Capacity Initiative

The magnitude of the 2004 tsunami and the subsequent recovery efforts in 2005 provided key insights into the challenges of providing immediate support to countries following a disaster that surpasses the national response capacities. Such events introduce a significant amount of additional pressure in the UNDP support framework at the country level, not least in the areas of programme design and implementation support.

Speed, high volume, and operational complexity become the underpinning foundation for all success indicators. Relief and humanitarian efforts need to be reinforced with recovery and development considerations. An immediate, but temporary, infusion of experience and expertise into the country office capacity becomes a critical requirement for an effective response.

In May 2006, BCPR convened a workshop of senior managers and practitioners from across the organization to: (i) identify some of the unresolved operational and managerial challenges; and (ii) define the key objectives and deliverables of a new global initiative, the SURGE project, which would ensure an organized, coordinated, effective, and timely UNDP response in emergency settings. As a result, in September 2006 the SURGE Project was approved and the initiative was launched.

The SURGE project is designed to enhance UNDP's capacities to respond quickly and effectively to the recovery demands immediately following a crisis arising from either conflict or natural disaster. Towards this end, the SURGE project is developing three distinctive products. First, Human Resources (HR) SURGE Capacity will bring together a team of 120 trained and certified UNDP managers and practitioners managed through the SURGE Roster to support country offices in emergency situations. Second, the SURGE Standard Operating Procedures (SOPs) will outline an improved organizational policy, system and guidelines governing UNDP's immediate crisis response. Third, a SURGE Toolkit will compile best practices, "enabling" rules and regulations, specific guidance templates and best practices that support the planning, decision-making and implementation phases of UNDP's response in early recovery and reconstruction.

Significant progress has been made. A temporary HR mechanism has been put in place to allow rapid deployment even as the permanent HR mechanism is being developed for roll-out over two phases in June and September 2008. The temporary mechanism includes the development and classification of 12 generic position profiles and the identification of qualified candidates for SURGE Advisor positions.

Once completed, the SURGE initiative will become a mainstreamed mechanism within UNDP for providing immediate and effective programmatic and technical support to countries during and following a crisis situation.

5 Conflict Prevention and Peace-Building

Overview

Development processes are often characterized by rapid change that puts added stress on societies already affected by global and transnational forces. The presence of new actors, resources and priorities can lead to conflict. National and local capacities for preventing, managing and resolving these conflicts, therefore, are essential.

In 2006, as part of its support for sustainable development through the CPR-TTF, UNDP assisted countries in enlarging the capacity of national institutions to prepare and implement development plans and programmes in a "conflict-sensitive" manner. This includes: strengthening national and local-level institutions, processes and skills to resolve conflicts arising from rapid social and economic changes, such as those related to land, resources, identity or representation; and enhancing multi-stakeholder consensus and cohesion around critical social and economic policy issues through processes, such as inclusive dialogues.

These initiatives have had a number of results: first, a reduction in the prospects for violent tensions due to better prevention, management and resolution of conflicts over land, natural resources and governance; second, the establishment and strengthening of concrete national and local capacities for the prevention and transformation of specific conflicts – including national and local peace committees, parliamentary commissions on issues, such as inter-ethnic relations and fora for multi-stakeholder dialogues; and three, increased interest and support from countries for enhancing these capacities.

Many UNDP-assisted initiatives were developed under the auspices of two inter-agency mechanisms anchored by BCPR: the Framework Team for Coordination on Early Warning and Preventive Action, an informal inter-departmental mechanism for internal coordination on conflict prevention initiatives; and the Joint UNDP-United Nations Department of Political Affairs (DPA) Programme on Building National Capacities for Conflict Prevention.

In 2006, $8.1 million, or 6 percent of total CPR-TTF expenditures, went towards conflict prevention and peace-building efforts in 15 developing countries. The share for this service line increased slightly from 2005, and is expected to continue to increase, reflecting the growing demand for UNDP-supported national and local conflict prevention initiatives, which is in line with the greater priority placed on this issue by the UNDP Administrator during his presentation to the UNDP Executive Board in June 2006.

Key achievements – country level

(a)   Building national capacities for conflict-sensitive development

CPR-TTF funds continued to support the integration of a conflict prevention lens into the development and implementation of planning processes in conflict and post-conflict settings. Such support was provided within the context of the Common Country Assessment (CCA) and UN Development Assistance Framework (UNDAF) in Lebanon, and in the context of post-conflict needs assessment in Somalia.

CPR-TTF also upheld support to the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention[1]. The Joint Programme was established by UNDP and DPA in 2003 to provide integrated support for early conflict prevention, and for the prevention of recurrence of violent conflict. The programme assists countries with (a) the establishment of specific institutions and processes for managing and resolving emerging conflicts and tensions before they lead to violence; and (b) the development of multi-stakeholder consensus around particularly divisive issues.

During 2006, the programme provided preparatory assistance for a number of countries, including Nigeria, Kyrgyzstan, Bangladesh, Lesotho, Sudan, and Mauritania. This preparatory assistance included support for national counterparts in identifying common risks and challenges, reviewing ongoing efforts and programmes to address them, and then developing additional plans for building capacities and processes for addressing these risks. In addition, for Guinea-Bissau and Sierra Leone, preparatory assistance was also provided from CPR-TTF outside of the Joint Programme.

While such assistance is still in the early stages, countries have requested UNDP support in preventing, managing and resolving conflicts centred on development challenges, such as the allocation of land and natural resources. This marks an important step towards prioritizing prevention by countries themselves. For example, the Nigerian Government, in collaboration with UNDP and based on a process of multi-stakeholder consultations, identified a programme framework to enlarge national and local capacities to manage ethno-religious conflicts in the central states of the country and the Niger Delta. The framework is being implemented in 2007. Key elements include the establishment of local peace committees and dialogue fora to resolve inter-community conflicts; the strengthening of collaboration between local officials and civil society for reducing crime, especially in the Niger Delta; assistance for communities and state officials in developing community participation in key state-level processes,

UN Photo/Tim McKulka

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1   Expenditures incurred under this Joint Programme are reflected against the "global" line in the financial tables.

such as budgeting and procurement; and efforts to promote the political and economic empowerment of youth.

In Kyrgyzstan, the CPR-TTF provided assistance for developing local capacities for conflict management, including through the deployment of a peace and development advisor. The programme helps address local conflicts by working with local leaders and officials in bringing communities together around common political and economic empowerment initiatives. It should stimulate similar efforts by national leaders and decision-makers.

In Bangladesh, despite a decade having elapsed since the signing of the Chittagong Peace Accord, the Chittagong Hill Tracts region continues to be plagued by mistrust among the different parties, and conflicts over land and identity. New instability could have a national impact. The CPR-TTF contributed to the cultivation of local capacities to peacefully manage conflicts, especially through joint management by district officials and community representatives. A national multi-stakeholder dialogue to resolve remaining issues in the implementation of the peace accords is also being developed.

Ongoing CPR-TTF assistance in Guyana helped the integrated UN Social Cohesion Programme, first developed with partial support from the Thematic Trust Fund in 2003, reach a successful conclusion. The programme was implemented in close collaboration with national and local authorities, and the development and implementation of its substantive aspects was led by key Guyanese counterparts, utilizing capacities developed with CPR-TTF assistance. Aspects of the programme that related to electoral violence prevention were complemented by mediation assistance from the Commonwealth, electoral observation by the Organization of American States (OAS) and numerous efforts by the Guyanese themselves. An independent evaluation in October 2006 identified the programme, on the basis of systematic interviews with all relevant stakeholders, as having contributed significantly to ensuring the first ever violence-free national elections in August 2006.

Between 2005 and 2006, CPR-TTF assistance helped Lesotho expand conflict management capacities within the national electoral commission, at its request. The programme focused on developing the skills of members of the electoral commission and electoral officers in the constructive settlement of election-related disputes and the peaceful management of potentially violent tensions. This contributed to a peaceful national election in 2006.

(b)   Building consensus on critical national policy issues and processes

Significant CPR-TTF support went into national efforts to build consensus through dialogue during critical moments of national transition in Mauritania, where assistance was provided for the process of democratic consolidation, leading to a successful return to democracy in 2007. The strategy included support for national dialogue; work with political parties on constructive discourse; and initiatives to ensure appropriate reporting by the national media.

In Zimbabwe, CPR-TTF support was continued for the Conflict Transformation Programme, an initiative aimed at building the skills of parliamentarians, key government officials, and civic leaders for constructive negotiation and dialogue. While focused on capacity-

building, this assistance allowed many informal channels of communication to remain open across organizational and party lines during a period of heightened tension, and relationships and conversations established therein will be utilized in 2007 in the context of the SADC-led mediation process.

(c)   Preventing the recurrence of violent conflicts

Most post-conflict assistance by the UN and UNDP focuses on short- and medium-term recovery, and the revival of basic governance processes. Resource and time constraints often mean that national and external actors pay little or no attention to sustainable peace-building and the prevention of recurrences of violence.

The CPR-TTF has funded some of these efforts. For example, in 2006 the Fund's resources went towards a comprehensive capacity assessment and developing a multi-stakeholder framework to help improve internal conflict management in Sudan. The Sudan Conflict Management Advisory Group, based in Khartoum and Juba, will be established in 2007. It will comprise notable individuals from all walks of life, including government and civil society, and will serve as an internal mediation resource for the management of current and emerging conflicts. These include new flashpoints over land and natural resources in South Sudan; tensions currently plaguing the implementation of the Eastern Sudan Peace Agreement; and intra-Darfur conflicts that have prevented the mediation of a comprehensive peace agreement at the "track one" level.

In Sierra Leone, the CPR-TTF aided the development and implementation of the national Peace Consolidation Strategy. Finalized in close collaboration with the Presidency and civil society, the strategy subsequently formed the basis for Sierra Leone's submission to the UN Peace-Building Commission, which approved a package of support from the Peace-Building Fund. UNDP is currently assisting to implement the package. The Peace Consolidation Strategy identifies short- and medium–term risks to a durable peace in Sierra Leone, along with priority initiatives for addressing them. In this context the CPR-TTF has also supported the launch of key activities to expand the capacity of political parties for constructive dialogue and negotiation in advance of the 2007 national elections.

In Guinea-Bissau, UNDP helped develop a programme through the CPR-TTF to build the capacities of members of parliament to constructively resolve disputes over legislation and take steps towards national dialogue. It has also assisted in building consensus on the role of the military, which is the biggest public sector employer. The military has played an active political part and caused recurring instability, largely through *coup d'états*, but also through more indirect engagement with political issues.

Key achievements – global level

In 2006, CPR-TTF resources fostered a wider community of practice on conflict prevention and peace-building, especially by linking experts from different countries with concrete experiences in conflict prevention programming; developing tools based on best practices and specific experiences from ongoing programmes, which can inform and improve future efforts; and imparting skills in developing and implementing such initiatives to a wide array of experts, including through exchanges among those from countries in the global South.

For example, the global "Experience-sharing Exercise on Building National Capacities for Conflict Prevention and Transformation" took place in Istanbul in March 2006 in collaboration with DPA and the UN Department for Economic and Social Affairs (DESA). The exercise brought together UN staff and their national counterparts from over a dozen countries; all are engaged in conflict prevention initiatives. The experiences they shared were subsequently applied to strengthening ongoing conflict prevention initiatives and developing new ones.

A widely acclaimed publication, the *"Democratic Dialogue - A Handbook for Practitioners"*, was produced in collaboration with the International Institute for Democracy and Electoral Assistance (IDEA), with funding support from the Canadian International Development Agency (CIDA). UNDP's Regional Bureau for Latin America and the Caribbean and the Organization of American States (OAS) provided a substantive analysis of diverse experiences from different regions with efforts to build multi-stakeholder consensus around critical social and economic issues.

Work began on the development of guidance notes on the links between conflict prevention and cross-cutting issues – specifically, gender and youth. The CPR-TTF also supported the publication and dissemination of the Report on *"Youth and Violent Conflict: Society and Development in Crisis?".* It highlights best practices and substantive challenges for the UN and UNDP in addressing the nexus between youth disaffection, unemployment and violent conflict, particularly in West Africa.
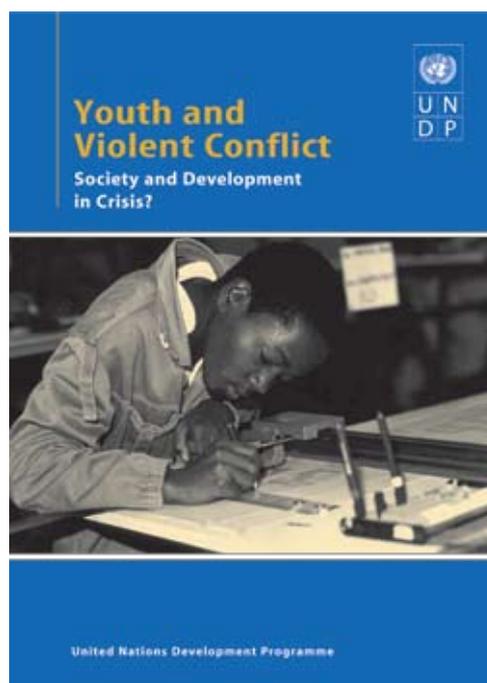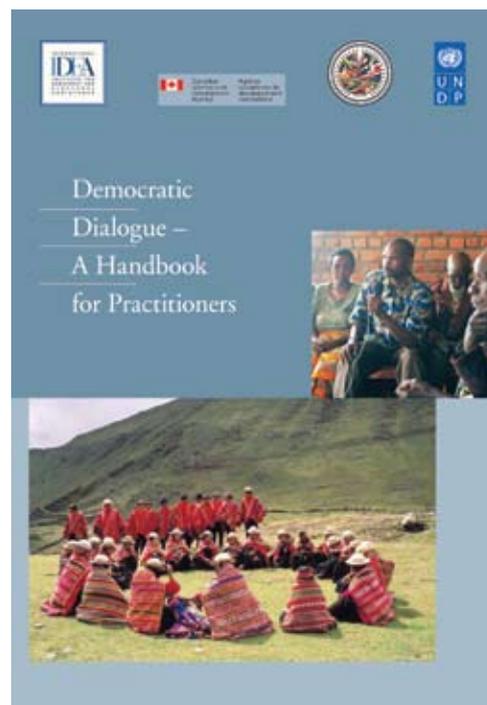
Key challenges and lessons learned

A number of issues emerged as key to continuing effective assistance for the prevention, management and resolution of conflicts. One of the most prominent was the significantly wider range of competencies that is required to deal with increasingly complex and non-traditional conflict situations. Beyond programme management capabilities, the required competencies include skills in facilitation and engagement with different stakeholders on sensitive issues; the capacity for strategic analysis; and the ability to develop and implement programmes in a manner that fully takes into account potential or existing conflicts. In some instances, staff with these competencies had to be especially recruited and deployed in order to provide the required support – in five countries, peace and development advisors were recruited in partnership with other UN agencies and departments. In other cases, however, the launch of major initiatives had to be delayed while appropriate staff members were identified. This experience highlights the necessity of both strengthening the required competencies within UNDP, as well as building a community of practice involving talented experts in southern and partner countries who can be called on for support.

Another challenge is the sustainability of programming. Practically all conflict prevention and peace-building initiatives in 2006 involved activities that will take several years to produce results. This is particularly true of efforts to build multi-stakeholder consensus around critical development questions, as well as to impart skills in constructive negotiation and consensus-building that can be applied to current disputes. External support should take into account the fact that many of these efforts are trying to achieve a significant transformation of relationships and attitudes that cause conflicts in highly complex and rapidly changing environments. Accordingly, future programmes will need to provide for sustained support over several years.

While UNDP has achieved significant success in orienting its programming for conflicts emerging during the course of the development process, partner countries need sustained assistance to mainstream conflict sensitivity into national development plans. Specifically, national institutions, such as ministries of finance and planning require support in carrying out analyses and consultations that would allow development plans to anticipate conflicts and tensions. This is especially the case in societies characterized by ethnic or other forms of diversity. Plans should include measures for the sustainable management of tensions and emphasize opportunities for progressive change. UNDP will need to continue to prioritize this kind of assistance to national institutions.

6 Recovery

Overview

CPR-TTF support for recovery from post-crisis situations focused on two key objectives during 2006: addressing the immediate effects of natural and man-made crises, and supporting the development of longer-term capacities for recovery planning and risk reduction.

To contend with the immediate fallout from crises, there was an urgent demand for restoring critical physical infrastructure and productive assets, in order to enable affected communities to resume their livelihood activities, have access to basic services, and to prevent the development of negative coping strategies whilst reinforce positive ones. In support of longer-term capacities, programmes encouraged community ownership of recovery processes by emphasizing participatory approaches, training local actors in recovery and preparedness planning, and assisting with aid and donor coordination.

Advice and support was also provided for country-level coordination mechanisms and the development of early recovery strategies and plans.

At the global level, UNDP led the Inter-Agency Standing Committee Cluster Working Group on Early Recovery (CWGER), advocating for recovery assistance to start at the earliest possible stage to build the foundations for sustainable peace and longer-term development.

In 2006, $23.6 million, or 16 percent of CPR-TTF expenditures, went towards recovery efforts in 15 developing countries. It is important to note that recovery activities are also sometimes embedded within the other service lines when immediately followed by a related event. For 2006, continued recovery efforts related to the 2004 tsunami in Asia, for example, are presented under the natural disaster reduction service line.

Key achievements – country level

(a) Supporting recovery and restoring sustainable livelihoods

Programming against the recovery service line in 2006 was dominated significantly by the continued recovery effort from the 2005 Pakistan earthquake. CPR-TTF funds supported many livelihood initiatives ranging from transitional shelter to start-up packages and credit for economic and livelihood activities in several other countries as well, including Iraq and Lebanon.

In Pakistan, a comprehensive portfolio of activities was developed to assist devastated communities, which included: early recovery interventions to provide shelter, livelihoods and governance; capacity building support towards longer term reconstruction; capacity building for disaster risk reduction; and other emergency response activities. Support was provided in conducting needs assessments and formulating early recovery programmes, as well as in providing leadership to the Early Recovery cluster. Among the most salient

initiatives was a transitional housing programme to provide urgently needed shelter, and enlarge local capacities to adopt earthquake-resistant construction technologies. This initiative built housing for around 10 percent of the total homeless population.

Recovery efforts in Iraq focused on rehabilitation of community water and health infrastructure, while in Lebanon, they related to providing salaried employment targeting rubble removal, together with other programmes focused on environmental clean-up.

(b)   Building capacities and empowering communities

While all recovery programmes supported by CPR-TTF contained a necessary component of physical infrastructure and equipment, their primary goal was to develop national capacity and facilitate long-term, sustainable solutions for affected populations. Support was aimed at enabling local communities to meet humanitarian needs and initiate recovery simultaneously. In this process, community participation was not just a desirable side effect of recovery programmes, but a key aspect of the programme approach, and a necessary precondition for the success of longer-term recovery and development.

Almost all recovery programmes in 2006 sought to maximize employment opportunities for target populations. Rather than remaining passive recipients of international assistance, beneficiaries were offered the opportunity to engage in house reconstruction, rubble removal, and repair of communal infrastructure. The use of participatory and self-help approaches ensured that opportunities were created for people to earn decent incomes and develop skills that would become useful in the transition to full recovery. This strategy was most significant in Iraq, where protracted difficulties gave rise to a series of programmes in which employment generation became a primary goal, with immediate and lasting benefits to communities suffering from crisis.

In Pakistan, the capacity development component formed the basis for a large-scale training programme started by the Government of Pakistan for training of engineers, masons and homeowners on earthquake-resistant construction. Support was also provided towards training of local government officials to plan and administer emergency assistance.

Ensuring that local actors were in the driver's seat at the earliest stages of recovery efforts was also important in supporting local government structures in their efforts to provide the first line of response to affected populations. In Iraq, Pakistan, and Sudan, CPR-TTF programmes helped to secure immediate logistical support to initiate national recovery efforts.

Key achievements – global level

In 2005, the Humanitarian Response Review on the UN's humanitarian work highlighted the need to improve the predictability, timeliness and effectiveness of humanitarian responses and suggested to strengthen leadership and accountability in nine key "clusters," with early recovery being one of them. Early recovery seeks to build on humanitarian programmes, but aims to generate self-sustaining, nationally owned, resilient processes that lay the foundations for longer-term recovery. In mid-2005, the Cluster Working Group on Early Recovery (CWGER) was formed with UNDP as the designated lead. The CWGER currently has 20 UN and non-UN members from the humanitarian and development communities.[2] It supports UN Humanitarian Coordinators (HC), Resident Coordinators (RC) and humanitarian country teams in strategically planning for early recovery, and develops global standards and tools, such as a Post-Disaster Needs Assessment. Early Recovery Coordinators support the HC/RC to set up an early recovery network and facilitate the development of an early recovery strategic framework to integrate early recovery in the entire humanitarian response.

From January 2006 onwards, the cluster approach was applied to all new major emergencies. These included: Indonesia (Yogyakarta) and Pakistan, following the earthquakes; Madagascar, Mozambique and the Philippines, following the cyclones; and Lebanon, following the conflict. In addition, the cluster approach was also applied to a limited number of continuing crises, including in Colombia, Democratic Republic of Congo, Ethiopia, Liberia, Somalia and Uganda.

Guidance on the early recovery concept and mechanisms, coordination, assessments, strategic planning and sectoral programming was provided in 2006 to Indonesia, Lebanon, Liberia, Mozambique, Pakistan, the Philippines, Somalia and Uganda. In Pakistan, a relatively small support in financial terms helped to develop an early recovery strategic plan which was then able to attract significant further funding. This enabled the implementation of projects across all sectors supporting key life sustaining activities, ranging from rubble clearance to immediate reconstruction of small but vital infrastructure, as well as cash for work programmes.

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2   The 20 members are: Food and Agriculture Organization (FAO), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), International Labour Organization (ILO), International Organization for Migration (IOM), International Strategy for Disaster Reduction Secretariat (ISDR), Office for the Coordination of Humanitarian Affairs (OCHA), UN Development Group Office (UNDGO), UNDP, UN Environment Programme (UNEP), UN Education, Scientific and Cultural Organization (UNESCO), UN Population Fund (UNFPA), UN Human Settlements Programme (UN-HABITAT), the High Commissioner for Human Rights (UNHCHR), the UN High Commissioner for Refugees (UNHCR), UN Children's Fund (UNICEF), UN Institute for Training and Research Operational Satellite Applications Programme (UNOSAT), UN Volunteers (UNV), World Food Programme (WFP), and World Health Organization (WHO).

Key challenges and lessons learned

One of the key challenges in helping communities to recover from major crises is mobilizing sufficient funds to support what is normally a costly and long-term path to recovery. Recognizing that resources will always be limited, UNDP will need to continue to further increase its strategic focus, and better align its support with that of other agencies.

Given the difficult physical and security situations confronting recovery programmes, significant challenges arose relating to needs identification, procurement, logistics, transportation and monitoring. Access to affected areas and communities was a prominent concern (for example, along Sri Lanka's rural coastal strip, in communities stranded by earthquake rubble in Pakistan, and across much of the territory in Iraq), as was the absence of quality information required to assess needs, and establish monitoring and evaluation baselines.

Such challenges, however, provided opportunities for innovative partnerships. In Iraq and Sri Lanka, for example, local and central governments provided important inputs to needs identification, implementation and monitoring support. In Iraq, where UN staff had, and continue to have, limited access to targeted locations, the need for remote management and monitoring has stimulated partnerships among local authorities, national and international civil society organizations, private companies, and the system of support offices in Cyprus, Jordan and Kuwait. Such examples will need to be leveraged in the future to ensure more effective recovery through increased use of national capacities.

Photo/ Giacomo Pirozzi

7 Security Sector Reform and Transitional Justice

Overview

CPR-TTF support for security sector reform and transitional justice (JSSR) has grown. While resources targeted towards strengthening of justice and security systems continue to be relatively modest compared to most of the other service lines, expenditure levels have nonetheless increased consistently between 2004 and 2006. This increase is commensurate with the rising global demand for support in this area.

In 2006, CPR-TTF resources assisted new and ongoing country initiatives to develop national capacities for transitional justice processes, security sector reform and community security. At the global level, UNDP undertook significant efforts to enhance its JSSR practice by capturing lessons learned and creating tools and guidelines with key partners.

A total of $1.9 million, or more than one percent of total CPR-TTF expenditures, went towards UNDP programmes on JSSR in six developing countries. Since 2004, 14 countries have benefited directly from JSSR support.

Key achievements – country level

(a) Building national capacities for transitional justice

CPR-TTF funds continued to support UNDP's regional Transitional Justice Programme (TJP) in the Balkans, which is coordinated through UNDP Serbia in collaboration with UNDP offices in Bosnia and Herzegovina, Croatia, Montenegro and Kosovo. Through this programme, the research, training, knowledge sharing and public information capacities of post-conflict state and civil society institutions have been enhanced; access to justice in addressing past violations was ensured; and government efforts to address development, conflict prevention and justice issues were strengthened through policy advice.

Within the framework of the TJP, considerable effort was made to initiate and develop the first regional Transitional Justice Policy Support and Resource Service (PSRS). The PSRS portal and database (see http://tjt.undp.org.yu) serves all members of the judiciary, NGOs and academic institutions who deal with transitional justice issues. It compiles up-to-date resources and documents on transitional justice at the global, regional and sub-regional levels.

Under the TJPs training component, the first Regional Transitional Justice Learning Workshop brought together members of parliament and the judiciary. One of the workshop's key results was a tool developed for transitional justice training curricula.

Through the TJP's research component, UNDP Croatia conducted a study on the War Crimes Witness and Victims Support System in Croatia. It included a functional analysis of the system that laid the foundation for future capacity development in this area in

partnership with the Government, the International Criminal Court and the International Tribunal for the Former Yugoslavia.

In Liberia, 2006 saw the inauguration of a specific transitional mechanism, the Truth and Reconciliation Commission (TRC). CPR-TTF funds were used to help the UNDP country office provide critical logistical, financial and technical support in the start-up phase of the TRC, including the training of 60 community mobilizers for sensitization activities in all the counties of Liberia. UNDP's initial contribution has now been matched with funding from the European Union and Liberian Government.

(b)   Supporting security sector reform and community security through comprehensive assessments and public outreach

In Kosovo, the endorsement of the Special Representative of the UN Secretary-General and the Prime Minister and President of Kosovo led to the Internal Security Sector Review process, which was launched to ensure that whatever the outcome of status negotiations, a new security architecture would result from a consultative process, and not through a solution imposed by the international community or any particular interest group. A secretariat was established to support a multi-stakeholder steering committee that identified six key outputs. These included: a comprehensive strategic environment review; a threat analysis of future internal security situations of Kosovo based on the population's views and aspirations vis-à-vis their personal and collective security; the development of an internal security policy framework to counter the threats identified in the previous stage; the identification of the roles and capabilities of individual institutions and agencies to counter threats; and gap analysis and development strategies for the way forward.
(See www.kosovo.undp.org)

CPR-TTF funds also assisted the Urban Security project in Colombia, which is part of UNDP's Reconciliation and Development Programme (REDES). In 2006, the project concentrated on security assessments in several municipalities as a step towards reducing violence and crime through integrated security and development plans. The project included a comprehensive knowledge management component, which involved a continuous process of lessons learned, the development of a diagnostic tool and the identification of relevant indicators.

Additionally, CPR-TTF funds supported the evaluation of key UNDP programmes on JSSR and the rule of law in Sudan and Albania.
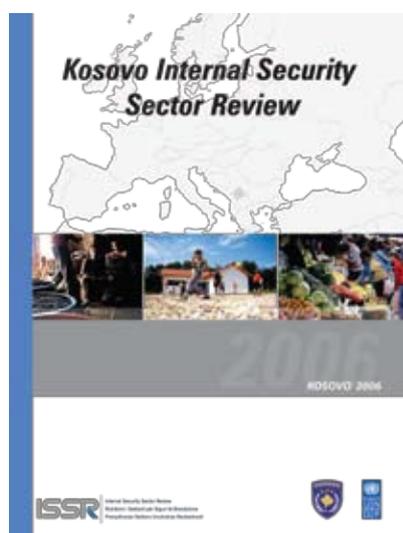
Key achievements – global level

(a)   Capacity development

In Latin America and the Caribbean, the CPR-TTF supported the production of a JSSR Toolkit for the region (see www.lac-workspace.undp.org.co). The toolkit mainly focuses

on citizen security issues (crime reduction initiatives and the reform of public security institutions). It was designed to assist governments in assessing the security situation and creating public policies to reduce crime and violence. A network of skilled experts has been made available for governments and UNDP country offices to support the implementation of the toolkit.

As part of an ongoing project to enhance the security sector oversight capacity of parliaments and civil society, implemented in partnership with the Geneva Centre for the Democratic Control of Armed Forces, a two-day roundtable on parliamentary oversight of the security sector was held in Kiev, Ukraine. The accomplishments of the Ukrainian Parliament and remaining challenges were reviewed, while featuring a comparative dialogue on the situations in other countries. (See http://europeandcis.undp.org.)

(b)   Policy formulation

UNDP contributed actively in the network of the OECD-DAC Conflict, Peace and Development Cooperation, and its Taskforce on Security System Reform throughout 2006. The Taskforce finalized its work on the Implementation Framework on Security System Reform, which led to the "*OECD/DAC Handbook on Security System Reform: Supporting Security and Justice*". The handbook, targeted at policy makers and field-based personnel, draws on best practices from the field, many of which were contributed by UNDP. It will be an important tool in future UNDP/BCPR work on security sector reform. UNDP is co-leading the field testing of the handbook starting in 2007.

Another initiative brought UNDP together with the United Nations Development Fund for Women (UNIFEM) and DPKO to commission a study on "*Gender and Police Reform in Post-Conflict Settings*".
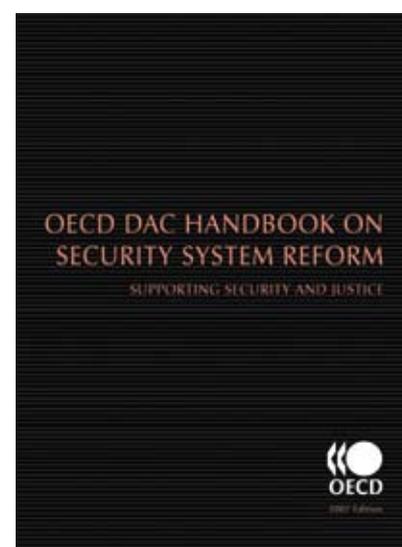
Key challenges and lessons learned

The breakdown of the rule of law, systematic and widespread violations of human rights, and dysfunctional justice and security institutions are common manifestations of armed conflicts. The key challenge in crisis and post-crisis countries is to restore the social contract, which is premised on the rule of law, justice and security. The legacy of past abuses and the lack of trust in state protection need to be addressed, alongside the restoration of the knowledge base, technical skills and operational support of state institutions, and the transformation of attitudes. The process is a long-term endeavour, and it may not always be possible to identify immediate impacts.

JSSR programming during 2006 made it increasing evident that early intervention in a humanitarian setting is key for establishing the foundation for the rule of law, justice and security. Placing JSSR within an early recovery framework will ensure that access to justice is provided when it is needed most, and pave the way towards rehabilitating the sector.

National ownership is essential to alter conditions on the ground and ensure the sustainability of progress. Joint assessment missions with national stakeholders, including both government and civil society representatives, are critical since they are not only a means for determining needs and entry points, but also provide a vehicle for restoring confidence. The process is, in itself, a building block for recovery and reconciliation.

The lessons learned from implementing the Transitional Justice Programme (TJP) in the Balkans underline the need to include all stakeholders (governments, the judiciary, civil society groups, victims' organizations, among others) in order to encourage an exchange of views and explore holistic perspectives. However, as this may create defensiveness or resistance, it may be necessary to create spaces dedicated to a particular group, such as judges or certain victims' organizations. This will help ensure that each group's specific issues are voiced and addressed. Likewise, interventions on a regional, bilateral or national level must be carefully considered on a case by case basis to ensure that progress is being made in a conflict-sensitive manner. Identifying criteria for success in these kinds of initiatives can be extremely difficult, as most effects will only be felt in the long term.

Needs on the ground and political dynamics often call for a sequenced approach to JSSR, whereby the most urgent needs for security and protection are addressed first, followed by gradual institutional changes. Some institutions may not be accessible due to political constraints, while others offer more entry points. It is important to remain vigilant about the political factors and the need for active policy dialogue with counterparts to establish credibility and trust. Addressing past violations is usually not a viable entry point in the early stages of a post-crisis recovery. Transitional justice stands the best chance of succeeding when peace has stabilized and institutions have undergone initial restructuring and reform. These elements foster a more receptive and conducive environment to acknowledge and address the past.

A comprehensive and integrated programme between justice and security is, nevertheless, imperative. Justice and security are interrelated and form the basis for the rule of law. As such, each pillar of the sector requires mutually reinforcing interventions – from the judiciary and Ministry of Justice to law enforcement, corrections and security forces. Where traditional conflict resolution based on customary law is central to co-existence, it should also constitute an essential programme component.

Finally, technical and operational support in the JSSR sector must be underpinned by concerted efforts to build confidence and trust through awareness raising, public outreach and communication. These activities are key to informing and engaging the public and counterparts, stimulating dialogue between adversaries and transcending barriers of mistrust. Boosting confidence can take many forms, but the process is normally initiated through increased awareness followed by concrete peace dividends in the justice sector, such as community policing, legal aid services and steps to protect the independence of the judiciary. Broader institutional reforms can then follow.

8 Small Arms Reduction, Disarmament and Demobilization of Ex-Combatants

Overview

Support towards small arms reduction, and the disarmament, demobilization and reintegration of ex-combatants has been significant in several areas. The integration of small arms issues into national development frameworks and wider development programming through participatory and community-based approaches has contributed to more sustainable, effective and nationally owned solutions. The safe destruction of hundreds of thousands of surplus or obsolete weapons and millions of units of associated ammunition has fostered safer communities. Programmes funded through the CPR-TTF have reduced the availability and misuse of small arms and the incidence of armed violence, and supported integrated, comprehensive and effective DDR.

Together, these activities have contributed to a more secure environment for sustainable development in many crisis and post-conflict settings, and led to a consensus within the UN system and among UN Member States on the need to increase the effectiveness and delivery of DDR programmes and small arms reduction activities.

In 2006, $66.9 million, or 45 percent of CPR-TTF expenditures, went towards small arms reduction and DDR efforts in 19 developing countries.

I. Small arms and light weapons

Key achievements – country level

Small arms reduction initiatives took place in Burundi, Liberia, the Democratic Republic of Congo, and Sierra Leone. These interventions, which primarily addressed the availability and proliferation of weapons, included targeted activities related to legislation, establishment of national commissions, voluntary weapons collection and destruction campaigns, and awareness raising.

Broad-based armed violence reduction and community security interventions were supported in Central America, El Salvador and Guatemala, as well as in Bosnia and Herzegovina, Brazil, Haiti, Kenya and Macedonia. They dealt with factors such as inequality and social exclusion, which encourage people to acquire, possess and misuse weapons. Using participatory approaches and relevant diagnostic and assessment tools, CPR-TTF programmes helped communities identify the risks and threats to their security, and develop appropriate responses, such as alternative dispute mechanisms, community policing and alternative livelihoods. Responses like these were normally linked with UNDP's wider development programming on poverty reduction and democratic governance.

In general, positive impacts from UNDP's work on small arms reduction were widely acknowledged by government and non-government stakeholders (for example, in Kenya). This has opened opportunities for similar interventions in other parts of the world. Methodologies and tools have now been designed to measure the distribution and costs of armed violence to development, and to guide evidence-based policies and programmes for preventing violence in crisis and post-conflict settings.

Key achievements – global level

(a)   Capacity development

The Sponsorship Programme, implemented jointly with the United Nations Department for Disarmament Affairs (UNDDA – now UNODA), provided financial support to representatives of 33 developing countries to participate in the UN Programme of Action on Small Arms Review Conference, which took place in July 2006 in New York. A number of key CPR-TTF donors developed the idea for the programme, and for using the fund as the most appropriate and flexible instrument for working in a very short span of time. The support was particularly critical for representatives from some of the countries most affected by small arms, such as the Democratic Republic of Congo and the Central African Republic, which would not have been able to attend the meeting otherwise. By providing the opportunity for them to actively engage in conference negotiations, and to participate in side-events and bilateral meetings with relevant stakeholders (donors, national delegations, NGOs, etc.), the programme has helped to enlarge understanding of small arms issues.

A parliamentary project implemented with two NGOs (Parliamentarians for Global Action, and the Parliamentary Forum on Small Arms and Light Weapons) supported a number of activities, ranging from a sponsorship programme to allow parliamentarians to attend key international small arms meetings, to the creation of a help-desk to provide on-going support and a parliamentary observatory to undertake relevant research.

Both of these global initiatives supported UNDP's national and regional capacity development programmes on small arms issues.

(b)   Policy formulation and advocacy

During 2006, UNDP backed various global policy initiatives to promote greater understanding of the relationship between armed violence and development, and how to address small arms and armed violence issues within national development frameworks and programming.

The Armed Violence Prevention Programme (AVPP), which was launched in 2005 in collaboration with World Health Organization (WHO), made good progress during 2006 in its objective to promote effective responses to armed violence through the development of an international policy framework based on causes, nature and impacts of armed violence, and best practices generated from armed violence reduction and prevention initiatives. The programme commissioned global research on the nature and impacts of armed violence, and a review of relevant steps to mainstream the issue within national development frameworks.

National AVPP projects in Brazil and El Salvador began during 2006 and focused on strengthening national capacities to monitor and reduce armed violence through the establishment of inter-ministerial coordinating mechanisms. They also supported the evaluation of promising community armed violence prevention initiatives. In the second phase of the AVPP (2007 to 2008), UNDP and WHO seek to broaden and deepen collaboration on armed violence prevention with a number of other UN agencies, such as UNICEF, the United Nations Office on Drugs and Crime and UN-Habitat.

In 2006, the AVPP was engaged in two important global policy processes. In June, UNDP and the Government of Switzerland hosted a ministerial summit on Armed Violence and Development, which concluded in the adoption of the Geneva Declaration on Armed Violence and Development by 42 countries. The process has raised global awareness of the negative impacts of armed violence on sustainable development and human security, and should lead to the development of practical responses to prevent and reduce armed violence. The AVPP is actively supporting the implementation of the declaration through armed violence reduction interventions in countries such as Guatemala, Jamaica and Kenya.

Through the AVPP, UNDP worked with donor agencies and the OECD-DAC to develop practical guidance on integrating links between armed violence and development into bilateral and multilateral development cooperation frameworks. This work has strong connections with the OECD-DACs ongoing work on security sector reform.

Key challenges and lessons learned

A number of lessons can be drawn from UNDP's small arms and armed violence prevention programmes. Experiences in more than 20 countries during 2006, as well as the results of a commissioned external review of UNDP small arms programming in 15 countries, have illustrated that effective interventions must abide by some of the following guidelines:

- First, costing and assessing the distribution and impact of armed violence on development should inform prevention strategies and contribute to advocacy with national stakeholders (e.g., Guatemala);
- Second, interventions should be closely tailored to individual contexts;
- Third, responses should be comprehensive, multidimensional, and, where necessary, include elements such as the provision of alternative livelihoods and community security (e.g., El Salvador, Brazil and Kenya); and
- Finally, programmes should account for individual, community and national needs. Bottom-up approaches have proved to be successful in certain situations, but need to be complemented by a supportive national policy and legislative framework (e.g. Burundi, Mozambique and Ghana).

II.   Disarmament, demobilization, and reintegration

Key achievements – country level

In 2006, the CPR-TTF supported DDR programmes in several countries, including Afghanistan, Burundi, the Central African Republic, Congo, Côte d'Ivoire, the Democratic Republic of Congo, Haiti, Liberia, Somalia, and Sudan. UNDP has placed a particular emphasis on community reintegration activities linked to local livelihood programmes and access to basic social services, thereby promoting greater community acceptance of ex-combatants and more sustainable reintegration.

In Sudan, the CPR-TTF contributed towards an integrated approach to DDR through a new UN DDR Unit staffed by the United Nations Mission in Sudan, UNDP and UNICEF. A significant achievement of this Unit in 2006 was to assist in the development of a single, national DDR programme that had the backing of the Government of Sudan, South Sudan, and the UN as a whole. Significantly, this programme recognized the importance of establishing a strong link between DDR and security sector reform. It featured civilian-focused community security interventions, which addressed the potentially destabilizing situation of armed ex-combatants and civilians derailing the peace process. Applying the policy guidance in the UN Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS), the Unit was also instrumental in helping the DDR Commissions in the North and South of Sudan to strengthen capacities to plan and coordinate the DDR of special needs groups, and prepare for the first full-scale, multi-year DDR programme (estimated to involve some 60,000 ex-combatants in the North, and 35,000 ex-combatants in the South).

Key achievements – global level

(a)   UNDP Practice Note on DDR and Gender

With support from the CPR-TTF and leveraging 20 years of UNDP experience in this area, a Practice Note on DDR was issued in 2006 profiling best practices and lessons learned. The note also provides practical guidance for UNDP practitioners and policy makers on how to design and implement a DDR programme.

An external gender review of UNDP DDR programmes was initiated. The objectives were to identify key programmatic activities to increase positive impacts on women ex-combatants and women associated with armed groups and fighting forces, and to emphasize the role of women in the reintegration of ex-combatants. The results will feed into a new UNDP gender and DDR strategy.

(b)   Inter-Agency Working Group on DDR and IDDRS

To improve the UN's performance in DDR, 15 UN agencies, departments, programmes and funds, and the IOM formed the Inter-Agency Working Group on DDR (IAWG-DDR) in 2005. The IAWG-DDR, which is co-chaired by UNDP and DPKO, provides an ongoing coordinating mechanism for all UN DDR programmes in order to improve implementation and coherence across the UN system. As a result of the Group's work, UN Member States have committed to funding disarmament and demobilization programmes including reinsertion support costs for up to a year from the UN's peacekeeping budget. The IAWG-DDR also prepared the UN Secretary-General's 2006 report on DDR to the UN General Assembly.

In 2006, CPR-TTF supported the group in developing and rolling out the UN IDDRS. The standards support all UN DDR practitioners through a comprehensive and detailed set of policies, guidelines and procedures for preparing, implementing, and supporting DDR programmes. They cover 24 programme areas, ranging from overall planning and design, to the mainstreaming of HIV/AIDS, gender and youth strategies.   The IDDRS are based on collective UN experiences and lessons learned, and have been the subject of extensive consultation.

To help users find their way through the IDDRS, the IAWG-DDR also produced an Operational Guide and a Briefing Note for Senior Managers. The Guide succinctly explains each module. The Briefing Note extracts key strategic messages to support decision-making, and includes questions to be considered by senior managers. All three documents are available at the UN DDR Resource Centre (www.unddr.org).

The integrated approach to DDR, as elaborated in the IDDRS, has been – and continues to be – employed by the UN peacekeeping missions in Haiti and Sudan. The standards have also informed DDR programmes supported by UNDP in a number of other countries, including Afghanistan, Burundi, the Central African Republic, Indonesia, the Republic of Congo, Somalia and Uganda.

(c)   DDR management information software

CRP-TTF funds helped finalize and test a DDR and weapons stockpile management system called DREAM. This software, provided to UNDP programme managers and national counterparts, was tested in Afghanistan, the Central African Republic, Haiti, Nepal, and Sudan.
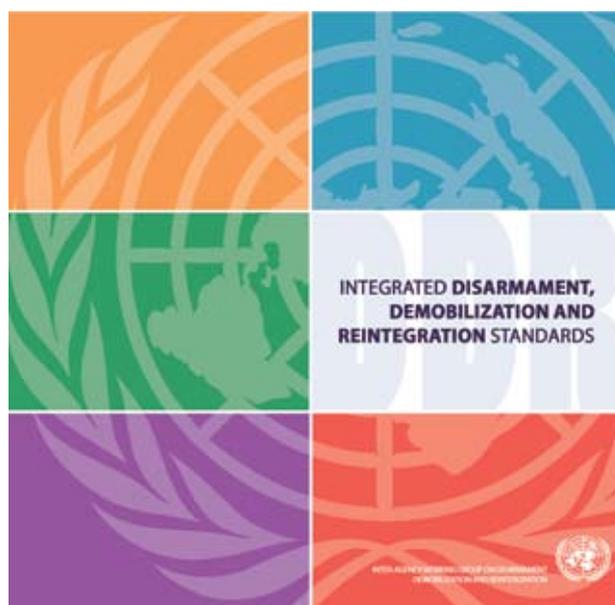
Key challenges and lessons learned

UNDP's support for DDR activities has increased dramatically over the past few years. Experiences in 2006 again underscored the need for a holistic and integrated approach. Interventions have tended to be designed as short-term steps to assist the transition period, with limited links to other recovery and reintegration efforts and programmes. DDR is often seen as the only necessary stabilizing security intervention in post-conflict environments. More efforts are required to link DDR with small arms control, armed violence reduction, security sector reform and post-conflict economic recovery interventions.

Since DDR takes place in a highly politicized environment, it is essential for national players – the government, armed groups, militias and civil society – commit to the process, and for it to be nationally owned. Support should continue to focus on providing strategic advice, technical expertise, and training to help expand the capacities of national institutions, governmental entities and civil society organizations, to implement DDR. In addition, since DDR is usually carried out in complex and widely variable post-conflict environments, in-depth security and needs assessments are required to inform DDR policies, strategies and programme priorities.

Increasingly, large numbers of women are present in armed forces and groups, whether as combatants or dependents. They face intimidation and fear of stigmatization, have limited access to information, and their needs are not well addressed. DDR programmes must target specifically support for women and children. Both women and men play important roles in promoting safety and stability in communities, and transforming a mentality of war-time into one of peace.

UN Photo/ Erik Kanalstein

9   Mine Action

Overview

UNDP support for mine action focuses on developing national capacities to manage mine action activities, with the aim of ensuring nationally owned and sustainable mine action programmes. UNDP also advocates for and assists countries with the implementation of legal obligations related to landmines and other explosive remnants of war (ERW), including the Anti-Personnel Mine Ban Convention (APMBC), and the Convention on Certain Conventional Weapons.

In 2006, $21.5 million, or 14 percent of CPR-TTF expenditures, went towards mine action efforts in 22 developing countries. This represented a slight increase in the share for this service line, up from 12 percent in 2005.

Key achievements – country level

The CPR-TTF provided support to survey activities in Angola, Guinea-Bissau, Iraq, Mauritania, Senegal, and Sudan during 2006. As a result of the improved surveys and assessments, these countries increased their knowledge and understanding of the size and the impact of problems related to landmines and explosive remnants of war. In addition, support was provided to Afghanistan, Guinea-Bissau, Mauritania, Mozambique, Senegal, Tajikistan, Uganda, and Yemen for developing national mine action plans and strategies.

Some mine action programmes focused on destroying stockpiles of anti-personnel mines (APMs) and other ERW, as was the case in Afghanistan and Angola where it helped these countries to comply with their obligations under Article 3 of the APMBC. At the end of 2006, Angola destroyed its last stockpiles of APMs during a public ceremony on the outskirts of Luanda. The 2005-2006 phase of its stockpile destruction program located 83,557 antipersonnel mines, of which 10,866 were demolished and 70,179 were dismantled, neutralized, and the plastic metal parts recycled. In line with Article 3 of the APMBC, 2,515 mines were kept for training clearance personnel.

UNDP also continued to promote the Completion Initiative, which was established to accelerate assistance to States Parties to the APMBC in countries that have a relatively modest APM problem, and need to develop a national strategy to fulfil their obligation to clear all mines within a ten year deadline period. While the initiative is at different stages in a number of countries (among them Albania, Malawi, and Zambia), UNDP supported activities such as surveys and assessments so that strategies for completion can be developed on the basis of a clear picture of the landmine and ERW problem. Assistance was premised on ensuring national ownership and encouraging strong partnerships between all mine action stakeholders; namely, governments, donors, implementing partners and UNDP.

A better understanding of gender equality within the mine action sector was emphasized during 2006, which resulted in the adoption of gender mainstreaming strategies in mine-affected countries. The United Nations Mine Action Team[3] (UNMAT) organized a regional gender workshop in Dubai in September 2006 that included representatives from Afghanistan, Iraq, Jordan, Sudan, Yemen and the occupied Palestinian territories. The outcome of the workshop was the adoption of country-specific gender action plans.

A number of countries, including Afghanistan, Angola, Bosnia and Herzegovina, Cambodia, Croatia, Ethiopia, Mozambique and Sudan, received technical advice from UNDP on mainstreaming mine action in multisectoral development planning and budgeting to ensure the highest socioeconomic impacts. These countries were subsequently able to mobilize additional resources to finance their demining activities. This step towards full national ownership of mine action programmes helped increase programme sustainability and promote government accountability for ensuring community safety and security in mine-affected areas.

In Yemen, the national mine action programme has reached a stage where UNDP still provides technical assistance, but the support of a dedicated UNDP Chief Technical Advisor is no longer required. In Mauritania, the responsibility for mine action was transferred from the Ministry of Defence to the Ministry of Economy and Finance during 2006 to enable greater civilian oversight and increased integration with broader development planning processes.

Key achievements – global level

(a)   Capacity development

The CPR-TTF supported a number of cross-country activities to develop national capacities to manage landmine issues. These helped to expand the competencies of national staff responsible for landmine programmes, and foster the sharing of mine action knowledge through South-South exchanges.

Some 30 national mine action experts participated in the Mine Action Exchange Programme during 2006. For example, the manager and operational staff of the National Mine Action Centre in Tajikistan visited the Bosnian mine action programme to learn from their experiences on information management and the planning of operational activities. UNDP also organized a study trip for the senior management of the Angolan National Commission on Mine Action to visit the Cambodian Mine Action Centre and learn about ways to increase coordination and operational capacities. Other exchanges took place between national staff from programmes in Azerbaijan, Bosnia and Herzegovina, Jordan, Sudan and Uganda.

After several years of capacity development programmes in mine action, a system to improve capacity development planning, monitoring and evaluation was initiated in 2006. The system will help governments, together with UNDP, to identify the milestones required to achieve national ownership and the sustainability of mine action programmes

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3   The United Nations Mine Action Team – also known as the Inter-Agency Coordination Group on Mine Action – includes the 14 departments and agencies involved in mine action.

– at which point external assistance may no longer be required. Some of the areas of focus include, but are not limited to: legislative frameworks; national institutions and personnel, national budget support mechanisms and resource mobilization capacities; national mine action plans and the prospects for integration into broader development planning and budgets, mine action operational capacities; and survivor assistance and work with disabled. The system includes objectives and indicators for achievement formulated in cooperation with national counterparts.

In partnership with Cranfield University and James Madison University, UNDP supported a number of senior and mid-level management training courses held in Jordan and the United States. The objective was to assist national mine action staff to share experiences and learn about the most recent developments in mine action. The Geneva International Centre for Humanitarian Demining evaluated these training courses in early 2006. Discussions are currently underway to redesign the courses in the light of programme needs and the results of external evaluation.

UNDP continued to provide support to the Forum for Mine-Affected Countries by enabling representatives from diplomatic missions in New York to meet on a regular basis. This forum provides the representatives with an opportunity to share ideas and discuss common interests. Since its inception in 2005, the forum has been highly valued as an opportunity to keep updated on global policy developments, technical issues and donor priorities.

(b)   Policy formulation and advocacy

Support was also provided to a number of global policy initiatives, including those to promote the implementation of the APMBC, raise awareness of the humanitarian and development impact of cluster munitions, and devise donor guidelines for integrating mine action into development programming.

A global advocacy strategy to raise awareness about the unacceptable harm to civilians caused by cluster munitions was formulated in 2006. UNDP has seen firsthand the humanitarian, socioeconomic and development impacts of cluster munitions through its presence in all the countries currently known to be contaminated by them. As a result of UNDPs advocacy strategy, a strong common UN position was adopted on cluster munitions, as expressed by former UN Secretary-General Kofi Annan in November 2006 at the Third Review Conference of the States Parties to the Convention on Conventional Weapons. This led to the launch of the *Oslo process* to negotiate a treaty by the end of 2008 to eliminate cluster munitions that cause unacceptable harm to civilians.

To complement its work in individual countries, UNDP, with support from a number of other donors and the OECD-DAC, initiated the creation of guidelines for integrating mine action into development programming, as part of broader guidance on reducing armed violence.

Key challenges and lessons learned

As stated frequently by both mine-affected countries and donor representatives, the mine action sector has been heavily dependent on voluntary donations and the involvement of international actors. Much remains to be done to ensure the sustainability of national mine action programmes. In the meantime, the assistance provided should be better analyzed to ascertain that capacities are being reinforced in the right areas at the right time, while emphasizing clear hand-over strategies for national ownership.

UN Photo/ J Bleibtreu

UNDP needs to continue emphasizing the integration of mine action into broader national development planning. This helps to ensure that mine action outcomes directly contribute to early recovery and sustainable development, and is a prerequisite for full national ownership of mine action programmes. Adequate capacity must be in place to coordinate and manage the full range of mine action activities. The allocation of resources from the national budget for multisector planning is key to ensuring the efficiency of interventions.

Efforts in 2006 to mainstream gender into national mine action plans and programmes, such as in Mozambique and Uganda, were a step towards more gender-responsive interventions. Much has been done to achieve gender balance in terms of the number of women involved in and reached by mine action projects and programmes. Nevertheless, fully integrating gender equality into mine action programmes remains a challenge.

10 Natural Disaster Reduction

Overview

In 2006, natural disaster losses across the world were significant, but less than the annual average during the period from 2000 to 2005. UNDP assistance to natural disaster risk reduction (DRR) yielded measurable results at the national, regional and global levels through strengthening of institutional systems for disaster risk reduction and recovery, assisting governments to mainstream disaster reduction in development planning, and providing support in post-disaster recovery planning and implementation.

CPR-TTF support helped establish or strengthen institutional systems for disaster risk reduction in over ten countries. UNDP worked closely with governments in promoting the notion of "build back better" in five tsunami-affected countries, and in Pakistan. More consistent, high-quality and predictable support was provided to high-risk countries, both before and after disasters.

Globally, a comprehensive reform of the International Strategy for Disaster Reduction (ISDR) led to an alignment of UNDP programmes with the emerging thematic platforms and biennial joint work programmes of the ISDR system. This will help address national disaster risk management needs in a much more responsive manner.

In 2006, $20.1 million, or 13 percent of CPR-TTF expenditures, went towards natural disaster risk reduction in 11 developing countries. Continuing recovery efforts related to the 2004 tsunami are also included in this section.

Key achievements – country and regional level

(a) Integrating disaster risk reduction into development planning

CPR-TTF funding was instrumental in helping to provide technical support to ten national governments in formulating their national disaster management strategies. The Government of Sri Lanka launched its 10-year roadmap, "Towards a Safer Sri Lanka." The Government of Pakistan issued its Five-year National Disaster Risk Management Framework, and the Royal Government of Bhutan produced a plan called "Reducing Disaster Risk for a Safe and Happy Bhutan." A similar effort was initiated in Nepal. The strategies helped establish disaster risk management as a national priority, backed by clearer policy articulation and allocations from national budgets.

In the countries affected by the 2005 tsunami, the UNDP Regional Programme on Capacity Building for Sustainable Recovery and Risk Reduction in Tsunami Affected Countries provided technical support towards various aspects of DRR, including: early warning systems; hazard, vulnerability and risk assessment; beneficiary tracking; and capacity development of national institutions. In collaboration with the UNDP-led Global Risk Identification Programme (GRIP), the regional programme assisted five

countries in developing national and provincial disaster loss databases for the past 30 years. Analysis of this data will help policy makers to understand disaster trends and take specific actions to reduce possible future losses. The Sri Lanka disaster database has been made available in the public domain (see http://www.desinventar.net/DesInventar/index.jsp). This is an important step towards encouraging disaster risk analysis not just by national governments, but also by a multitude of stakeholders, including vulnerable communities.

In tsunami-affected areas of India, in partnership with the UN Country Team, an initiative on the gender dimensions of information and communication technology for disaster risk management was undertaken. It included training of over 40 women at the district level to use cable radio and video for recovery and risk reduction communication. The initiative served as a pilot for strategies to put women at the centre of managing post-disaster recovery and risk reduction. It helped to further advance an understanding of the complexity associated with engendering disaster risk management at the community level.

An important focus in 2006 was to assess how DRR is integrated into UNDP's work on governance, poverty reduction and the environment. As a global initiative, specific technical guidance was provided to a number of countries towards this end. In Niger, recommendations were developed through a national workshop for integrating DRR into the country's poverty reduction strategy. A similar initiative took place in Mozambique. In Malawi, India, Nepal and the Pacific, UN country team workshops assisted the incorporation of DRR into the formulation of CCAs and UNDAFs. In Swaziland, technical support helped develop a national disaster management strategy. This contributed towards a shift from a mainly response-oriented approach to one with greater attention to integrating disaster risk reduction into development. In Bhutan and the Maldives, technical assistance aided the inclusion of DRR issues in UN common country programming processes.

In Africa, the first phase of a project called "Mainstreaming DRR in the Management of Urban Planning and Governance in Africa through the African Urban Risk Analysis Network (AURAN)" was concluded. The initiative, co-funded by the ProVention Consortium[4], helped establish a network of organizations involved in reducing urban risks in Africa, and contributed to discussions about an integrated, development-based approach to risk reduction. A three-day international workshop in Cape Town in March 2006 allowed the AURAN members to disseminate their research findings.

In Europe and the CIS, a small-scale drought recovery programme in Armenia was the prelude to a wider local-level risk management initiative. In parallel, support was provided to the launching of an inter-agency contingency planning process. UNDP also played a leading role in an inter-agency task force for Central Asia, in the framework of which several UN agencies joined forces to support the five republics in their capacities for early warning, contingency planning, and risk reduction.

In Asia, UNDP staff working on DRR issues in nine countries established a regional community of practice focused on disaster risk management. The launch workshop was followed by e-discussions on common issues such as post-disaster recovery. Practitioners

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[4] The ProVention Consortium was launched in 2000. UNDP has been an active partner since its inception. Partners include more than 50 organizations, comprising international and regional organizations, international financial institutions, donor governments, NGOs, universities and research centres, and private sector concerns.

now support each other by exchanging experiences, posting queries, and disseminating good practices and lessons learned.

In Latin America and the Caribbean, capacity development efforts concentrated on capturing and disseminating lessons learned and good practices in several aspects of disaster risk reduction. An initiative was launched to produce a Caribbean version of UNDP's 2004 global report *"Reducing Disaster Risk: A challenge for development"*. In partnership with the German Agency for Technical Cooperation and the Andean Committee for Disaster Prevention and Assistance, a compilation of risk assessment methodologies and a manual on mainstreaming DRR into development planning were published for the Andean region.

(b)   Supporting post-disaster recovery

Post-tsunami recovery operations continued in affected countries and at the regional level with support from the CPR-TTF. The Maldives was affected the most by the tsunami of 2004, requiring a multi-pronged approach to assist the government in the recovery. Immediate response dealing with shelter reconstruction and livelihoods restoration was followed in 2006 by strategic support to communities and government in strengthening their disaster management planning processes. These included both sensitizing and training officials and communities to develop new early warning systems, together with helping to establish a new national disaster management coordination group and supporting the formulation of a national disaster management policy.

In Indonesia, in addition to tsunami related recovery support, assistance was also provided to the Government in meeting early recovery needs after the Yogyakarta earthquake of May 2006. The programme included livelihood rehabilitation, transitional shelter, and support to local government in the affected area. Typical support for livelihoods included fishing and irrigation equipment, and agricultural supplies, together with aid to small enterprises and trade.

Key achievements – global level

(a)   Integrating disaster risk reduction into development planning

Accurate information on natural hazards and vulnerabilities, disaster risks, and losses is fundamental for designing and implementing effective policies and programmes. The Hyogo Framework for Action calls for developing capacities in high-risk countries to identify disaster risk levels and factors, and make risk management decisions. The Global Risk Identification Project (GRIP), which was launched in 2005 with the support of the Swiss Agency for Development and Cooperation and the ProVention Consortium, made good progress during 2006 in its objective to improve the evidence available for disaster risk management, and to increase adoption of disaster risk management as an alternative to over-reliance on emergency management.

As GRIP transitioned from a preparatory phase to implementation, a fund-raising campaign was launched which resulted in mobilizing a total funding of $4.2 million

from different sources by the end of 2006. Interactions with partners helped to refine the programme design, laying foundations for five outcome areas: risk identification demonstration projects in Mozambique, Nicaragua and Sri Lanka; a capacity development platform to provide support to risk assessment at all levels; enhanced disaster loss data in order to better understand trends and anticipate future losses; high-resolution risk assessments in high-risk countries to guide specific risk reduction activities; and a global risk update to report the status, characteristics, causes and distribution of global risk.

The Global Mainstreaming Initiative for Disaster Risk Reduction, which was also launched in 2005 with assistance from Canadian International Development Agency (CIDA), focused on producing tools for national government and UN programme officers during 2006. It further focused on enhancing capacities to incorporate disaster concerns in development planning processes. Guidelines for incorporating DRR into development planning have passed the interagency review process, and will shortly be available to countries.

A global multi-stakeholder Future Search meeting was organized in February 2006, attended by 86 high-level international, regional and national DRR and capacity development practitioners. The purpose of the meeting – called "Rethinking Capacity Development for Disaster Risk Reduction: Action 2005-2015" – was to exchange ideas and discuss challenges related to capacity development as a crosscutting activity for DRR, in support of the implementation of the Hyogo Framework for Action. Participants recommended that, as a follow-up to the meeting, the Disaster Management Training Programme (DMTP) serve as a focal point mechanism within the broader ISDR system for advancing capacity development for disaster risk reduction.

 Other CPR-TTF funded activities in 2006 included the development of a comprehensive training module for Disaster Risk Reduction Mainstreaming, and a review of existing capacities and resources for mainstreaming DRR within UNDP. In addition, technical support was provided towards the development of a DDR module as part of a United Nations Development Group (UNDG) led on-line training course for UN Country Teams.

(b)   Ensuring comprehensive approaches to post-disaster recovery

Learning from Disaster Recovery
Guidance for Decision Makers

Ian Davis
International Recovery Platform (IRP)

May 2006
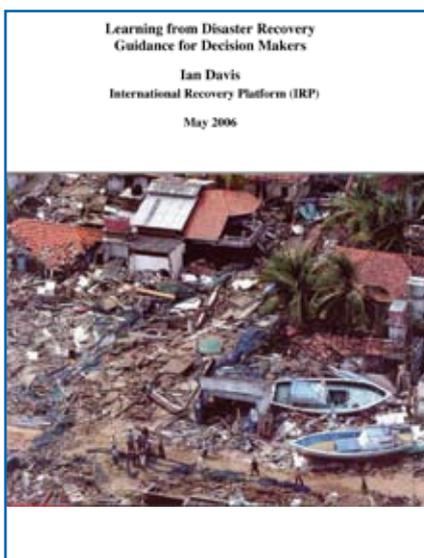
Continuing support under the International Recovery Platform (IPR), another initiative launched in 2005 with support from Japan, included the production of a publication, "*Learning from Disaster Recovery: Guidance for Decision Makers",* and the development of a preliminary database linking 90 data sources with good practices, lessons and case studies on post-disaster recovery. A community of practice on recovery was created to link practitioners from line ministries, academic institutions, communities, civil society and other national mechanisms. Two international seminars on post-disaster recovery took place in Kobe, and the IRP began publishing a newsletter, *Recovery Network,* to disseminate and exchange news, views, lessons and experiences. A preliminary mapping of existing resources, training curricula, manuals and modules on post-disaster recovery was undertaken by a key IRP partner, the ILO. A feasibility analysis of the Tsunami Recovery Impact Assessment and Monitoring System also took place.

In collaboration with Cluster Working Group on Early Recovery (CWGER), and in close consultation with other UN agencies, international financial institutions and the IFRC, the IRP started developing in 2006 a Post-Disaster Needs Assessment Toolkit. Its primary purpose is to provide all actors in the recovery process, especially national and local authorities, international agencies and local communities, with a multisectoral technical overview of damage and loss patterns, principal rehabilitation and reconstruction needs, and priorities for post-disaster recovery.

Key challenges and lessons learned

Preventing disaster losses requires protecting people and economic sectors from natural hazards. This is a complex undertaking involving both structural (physical) and non-structural (economic, social and political) measures. The process of putting in place the institutions, policies and specific risk reduction measures needed to reduce disaster losses is a long-term development process.

Activities undertaken during 2006 reinforced the fact that partnerships are key to this process. Because of the breadth of measures needed to protect society from natural hazards, no one institution or agency can provide comprehensive support. Partnerships must link global, regional, national and local activities; provide support across different sectors; and bring together policy and science. Since negotiating partnerships can consume a considerable degree of institutional overhead, the challenge is to engage in partnerships strategically and as necessary to achieve specific outcomes. UNDP-ISDR partnership is an example, where UNDP leads or plays a substantial role in three ISDR multi-stakeholder thematic platforms on risk identification, capacity development and disaster recovery.

Another key challenge is to establish a better understanding of the simultaneous management of disaster and conflict risks. Ongoing conflict reduces abilities to cope with natural hazards, while livelihood and political pressures arising from disaster losses often exacerbate conflict risks. Developing disaster risk management capacities is especially challenging in conflict situations. The conflict-disaster interface in countries which are prone to both is an area of focus for UNDP during 2007.

There is insufficient data on how disasters affect men and women, and the different roles men and women play in preventing or recovering from disasters. For example, it has not been documented systematically whether men or women suffer disproportionately high mortality or other adverse consequences when exposed to natural hazards. More attention is needed to develop gender-sensitive risk reduction and recovery plans and programmes. Several points in the Eight Point-Agenda for Women's Empowerment and Gender Equality in CPR, referred to in Section 3, pertain specifically to natural disasters, and a key challenge for 2007 is to find effective ways of implementing them.

Another area requiring attention is the further development of the concept of pre-disaster recovery planning. This needs to be done using risk information as a basis for developing recovery plans and capacities, before disasters strike. The post-disaster recovery window is a prime opportunity for disaster risk reduction, but taking advantage

of that opportunity is difficult without careful pre-disaster recovery planning. Many types of hazardous events recur, and the physical processes that govern their reoccurrence are well documented. When disasters are inevitable, efforts must be made to reduce societal exposure and vulnerability. The will, and often the resources, to do so are available. Without pre-disaster planning, the rush to rebuild can easily overtake the process of assessing future risks and introducing appropriate risk reduction measures.

Disaster risk is not uniformly distributed. Some countries are exposed to multiple hazards; others are exposed to very few. Some countries have well-developed mechanisms for managing risks, whereas others do not. Increasingly, UNDP is focusing on high-risk countries where there is both the need and the potential to reduce disaster risks. Through the ISDR system, UNDP is seeking to harmonize its efforts with those of other international agencies to help these countries institute comprehensive risk management measures. This will entail staying engaged in between 35 to 50 countries until the required capacities are fully established.

UN Photo/ Tim McKulka

11 Practice Development and Knowledge Network

Overview

In 2006, UNDP's Crisis Prevention and Recovery Practice Area (CPRP) continued to grow, with an increasing number of UNDP country offices and staff joining its practice network. As the CPR practice manager, BCPR focused on strengthening the quality of services and knowledge products by: sharing and consolidating expertise through its network (CPRP-Net) and practice events; developing flagship CPR products; devising systems and tools for improved support to country offices and other partners; and investing in new areas, intensive capacity building, and BCPR change management.

A total of $7.1 million, with significant support from the United Kingdom, went towards practice development and knowledge management, representing 5 percent of 2006 CPR-TTF expenditures, and implemented through global projects. The significant increase in expenditures compared to previous years was due to investments in new areas such as early recovery,[5] and in capacity development at UNDP headquarters to improve support for service delivery to country offices. Steps included building a SURGE capacity and articulating BCPR's strategic directions for the next planning cycle.

Another major priority was restructuring the Bureau through an extensive change management process. Since BCPR's inception five years ago, there have been changes in the international environment, shifts in UNDP's organizational priorities, increasing country demand for CPR services and products, and an expansion of the Bureau's size and scope. In response, the Bureau embarked on a self-assessment and internal restructuring process in June 2005. An internal review examined BCPR's processes for setting and acting on priorities, the integration of CPR into UNDP development programmes, and new opportunities presented by changes in the international environment. A gender review suggested ways in which BCPR could build gender considerations into all aspects of its work.

BCPR also conducted a change management review to determine the resources and systems necessary for embarking on new directions. The process considered all elements of BCPR's operations, including human resources, staff training and capacity development, financial systems, internal communication and management systems, donor resource mobilization and external relations, technology, and physical location. Based on the recommendations of the review, the structure of the Bureau has been reconfigured to preserve its technical expertise, while at the same time strengthening operational support to country offices. Under the new design, effective at the end of 2006, BCPR consists of a directorate and three clusters: central strategy and policy; programme and operations support; and technical advisory services.

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5   For details, see the chapter 6 on recovery.

Key achievements

(a)   Promotion of cutting-edge thinking and knowledge sharing

With more than 1,700 members, mainly from UNDP country offices, CPRP-Net plays a vital role in fostering a community of CPR practitioners at UNDP. In 2006, BCPR took the first steps to transform CPRP-Net into a "one UN network." Five UN entities joined: DPKO, ISDR, DPA; DESA; and the United Nations Peace-Building Support Office.

More than 80 requests from about 35 country offices channeled through the CPRP-Net have produced rich resources in terms of lessons learned, comparative experiences, and advisory papers. Reflecting the evolving nature of CPR, the topics discussed frequently reached into areas where UNDP has little codified knowledge.

Network members have sought the advice of the CPR community of practice on issues related to conflict prevention, peace-building, disaster risk reduction and early recovery. Actual queries called for experiences and lessons relating to: cooperation between UNDP country offices and the World Bank in humanitarian demining activities; reducing insecurity and designing small arms projects in urban settings; integrating protection issues into development programming in post-conflict settings; post-disaster evaluation methodologies; building conflict prevention mechanisms at the regional level, and integrating them into local level planning and decentralization processes; ensuring transparency and accountability in post-crisis recovery efforts; mainstreaming disaster risk reduction and disaster management strategies through an integrated and "whole country" approach; and mitigating and preventing conflict in the short and medium-term through community-based economic and poverty reduction initiatives.

The support and knowledge shared through the CPR practice community have helped country office staff improve assistance to programme countries by allowing them to consider the challenges and pitfalls experienced elsewhere.

For example, learning about the challenges of similar experiences in Honduras and Indonesia helped UNDP Sri Lanka think through its Aid Watch project aimed at empowering beneficiary communities to monitor aid in post-tsunami recovery.

The Programme of Assistance to the Palestinian People sought advice from CPRP-Net on developing monitoring and early warning mechanisms, particularly in understanding links between early warning analysis and intervention in conflict situations. The various experiences shared through the network offered a valuable comparison of the pros and cons of different early warning mechanisms.

UNDP Indonesia developed an initiative with the National Planning Agency to integrate conflict sensitivity into local planning processes and strengthen local government conflict management capacities. As the office was about to test the final design of the strategy, it sought inputs from other country offices about methodologies and lessons learned. Concrete examples, in-depth analysis, and useful documents arrived from Bosnia and Herzegovina, Mozambique, Nicaragua, Sudan and Vietnam. This helped UNDP Indonesia finalize the concept for the programme.

The Government of India, through the National Institute of Disaster Management, approached UNDP for support with the design of a training needs assessment, part of a comprehensive disaster management training plan. In order to offer state-of-the-art disaster risk management training, UNDP India consulted CPRP-Net, seeking lessons learned, manuals and reference materials. The office used the experiences and tools provided for developing training modules and conducting needs assessments.

A CPR practice event brought together UNDP practitioners from Latin America and the Caribbean in 2006. In-depth sessions were held on disaster risk reduction, armed violence prevention, and dialogue processes, resulting in refined programmes and policy approaches at the country level. The meeting served as a platform to generate a common understanding and practical solutions to key CPR challenges.

(b)   Production of flagship publications and tools

In 2006, UNDP produced several publications and tools to strengthen the CPR practice, including:

Gender:
*   A joint UNDP/DPKO/OCHA/UNICEF training and advocacy tool to address sexual exploitation and abuse by UN and NGO personnel: *"To Serve with Pride: Zero Tolerance for Sexual Exploitation and Abuse"*.

Guidelines for mainstreaming gender into mine action programming
*   A study in Fiji – *"Can Conflict Analysis Processes Support Gendered Visions of Peace-building?"* – that argues for putting the transformation of gender relations at the foreground of development and peace agendas.

Conflict prevention and peace-building:
*   *"Democratic Dialogue - A Handbook for Practitioners",* produced in collaboration with International IDEA, with funding from CIDA.
*   The report *"Youth and Violent Conflict – Society and Development in Crisis?"* which highlights UNDP's and the UN's best practices and challenges in addressing youth disaffection, unemployment and violent conflict with particular reference to West Africa.

Security sector reform and transitional justice:
*   A study on the War Crimes Witness/Victims Support System in Croatia, which is intended to shape future capacity development initiatives.
*   A toolkit for the Latin America and Caribbean Region focused on citizen security issues that can assist with security assessments and the design of public policies to reduce crime and violence.

Disarmament, demobilization and reintegration:
*   The IDDRS, developed by the Inter-Agency Working Group on DDR, which provide a comprehensive set of policies, guidelines and procedures to those engaged in DDR programmes.

Natural disaster reduction:
- A comprehensive training package for DRR mainstreaming.
- The Caribbean version of the report *"Reducing Disaster Risk: A challenge for development"*.
- A compilation of risk assessment methodologies and a manual on mainstreaming DDR into development planning for the Andean Region, jointly produced with the German Agency for Technical Cooperation and the Andean Committee for Disaster Prevention and Assistance.

Post-conflict needs assessment:
- A global post-conflict needs assessment review conducted with the United Nations Development Group (UNDG) and the World Bank to evaluate four years of experiences, identify lessons learned, shape revised guidelines and improve future exercises.

Post-conflict economic recovery:
- A two-year research project on economic recovery initiated in 2006 to close knowledge gaps on the economic dimensions of post-conflict peace-building, with findings slated to feed into a high-profile report on post-conflict economic recovery to be released in early 2008.

(c)　Quality standards for knowledge management

BCPR is committed to improving the quality of CPR knowledge products and processes, and encourages all CPR practitioners to include knowledge collection and application components in their programme designs. To support CPR practitioners in this effort, BCPR developed a Knowledge Management Toolkit in 2006. Aimed at simplifying and standardizing knowledge management practices, the toolkit provides guidance and templates for developing and disseminating knowledge products, as well as methodologies for generating, sharing and applying knowledge on CPR within UNDP.

Key challenges and lessons learned

Consolidating know-how and expertise through a facilitated community of practice, such as the CPRP-Net, proved its value during 2006. It made knowledge rapidly, easily, and widely accessible, and considerably strengthened the quality of UNDP's work on crisis prevention and recovery issues.   While the CPRP-Net has been an effective tool in building a base of CPR knowledge within UNDP, its products and information need to be made more accessible and include more experiences and lessons learned from the wider UN system.

Moving forward, additional tools and systems are needed to complement the network's activities and further strengthen UNDP's institutional memory.

12   Conclusions and Future Plans

As this Annual Report demonstrates, UNDP addresses critical development dimensions of natural disasters and violent conflicts. In response to country requests for assistance, BCPR strives to advance this work by consolidating UNDP's crisis knowledge and experience, providing a bridge between humanitarian response and the development work of UNDP. A repository of tools, methods and experience, BCPR provides guidance, technical assistance and funding to UNDP country offices in their support to national partners.

Based on the achievements and lessons learned this year, BCPR places special emphasis on the following issues in 2007:

- continued involvement in the broader strategic planning processes within UNDP, with a view to ensuring greater understanding of and attention to CPR issues;

- improving the timeliness and quality of UNDP's support to country offices through consolidation of the SURGE project, including an internal team of readily-deployable experts, a review of key policies and the development of standard operating procedures;

- operationalizing the *Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery* by identifying key actions and direct support to country-level efforts;

- strengthening national capacities for conflict prevention and peace-building, in response to country needs and in collaboration with partners at global, regional, and country levels;

- reinforcing capacities in key recovery areas including early recovery; justice and security sector reform (JSSR); and disarmament, demobilization and reintegration (DDR);

- consolidating national capacities already built in the area of mine action and reinforcing the mainstreaming of mine action into broader development planning;

- promoting disaster risk reduction as a central development challenge and ensuring its full integration into broader national plans and priorities in close collaboration with the United Nations International Strategy for Disaster Reduction; and

- making CPR products and information more accessible to UNDP country offices and partners at national level.

In line with its new strategy and design, BCPR revised the structure of the CPR-TTF in early 2007. The new structure is summarized in Annex 2 of this annual report. Continued donor support for the CPR-TTF, particularly in the form of unearmarked contributions, will make it possible for BCPR to consolidate past achievements and deliver on its new, more focused approach in the years to come.

13 Financial Report

Financial Summary

Balance brought forward from 2005		180,288,959	US$
Contributions received in 2006	(a)	108,953,052	US$
Other income	(b)	6,984,543	US$
Total income 2006	(a+b)	**115,937,595**	US$
Allocations approved in 2006		232,698,241	US$
Total expenditure in 2006		**149,204,137**	US$

Contributions Received by Donor

	Contributions in US$		
Donor Name	**2004**	**2005**	**2006**	**Grand Total**
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Australia		387,597	757,029	1,144,626
Belgium		961,534	126,756	1,088,290
Brazil	49,258	491,590	1,000,000	1,540,848
Canada	12,232,460	13,078,752	12,177,019	37,488,230
Community of Portuguese-speaking Countries (CPLP)			975,829	975,829
Denmark	6,074,634	6,102,476	3,782,100	15,959,210
European Union (EU)	17,587,270	6,775,830	8,803,340	33,166,440
Finland		1,176,471		1,176,471
France	621,891	646,831	11,567,144	12,835,865
Germany	1,058,409	39,868,318	3,980,019	44,906,747
Iceland	13,933			13,933
International Organization for Migration (IOM)		5,308		5,308
Ireland	601,685	1,926,253	1,912,454	4,440,391
Italy	11,866,143	5,440,529	2,490,398	19,797,071
Japan	32,661,764	61,667,288	12,695,010	107,024,062
Korea	150,000	320,000	250,000	720,000
Liechtenstein		83,333	77,519	160,853
Netherlands	13,385,257	4,802,607	1,694,700	19,882,564
New Zealand		5,519,031		5,519,031
Norway	4,547,621	22,509,787	4,471,033	31,528,441
Open Society Institute			500,000	500,000
Portugal	510,569	1,775,697		2,286,265
Spain			125,628	125,628
Pro-Vention Consortium IFRC	200,000	150,000		350,000

Donor Name	Contributions in US$			
	2004	2005	2006	Grand Total
Sweden	549,451	13,831,230	5,217,336	19,598,017
Switzerland	1,046,000	2,760,248	1,166,236	4,972,484
Tsunami Disaster Donor	1,138	1,161,865	584	1,163,586
Turkey		500,000		500,000
UK	32,335,123	8,521,461	20,780,039	61,636,623
UN	1,554,740	1,972,518	1,302,736	4,829,994
UNAIDS		320		320
UNHCR	125,000			125,000
UNICEF		100,000	88,690	188,690
UN International Strategy for Disaster Reduction (UNSDR)			335,232	335,232
UNOCHA	532,268	7,034,220	50,000	7,616,488
USA	21,717,070	38,583,528	8,206,148	68,506,746
World Bank	11,204,628	209,053	4,420,073	15,833,754
Grand Total	**170,626,311**	**248,363,675**	**108,953,052**	**527,943,038**

Expenditure by Service Line

Service Line	Expenditure in US$		
	2004	2005	2006
Conflict Prevention and Peacebuilding	55,365,840	10,222,656	8,142,842
Recovery	16,095,682	34,822,902	23,647,699
Security Sector Reform and Transitional Justice (JSSR)	938,969	1,692,676	1,875,242
Small Arms Reduction, Disarmament, and Demobilization	27,153,725	88,225,904	66,862,532
Mine Action	28,165,462	27,197,400	21,494,992
Natural Disaster Reduction	2,707,142	55,505,177	20,064,195
Practice Development & Knowledge Management	2,169,260	1,953,369	7,116,636
Grand Total	132,596,081	219,620,084	149,204,137

Expenditure by Region

Region	Expenditure in US$		
	2004	2005	2006
Africa	38,717,745	42,184,401	37,317,429
Arab States	15,205,914	20,414,220	19,735,498
Asia & Pacific	54,014,844	138,014,603	67,004,063
Europe & CIS	4,563,777	4,022,024	3,667,631
Latin America & Caribbean	1,769,936	2,008,438	1,830,286
Global	18,323,864	12,976,398	19,649,231
Grand Total	132,596,081	219,620,084	149,204,137

Expenditure by Country

Country	Expenditure in US$		
	2004	2005	2006
Afghanistan	50,268,416	71,231,951	35,165,649
Albania	528,693	683,144	189,952
Angola	4,102,162	2,483,638	564,464
Argentina	29,507	38,357	
Azerbaijan	251,198	186,444	
Bangladesh	146,200	98,568	
Barbados		11,597	
Belarus			7,598
Bolivia	600		
Bosnia and Herzegovina	1,137,812	1,385,606	1,372,532
Brazil	454,440	230,757	117,857
Burkina Faso	100,000		
Burundi		1,669,896	591,292
Cambodia	500,157	224,873	95,238
Central African Republic	10,551	283,528	723,129
Chad	308,650	232,008	
Colombia	224,101	512,029	312,262
Congo		123,417	265,438
Congo, DR	6,322,758	6,379,489	3,845,050
Cote D'Ivoire		145,167	884,268
Cuba			
Cyprus	1,126	42,509	42,748
East Timor	88,734		
Ecuador	175,140	261,329	192,847
El Salvador	167,518	225,925	321,090
Eritrea	743,396	453,473	30,207
Ethiopia	403,839	349,457	1,126,455
Fiji	25,797		
Ghana	219,419	402,039	
Global	18,323,864	12,976,398	19,645,396
Guatemala	64,307	115,818	225,304
Guinea Bissau	3,723,863	3,008,218	1,815,112
Guyana	141,645	88,975	369,960
Haiti	297,109	370,906	271,617
Honduras	164,443	152,746	
India	157,408	1,424,847	448,659
Indonesia		26,513,014	9,533,578

Country	Expenditure in US$		
	2004	2005	2006
Iran	152,314	80,406	72,849
Iraq	10,951,230	15,358,752	4,376,243
Jamaica	50,000		2,224
Jordan	146,786	279,423	990,429
Kenya	586,507	194,090	5,870
Kosovo	99,968	157,889	523,255
Lao	1,223,728	505,973	747,837
Lebanon	156,111	145,096	2,153,946
Liberia	19,076,314	24,992,718	24,380,500
Macedonia	842,176	407,025	63,391
Malaysia			12,500
Maldives		4,779,323	5,365,068
Mauritania	20,915		205,902
Mauritius		63,168	
Mozambique	781,995		207,137
Myanmar		927,268	256,247
Nepal	95,243		
Nicaragua			20,888
Niger	213,975	42,631	91,759
Pakistan		10,821,801	12,399,121
Papua New Guinea	5,379	182,781	1,630
Rwanda	445,031		
Senegal		99,056	238,071
Serbia	1,122,133	859,946	629,261
Seychelles			307,381
Sierra Leone	1,514,032	1,447,388	1,309,903
Somalia	815,836	2,980,356	5,578,402
Sri Lanka	1,344,564	18,540,818	1,775,304
Sudan	1,733,928	899,086	5,907,101
Syria	297,599	82,794	37,360
Tajikistan	344,144	299,462	778,209
Thailand	6,905	2,093,552	1,130,432
Turkey			60,684
Uganda	144,337	484,856	725,512
Ukraine	237,653		
Yemen	1,104,426	588,307	692,017
Grand Total	**132,596,081**	**219,620,084**	**149,204,137**

Expenditure by Service Line and Country

Service Line	Country	Expenditure in US$		
		2004	2005	2006
Conflict Prevention and Peacebuilding	Afghanistan	37,165,770		
	Argentina	18,114	15,236	
	Burundi		713,143	
	Colombia		230,754	77,704
	Cote D'Ivoire			82,330
	Congo, DR	6,079,961	125,199	
	Cyprus			42,748
	Ecuador	87,319	22,200	192,847
	Fiji	25,797		
	Ghana	4,882	120,224	
	Global	2,879,960	2,714,120	2,604,156
	Guatemala	64,307	53,193	
	Guinea Bissau	3,722,172	2,665,782	1,256,502
	Guyana	141,645	88,975	369,960
	Iraq	3,915,260	1,527,984	
	Indonesia		11,000	
	Lebanon			47,707
	Macedonia			6,889
	Malaysia			12,500
	Pakistan			70,824
	Papua New Guinea			1,630
	Rwanda	445,031		
	Sierra Leone	765,511		121,598
	Somalia		1,934,848	3,158,349
	Sri Lanka	28,888		
	Sudan	19,598		36,414
	Tajikistan	1,626		
	Turkey			60,684
Conflict Prevention Total		**55,365,840**	**10,222,656**	**8,142,842**

Service Line	Country	Expenditure in US$		
		2004	2005	2006
Recovery	Angola		1,813,804	
	Bosnia and Herzegovina	155,549	6,000	
	Burkina Faso	100,000		
	Burundi		811,688	
	Central African Republic			540,212
	Congo, DR	242,797	6,254,290	903,310
	Cyprus		42,509	
	Eritrea	423,354	160,097	30,207
	Global	5,239,355	1,266,040	4,474,873
	Haiti			106,258
	Iran	152,314	80,406	72,849
	Iraq	6,852,322	11,678,203	1,153,175
	Kosovo	99,968		
	Lebanon			2,106,239
	Mauritius		63,168	
	Myanmar			256,247
	Nepal	95,243		
	Niger		11,104	91,759
	Pakistan		10,821,801	12,261,943
	Serbia	155,917	7,334	
	Seychelles			101,330
	Sierra Leone	180,098	467,758	33,877
	Sri Lanka	776,461	873,804	419,622
	Sudan	1,180,368	67,868	1,058,438
	Syria	297,599	82,794	37,360
	Uganda	144,337	314,232	
Recovery Total		**16,095,682**	**34,822,902**	**23,647,699**
Security Sector Reform and Transitional Justice (JSSR)	Afghanistan	30,101		
	Albania		314,499	
	Argentina	11,393	23,121	
	Bosnia and Herzegovina		69,897	
	Brazil	58,448	142,496	
	Colombia		16,936	158,828
	Congo		3,057	51,369
	East Timor	88,734		
	Global	470,100	740,432	629,786
	Guinea Bissau			362,581
	Haiti	142,619	196,793	
	Kosovo		157,889	523,255
	Serbia		27,557	122,161
	Sierra Leone	137,574		
	Somalia			27,262
JSSR Total		**938,969**	**1,692,676**	**1,875,242**

Service Line	Country	Expenditure in US$		
		2004	2005	2006
Small Arms Reduction, Disarmament, and Demobilization	Afghanistan	139,040	55,515,720	27,633,267
	Albania	244,935	37,199	
	Bosnia and Herzegovina	144,067	189,960	448,215
	Brazil	395,992	88,261	117,857
	Burundi		145,065	296,530
	Central African Republic	10,551	283,528	182,917
	Colombia	183,424	180,129	
	Congo		120,360	214,068
	Congo, DR			2,941,740
	Cote D'Ivoire		145,167	801,938
	El Salvador	167,518	225,925	321,090
	Ghana	214,538	281,815	
	Global	2,927,122	2,237,980	1,298,335
	Guatemala		62,625	225,304
	Haiti	154,491	174,114	165,359
	Honduras	161,731	151,908	
	Kenya	586,507	194,090	5,870
	Liberia	19,076,314	24,992,718	24,380,500
	Macedonia	473,048	245,413	10,976
	Nicaragua			20,888
	Niger	213,975	31,527	
	Papua New Guinea	5,379	182,781	
	Serbia	966,216	825,055	507,100
	Sierra Leone	430,849	979,630	1,154,428
	Somalia	391,834	339,452	2,287,184
	Sudan	266,195	595,483	3,848,966
Small Arms Total		**27,153,725**	**88,225,904**	**66,862,532**

Service Line	Country	Expenditure in US$		
		2004	2005	2006
Mine Action	Afghanistan	12,933,505	15,716,231	7,532,381
	Albania	78,904	318,169	189,952
	Angola	4,102,162	669,834	564,464
	Azerbaijan	251,198	186,444	
	Bangladesh	146,200	98,568	
	Belarus			7,598
	Bosnia and Herzegovina	838,196	1,119,749	924,317
	Burundi			294,762
	Cambodia	500,157	224,873	95,238
	Chad	308,650	232,008	
	Colombia	40,677	80,888	47,158
	Eritrea	320,042	293,376	
	Ethiopia	403,839	349,457	1,126,455
	Global	3,014,641	2,124,032	1,478,136
	Guinea Bissau	1,691	342,436	196,029
	Iraq	183,648	2,152,565	3,223,068
	Jordan	146,786	279,423	990,429
	Lao	1,223,728	505,973	747,837
	Lebanon	156,111	145,096	
	Mauritania	20,915		200,568
	Mozambique	781,995		207,137
	Senegal		99,056	238,071
	Somalia	424,001	706,057	105,608
	Sri Lanka	539,215	258,829	166,760
	Sudan	267,767	235,734	963,283
	Tajikistan	342,518	299,462	778,209
	Thailand	6,905	208	
	Uganda		170,623	725,512
	Ukraine	27,585		
	Yemen	1,104,426	588,307	692,017
Mine Action Total		**28,165,462**	**27,197,400**	**21,494,992**

Service Line	Country	Expenditure in US$		
		2004	2005	2006
Natural Disaster Reduction	Albania	204,854	13,276	
	Barbados		11,597	
	Bolivia	600		
	Colombia		3,322	28,572
	Cuba	1,126		
	Ecuador	87,820	239,129	
	Global	1,623,426	1,950,715	2,049,443
	Honduras	2,712	837	
	India	157,408	1,424,847	448,659
	Indonesia		26,491,724	9,527,609
	Jamaica	50,000		2,224
	Macedonia	369,128	161,611	45,527
	Maldives		4,779,323	5,365,068
	Mauritania			5,334
	Pakistan			66,354
	Seychelles			206,051
	Myanmar		927,268	
	Sri Lanka		17,408,184	1,188,922
	Thailand		2,093,343	1,130,432
	Ukraine	210,068		
Disaster Total		**2,707,142**	**55,505,177**	**20,064,195**
Practice Development & Knowledge Management	Global	2,169,260	1,943,079	7,110,666
	Indonesia		10,290	5,970
Practice Development & Knowledge Management Total		**2,169,260**	**1,953,369**	**7,116,636**
Grand Total		**132,596,081**	**219,620,084**	**149,204,137**

ANNEX 1

UNDP's Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery

1.   Strengthen Women's Security in Crisis.

Work to end personal and institutional violence against women. Strengthen the rule of law. Increase the gender responsiveness of security institutions, disarmament, demobilization and reintegration, and small arms reduction initiatives.

2.   Advance Gender Justice.

Increase women's access to justice. Ensure the protection of women's economic, social, political and cultural rights. Bring a gender perspective into transitional justice, constitutional, electoral, legislative, judicial, institutional and security sector reforms.

3.   Expand Women's Citizenship, Participation and Leadership.

Build women's skills and confidence. Support women's representation in the social, political, and economic spheres. Develop women's networks and institutions for conflict prevention, disaster risk reduction, peace-building, and post-conflict/post-disaster reconstruction.

4.   Build Peace with and for Women.

Ensure women's meaningful participation in formal and informal peace processes. Bring a gender perspective to the design and implementation of peace missions and peace agreements.

5.   Promote Gender Equality in Disaster Risk Reduction.

Incorporate gender analysis in the assessment of disaster risks, impacts and needs. Address women's unique needs and value women's knowledge in disaster reduction and recovery policies, plans and programmes.   Strengthen women's networks and organizations to facilitate women's active engagement.

6.   Ensure Gender-Responsive Recovery.

Infuse gender analysis into all post-conflict and post-disaster planning tools and processes. Ensure recovery efforts provide equal economic opportunities for women including access to assets, such as land and credit. Promote social protection and sustainable livelihoods. Prioritize women's needs in key sectors such as transportation, shelter and health care.

7.   Transform Government to Deliver for Women.

Build capacities and promote accountability within government institutions and processes. Engage women and men to foster gender-equitable relations within these institutions. Ensure gender-sensitive resource mobilization, aid coordination, budgeting and funds allocation.

8.   Develop Capacities for Social Change.

Build the skills and the will of men and women to: prevent and respond to violence; reduce vulnerability to natural hazards; achieve equitable post-crisis reconstruction; and build social cohesion.

Achievement of this Eight- Point Agenda will require:

Supporting full **implementation of Security Council Resolution 1325**; Incorporating gender equality priorities into **advocacy and strategic planning** in the development, humanitarian, peace, and security spheres; Strengthening **human resources, policies and programmes** to ensure responsiveness and accountability on gender issues; Building **partnerships** to maximize impact on gender priorities; Developing gender-responsive **funding mechanisms and resource mobilization strategies**; Supporting data collection that counts women, counts what women value, and values what women count; and Advancing **intellectual leadership**, knowledge management, monitoring and evaluation on gender and CPR issues.

ANNEX 2

CPR-TTF Framework Summary

When the CPR-TTF was launched in 2000, funding windows were established for unearmarked contributions and two types of earmarked contributions: those that benefited individual programme countries, and those that benefited work in the six CPR technical services: conflict prevention and peace-building; recovery; security sector reform and transitional justice; small arms reduction, and disarmament and demobilization of ex-combatants; mine action; and natural disaster reduction. An additional window was available for providing earmarked contributions for special initiatives for countries in transition. Originally, the structure of BCPR and its support work to UNDP's CPR interventions were also organized around the technical service lines.

Starting from January 2007, a new five-year Bureau strategy was put in place in anticipation of the 2008-2011 UNDP Strategic Plan. This refocused BCPR's work around four broad development outcomes: conflict, disaster, early recovery, and gender equality. The structure of the Bureau was also revised to ensure effective delivery of results against these areas. Four new windows were created in the CPR-TTF to facilitate donor support to the objectives defined in the new Strategy. The Fund is now structured to accept unearmarked contributions, and earmarked contributions for each of the four outcome areas of conflict, disaster, early recovery, and gender equality. For each outcome area, contributions may be made either for the benefit of the overall thematic objective, or for the benefit of a specific programme in a specific country. Although no new contributions will be accepted against the previous technical service lines, all commitments made to donors and partners under the pre-2007 service line structure will be fully honored.

While the six specific technical service lines no longer exist as contribution windows, technical expertise in these areas continue to be strengthened and development work in these areas continues to be prioritized. Funding for these issues will be framed within an integrated CPR support package to ensure coherence in CPR interventions at the country level, and will be channeled through the most appropriate new CPR-TTF window.

The new CPR-TTF Framework is available on http://www.undp.org/cpr/whats_new/framework.shtml .

For hard copies of the Framework, contact: bcpr@undp.org