



**BUREAU FOR CRISIS
PREVENTION AND
RECOVERY (BCPR)**

2004 Report: Thematic
Trust Fund for Crisis
Prevention and Recovery

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 partner.

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- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- HIV/AIDS

UNDP helps developing countries attract and use aid effectively and supports the coordination of development activities for the United Nations system as a whole. In all our activities, we encourage the protection of human rights and the empowerment of women.

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 foundations for peace and recovery from crisis, thereby advancing the UN Millennium Development Goals on poverty reduction.

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New York, August 2005

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EXECUTIVE SUMMARY

The Thematic Trust Fund (TTF) for Crisis Prevention and Recovery (CPR) was established in 2000 to provide a flexible, fast, and supportive funding mechanism whereby UNDP can fulfill its crucial role in responding to urgent country needs. The TTF is an essential mechanism to ensure coherent programming within one thematic framework. Contributions to the Fund are allocated to country, regional, and global programmes by an Allocations Committee managed by the Bureau of Crisis Prevention and Recovery (BCPR).

The purpose of this report is two-fold: to present the full financial report on contributions, allocations, and expenditures made under the CPR TTF in 2004, and to highlight key results achieved and challenges encountered in the initiatives funded through the TTF and supported through BCPR's seven service lines. The first part of this report provides a summary analysis of resources mobilized and programmed in 2004, setting the stage for the substantive narrative that follows. The latter is presented per CPR service line, including a section on the cross-cutting CPR Practice development and knowledge networking.

The seven service lines of BCPR are:

Conflict Prevention and Peace-Building: Much of the conflict prevention and peace-building work of UNDP in 2004 has focused on post-conflict programming to ensure that countries do not relapse into violence and that interventions are "conflict sensitive." More recently, there is an increasing demand for initiatives that address potential tensions at a pre-conflict stage. Such initiatives include addressing the root causes of conflict through development programming and fostering stronger national capacities in conflict management and resolution. A small Conflict Prevention team, based within BCPR, provides technical advice, surge capacity, partnership development, knowledge management, and tool development.

Recovery: The implementation of the Recovery service line is supported within BCPR by the Transition and Recovery Unit (TRU). The main objective of the TRU is to support country offices in attaining their core recovery results by deploying surge capacity, supporting partnership development, and through knowledge management. In 2004 the TRU deployed surge capacity to 21 countries, enabling country offices to formulate strategies for early recovery, reintegration programmes. The unit has also taken part in inter-agency needs assessments in crisis and post-conflict countries.

Security Sector Reform and Transitional Justice: Support under this service line enhanced and expanded UNDP programming towards two corporate core results for the 2004-07 time period, namely building national systems for the promotion and protection of human rights; and developing transitional justice mechanisms to support peace-building and to prepare for longer-term institutional development of the justice and security sector reform. In 2004, UNDP was actively engaged with the broader UN-wide reform processes, which resulted in a fundamental rethinking of the role of the UN system vis-à-vis the rule of law. Parallel to the UN efforts, UNDP initiated its own process this past year to strengthen and refine UNDP's work and commitment to justice and security sector reform.

Small Arms Reduction, Disarmament, and Demobilization: 2004 saw both a consolidation and a significant expansion of UNDP's work on small arms control, armed violence reduction, and disarmament, demobilization, and reintegration (DDR) at national, regional, and global levels. The TTF continues to be a critical and flexible tool in ensuring that UNDP, through its Small Arms and Demobilization Unit (SADU), plays a leading role in supporting national capacity development in these key areas.

Mine Action: Activities supported under Mine Action in 2004 included advisory services to 22 of the 27 mine-affected states that receive UNDP assistance in mine action. Establishing effective coordination mechanisms is central to UNDP's efforts to strengthen the capacity of national authorities to address the threat posed by landmines. The TTF has also enabled BCPR's Mine Action Unit to harmonize reporting processes as well as disburse and advance funds to specific countries and projects in a timely manner.

Natural Disaster Reduction: UNDP activities under this service line are coordinated by the BCPR Disaster Reduction Unit (DRU), which provides technical assistance and financial resources for the design and implementation of capacity building programmes aimed at three core results: disaster-risk reduction, disaster preparedness, and reduced vulnerability. In 2004 the Natural Disaster Reduction service line - with TTF resources - responded to demands from several individual countries as well as regional counterparts in Africa, Asia, Latin America, and the Caribbean. Although a well coordinated international response is essential in the case of major catastrophes that exceed national capabilities, it must be recognized that such a response does not address the complexity of underlying causes of disaster risk. UNDP, therefore, works towards mainstreaming risk-reduction into development policy and implementation.

Special Initiatives for Countries in Transition: UNDP provides assistance to countries recently emerging from crisis to help national authorities deliver essential public services and establish basic security. The goal is to bridge volatile transition periods by enhancing authorities' capabilities towards sustainable peace, democratic reform, and reconstruction.

Also included in this report is a section on the Country Window of the CPR TTF, which serves UNDP country offices as an important and highly popular resource mobilization tool. Apart from applying for TTF resources through the respective CPR service lines, country offices can also mobilize resources through the TTF Country Window.

After a practical look at the challenges encountered in the management of the TTF and ways they might be overcome, the report concludes by summarizing future needs and prospects for TTF service lines. The final annex presents detailed figures on contributions received per donor, and the allocation and expenditures made per service line and country.

LIST OF ACRONYMS

AVVP	Armed Violence Prevention Programme
BCPR	Bureau of Crisis Prevention and Recovery
CCA	Common Country Assessment
CDA	Conflict-related Development Analysis
CIVPOL	United Nations Civilian Police
CPLC	Community of Portuguese Speaking Countries
CPR	Crisis Prevention and Recovery
CPRD	Crisis Prevention and Recovery Practice
CRMI	Caribbean Risk Management Initiative
CSO	Civil Society Organisation
DDPR	Department of Disaster Preparedness and Refugee Affairs
DDR	Disarmament, Demobilization, and Reintegration
DFID	Department for International Development (UK)
DIPECHO	Disaster Preparedness Programme of the European Community Humanitarian Organization
DPA	Department of Political Affairs
DPKO	United Nations Department of Peacekeeping
DRU	Disaster Reduction Unit
ECHA	Executive Committee on Humanitarian Affairs
EEMF	Emergency Economic Management Fund
GIS	Geographic Information System
HDI	Human Development Index
IDP	Internally Displaced Person
ILO	International Labour Organisation
IMF	International Monetary Fund
ISDR	International Strategy for Disaster Reduction
JSSR	Justice and Security Sector Reform
LEAD	Leadership Development Programme
MDG	Millennium Development Goals
MINUSTAH	United Nations Stabilization Mission in Haiti
MIS	Management Information Software
MONUC	United Nations Observer Mission in the Democratic Republic of the Congo
MYFF	Multi-Year Funding Framework
NGO	Non-governmental Organisation
OCHA	Office for the Coordination of Humanitarian Affairs
PCDA	Peace and Conflict Development Analysis
PCNA	Post-Conflict Needs Assessment
PCU	Post-Conflict Unit
PoWER	Post-War Emergency Rehabilitation
PRSP	Poverty Reduction Strategy Paper
RAMSI	Regional Assistance Mission to Solomon Islands
SADU	Small Arms and Demobilization Unit
SARP	Small Arms Reduction Programme
SRRP	Srebrenica Regional Recovery Programme
TRC	Truth and Reconciliation Commission
TRU	Transition and Recovery Unit
TST	Transition Support Teams
TTF	Thematic Trust Fund
UNDAF	United Nations Development Assistance Framework
UNDDA	United Nations Department for Disarmament Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-LiREC	UN Regional Centre for Peace, Disarmament and Development in Latin America & the Caribbean
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNV	United Nations Volunteers
UXO	Unexploded Ordnance
WCDR	World Conference on Disaster Relief
WFP	World Food Programme

I. INTRODUCTION

Since the work of UNDP's crisis prevention and recovery (CPR) was consolidated into one of UNDP's five Practices three years ago, there has been a steady increase in the number of countries identifying their programmes as tied to one or more of the CPR service lines. This trend reflects the changing international environment, where instability, insecurity, and conflict frequently accompany underdevelopment. In 2004 conflicts and natural disasters afflicted a growing number of UNDP programme countries. This is particularly troubling from a development perspective, as experience has shown that violent conflict and/or recurrent natural disasters can erase decades of a country's development progress and prevent it from overcoming poverty and addressing social, political, and economic inequalities. The commitment to eradicating poverty and empowering the poorest and most vulnerable groups places crisis prevention and recovery at the core of the UNDP development agenda.

The CPR agenda continues to require urgent attention. Although the overall number of violent conflicts has declined since 1991, there have been nearly 60 major armed conflicts worldwide since the end of the Cold War. Moreover, security risks have shifted towards poorer countries. While low-income developing countries accounted for just over a third of all conflicts from 1946 to 1989, these countries accounted for more than half of all conflicts during the period 1990 to 2003—specifically, 22 out of 32 countries with a low Human Development Index (HDI) ranking, and 9 out of the 10 lowest HDI countries.¹ In particular, Africa's share has increased substantially.

Other analysts have also stressed how societies at lower levels of development have suffered much more from violent conflict over the past half century than more prosperous societies.² Violent conflict, therefore, is clearly a key obstacle to achieving the Millennium Development Goals. Beyond the direct cost in human lives, conflict undermines economies, destabilizes governments, damages infrastructure, disrupts social service delivery, and provokes mass movement of people. Currently, more than 14 million people face hunger due to on-going or recent conflicts. In addition, HIV/AIDS and other infectious diseases often spread significantly in conflict-affected areas.³

As a further crisis dimension, the number of natural and technological disasters has risen to an average of 707 disasters each year between 1999 and 2003, compared to an average of 428 between 1994 and 1998. The biggest rise has occurred in countries of low human development, which have suffered an increase of 142 percent. Over the past decade, disasters in countries of high human development killed an average of 44 people per event, while disasters in countries of low human development killed an average of 300 people each.⁴

A few additional examples demonstrate the range of challenges UNDP strives to address through the CPR programmes it supports:

- **Small arms:** Existing evidence suggests some 300,000 people are killed as a result of small arms misuse each year in conflict, and 200,000 more in so-called peaceful societies.⁵ The proliferation of small arms and light weapons poses severe direct and indirect threats to human development and security, ranging from physical and psychological harm to the

¹ UNDP (2005), *Human Development Report 2005 - International cooperation at a crossroads: Aid, trade and security in an unequal world*. New York/Oxford: UNDP. See also SIPRI (2004), *SIPRI Yearbook 2004: Armaments, Disarmament and International Security*. Stockholm: Stockholm International Peace Research Institute.

² Ted Robert Gurr et al. (2001), *Peace and Conflict: A Global Survey of Armed Conflicts, Self-Determination Movements, and Democracy*. College Park, MD: University of Maryland, Center for International Development and Conflict Management, p. 13.

³ UNDP (2003), *Human Development Report 2003 - Millennium Development Goals: A compact among nations to end human poverty*. New York/Oxford: UNDP.

⁴ International Federation of Red Cross and Red Crescent Societies (2004), *World Disasters Report 2004: Focus on Community Resilience*. Bloomfield, CT: Kumarian Press.

⁵ WHO (2002), *World Report on Violence and Health*. Geneva: WHO.

destruction of the social and economic fabric of households, communities, and entire societies.⁶

- **Landmines:** Landmines remain a life-threatening danger long after fighting has ceased, directly killing and maiming 15,000–20,000 people every year, the majority of whom are civilians. Uncleared landmines and pieces of unexploded ordnance (UXO) affect the lives of millions of people in 83 countries. They pose a serious obstacle to sustainable development with implications for a broad variety of sectors, including health, agriculture, education, water supplies, infrastructure, industrial and commercial areas, and domestic and foreign investment.⁷
- **Displacement:** The UN High Commissioner for Refugees (UNHCR) recorded an increase in the “population of concern to UNHCR” (refugees, asylum-seekers, stateless, internally displaced persons (IDPs), and returned refugees and IDPs) from 17 million at the end of 2003 to 19.2 million at the end of 2004.⁸
- **Justice and security:** Some 40 percent of post-conflict countries lapse back into violence for want of adequate support in matters such as policing, reforming and rebuilding justice systems, etc.⁹

With an organizational presence before, during, and after crisis, UNDP is well positioned to bring together the humanitarian relief, development, and peacekeeping communities. The philosophy underlying UNDP’s CPR work is that preventing crisis, resolving crisis, and recovering from crisis are parallel processes that are intrinsically linked to fostering human development.

The Thematic Trust Fund (TTF) for Crisis Prevention and Recovery was established in 2000 to provide a flexible, fast, and supportive funding mechanism that would allow UNDP to fulfill its crucial role in responding to urgent country needs. The TTF is a mechanism to ensure coherent programming within one thematic framework. The following box summarizes the CPR TTF’s key characteristics:

THEMATIC TRUST FUND FOR CRISIS PREVENTION AND RECOVERY	
Strategic Objectives	Features
<ul style="list-style-type: none"> ▪ To mobilize and allocate non-core funding in a fast and flexible manner for innovative UNDP support to crisis prevention and recovery focusing on country and regional levels. ▪ To mainstream a conflict-sensitive lens into UNDP programmes at a global level. ▪ To channel earmarked funding to crisis countries. 	<ul style="list-style-type: none"> ▪ Rapid disbursement and flexible programming instruments. ▪ Availability of the whole range of UNDP execution modalities, including Direct Execution (DEX). ▪ Use of a management fee charged against the TTF to strengthen field-level implementation capacity.

TTF funding complements UNDP’s important core resources under TRAC 1.1.3. The latter is a special crisis window within UNDP’s core budget, also managed by the Bureau of Crisis Prevention and Recovery (BCPR), allowing UNDP to seed programmes that are of strategic importance. The TTF allows UNDP to address the funding gap resulting from the limited core resources presently available under TRAC 1.1.3 in light of an increasing demand from countries in the thematic area of crisis prevention and recovery. The different contribution modalities of the TTF provide flexibility to donors, especially

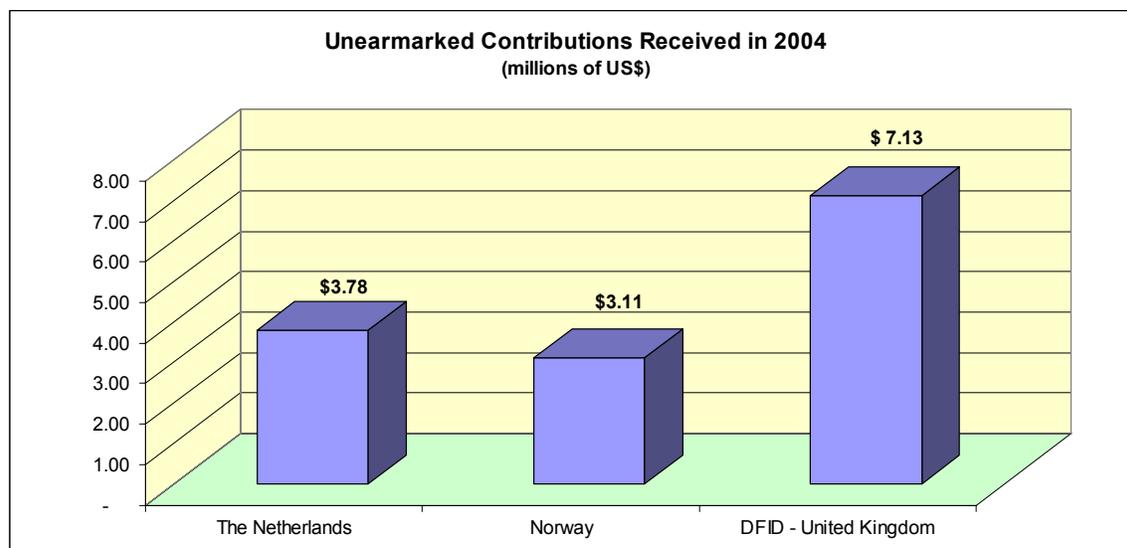
⁶ Geneva Graduate Institute of International Studies (2003), *Small Arms Survey 2003: Development Denied*. Oxford: Oxford University Press.

⁷ International Campaign to Ban Landmines (2004), *Landmine Monitor 2004*. New York: Human Rights Watch; UNDP (2005), “Mine Action: Capacity development for a safer world”. New York: UNDP.

⁸ UNHCR (2005), *2004 Global Refugee Trends*. Geneva: UNHCR, 17 June 2005.

⁹ *The Economist* (2004), “Fighting for survival: Special report United Nations”, November 20th, pp. 25-27.

regarding earmarked and unearmarked funds.¹⁰ In spite of the currently small proportion of unearmarked funds, UNDP stresses the importance of this category of funds to maximize flexibility and innovation and to ensure the swift and effective action demanded in all crisis contexts. The following graph shows which donor countries have contributed unearmarked funds in 2004.



Contributions to the CPR TTF are allocated to country, regional, and global programmes by the BCPR-managed Allocations Committee. To ensure rapid decision-making in crisis contexts, the Allocations Committee reviews and discusses funding proposals frequently, approximately every three weeks, without particular application deadlines for country offices. The appraisal of proposals is guided by the following criteria:

- Comparative advantage of UNDP for the proposed initiative.
- Coordination and partnerships with UN sister agencies and other partner organisations.
- Catalytic and innovative potential of the proposed initiative.
- Integration of TTF funded programmes into the UNDP country portfolio.
- Integrative character of crisis prevention and recovery strategies (encompassing several service lines rather than one or two stand-alone projects).
- Gender- and conflict-sensitivity of the proposed initiative.
- Complementarity with UNDP's strategic vision as expressed in the 2004-07 Multi-Year Funding Framework (MYFF) as well as alignment with core results identified for each service line.

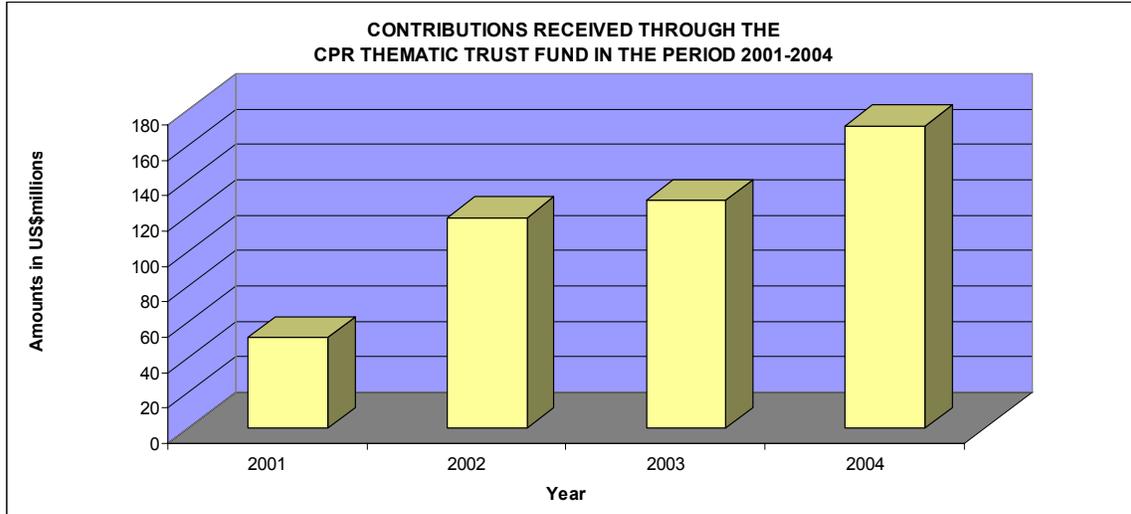
The purpose of this report is two-fold: to present the full financial report on contributions, allocations, and expenditures made under the CPR TTF in 2004, and to highlight key results achieved and challenges encountered in the initiatives funded through the TTF and supported through BCPR's service lines. The first part of this report provides a summary analysis of resources mobilized and programmed in 2004, setting the stage for the substantive narrative that follows. The latter is presented per CPR service line, including a section on the cross-cutting CPR Practice development and knowledge networking. The report concludes with a section on challenges encountered in the management of the TTF and ways they might be overcome. The final annex presents detailed figures on contributions received per donor and the allocation and expenditures made per service line and country.

The narrative on key achievements under each service line is structured according to the UNDP core results to which these achievements and initiatives relate. The core results for each service line have been determined in UNDP's MYFF for 2004-07.

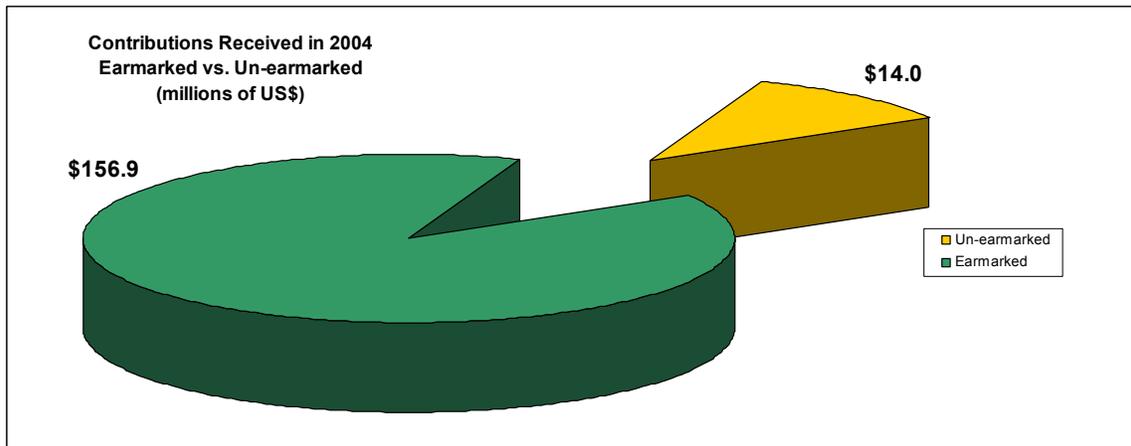
¹⁰ "Earmarked" refers to such funds that donors provide to UNDP for pre-determined countries, programmes and/or thematic areas. "Unearmarked" funds are those which donors provide leaving it to UNDP to determine the best use of these funds at the most appropriate moment.

II. SUMMARY ANALYSIS OF RESOURCES MOBILIZED AND PROGRAMMED IN 2004

The contribution level of the Thematic Trust Fund for Crisis Prevention and Recovery has increased steadily since its inception in 2000. Total contributions received in 2004 were US\$ 170 million, a further increase over the US\$ 129 million in 2003.



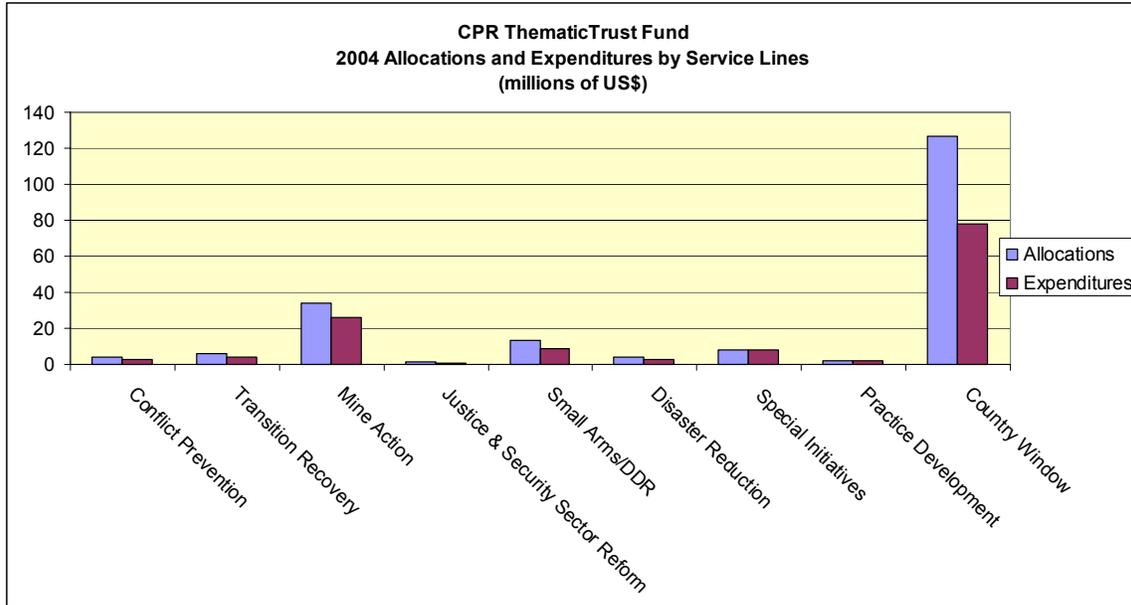
The greater part of TTF contributions continues to be earmarked for specific projects. In fact, in spite of the absolute increase in contributions, the ratio between un-earmarked and earmarked funding has actually declined. In 2004 only 8 percent of TTF contributions were un-earmarked. By contrast, in 2003 un-earmarked funds had made up 27 percent of all TTF contributions.



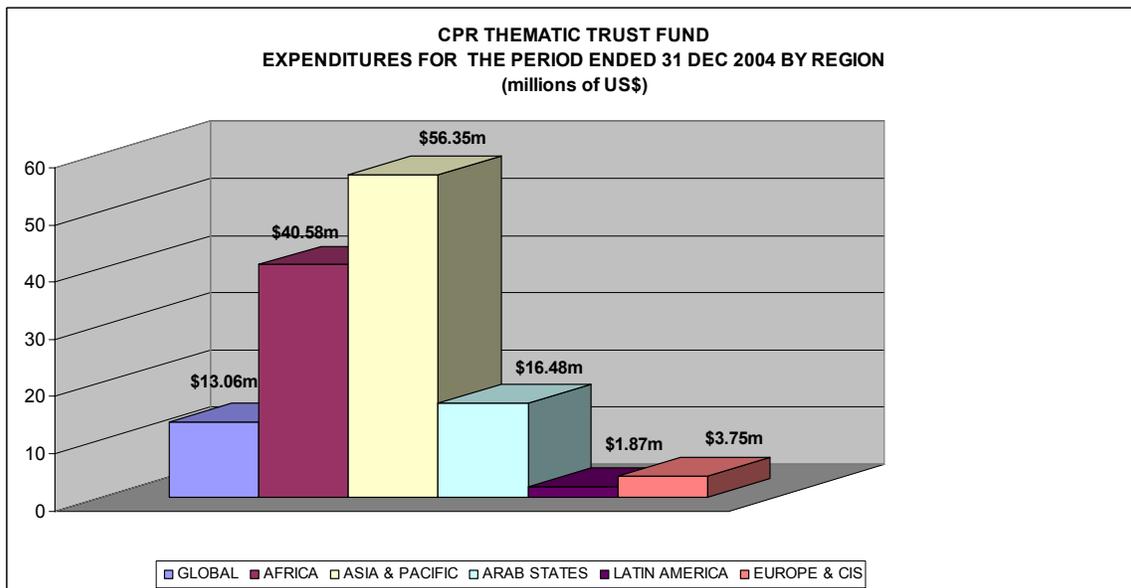
All CPR service lines received TTF allocations in 2004. A significant majority was allocated through Mine Action and Small Arms/DDR service lines, followed by Special Initiatives, Transitional Recovery, Conflict Prevention, Disaster Reduction and Security Sector Reform service lines. This distribution is both a reflection of donor interests and the high level of demand from country offices and governments for support from these service lines.

As explained in more detail in the respective chapter, a significant portion of funds was channeled through the TTF Country Window to finance a range of sectoral initiatives, accounting for 74 percent of the total allocations programmed in 2004. Of these funds the largest sectoral allocation was for UNDP-supported disarmament, demobilization, and reintegration (DDR) programmes. Taken together, DDR

contributions accounted for 39 percent (US\$ 67 million) of total 2004 TTF contributions, or 53 percent of allocations made under the Country Window. The decision of donors to channel DDR funds through the TTF attests to the increasing recognition that UNDP's financial modalities constitute an efficient mechanism for managing funds in this complex sector.



As in previous years, BCPR ensured that all regions benefited from TTF resources while also funding regional and global initiatives aimed at enhancing international collaboration and facilitating policy development. While support for least developed countries, particularly in Sub-Saharan Africa, remains UNDP's corporate priority, donor earmarking, as in the previous year, led to a regional distribution that saw Asia and the Pacific receiving the greatest allocations. This continues to be predominantly influenced by the comparatively high attention received by Afghanistan: With allocations of over US\$ 85 million, Afghanistan has received by far the highest amount of TTF funding. The two countries with the second highest allocations of over US\$ 23 million each were Iraq and Liberia. More details on contributions received and programmed in 2004 can be found in the financial report (Chapter VI).



III. SUBSTANTIVE REPORT PER SERVICE LINE

SERVICE LINE 1: CONFLICT PREVENTION AND PEACE-BUILDING

The conflict prevention and peace-building work of UNDP supported by the CPR TTF included policy initiatives, refining and “rolling out” conflict assessment tools, and support for country-level programming. All of these elements included capacity-building – within UNDP, with key national partners, and in the context of wider UN processes, such as the Common Country Assessments (CCA) and UN Development Assistance Frameworks (UNDAF). A small Conflict Prevention team, based within BCPR, provides technical advice, surge capacity, partnership development, knowledge management, and tool development.

Much of the conflict prevention and peace-building work of UNDP in 2004 has focused on post-conflict programming to ensure that countries do not relapse into violence and that interventions are conflict sensitive. More recently, there is an increasing demand for initiatives that address potential tensions at a pre-conflict stage. Such initiatives include addressing the root causes of conflict through development programming and fostering stronger national capacities in conflict management and resolution. Some of this work has been undertaken within the framework of a joint programme of UNDP and the UN Department of Political Affairs (DPA) on building national capacities for conflict prevention supported by the CPR TTF. Launched in January 2004, this programme remains the only systematic programme in the UN system that supports concrete conflict prevention approaches and initiatives in pre-conflict settings.

Since conflict prevention is a cross-cutting issue, a number of programmes reported under other CPR service lines (e.g., Mine Action, DDR, Justice and Security Sector Reform) and UNDP practice areas (e.g., democratic governance, millennium development goals (MDGs), etc.) have also been developed and implemented with a peace-building and conflict lens. An important initiative during 2004 was the support to mainstreaming conflict prevention throughout the CPR service lines and the further refinement of the Conflict-related Development Analysis (CDA) methodology and its application in different thematic and country contexts.

TTF allocations for this area are closely aligned to two core results that have driven the work of the Conflict Prevention and Peace-Building service line.

1. National conflict prevention expertise in place and operational/equipped with resources (within government, civil society organizations (CSOs), etc.) to effectively identify and address root causes of violent conflict.

The joint UNDP-DPA programme has opened entry-points for support to conflict prevention by focusing on the capacities and skills that help national and local actors to find solutions to divisive national issues or critical policy questions, and to jointly “own” that process. As a result, with support from the TTF, conflict prevention initiatives have been supported in Guyana, Ecuador, Ghana, Zimbabwe, and Yemen. For example:

- Continued support for the **Guyana** Social Cohesion Programme resulted in strengthening the Ethnic Relations Commission as a national and autonomous resource for building consensus and promoting reconciliation around ethnic tensions and divisions.
- The successful mobilization of local government and civic actors to prevent violence in **Ghana’s** troubled northern region during national elections in 2004 contributed to political stability in the country.
- Following an agreement between the UN Secretary-General and the **Ecuadorian** government, a comprehensive peace and development programme of assistance was developed for the northern provinces, which have borne the brunt of the spillovers from Colombia’s civil conflict.

- Continued support for the conflict transformation programme in **Zimbabwe** culminated in 2004 with a request of assistance from the government for the settlement of local land disputes.

2. Conflict prevention and peace-building approaches informed/factored into national development frameworks and integrated programs designed and implemented at the national and local levels.

With support from the TTF, UNDP provided support to the transition in **Iraq**, specifically on issues related to the constitution-making process, transitional governance, and the rule of law. These efforts fall directly within the mandate of Security Council Resolution 1546, which tasked the UN with promoting national dialogue and consensus-building on the drafting of a national constitution. Although the fluidity of the situation and security problems in Iraq constrained engagement on these issues, UNDP commissioned, finalized, and disseminated a number of expert papers on electoral systems, the national conference, de-Ba'athification, federalism, constitution-making processes, and lessons learned from comparative constitutional processes. These papers helped to further the understanding of UN and Iraqi decision-makers as to how these processes can contribute to conflict prevention or may in fact aggravate sectarian and inter-group conflict in Iraq.

Contributions from the TTF were also put towards global and country-specific support for the formulation and/or review of conflict sensitive development strategies and programming, while building on the UNDP-wide approach to conflict analysis that was piloted in 2002-03 and culminated with the development of the CDA. In particular, UNDP was called upon by the UN Development Group/ Executive Committee on Humanitarian Affairs (UNDG/ECHA) Working Group on transition situations to integrate the CDA tool into the Post-Conflict Needs Assessment (PCNA) methodology. UNDP then worked with the World Bank in the application of the PCNA in **Haiti** and **Sudan** in order to ensure the incorporation of conflict sensitivity into these national processes.

In partnership with the government of the **Solomon Islands** and key donors, UNDP initiated a conflict analysis process (known as the Peace and Conflict Development Analysis, PCDA) to assess the nature and causes of past violence to provide a common platform for the design and implementation of interventions on the part of government, civil society, and donors (see case-study, below). In addition, with contributions from the TTF, support was provided to the review of UNDP's new governance programme for Bougainville in **Papua New Guinea**, from a peace-building and "Do No Harm" perspective and to the launch of a participatory conflict analysis process in **Indonesia**, which aimed to provide a forum for multi-stakeholder dialogue in three conflict-affected provinces and to establish common ground on strategic directions for development and peace among different stakeholders, particularly civil society and government.

A number of **lessons learnt** have emerged out of these country experiences, and these are contributing to the strength of UNDP's overall practice on the development of conflict sensitive programmes and strategies, both nationally and locally. For instance:

- Achieving buy-in for conflict analysis processes in post-conflict environments, where conflict is regarded as a phenomenon of the past, may prove difficult at times, as there can be some reluctance among key stakeholders to consider the prospect of further conflict.
- Because various sectors in society tend to define "peace" and "conflict" in different ways, in many conflict-affected settings programme responses have proven very different and often fragmented. In this sense, conflict analysis processes have helped define a common vision among key stakeholders for long-term peace and sustainable development within which overall programming can fit.
- The process of achieving consensus can often be as important as the output itself.
- A multi-stakeholder and joint approach (e.g., with government, civil society, key donors, etc.) to these processes ensures the application of the analysis beyond UNDP and has served to improve coherence and coordination between agency strategies and actual interventions.

- While UNDP has developed an organization-wide approach to conflict analysis, it is essential to further adapt and shape the CDA framework and approach to reflect the specific context in which it is being applied.

Peace and Conflict-related Development Analysis in Solomon Islands

The Solomon Islands experienced violent conflict from 1998 to 2003, which left hundreds of Solomon Islanders dead, displaced thousands internally, and destroyed an already narrow economic base. In 2003, an Australian-led Regional Assistance Mission to Solomon Islands (RAMSI) was launched at the request of the newly elected government and with the endorsement of the Pacific Island Forum to support the restoration of the rule of law and to initiate a governance and economic reform process to lay the ground for long-term peace. To complement this process, UNDP facilitated a Peace and Conflict-related Development Analysis (PCDA) to elaborate a deeper understanding of the conflict's root causes in development terms.

The PCDA was launched in early 2004, in partnership with the Solomon Islands National Peace Council, the Department of National Unity, Reconciliation and Peace, and the Ministry of National Planning & Human Resources Development, in order to further assess the many, often anecdotal, explanations of the conflict and to identify key challenges facing Solomon Islands. Building on the UNDP approach and experiences with conflict analysis, the PCDA was developed through a multi-layered consultative process, involving government actors, donors, the private sector, nongovernmental organizations, and community representatives, such as village elders, chiefs, senior women, and church leaders.

Undertaking the PCDA within eight months of the deployment of the first, and predominantly military, component of RAMSI, provided an opportunity to:

- Assess the mechanisms generating peace and conflict in Solomon Islands;
- Determine what Solomon Islanders understood to be the root causes of the conflict;
- Identify avenues to address these issues, while building upon the peace dividends provided by RAMSI;
- Build a shared understanding of the conflict's causes and deconstruct widely held beliefs that the conflict was fundamentally about ethnicity.

The identification of the issues of land access and ownership, law and justice, and equitable access to economic opportunities and public services—framed within the intertwined systems of traditional and non-traditional authority—is now informing government and donor approaches to recovery. For instance, the results of the PCDA have been endorsed by the government and are being integrated into the national recovery plans. The PCDA also became a reference for donors considering support for Solomon Islands. As the EU representative put it at the Donor Partners Conference in November 2004, “the PCDA should inform the government on how to guide the many inputs which donors are offering in partnership so as to minimize conflict and maximize development returns.”

Kieren MCGovern, UNDP Fiji

SERVICE LINE 2: RECOVERY

The number of countries reporting under the Recovery service line has been growing rapidly, reflecting the general trend of the Crisis Prevention and Recovery practice. In 2004, 31 countries have reported interventions under the Recovery service line, representing 39 percent of the total number of countries (83) that have reported interventions under UNDP's goal of Crisis Prevention and Recovery. The TTF Recovery allocations are closely aligned with the corporate results linked to the Recovery service line, as highlighted below.

The implementation of the Recovery service line is supported within BCPR by the Transition and Recovery Unit (TRU), and was supported by special capacity grants from the United Kingdom and the Danish Government. The main objective of the TRU is to support country offices in attaining their core recovery results by deploying surge capacity, supporting partnership development, and through knowledge management. In 2004 the TRU deployed surge capacity to 21 countries, enabling country offices to formulate strategies for early recovery, reintegration programmes, or to take part in inter-agency needs assessments in crisis or post-conflict countries. Key achievements in 2004 are presented below in relation to the three core recovery results.

In terms of **partnership development**, the TRU has supported a strengthened partnership between UNDP and the World Bank in Liberia, also at the operational level. Drawing from an initial strategy for cooperation with the World Bank on Rapid Social Assessment and work on community-driven development, UNDP will soon enter into an agreement with the Bank that will give communities mobilised by UNDP access to the Liberia Agency for Community Development, set up by the Bank.

In terms of **knowledge management**, the TRU was instrumental in the development of the recently published UNDG Guidance Note on Durable Solutions for Displaced Persons, which provides strategic policy and programming advice to the United Nations Country Teams. It identifies population displacement as a key challenge and seeks to include it in national priorities and programmes.

1. Multi-sector frameworks and sector-specific programmes for early recovery

Multi-sector frameworks for early recovery address the resumption of social services, rebuilding of local infrastructure, employment and livelihoods, economic revitalization, and local governance in crisis and post-conflict situations.

With funding from the TTF in 2003, the TRU, together with the World Bank, set to work on reviewing current practice in conducting needs assessments. This initiative led to the development of what is now called the Post-Conflict Needs Assessment (PCNA) methodology released in 2004 by the UNDG and the World Bank. In 2004, UNDP played a significant role in the PCNA exercises undertaken by inter-agency teams in **Haiti, Iraq, Liberia, and Sudan**—in some cases taking the lead role for developing important components of the multi-sector frameworks, such as governance (Iraq), reintegration and community-based recovery (Sudan and Liberia), or supporting the coordination of the entire process (Haiti).

In **Sudan**, in anticipation of the comprehensive peace agreement, TTF allocations were provided to initiate post-conflict planning and programming to ensure a coherent, multi-sector, integrated approach for UNDP support, and to develop specific interventions in justice sector reform and local governance, especially in Southern Sudan.

2. Comprehensive and sustainable programmes for internally displaced persons (IDPs), returning refugees, and ex-combatants in place

The TTF funded several reintegration programmes to provide an overarching framework for institutional collaboration in the implementation of programmes for refugees, IDPs, and ex-combatants. These programmes are aimed at effecting the transition from relief to development in an integrated manner. They are inclusive of and build on the inter-agency "4Rs" programmes, which are aimed at better integrating responses in respect of the repatriation, reintegration, rehabilitation, and

reconstruction processes. The goal is to ensure the sustainable socio-economic reintegration and rehabilitation of displaced populations on the one hand, and to support the absorptive capacity of receiving communities on the other.

Sierra Leone became a pilot country for the 4Rs at the end of 2002. In 2004, TTF funding for Recovery, together with additional UNDP resources, allowed for the expansion of the Transition Support Teams (TST) facility to 13 districts in Sierra Leone. The TSTs facilitated work with district stakeholders to reassess the development assistance coordination structure and to help create a system capable of formulating a comprehensive District Development Plan with the participation of communities and civil society groups. The TSTs identified gaps in current funding in the districts, and prioritized and funded needs from a UN Country Team common pool of funding.

The TTF also funded the pilot 4Rs programme in **Sri Lanka**, which adopted an integrated community based approach focusing on eight villages located in three districts in the north and east of Sri Lanka: Batticaloa, Kilinochchi, and Mannar. The 4Rs programme created livelihood and reintegration opportunities for resident and 1,978 IDP/refugee families by supporting small savings and credit groups, a revolving loan fund, and by improving and diversifying farming practices. The programme further supported labour-intensive rehabilitation of community infrastructure, such as improving access between villages, construction of agro-wells, community centers and children parks in ethnically mixed communities. It also strengthened the service delivery capacity of local authorities while enhancing community participation in planning, implementing, and monitoring rehabilitation and development activities. Conflict resolution training for social mobilisers and village leaders was conducted, providing participants with effective ways of communicating and resolving problems arising in the communities.

Further, responses in inter-agency pilot 4Rs programmes have initiated an excellent partnership with UNHCR, UNICEF, WFP, ILO, and other organisations in Afghanistan, Sierra Leone, Sri Lanka, and Eritrea. The spread in 2004 of the 4Rs approach to other countries, such as Liberia and Sudan, has continued to strengthen this relationship both at Headquarters and at the field level for addressing sustainable solutions for the return of displaced populations and their host communities.

In the **Democratic Republic of Congo** a Post-Conflict Unit (PCU) was established in 2003 within the UNDP country office responsible for supporting the Government and other national partners on demobilization, disarmament, and reintegration (DDR). The PCU provides the necessary technical assistance to design projects, develop operational frameworks, formulate management tools, and carry out resource mobilization. Following the adoption of a national DDR programme, UNDP handed over its lead role on DDR issues to the newly established National Commission for DDR in April 2004. TTF funds were allocated further in 2004 to continue the work of the PCU, allowing the unit to formulate and promote a portfolio of projects, including such programmes as: Reconciliation and Community Development in Ituri; Rapid Response Mechanism (DDR); Community Reconstruction, Reinsertion of Ex-Combatants, and Small Arms Reduction; Support to War Wounded; and Protection and Reinsertion of IDPs.

In addition, the Post-War Emergency Rehabilitation (PoWER) programme in **Eritrea** continued to be financed by TTF, providing employment, housing, health, and education to 10,000 internally displaced and returning refugees

Finally, in **Serbia and Montenegro**, the TTF—working with the Ministry of Social Affairs, local authorities, and NGOs—has helped to provide alternative accommodations and outreach services to 130 elderly refugees and IDPs.

3. Sustainable livelihoods restored, enabling attainment of Poverty MDGs

In 2004, TTF funding in **Bosnia and Herzegovina** was put towards the Srebrenica Regional Recovery Programme (SRRP), which is an integrated and comprehensive framework seeking to revitalize the human and physical capital of the region. The SRRP is comprised of five interrelated components: Economic Development, Local Government, Civil Society, Gender Mainstreaming, and Infrastructure. Specifically, TTF funding was allocated towards the Equitable Business Opportunities segment of the

programme. The SRRP is seen by many as reviving one of the most destitute regions of the country that singularly symbolizes the tragedy of the war.

Uganda Transition Recovery Programme

The 19 year old war between the Lord's Resistance Army (LRA) and the Government's Ugandan Peoples' Defence Forces (UPDF) has resulted in the displacement of over 1.6 million persons. This in addition to resource-based disputes and traditional animosities in the Karamajora Region which have displaced an additional 90,000 persons led to the UN describing the situation in northern Uganda as a "forgotten humanitarian tragedy" in 2004.

In July 2004, the UNDP country office began to play a more active role in CPR issues, including this as one of three components in the new Country Programme Document and creating a CPR unit. BCPR support was critical in helping the country office to reposition itself vis-à-vis the conflict-affected areas of Uganda and putting crisis response on the map through the Transition and Recovery Programme (TRP). This programme has been an innovative approach to help displaced people move away from food aid and return to productive livelihood activities.

(a) Livelihood promotion (through training and income generation) - a pilot phase in northern/eastern Uganda

Dependency on food aid has grown over the years, and many IDPs who were formerly self-sufficient are increasingly willing to return, where possible, to a productive life. Support to restore livelihoods is critical; and following an inter-agency needs assessment, UNDP began to pilot that component in three districts in the Teso sub-region, using a combination of land-based (seeds & tools) and non-land-based (training, etc.) interventions.

(b) Capacity support to the Office of the Prime Minister (OPM), including strengthening response capacity at district levels

The Department of Disaster Preparedness and Refugee Affairs (DDPR) has the overall mandate for providing assistance to IDPs, but its role has been greatly inhibited by its limited capacity both at the central and district levels. UNDP, through its preparatory Transition Recovery Programme, provided much needed support to strengthen the DDPR/OPM through the recruitment and placement of a Senior Adviser to support the DDPR in implementing the national IDPs policy and in preparing a coherent recovery programme for northern Uganda. In addition, seven national coordinators were recruited and deployed to seven conflict-affected districts to strengthen local capacity for coordination and planning as well as for early recovery, including IDP return/reintegration.

(c) Initiating early preparations for reintegration and recovery

UNDP is leading efforts to jumpstart early preparations for return and reintegration through the Transition Recovery Programme. This includes participation in a taskforce set up by the UN Country Team to develop an IDP return and reintegration framework. UNDP is also working with FAFO, a Norwegian NGO, to plan and conduct an extensive field survey for profiling IDPs as a prelude to starting tailored planning for return and reintegration.

*Auke Lootsma,
Deputy Resident Representative, UNDP Uganda*

SERVICE LINE 3: SECURITY SECTOR REFORM AND TRANSITIONAL JUSTICE

In 2004 several key UN reports identified the rule of law as fundamental to the furtherance of the peace and security agenda. The Secretary-General's April 2005 report, *In Larger Freedom: Towards Development, Security and Human Rights for All*, starkly states, "We will not enjoy development without security, we will not enjoy security without development, and we will not enjoy either without respect for human rights."

While UNDP's experience in supporting transitional justice and security sector reform through country programming is recognized as a critical element in promotion of rule of law, the Justice and Security Sector Reform (JSSR) team, which is responsible for managing this service line, was actively engaged with the broader UN-wide reform processes. This resulted in a fundamental rethinking of the role of the UN system vis-à-vis the rule of law.

Parallel to the UN efforts, UNDP initiated its own process in 2004 to strengthen and refine UNDP's work and commitment to justice and security sector reform in both post-conflict recovery and conflict prevention. As a result, the currently small JSSR team will be expanded into a full unit in 2005. It will have both policy and technical support functions, bring together expertise from two UNDP practice areas – Democratic Governance and Crisis Prevention and Recovery – as well as serve as the UNDP interface on rule of law programming in peace operations.

CPR TTF funds allocated under the Security Sector Reform and Transitional Justice service line enhanced and expanded UNDP programming towards two corporate core results for the 2004-07 time period, namely:

- Building national systems for the promotion and protection of human rights.
- Developing transitional justice mechanisms to support peace-building and preparing for longer term institutional development of the justice and security sector reform.

Resources available and allocated for security sector reform and transitional justice have been minimal, when weighed against needs and increasing interest and demand from programme countries. Less than 1 percent of the total CPR TTF, or US\$ 1.3 million, was allocated for programming in eight countries in 2004. Given the priority placed on justice and security sector reform by the UN system, UNDP envisages expanded activity in this area in 2005.

1. Building national systems for the promotion and protection of human rights

In **Haiti**, TTF funding enabled UNDP to support national initiatives to strengthen the justice sector, reform criminal procedures, and review existing legislation. This was closely linked to the objectives of the UN peace operation, MINUSTAH; and the 2004 support served as a catalyst for on-going, longer-term programming to rule of law. Additionally, TTF funding strengthened the civil registry systems, an important aspect of citizen protection, by training civil registry and judicial officers on specific legal and administrative procedures.

In **Kosovo**, TTF funding resulted in the development of a strategic framework to assist in the UN Mission's transition and handover to national institutions in the judicial and security sectors. The TTF funding supported capacity building and strengthening of the Kosovo Office for Public Safety and the Judicial Inspection Unit.

"Vetting" or screening of public employees who work for police, corrections, or judicial institutions in crisis and post-conflict countries is increasingly being called for as part of a reconciliation or reform process. The CPR TTF supported a UNDP initiative to develop a tool to assist countries and institutions facing such challenges. These guidelines will be part of a UN family 'tool packet' for country offices and peace operations.

The **Sierra Leone** Special Court was established jointly by the United Nations and the Government of Sierra Leone after a Security Council resolution to try those who bear the greatest responsibility for serious violations of international humanitarian law and Sierra Leonean law committed in the country since 30 November 1999. The TTF funded an initiative to ensure a national “legacy” of the Special Court through the drafting of a new Criminal Procedures Act and Codes of Conduct for Judges and Legal Practitioners and the development of a legislative agenda for the human rights of women and girls. UNDP partnered with the Sierra Leone Parliamentary Committee on Human Rights to support legal research on gender discrimination in the law and a district level consultative process on gender concerns. Out of this process, landmark legislation was drafted covering marriage, divorce, inheritance, property rights, and domestic violence, and is being considered by the Sierra Leone Parliament in 2005. The TTF funds complemented core UNDP resources.

2. Developing transitional justice mechanisms to support peace building and preparing for longer-term institutional development of the justice and security sector reform

In **Sierra Leone**, CPR TTF funding continued in 2004 to support the Truth and Reconciliation Commission (TRC). Transitional justice mechanisms are important to peace consolidation and longer-term stabilization in many post-conflict contexts. During 2004, over 700 community-based reconciliation events were conducted jointly by the TRC and the Sierra Leone Inter-religious Council, including ceremonies, reburials, and assistance for reintegration of victims and perpetrators. These were the only comprehensive, nation-wide reconciliation activities following the process of public hearings. They filled an important gap before the TRC report was presented to the President in November 2004. The report’s recommendations included calls for the strengthening of democracy, rule of law, abolition of the death penalty, improved protection of human rights (especially of women and children), and provision of reparations for victims of amputations or sexual violence.

In **East Timor**, the TTF supported the work of the Truth and Reconciliation Commission to merge formal legal practices and customary mechanisms, thereby gaining more access to rural citizens and speeding up many outstanding perpetrator applications. To further reinforce the reconciliation process, TTF funds supported the training of commissioners and district representatives engaged with the TRC. TTF funds also supported the production of the final report of the TRC, which is scheduled to be released in July 2005.

In **Liberia**, UNDP and the UN peace operation (UNMIL) worked together to train the Liberian National Police. While UN Civilian Police (CIVPOL) undertook the actual training, the rebuilding of the police academy and local level police stations was supported by the CPR TTF.

SERVICE LINE 4: SMALL ARMS REDUCTION, DISARMAMENT, AND DEMOBILIZATION

The results in 2004 reflect both a consolidation and a significant expansion of UNDP's work on small arms control, armed violence reduction, and disarmament, demobilization, and reintegration (DDR) at national, regional, and global levels. The TTF continues to be a critical and flexible tool in ensuring that UNDP, through its Small Arms and Demobilization Unit (SADU), plays a leading role in supporting national capacity development in these key areas. UNDP now supports small arms control, armed violence reduction, and DDR initiatives in more than 30 countries worldwide.

US\$ 7 million was mobilized under this service line in 2004. The funds have been used to support initiatives and programmes in Central African Republic, Republic of Congo, Haiti, Honduras, Liberia, Macedonia, Papua New Guinea, Serbia and Montenegro, Sudan, and Guatemala as well as to provide financial and technical support to efforts in Bosnia and Herzegovina, Colombia, El Salvador, Ghana, and Sierra Leone, and regional programmes in South Eastern Europe and West Africa.

1. Reducing the use of small arms and curbing violence

During 2004, SADU provided technical assistance on **weapons collection, management, and destruction** in Costa Rica, Central African Republic, Brazil, Paraguay, Peru, Ghana, and Uganda. TTF resources have been used to support the collection and destruction of 340,378 small arms; 1,165 tons of ammunition; and a further 49.6 million items such as cartridges (bullets). In addition, stockpile management assistance and training was provided to nearly 800 individuals in various countries, with a focus on weapons and ammunition safety and security.

In 2004, UNDP supported the destruction of 20,000 surplus small arms in **Serbia**. UNDP also established and coordinated Monitoring and Verification Teams consisting of UNDP, civil society, and local NGOs who were tasked to monitor, verify, and report on the registration, packing, and destruction of the weapons. Government systems were also established to monitor and undertake the registration of weapons earmarked for destruction in accordance with international standards.

BCPR has also contributed through the TTF to the "Sociedad sin Violencia" (Society Without Violence) programme in **El Salvador**. This programme builds on the results of a previous project, and its achievements should strengthen further interventions at the national level. In **Serbia and Montenegro**, UNDP supported the development and implementation of the National Small Arms and Light Weapons control strategy at the state union and republic level.

In collaboration with Oxfam, UNDP is supporting the reduction of armed violence in **Kenya**, and promoting peace-building amongst pastoralist communities in the Garissa district. During 2004, awareness-raising with provincial authorities, security agencies, and community leaders has taken place through targeted sensitization activities. In **Honduras**, the TTF has funded UNDP support for addressing small arms issues, while at the same time considering some of the gender dimensions of the issue. UNDP support also focuses on the role of women in youth gangs and an initiative against gender-based violence. UNDP's regional small arms reduction programme (SARP) in the Great Lakes region used TTF resources to fund research on the impact of Small Arms and Armed Violence on Women in **Burundi**.

During 2004 the **Armed Violence Prevention Programme** (AVPP) was finalized and technical assistance was provided by UNDP and WHO to the country offices in Brazil and El Salvador to begin implementation, which will be financed through the TTF. The AVPP aims to identify best practices and the most effective approaches to armed violence reduction in different settings, in order to help develop a broader international policy framework on armed violence issues.

2. Disarmament, Demobilization, and Reintegration (DDR)

UNDP has been engaged in disarmament, demobilization, and reintegration (DDR) of ex-combatants since 1991 in both peacekeeping and non-peacekeeping contexts. The rationale for UNDP's engagement is to support peace processes and enhance security so that post-conflict recovery can

commence and progress. The organisation works to develop comprehensive DDR strategies that ensure that short-term security imperatives are integrated into longer-term recovery and development programming. In 2004 the TTF has been used to fund the development and implementation of DDR programmes in Central African Republic, Colombia, Democratic Republic of Congo, Haiti, Liberia, Republic of Congo, Somalia, and Sudan.

In **Liberia** some 104,000 ex-combatants have been disarmed and demobilized in seven centres during 2004 in three consecutive phases. Apart from disarmament, various services were provided to ex-combatants at cantonment sites, such as the provision of food, medical screening, pre-discharge orientation, reproductive health awareness training, psychological support, etc.

In **Sudan**, UNDP provided advice to the Government of Sudan and the Sudan People's Liberation Movement/Army (SPLM/A) in defining DDR provisions of the Comprehensive Peace Agreement. Since then UNDP has continued supporting the parties in DDR planning as well as in the design of a comprehensive DDR programme.

In the **Democratic Republic of Congo**, UNDP is managing the disarmament, demobilization, and reintegration of over 12,000 ex-combatants in the Ituri region. Due to its "rapid response mechanism" for DDR, UNDP is the only organization with sufficient operational capacity to rapidly implement the political decision to demobilize combatants following the Ituri massacres and MONUC interventions in 2004.

In peacekeeping contexts, UNDP collaborates closely with the UN's Department of Peacekeeping Operations (DPKO) and other UN agencies, departments, funds, and programmes in the development of **a common UN approach to DDR**. Such collaboration strengthens DDR capacities and enhances expertise of Peacekeeping Operations; provides greater strategic and programmatic depth; improves management of financial and UN system inputs; and provides a seamless interface between the security and military functions of DDR as well as broader transition and reconstruction processes. UNDP's participation also ensures an efficient mission exit strategy and follow-up.

In **Haiti**, UNDP and DPKO established an integrated DDR section and programme within MINUSTAH. In this structure the UNDP DDR Advisor also serves as the MINUSTAH Deputy Chief for DDR, and is responsible for the management of UN DDR planning and operations, as well as UNDP-specific programming.

In **Sudan** the UN DDR unit established by UNDP in 2003 has become the core of the UN unified DDR support structure and programme within UNMIS, which provides the framework for fully integrated planning, programming, and operations among UNDP, DPKO, UNICEF, and other UN entities. This structure is operational at national, regional, and local levels, and will also possess a dedicated and flexible UNDP project support unit to ensure implementation capacity.

During 2004, UNDP also produced a **UNDP Practice Note on DDR**, which captures lessons learnt and best practice within the organization and offers practical guidance to policy makers and DDR practitioners.

UNDP has funded the development of a "**management information software**" (MIS) called DREAM (DDR & Arms Management), which will serve as a tool for DDR programmes as well as for the registration and stockpile management of national firearms. The software has an enhanced DDR component, which includes features relating to ex-combatant profiling, identification of training requirements, and monitoring of micro-projects. The MIS system will be available as a free service from UNDP for all UN and other international and national stakeholders involved in DDR. The system is currently being installed and adapted for use in Haiti, Ivory Coast, and Sudan.

3. Capacity development for small arms and violence reduction and demobilization

Since the launch of the second phase (July 2003 – June 2005) of the project **Capacity Development for Reporting to the UN Programme of Action on Small Arms**, which is funded by contributions to the

TTF from the Netherlands, Norway, Switzerland, and the UK, more than 80 countries have received assistance in reporting on their implementation of the Programme of Action. This reporting is done through regional workshops organised in partnership with the UN Department for Disarmament Affairs (UNDDA) and regional organisations. These took place in Kazakhstan (for countries of Central Asia), Fiji (for countries of the Pacific), Mali (for countries of West Africa), Kenya (for countries of East Africa and the Horn), and Peru (for countries of Latin America). This approach allowed the project to target more effectively a larger number of countries. The project also focused on increasing the number and quality of national reports submitted to UNDDA. Assistance material was produced in five languages to provide comprehensive and detailed guidelines on the preparation of a national report.

SADU's **Capacity Development Programme on Small Arms/ Violence Reduction and Demobilization** aims to enhance the capacity of UNDP staff, national and regional authorities, and NGOs to implement effective small arms control, armed violence reduction, and DDR interventions. In Nairobi, **Kenya**, a Training of Trainers Workshop for Capacity Development was organized in partnership with the UK-based NGO Saferworld for civil society organizations based in the Great Lakes Region.

In Lima, **Peru**, a Regional Workshop on Disarmament and Development for UNDP and UNDDA staff based in the region was organized in partnership with the United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UN-LiREC). The workshop discussed lessons learned related to citizen security and how to mainstream disarmament and development issues into UNDP country programming.

Programme and project staff from UNDP country offices working on small arms and DDR issues in the Great Lakes and Horn of Africa region participated in a capacity development workshop held in Mombasa, **Kenya**. The workshop was jointly organized with SARP, with the objective of building the capacity of UNDP staff to design, implement, and monitor small arms, armed violence, and/or DDR projects.

Small Arms Project in Ghana: Impact on Peace-Building and Conflict Prevention

Ghana has emerged as a peaceful, stable country in a volatile region beset by conflicts and violence. While not "in crisis," Ghana has experienced local conflicts and disputes that have at times posed challenges to democracy and development. The number of illicit small arms circulating in Ghana is of special concern, since it is estimated to be on the increase due to local production and smuggling.

In 2003 the Government requested assistance from UNDP to address small arms issues. In response, BCPR's Small Arms and Demobilization Unit (SADU), in collaboration with UNDP Ghana, developed a small arms project. The flexibility of the TTF and a contribution from the United Kingdom allowed UNDP to secure financing and start the project rapidly thereafter.

The Ghana project was innovative in that it focused on peace-building and conflict prevention in a country not directly in conflict or in a state of recovery. The project is making an important contribution towards maintaining stability and strengthening security in Ghana. The project has four key components: capacity building of the National Small Arms Commission, awareness raising and education, support to the National Firearms Bureau, and a baseline survey of small arms proliferation in Ghana.

Since its inception the project has attracted sustained interest from policy-makers, stakeholders, and the general public. The issue of small arms proliferation and misuse and their connection to security and development have been brought to the fore in the country, and are included in the recently completed CCA/UNDAF for Ghana. Activities such as the public destruction ceremonies of confiscated weapons or regional launches of awareness raising campaigns always get wide media coverage. UNDP support has also had a positive impact on facilitating interaction among key government institutions, the security sector, the private sector, civil society organizations and the general public on the threat of small arms. In a rather short time span, the project has achieved tangible results in a highly sensitive area that is recognized as increasingly crucial to foster development in Ghana and ensure the well-being of its population.

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Resident Representative a.i, UNDP Ghana*

SERVICE LINE 5: MINE ACTION

In 2004 the activities supported under the Mine Action service line of the Thematic Trust Fund for Crisis Prevention and Recovery included advisory services to 22 of the 27 mine-affected states that receive UNDP assistance in mine action. In addition, donors supported several of the *Global Partnership Projects* that BCPR's Mine Action Unit coordinates, which help to strengthen the capacities of national mine-action programmes to effectively plan, prioritize, and implement their activities. Approximately one-half of the US\$ 70 million that UNDP mobilized for mine action in 2004 was channeled through the TTF. The dozen major donors that supported mine action through the TTF recognize that one of the specific benefits of using this funding mechanism is that it enables them to support a global thematic, strategic approach to mine action rather than ad hoc project-level financing. The TTF has also enabled BCPR's Mine Action Unit to harmonize reporting processes as well as disburse and advance funds to specific countries and projects in a timely manner.

1. Coordination, Management, and Implementation

Establishing effective coordination mechanisms is central to UNDP's efforts to strengthen the capacity of national authorities to address the threat posed by landmines. BCPR's Mine Action Unit supported this effort through the TTF by helping national institutions address a range of issues from policy planning to coordination and implementation of mine-action operations. In addition, donor contributions through the TTF supported the Mine Action Unit's Management Training Courses, Socio-Economic Workshops, and Mine Action Exchange Programme among mine-affected states.

Examples of Country-level Programmes

In **Angola**, UNDP helped increase national capacity for sustainable management of mine action through three ongoing projects. These TTF-funded projects provided technical and managerial advice and training in support of provincial coordination; preparation of provincial and national strategic plans; investigation, quality assurance and control, and accreditation of demining operators; elaboration of national mine-action standards; and management of strategic landmine information.

In **Cambodia**, UNDP supported the work of the Cambodian Mine Action Authority and the Cambodian Mine Action Centre in clearing over 11 million square meters of land for agriculture, resettlement, and rural infrastructure. Furthermore, management reform initiated with UNDP's assistance in 2000 is now 90 percent complete, with the implementation of new finance, logistics, and human resources manuals, and satisfactory audit ratings of national and provincial mine-action organizations.

One of the key achievements in **Lao's** unexploded ordnance (UXO) sector in 2004 was the establishment of the UXO National Regulatory Authority (NRA) by the Prime Minister's Decree of 17 March 2004. UNDP assisted the government in establishing the NRA by drafting a blueprint for a legislative framework, providing institutional structure, and recruiting a Chief Technical Advisor.

In April 2004, **Tajikistan** adopted a five-year strategic plan for mine action. Through a TTF-funded project, UNDP assisted in putting coordination mechanisms in place and worked with national and local authorities to identify priorities for a landmine impact survey, a technical survey, and mine-clearance operations.

South-South Cooperation

UNDP's efforts to promote South-South cooperation are highlighted by BCPR's Mine Action Exchange Programme, which provides a mechanism for the staff of national mine-action programmes to undertake short assignments with the programmes of other nations or international organizations to share experiences. In 2004 a number of important exchanges funded through the TTF took place among mine-affected countries. In the area of advocacy, Yemen helped Sudanese political leaders and senior mine-action authorities develop a better understanding of the Mine Ban Convention, Member States' obligations under the treaty, and the legislative and institutional frameworks required to meet these obligations. This led to ratification of the Mine Ban Convention by the Government of Sudan. Several technical exchanges were also organized for mine-action managers. These included a one-

month exchange in which representative from the mine action programmes in Iraq, Somalia, and Sudan visited Yemen. Afghanistan also hosted a number of technical personnel from Yemen for six weeks to help the latter country improve its mine detection dog capacity.

Management Training and Programme Workshops

BCPR's Mine Action Unit continued to develop the management skills of national senior and mid-level mine-action programme managers in 2004, enrolling members of 20 national mine-action programs in its highly successful Management Training Programme, conducted in partnership with James Madison University, USA. In addition, in partnership with the Geneva International Center for Humanitarian Demining (GICHD), UNDP conducted three regional workshops for the Middle East, South-East European, and Asia and Pacific regions to train national mine-action managers on how to integrate socio-economic indicators in mine-action planning and management processes.

2. Mine Action and Development

TTF-funded projects supported one of UNDP's central mine-action issues in 2004 – the mainstreaming of mine action into development planning, programming, and budgeting processes. BCPR's Mine Action Unit formulated policy recommendations for mainstreaming mine action, which were shared with the international mine-action and development communities at the Nairobi Summit on a Mine-Free World in November-December 2004. UNDP uses these recommendations as a basis to encourage mine-affected states as well as bilateral aid agencies to include mine action in national development plans and programming.

In **Bosnia and Herzegovina**, UNDP assisted the government in revising its National Demining Strategy to reflect the country's Poverty Reduction Strategy Paper (PRSP) and Landmine Impact Survey. The strategy has been adopted by the State Council of Ministers.

In **Cambodia**, provincial mine-action committees and planning units were established in October 2004 by the Prime Minister. These structures are now recognized as the backbone of a decentralized mine-action planning system, which ensure a strong linkage between development planning and mine action. The Government of Cambodia has also adopted a ninth Millennium Development Goal on mine action.

In **Lao**, the government established a 10-year National Strategic Plan for the UXO sector, "The Safe Path Forward," which provides closer linkages between UXO clearance and the national development strategy – the National Growth and Poverty Eradication Strategy.

In **Mozambique**, UNDP has worked with the National Demining Institute to help it develop and get approval for several policy and legal instruments, including the National Strategic Plan for 2002–06, the National Operating Standard Procedures, and adaptation of the International Standing Operating Procedures and Accreditation Policy.

3. Completion Initiative

Looking ahead, one of the most significant projects for BCPR's Mine Action Unit is the Completion Initiative, which seeks to focus the attention of the international mine-action community on countries with a limited problem or where a concerted effort and funding commitment will help countries meet their international obligations and achieve a mine-safe status in a reasonable timeframe (i.e., 3-5 years). Countries participating in the first round of the Completion Initiative include Albania, Guinea-Bissau, Jordan, Lebanon, Mauritania, Senegal, Tajikistan, Yemen, and Zambia. They are enhancing their national mine-action plans to ensure that they contain clear benchmarks and investment requirements to: (a) remove the threat posed by high-impact and medium-impact minefields as rapidly as possible; (b) develop a residual capacity to respond to the problem of low-impact minefields after the departure of the international community; and (c) meet their obligations under the Mine Ban Convention. Participation in the initiative will also facilitate efforts to mainstream mine action into National Development Plans and Poverty Reduction Strategy Papers.

The Impact of Landmines and UXO on Food Security in Ethiopia

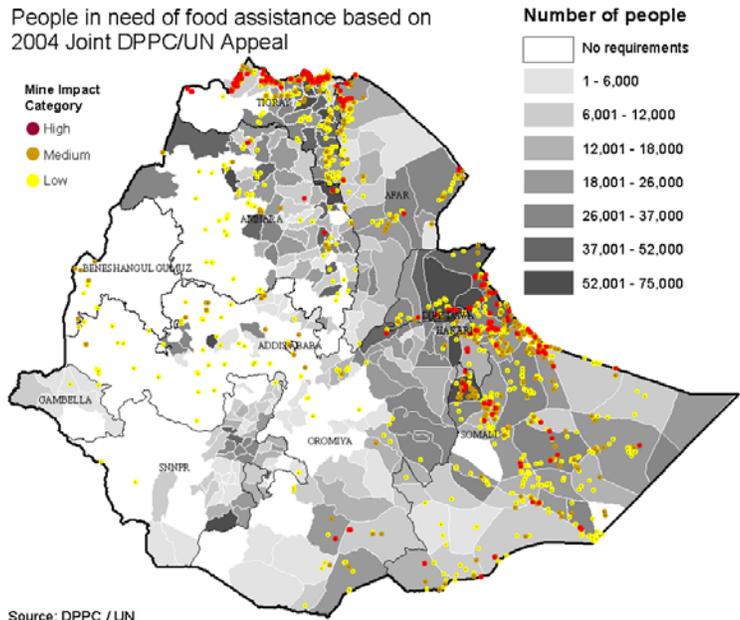
The Ethiopia Landmine Impact Survey (LIS) that took place between 2001 and 2004 identified 1,492 communities (out of approximately 14,980 known communities in Ethiopia) that were affected by landmines or UXO. This represents over 1.9 million people, roughly 3 percent of the population. The majority of these communities (79 percent) are rural and are dependent on livestock rearing and farming. Livestock are also a vital resource for the country's numerous pastoralist groups. Food production and distribution are often disrupted by extended periods of conflict. Transportation is a significant factor in influencing food scarcity, where an inability to transport food from producer to consumer leads to surpluses in some parts of a country and shortfalls in others.

In the 24 months preceding the LIS, landmines and UXO killed and injured 1,295 people, of whom two-thirds were engaged in herding or farming at the time of the incident. Pastureland is the resource most frequently reported as blocked by landmines or UXO, affecting more than half the communities (52 percent). Agricultural land was the third most frequently blocked resource, affecting more than 36 percent of the communities. Blockages to transportation routes were cited by 39 percent of the affected communities, although in most cases these were local routes rather than main roads. The correlation between the impact of conflict and food security is shown on the adjacent map, with mine-affected communities almost entirely in areas of significant food insecurity.

It is clear to the Ethiopian Government that landmines and UXO represent a considerable threat to the livelihoods of rural communities, and this is reflected in one of the four priorities of the Mine Action Office (EMAO): "the removal of impact on food security projects supporting agricultural and grazing land." Data from the LIS identifies such blockages, aiding efforts to restore access to these resources and providing a baseline to measure the effectiveness of interventions.

Food Assistance Needs in 2004

People in need of food assistance based on 2004 Joint DPPC/UN Appeal



*Bob Eaton,
Executive Director,
Survey Action Center, Washington, DC*

SERVICE LINE 6: NATURAL DISASTER REDUCTION

In 2004 the Natural Disaster Reduction service line - with TTF resources - responded to various demands from country offices and their national counterparts in Bolivia, Costa Rica, Cuba, Djibouti, Democratic Republic of Congo, Ecuador, Honduras, India, and Indonesia as well as regional counterparts in Africa, Asia, Latin America, and the Caribbean. The TTF mechanism has enabled UNDP to advance in its goal to reduce disaster risk. It is clear, however, that securing funding for longer-term disaster reduction and recovery programmes continues to be a challenge in the light of growing needs for humanitarian assistance. Although a well coordinated international response is essential in the case of major catastrophes that exceed national capabilities, it must be recognized that such a response does not address the complexity of underlying causes of disaster risk. UNDP, therefore, works towards mainstreaming risk-reduction into development policy and implementation.

UNDP activities under this service line are coordinated by the BCPR Disaster Reduction Unit (DRU), which provides technical assistance and financial resources for the design and implementation of capacity building programmes aiming at the following three core results.

1. Disaster risk-reduction integrated into development planning

The DRU supported a number of initiatives to strengthen national disaster reduction policy and strategy as well as the institutional set-up for disaster risk management. In **Djibouti**, UNDP complemented the government's own effort to establish national disaster preparedness and reduction institutions and capacities through the formulation of a national strategy and by equipping a Geographic Information System (GIS) unit with trained personnel for the preparation of vulnerability assessment maps. In **Indonesia** the DRU supported an initiative to enhance the country's disaster risk management system, resulting in the formulation of a comprehensive programme in close consultation with national and provincial authorities, universities/research institutes, and civil society representatives. During 2005 the technical assistance provided for this programme will focus on adapting the programme to the post-Tsunami needs.

At the regional level the DRU supported the development of a sub-regional disaster reduction policy and strategy for the **Andean region**. This highly consultative process led to the establishment of the Andean Committee for Disaster Prevention and Management, which was endorsed by the presidents of the Andean region and adopted as public policy. The strategy is providing a much needed framework for collaborative efforts among the Andean countries and the coherence of future initiatives. In **Africa**, BCPR organized jointly with the Secretariat of the International Strategy for Disaster Reduction (ISDR) and the UNDP Drylands Development Centre (DDC) the Forum on Drought Risk & Development Policy in Africa. The forum aimed to deliberate on strategies that will help reduce drought risk by fully appreciating the phenomenon as a challenge to the development process in this region and by proposing a framework for its integration into development approaches. This forum has led to the development of the Africa Drought Risk and Development Network (ADRDN), which will advocate and further elaborate on strategies and initiatives to address drought risk within the context of development approaches in Africa.

2. Sector-specific, national and/or regional expertise developed, covering disaster preparedness planning and/or mitigation of risks and vulnerabilities

In 2004 the DRU initiated a number of 'lessons learned' exercises that have helped consolidate, analyze, and disseminate risk reduction knowledge and experiences. In one such initiative, BCPR embarked on a consultative process with UNDP country offices and main stakeholders to capture lessons learned from recent disaster recovery experiences in **Latin America and the Caribbean (LAC)**. National workshops and consultations were carried out in the LAC region and were coupled with a review of lessons learned from disasters in Asia to produce **Post-Disaster Recovery Guidelines** for governments and UNDP country offices. These guidelines, although still in draft form, are being used to inform the recovery efforts in Grenada, Jamaica, Haiti, the Dominican Republic, and all the Tsunami affected countries in

Asia. In a cost-sharing initiative with the Disaster Preparedness Programme of the European Community Humanitarian Organization (DIPECHO), UNDP compiled, systematized, and disseminated lessons learnt and good practices in disaster preparedness and local level risk management in the Andean region. These lessons on Local Level Risk are currently being used to inform the development of new projects in all regions at the local level. They were also used as an input in the development of a UNDP-lead exercise in collaboration with other UN agencies and donors for the World Conference on Disaster Reduction in Hyogo, Japan, 2004, to articulate the role of good governance in promoting national systems for disaster risk-reduction. The inter-agency paper produced as a result of this exercise formed the focus of the High-level Round Table discussion on governance at the Second World Conference on Disaster Reduction (WCDR) in Kobe, and is currently being used as a key tool for informing the DRU's support for national systems for disaster risk-reduction globally.

TTF funds also contributed to strengthening disaster risk management capacity at the regional level. UNDP and WHO jointly launched a Disasters & Development Training Course in **Asia** with a focus on the health sector. The training materials were especially developed for this regional course and piloted in November 2004 with technical input from the Asian Disaster Preparedness Centre. The pilot course was successful in finalizing the core content of future courses of this type for the health sector, and will be used as a key module in the development of future risk-reduction training courses.

The regional programme entitled *Systems for Improved Use of Meteorological Information for Early Warning* covers the Dominican Republic, Haiti, and Jamaica. This Regional Programme was developed under the umbrella of the **Caribbean Risk Management Initiative** (CRMI) and has already been completed. During its relatively short period of implementation, the programme faced significant challenges in 2004 due to the Haitian political revolt as well as major floods in the Dominican Republic and Haiti. Nonetheless, important achievements were made when hurricane Ivan hit Jamaica in 2004: The project team supported the National Meteorological Office in facilitating real time early warning information, which was used on the national media to inform the public of the storm's approach.

With a view to promoting gender equity, BCPR launched the publication *Gender Dimensions in Disaster Management: A Guide for South Asia*. The first publication of its kind in the region, it was launched in Delhi with the active participation of the media, the Indian Government, and UNDP, and has helped to sensitize the public and policymakers on key gender issues related to disaster risk management in Asia.

Significant results were achieved in BCPR's ongoing work to develop a regional cadre of disaster risk management specialists to support capacity building and recovery efforts in **Asia**, through collaboration with the national United Nations Volunteers (UNV) programme in India. This programme successfully supported the deployment of UNVs to Sri Lanka following the floods of 2003. During 2004 the UNV/BCPR collaboration was strengthened through BCPR's support of a regional UNV workshop to establish the basis for a regional strategy for South-South cooperation for disaster risk management. It was also instrumental in forming a common vision for the disaster risk management partnership of UNV and UNDP country offices in south and south-west Asia. This workshop provided the cooperation framework for UNV's response activities in the aftermath of the Indian Ocean Tsunami; and disaster risk management specialists from this programme have been deployed to Nepal and Bhutan to support the implementation of national disaster risk management programmes there as well. With the use of TTF funds, UNDP worked in collaboration with the ISDR to support awareness raising activities at the regional level and to produce and translate the periodical *ISDR Informs* into local languages in Asia and Africa. In addition, TTF funds were also used to support the ISDR regarding the production of two key guideline documents: on disaster risk and governance, and on disaster risk-reduction and poverty reduction strategies.

3. Human-made vulnerability factors that shape risks corrected and relative disaster risk vulnerability significantly reduced

The Inter-Agency Cooperation for Disaster Reduction in the Goma district of **Democratic Republic of Congo** is a joint undertaking of UNDP, the ISDR, and the UN Office for the Coordination of Humanitarian Affairs (OCHA) with the aim to coordinate and integrate capacity building activities for volcanic risk reduction in Goma. TTF funds have been used to support this programme, which under very

challenging circumstances during 2005 was able to achieve significant results. Throughout 2004 the programme has produced an initial assessment of the volcanic hazard and has strengthened volcanic hazard monitoring and surveillance as well as the volcanic early warning system for the public. To support this, a public information and education programme, including a school preparedness and awareness programme, is underway, with school participation from this programme winning international recognition at the WCDR. Entries from Goma depicting the volcanic hazard won three of the 12 places chosen by ISDR for the 2005 calendar of the International School Children Art Competition.

During 2004 the DRU also continued to support the **Caribbean Risk Management Initiative**. Special emphasis was placed on linking the 'adaptation to climate change community' with the 'disaster risk reduction community' by articulating an integrated climate risk management approach. This integrated approach is able to fully consider the effects that climate variability/change can have in terms of modifying or increasing the impact of climate related hazards. The CRMI launched a regional network based in Cuba to promote the exchange of disaster risk-reduction and climate adaptation information, experience, and tools among the English, Spanish, and French-speaking Caribbean. Also in **Cuba**, UNDP launched a capacity building project through the development of a policy framework for hurricane resistant design and construction practices in the housing sector. This policy has now been adopted by Cuba's Ministry of Housing.

After intense rains affected the municipality of La Paz in February 2002, the DRU supported a two-year Local Risk Management Programme in La Paz, **Bolivia**, to strengthen the La Paz Municipal Government's capacity to reduce disaster risk. The success of the programme was praised in 2004, when the La Paz City Hall was issued a Certificate of Merit within the context of the United Nations International Sasakawa Disaster Reduction Award. TTF funds were also used to support the Community Level Flood Early Warning Systems in **Honduras**, which benefited 21 communities, 2 municipalities, and more than 42,000 people by establishing a community-based flood early warning system in the north of the country.

Volcano Risk-Reduction in the Democratic Republic of Congo

The implementation of the Inter-Agency Cooperation for Disaster Reduction in the Goma/North Kivu area has highlighted a number of challenges and interesting lessons learned since its inception in early 2004. Some volcano emergencies must be considered "ongoing" or "chronic emergencies." The Nyriagongo Volcano, for example, has developed its own pattern, with many changes in the type or level of activity. However, this constant activity has been putting people at risk for many years or decades—even centuries. The only solution lies in vigilance and the permanent surveillance of the volcano, accompanied by permanent community awareness. Within this framework, education and communication must be pursued on an ongoing basis.

Awareness-raising was found to be much more effective if tools are developed for specific problems and/or population groups. In the past, general information materials about volcanoes and volcanic risks were used in Goma. This approach changed for the first time with the production of a specific video on the Virunga volcanoes, which was much more effective because it raised awareness on the particularities of the local volcanoes. Communication tools were also developed in a more adaptable manner; 3D-models, for example, were found to be much better understood by the population than maps.

Implementing such a program in an area of conflict, where the population and authorities are facing many different threats, is particularly difficult, as people's attention is easily diverted to other pressing issues. Linked to this is the challenge to protect and maintain field-developed networks with sufficient equipment and to pursue field work in an area where attacks and looting are regular problems.

Providing sustained support to the Goma Volcano Observatory through the continuation of the present programme is of utmost importance. The volcano surveillance capacities must be reinforced and strengthened as good knowledge of the volcano's activity is needed to define the level of risk from which to protect the population. Volcano risk is changing continuously in type, time, and in geographical repartition, so these changes have to be carefully followed for a better understanding and appraisal.

*Jacques Durieux, Programme Manager,
Inter-Agency Cooperation for Disaster Reduction,
Goma/North Kivu Area*

SERVICE LINE 7: SPECIAL INITIATIVES FOR COUNTRIES IN TRANSITION

Under this service line UNDP provides assistance to countries emerging from crisis in order to help national authorities deliver essential public services and establish basic security. The goal is to bridge volatile transition periods by enhancing authorities' capabilities towards sustainable peace, democratic reform, and reconstruction. Activities supported under this service line include budgetary and operational support, rehabilitation of essential administrative and other public infrastructure, interim and time-bound support to urgently needed public services, and immediate institutional recovery, capacity-building, and reform.

Funding from the CPR TTF made it possible for UNDP to launch activities that were critical in supporting the political transition process in **Iraq**, such as the establishment of an Electoral Commission and the first National Conference. This was undertaken at a time when the Iraq Reconstruction Funding Facility had not yet been established and limited funding sources were available to the UNDP country office. Moreover, modeled after the successful Afghan Interim Authority Fund, UNDP has supported the establishment of similar emergency recovery fund in **Guinea Bissau**. UNDP continued implementing the Guinea Bissau Emergency Economic Management Fund (EEMF) in 2004.

Stabilization of political and administrative functions and delivery of essential social services

Supporting the Iraqi electoral process

UNDP's support to the Iraqi Electoral Process established the necessary administrative and logistical infrastructure for running elections successfully. In the first stage, UNDP assisted the selection process of 8 Electoral Commissioners (from a total of 1878 applications), which included launching a media campaign, creating an expert selection committee, and establishing an application-processing centre. The successful candidates underwent a three-week training course at the Mexican Federal Electoral Institute for which UNDP coordinated the venue, administrative and transport arrangements. On the completion of this course, the Commissioners took major decisions on registration, rules, procedures, and recruitment. During the second phase, UNDP staged workshops for senior staff of the Independent Electoral Commission of Iraq (IECI), who were then tasked with training other employees. UNDP also established electoral offices in each of Iraq's 18 Governorates. Finally, UNDP posted international experts in Baghdad to provide advice on a range of issues and who formed the core of the UN's Electoral Assistance Mission.

Limited time and security created significant barriers to these activities. The short timeframe between establishing the IECI and the electoral process stymied planning and preparation of the staff and offices for the country's first elections. Poor security limited the extent of international assistance, hampered the creation of an atmosphere conducive to elections, and decreased the profile of Commissioners.

Return to rule of law and promotion of human rights in Iraq

This programme aimed to foster a culture of human rights and increase the involvement of Iraqis in restoring the rule of law, by working with civil society and government institutions. UNDP facilitated a strategic consultation meeting where the Ministry of Justice and Human Rights identified and refined priorities and directions. The outcomes of this discussion were then consolidated into a comprehensive UN Human Rights Programme. In addition, UNDP provided IT infrastructure and training for the Iraqi Judicial Training Institute, and conducted two 'Train the Trainer' courses in managerial skills for representatives of human rights organisations, who then imparted these skills to colleagues in Iraq.

UNDP has addressed an important human rights and transitional justice issue by establishing thematic groups of Iraqi and international experts to lay the foundations for a National Centre of Missing and Disappeared Persons. These groups were tasked with designing the Centre's organizational structure and capacity building programme, drafting its enabling legislation, and determining its information management and outreach policies.

The preparation of a UN Human Rights Programme brought together key UN agencies to coordinate future activities according to their areas of expertise. This allowed for the structuring of activities at an

early stage; however, some momentum was lost with the changing of ministers. The rapid growth in civil society organisations and their capacity building needs has produced some duplication between UN agencies. As such greater coordination is required to track new CSOs and their training.

Media campaign to support the Iraqi National Conference

During August 2004, UNDP conducted a media campaign to raise awareness about the National Conference, which had been launched in response to Special Envoy Lakhdar Brahimi's recommendations and Security Council Resolution 1546. The key messages of this campaign highlighted the preparations for the National Conference, the role of the National Conference in preparing for the electoral and constitutional processes, and the importance of inclusive and transparent political processes. A large variety of publicity tools were used, including a daily newspaper, posters, billboards, daily advertisements in major Iraqi newspapers, and community roundtables in each Governorate. This campaign provided some lessons for the future. The Iraqi public related more positively to messages and issues that related to their lives. Messages were constructed to cater to different cultural and educational backgrounds, and to avoid offending any political party. Finally, the independence of the UN enabled cooperation with different political parties.

Emergency Economic Management Fund in Guinea Bissau

The EEMF in Guinea Bissau continued operations throughout 2004 and has been extended until December 2005 to serve as the modality to channel and coordinate contributions to the government until presidential elections have taken place. As a multi-donor funding mechanism administered by UNDP, the EEMF supported the Government of Guinea Bissau's Emergency Economic Management Plan by financing part of the deficit of the 2004 emergency budget. Contributions received through the EEMF were allocated on a priority basis to cover recurrent salary costs in basic social service sectors to avoid not only the accumulation of salary arrears but also to dissipate potential social unrest.

In preparing its emergency budget, the Transition Government received technical advice from a joint team of IMF, World Bank, African Development Bank, and UNDP experts. Subsequently, the IMF requested the donor community to use the UNDP managed EEMF as a primary financing mechanism for supporting the emergency budget. Contributions were provided by the Netherlands, Sweden, France, and the Community of Portuguese Speaking Countries (CPLC).

Key achievements and lessons learnt include:

- The importance of rigorous measures to safeguard the transparency and accountability of the Fund. These measures comprised a comprehensive review by UNDP of the payments made by the government to ensure that the rules and conditions established in the EEMF project document were duly complied with prior to approving new disbursements.
- To determine proper monthly payroll costs and ensure efficient use of EEMF resources, it was crucial to identify and clear 'ghost' employees, which previously inflated salary expenditure figures.
- Finally, the consolidation of the Treasury Committee constitutes an effective mechanism in budgetary control, ensuring transparency and accountability in management of Guinea Bissau's public finances. UNDP actively participates in the meetings of this body, which has proven instrumental for a close monitoring of the EEMF implementation.

Notwithstanding the successful implementation of the emergency fund system, financing gaps remained a challenge, and the economic and financial perspectives for 2005 remained critical. In early December 2004, the United Nations Security Council called "upon international donors to contribute urgently to the Government of Guinea-Bissau's budget for civil service and military salaries and also encourages them to contribute to the Emergency Economic Management Fund for Guinea-Bissau, managed by the UNDP." The role of the international community is crucial in both immediate and medium terms to the sustainable consolidation of the nation's fragile peace and democracy, and to the alleviation of the dire needs of the population.

COUNTRY WINDOW

The Country Window of the CPR TTF serves UNDP country offices as a resource mobilization tool. Apart from applying for TTF resources through the respective CPR service lines, country offices can also mobilize resources through the TTF Country Window. UNDP delegated signatory authority and management responsibilities to the Resident Representatives in 2002, and funds received through the Country Window are administered through a cost-sharing modality. From a corporate perspective, the TTF Country Window aims to align UNDP's crisis programmes more closely to the specific service lines. Furthermore, the technical and operational support and the streamlining of reporting requirements that BCPR can provide are additional values for country officers and donors alike. Finally, the TTF mechanism allows BCPR to disburse urgently required funds in advance when a given donor cannot disburse them fast enough.

Slightly less than US\$ 126 million were allocated through the TTF Country Window to 11 countries in 2004, which accounts for almost three-quarters of all contributions made to the CPR TTF in 2004. The large majority of Country Window funds (87 percent) were, however, mobilized for three countries: Iraq, Liberia, and Afghanistan. The latter received by far the greatest amount, just over US\$ 72 million. All three countries are characterized by very large field operations and by being not only in UNDP's, but very much in the global spotlight. Thematically, the highest contributions by far were invested in disarmament, demobilization, and reintegration (DDR) initiatives. Another substantial initiative involved the provision of employment opportunities for the most vulnerable groups in Iraq's economic transition process. These cases are highlighted in more detail below. BCPR can make detailed reports on other allocations available upon request.

DDR funds allocated through the TTF Country Window

In addition to contributions for DDR allocated through technical service lines (notably Small Arms and DDR and Transition Recovery, which utilize these funds to programme BCPR support for countries), the majority of DDR resources were allocated through the TTF Country Window directly to programmes supported by UNDP at the country level. Contributions for DDR constitute 34 percent of the total amount channeled through the TTF, and 53 percent of Country Window allocations, indicating a strong preference among donors for this modality.

A critical requirement for effective DDR programming is readily available financial resources and sufficient flexibility to address unforeseen factors in the implementation phase. In this regard, the use of TTF financial management mechanisms and procedures allows for quick disbursement and flexibility while ensuring overall accountability and transparency. While World Bank Trust Fund modalities are optimized for longer-term and large-scale projects, the UNDP CPR TTF provides rapid and flexible disbursement in the early post-conflict period; permits donor control through earmarking; is not tied to one governmental actor; can be closely linked with UNDP programme and operations capacities; and has no restrictions on the financing of military-related disarmament and demobilization activities. Taken together, this explains why the CPR TTF is viewed by donors as an important instrument for managing the financing of complex DDR programmes.

Countries	DDR Funds allocated through TTF Country Window (US\$)
Afghanistan	39,900,000
Liberia	19,500,000
Democratic Republic of Congo	5,700,000
Angola	1,500,000
Central African Republic	400,000
TOTAL	67,000,000

In both **Liberia** and **Afghanistan**, the UNDP CPR TTF constitutes the primary mechanism for receiving, managing, and allocating funds for all aspects of the DDR process, including the significant number of

small transactions involved in provision of demobilization and reintegration support. Key achievements in 2004 are:

- In Liberia, the TTF has funded the demobilization of 103,019 ex-combatants and initiated their reintegration.
- In Afghanistan, 31,457 ex-combatants have entered the programme to date, with thousands more expected to enter during 2005 and 2006.

Iraq Reconstruction and Employment Programme

UNDP's Iraq Reconstruction and Employment Programme (IREP) provides temporary emergency employment in basic infrastructure rehabilitation for Iraq's most vulnerable groups whilst also improving the capacity of local government institutions. Close to US\$ 10 million were allocated through the CPR TTF Country Window through a contribution of the European Community, making up a third of the US\$ 30 million programme. During 2004, 91 sub-projects in four Governorates rehabilitated infrastructure in the health, water supply, sewage, and irrigation sectors. In Southern Iraq, IREP created 485,045 worker days and assisted 500 communities over a six-month period. An example of IREP's impact is a water supply project that assisted Marsh Arab communities, and provided clean drinking water to 50,000 people. Other projects have involved building shelters for IDPs and refugees in Ninewa, cleaning and tree planting in Falluja and repairing the Missan sewerage system to the benefit of 20,000 people.

For many of the programme's counterparts and beneficiaries, IREP's activities are the first significant international action. This created an enormous boost in morale in these communities. An important part of this project is to build the capacity of local Governments. As these institutions have been implementing IREP activities, local communities' confidence in them has grown. Tools and supplies have been purchased locally which in turn demand local services (transport, banking), thus generating additional economic benefits. IREP's exceptional operating conditions highlight the need for flexible internal rules and procedures to prevent delays, and finding new project management and financial transfers modalities.

PRACTICE DEVELOPMENT AND KNOWLEDGE NETWORKING

In 2004, UNDP's Crisis Prevention and Recovery Practice (CPRP) was significantly consolidated, strengthening UNDP's CPR expertise by promoting the continuous sharing of CPR know-how and by streamlining its support to in-country crisis prevention and recovery teams. Special activities in 2004 to strengthen UNDP's global CPR knowledge network included electronic thematic discussions on the CPRP Network and the subsequent development of policy papers, enhanced mechanisms for up to date information access on crisis prevention and recovery, regional CPR workshops in Africa, and the production of CPR self-learning tools.

Knowledge Networking

The Crisis Prevention and Recovery Practice Network (CPRP-Net) continued to play a vital role in fostering a community of CPR practitioners and bringing together field practitioners through workshops and virtual exchange. Membership of the CPRP-Net has almost doubled to 1000 members at the end of 2004. The 70 percent membership from country office staff indicates the increasing decentralized nature of the CPRP community. In 2004 geographic representation in the Asia-Pacific region was highest, followed by Africa and Eastern Europe and the Geographic Information System. Besides its referral system, which was used more than a hundred times in 2004 by network members, the network hosted two in-depth discussions on MDGs and CPR and on Conflict Prevention. The network facilitation also promoted the development and exchange of lessons learned and the dissemination of CPR related information through its monthly *News Update*. In addition, the active nature of exchange on the network was complemented by the launch and regular update of a centralized global intranet on CPR issues.

An external evaluation of UNDP's knowledge networks confirmed their vital role for knowledge exchange and community building, and suggested ways forward for 2005. Country offices appreciated the CPRP-Net in the Survey on HQ Products and Services by positively rating it at 87 percent and among the six best UNDP networks. To complement the CPRP-Net activities, in 2004 BCPR developed a knowledge management strategy for CPR that has subsequently been implemented with country offices, having started with the Arab Region in 2004.

Practice Workshops for CPR Capacity Development

In 2004 the cycle of CPR practice workshops was continued with a focus on Africa. To strengthen CPR capacities in African programme countries and to respond to demands for CPR knowledge exchange and learning, 85 practitioners from Anglophone and Francophone Africa came together in two workshops to discuss common approaches, share challenges and experiences as well as learn about latest programmatic and operational policies and procedures for CPR in UNDP. Topics included conflict analysis, transition recovery challenges, disaster reduction mainstreaming, and justice and security sector reform. Participants evaluated these workshops as excellent tools for in-depth CPR learning and exchange. All workshops initiated follow-up activities at the country office level. Among the outcomes of the workshops were:

- the adoption of a "conflict prevention" and "conflict sensitivity" lens for country programming;
- joint approaches to programming and operational issues (such as reporting and fund management);
- further development of thematic concepts at a regional level (for example, on transition recovery); and
- connecting UNDP practitioners across countries for mutual and continuous support.

Mainstreaming of CPR Knowledge through Virtual Development Academy and online training material

In 2004, CPR training modules have also been offered as part of UNDP corporate training, induction, and programme planning courses to a wide range of UNDP staff. Some 73 Junior Professional Officers of

UNDP country offices, 30 LEAD (UNDP's Leadership Development Programme) candidates, 25 Deputy Resident Representatives, and 21 Resident Coordinators were exposed to a variety of CPR training modules, case studies, or simulation exercises as part of the training offered at UNDP's Learning and Resource Center (LRC). To sustain this knowledge a number of training materials were developed, such as the BCPR Introduction Kit (a concise introduction to the work, finances, and structure of the Bureau), a CPR Reader of core documents, and a Corporate PowerPoint on BCPR.

An equally important part of mainstreaming CPR knowledge throughout UNDP is the Virtual Development Academy (VDA) which offers a two-week practitioner module to approximately 120 participants per year. This module familiarizes participants with on-going policy debates, analysis, and field-tested concepts on different service lines of CPR (such as DDR and Mine Action) that are shaping UNDP's CPR agenda. It also introduces them to basic CPR terms and concepts as applied and implemented by UNDP.

In addition, the Bureau published an extensive set of online materials that consist of a 5-7 hour, self-paced online introduction course to UNDP's mandate and work in the area of Crisis Prevention and Recovery and an electronic library of key CPR background material. The course and the electronic library were designed to address not only UNDP staff already familiar with the organization but also outsiders (e.g., academia, partner organizations), offering them a more structured introduction to the framework and concepts of UNDP's CPR agenda.

WHAT THE CLIENTS SAY

On CPRP-Net: Without the CPRP-Net, it would have taken months or longer to get the information and experience, particularly contacting people and finding useful documents. The contributions from network members and their consolidated summary are thus "brilliant."

*Feedback from network member in Bosnia-Herzegovina
Evaluation Interview, summer 2004*

On CPR Practice Workshops: La combinaison des présentations théoriques avec les exemples concrets du terrain était une excellente idée qui a donné la possibilité d'apprendre comment la PCR se passe dans des contextes différents sur le terrain.

*Anonymous evaluation, Workshop for Francophone Africa
Senegal, November 2004*

How does the CPR Practice increase UNDP's ability to deliver quality products and enhance the overall organizational efficiency?

The Practice provides a non-threatening environment for sharing of ideas, and I had the opportunity to use it as a sounding board on many occasions. It also offered opportunities to share our experiences in Sudan with other colleagues and practitioners working in other countries emerging from conflict. The development and implementation of our programmes in DDR and Rule of Law greatly benefited from inputs provided by members of the practice networks, resulting in lessons learned documents we have shared with various interested partners.

The CPR network has enabled us to gain access to the latest field and non-field-based thinking in the practice area in a most time efficient manner. This is particularly important for countries like Sudan given the heavy demands that operating in a crisis context impose on our time in general.

Roberto Valent, UNDP Sudan

Why the CPR Practice makes one's everyday work easier and more productive

The knowledge of having a peer support group an email away from around the world, with a range of expertise and experience, to advise, guide, and share insight on a range of issues is very comforting. Having said the above, I do need to flag one unique characteristic of CPR Practice, which is not often highlighted - *its ability to encourage reflective thinking*. As practitioners in the field, most of us have our hands full and do not have the time to think and write the unique experiences and knowledge gained. However, by contributing to the practice we are able to reflect on our work in specific areas and codify it, the closest we ever get to sharing and storing knowledge within UNDP. Specifically in the area of crisis prevention and recovery, which is constantly evolving, the need to share knowledge and learn cannot be over emphasized, and CPR Practice may be the only tool in UNDP that pushes me in that direction.

Devanand Ramiah, UNDP Sri Lanka

IV. MANAGING THE TTF: CHALLENGES AND WAYS FORWARD

The Thematic Trust Fund is essentially a catalyst for innovative programming and rapid response in crisis prevention and recovery efforts. A key challenge remains to ensure that capacity exists at the country level for effective and efficient implementation of CPR initiatives. Meeting this challenge is one of the aims of the TTF. BCPR provides technical advice and operational support to country offices while building more sustainable capacities of those offices.

Delivery rates in 2004 improved compared to 2003 reaching an expenditure of close to 70% of programmed allocations. UNDP aims to maintain and improve delivery rates in future. Nonetheless, it has to be stressed that at times lower delivery rates are inherent to crisis contexts. The unpredictability of unstable situations and open conflicts does not always permit implementation of programmes as planned or desired, and requires sensitive and flexible programming.

On an operational management capacity level, BCPR plans to develop an Operations Practice Note aimed at country offices to further enhance guidance on oversight, funding, and distribution.

With the introduction of ATLAS as UNDP's global financial and project management system in January 2004, an important tool has been put in place to help meet the delivery challenge. UNDP works towards improving staff's ability to maximize utility of ATLAS, and to further adapt ATLAS itself to the organisation's needs. This will require the provision of more training in the future in order to tap into the full functionality of this enterprise results planning (ERP) system.

The approval of UNDP's Multi-Year Funding Framework for 2004-07 and the subsequent alignment of corporate goals, practice areas, service lines, and core results all require the TTF to adapt its Framework. Results reporting in a manner that would synchronize reporting under the MYFF and under the TTF. This synchronization poses various challenges that need to be tackled in the future, including a more systematic approach to monitoring and evaluating achievements made by programmes funded through the TTF – and by UNDP as a whole. Other corporate developments, such as the recently published new financial regulation rules and the updated Programme Management Guide will require further adjustments to maintain the effective management of the TTF in line with corporate policies and approaches.

V. CONCLUSION

Based on the distribution of donor contributions, it is clear that in 2004 **disarmament, demobilization, and reintegration** (DDR) was a high priority: 39 percent (US\$ 67 million) of total CPR TTF contributions were for UNDP supported DDR programmes. This is no coincidence: DDR presents a crucial challenge every time a violent conflict is finally brought to an end. DDR as well as **recovery** initiatives are key to the consolidation of often fragile transition processes from violent conflict to peace. In the recent past, a number of countries have in fact entered that transition process and received UNDP support to lay the foundations for sustainable peace and recovery, for instance Afghanistan, Liberia, Democratic Republic of Congo, Angola, and Central African Republic. UNDP aims to ensure that in such contexts peacekeeping and development go hand in hand. While the international community is rising to the task of providing funds for these important initiatives, more voluntary contributions are needed to sustain reintegration, including in cases such as Sudan and Haiti. Continued and indeed increased funding is imperative to consolidate these and other peace processes and to sustain reintegration of ex-combatants, refugees, and IDPs.

Donor interest in **mine action** has also been strong: UNDP's Mine Action service line is one of the largest beneficiaries of the TTF, second only to DDR. Approximately half of the US\$ 70 million that UNDP mobilized for mine action in 2004 was channeled through the TTF. Looking ahead, one of the most significant projects for BCPR's Mine Action Unit is the Completion Initiative, which seeks to focus the attention of the international mine-action community on countries with a limited problem or where a concerted effort and funding commitment will help countries meet their international obligations and achieve a mine-safe status in a reasonable timeframe (i.e., 3-5 years). Meeting these obligations is imperative for full rehabilitation and, consequently, for creating enabling conditions for development. Countries participating in the first round of the Completion Initiative include Albania, Guinea-Bissau, Jordan, Lebanon, Mauritania, Senegal, Tajikistan, Yemen, and Zambia. Nonetheless, countries suffering from serious mine problems must also receive priority attention, including Afghanistan, Angola, Cambodia, Bosnia and Herzegovina, and Iraq.

In many natural disaster high-risk countries, UNDP's capacity in **disaster reduction** has not been sufficient to meet the challenges. Therefore, a key 2005 priority for UNDP is to build capacities among both UN country teams and national partners to reorient the development process towards a stronger focus on disaster risk reduction. Decision-makers must be made more aware of the need to reduce risks to acceptable levels; and their decision must be reflected in development, reconstruction, and recovery policies, strategies, and programmes. More funding will have to be mobilized for longer-term disaster reduction and recovery programmes in order to fully address the complexity of underlying causes and to achieve sustainable impact.

Several recent key UN reports identified the rule of law and transitional justice as fundamental to the furtherance of the peace and security agenda, and the Secretary-General has himself strongly emphasized the interdependence of development and security. In this context, the debate on the Peacebuilding Commission has underlined the importance for intellectual leadership on **security sector reform and transitional justice**. Given the high priority these fields are receiving on the UN agenda, combined with the increasing demand for technical assistance at the country level, UNDP is preparing itself to contribute more fully and effectively to these areas. Through BCPR's Justice and Security Sector Reform team, UNDP was actively involved in discussions on strengthening rule of law capacities within the UN system. At the same time, UNDP undertook an internal process in 2004 to strengthen and refine its institutional capacity for providing support and guidance in security sector reform and transitional justice. To rise to the challenges posed by increasing demand for support from partner countries and by the UN reform agenda, the limited funding currently mobilized under this service line must be significantly increased.

Last but not least, UNDP will continue to raise the profile of its approach to **conflict prevention and peace-building** and to broaden the scope of its engagement and support at the national and regional levels. While UNDP will continue to ensure that transition and recovery programming, and long-term development interventions, are made conflict sensitive, it will also strengthen support to initiatives that

enhance national capacities for conflict resolution and consensus building, particularly in situations of "early prevention." In particular, UNDP's expertise and practical experience in this field will complement the work of the new Peacebuilding Commission and Peacebuilding Support Office.

Key priorities for BCPR in 2005 are:

- Refine its strategies, structure and processes in line with new peacebuilding reforms and the evolving demands of country offices.
- Increase the results-based focus of BCPR's work, both at global and country levels.
- Expand partnerships in key areas, both to strengthen BCPR capacities and to offer better, more efficient technical support to country offices and national stakeholders.

A strong, well-funded TTF will be essential to supporting these transitions and to ensuring that UNDP makes a full and vibrant contribution to peacebuilding and sustainable recovery in countries that most need our support.

VI. FINANCIAL REPORT

FINANCIAL SUMMARY

Contributions received in 2004	US\$ 170,853,496
Add: Allocations carried from 2003	US\$ 52,427,659
Total allocations available in 2004	US\$ 223,281,155
Less: Allocations carried forward to 2005	<u>- US\$ 24,928,639</u>
Total Allocations Programmed in 2004	US\$ 198,352,516

CONTRIBUTIONS RECEIVED PER DONOR

Donor	Contributions in US\$
Brazil	49,258.12
Canada	12,232,459.62
Denmark	6,074,633.97
EU	17,814,455.37
France	621,890.55
Germany	1,058,409.47
Iceland	13,933.40
IFRC Prevention Consortium	200,000.00
Private donations for Tsunami relief	1,137.68
Ireland	601,684.72
Italy	11,866,143.44
Japan	32,661,763.78
Korea	150,000.00
Netherlands	13,385,256.90
Norway	4,547,620.93
Portugal	510,568.61
Sweden	549,450.55
Switzerland	1,046,000.00
UK	32,335,123.27
UN	1,554,739.53
UNHCR	125,000.00
UNOCHA	532,268.00
USA	21,717,070.00
World Bank	11,204,628.00
Total Income	170,853,495.91

ALLOCATIONS AND EXPENDITURES BY SERVICE LINE

Service Line	Allocations	Expenditures
Conflict Prevention	3,771,143.58	2,936,275.59
Transition Recovery	5,679,095.19	4,212,949.37
Mine Action	34,251,797.07	25,686,236.81
Security Sector Reform & Transitional Justice	1,305,009.30	971,229.98
Small Arms/DDR	13,048,614.44	8,590,514.61
Disaster Reduction	3,736,273.53	2,645,110.51
Special Initiatives	8,333,804.51	8,017,916.92
Practice Development	2,262,259.03	2,262,259.03
Country Window	125,964,518.63	77,790,817.82
Total	198,352,515.28	133,113,310.64

ALLOCATIONS AND EXPENDITURES BY COUNTRIES

Country	Allocations	Expenditures
Afghanistan	85,694,305.45	52,445,624.98
Albania	859,557.14	551,304.58
Angola	5,408,073.44	4,277,605.64
Argentina	75,000.00	30,769.23
Azerbaijan	443,444.22	261,941.37
Bangladesh	164,000.00	152,452.76
Bolivia	600.00	625.66
Bosnia and Herzegovina	2,485,568.64	1,186,475.00
Brazil	677,190.00	473,876.02
Burkina Faso	104,276.85	104,276.85
Cambodia	521,548.24	521,548.24
Central African Republic	493,081.50	11,001.80
Chad	410,515.23	321,850.67
Colombia	531,542.10	243,804.66
Congo, DR	7,133,192.35	6,613,751.23
Congo, PR	391,551.00	0.00
Cuba	1,959.00	1,174.16
East Timor	92,529.19	92,529.19
Ecuador	387,862.61	182,630.38
El Salvador	638,662.53	174,681.98
Eritrea	1,594,499.21	779,769.04
Ethiopia	709,987.68	421,110.65
Fiji	26,899.97	26,899.97
Ghana	703,968.00	228,803.44
Global	14,538,747.41	12,854,188.41
Guatemala	100,000.00	67,056.80
Guinea Bissau	4,458,279.23	3,883,127.10
Guyana	265,046.00	147,703.40
Haiti	730,158.44	309,936.09
Honduras	320,158.00	171,475.94
India	164,140.56	164,140.56
Iran	308,412.00	158,828.27

Iraq	23,222,355.01	11,935,601.87
Jamaica	52,138.43	52,138.43
Jordan	441,855.59	153,063.74
Kenya	611,898.13	611,898.13
Kosovo	104,243.61	104,243.61
Lao PDR	1,300,288.61	1,276,065.34
Lebanon	301,207.14	162,787.25
Liberia	23,064,613.66	19,826,277.85
Macedonia	1,205,208.73	878,428.98
Mauritania	21,809.53	21,809.53
Mozambique	920,029.06	815,439.85
Nepal	91,432.92	91,432.92
Niger	226,405.81	226,405.81
Palestine	110,366.62	110,366.62
Papua New Guinea	200,000.00	6,911.98
Rwanda	592,369.76	592,369.76
Sierra Leone	2,564,964.93	1,629,233.50
Somalia	1,187,896.03	850,727.70
Sri Lanka	4,551,604.33	1,409,132.94
Sudan	2,056,848.23	1,810,485.34
Syria	450,202.00	310,326.38
Tajikistan	686,258.71	370,061.35
Thailand	50,000.00	7,417.13
Uganda	456,500.00	226,732.50
Ukraine	247,817.40	247,817.40
UN Volunteers	277,857.00	203,385.33
Yemen	1,336,929.05	1,151,660.26
Yugoslavia	1,584,659.00	1,170,125.07
Total	198,352,515.28	133,113,310.64

ALLOCATIONS TO COUNTRIES PER SERVICE LINE

Service Line	Country	Allocations	Expenditures
Conflict Prevention and Peace-Building	Argentina	40,000.00	18,888.80
	Central Africa	7,619.50	0.00
	Congo, DR	163,392.00	38,466.00
	Congo, PR	1,551.00	0.00
	Ecuador	126,068.00	91,053.98
	Fiji	26,899.97	26,899.97
	Ghana	125,105.00	5,090.17
	Guatemala	100,000.00	67,056.80
	Guyana	265,046.00	147,703.40
	Global	2,850,037.94	2,488,862.06
	Sri Lanka	36,788.00	30,123.08
	Sudan	20,436.17	20,436.17
	Tajikistan	8,200.00	1,695.17
	Total	3,771,143.58	2,936,275.59

Recovery	Burkina Faso	104,276.85	104,276.85	
	Bosnia and Herzegovina	162,201.78	162,201.78	
	Congo, DR	253,180.85	253,180.85	
	Eritrea	657,787.00	441,460.09	
	Global	106,877.72	106,527.69	
	Global	1,441,037.28	1,432,129.54	
	Iran	308,412.00	158,828.27	
	Kosovo	104,243.61	104,243.61	
	Sri Lanka	737,867.50	351,280.15	
	Nepal	91,432.92	91,432.92	
	Palestine	110,366.62	110,366.62	
	Sudan	235,442.06	235,442.06	
	Sierra Leone	750,000.00	188,666.77	
	Syria	450,202.00	310,326.38	
	Yugoslavia	165,767.00	162,585.79	
	Total	5,679,095.19	4,212,949.37	
	Mine Action	Afghanistan	13,486,651.88	13,486,651.88
Angola		2,178,321.91	1,635,267.02	
Albania		183,082.14	82,278.65	
Azerbaijan		443,444.22	261,941.37	
Bangladesh		164,000.00	152,452.76	
Bosnia and Herzegovina		2,020,542.86	874,044.52	
Colombia		132,857.10	42,525.52	
Eritrea		936,712.21	338,308.96	
Ethiopia		709,987.68	421,110.65	
Guinea Bissau		282,615.23	1,763.70	
Global		2,563,820.02	2,062,801.95	
Iraq		3,489,896.75	214,518.31	
Jordan		441,855.59	153,063.74	
Cambodia		521,548.24	521,548.24	
Lao PDR		1,300,288.61	1,276,065.34	
Lebanon		301,207.14	162,787.25	
Sri Lanka		840,754.61	562,443.65	
Mozambique		920,029.06	815,439.85	
Mauritania		21,809.53	21,809.53	
Sudan		358,113.00	279,219.07	
Somalia		449,991.03	442,135.34	
Chad		410,515.23	321,850.67	
Thailand		50,000.00	7,417.13	
Tajikistan		678,058.71	368,366.19	
Ukraine		28,765.27	28,765.27	
Yemen		1,336,929.05	1,151,660.26	
Total		34,251,797.07	25,686,236.80	
Security Sector Reform and Transitional Justice		Afghanistan	31,388.38	31,388.38
		Albania	30,939.00	0.00
	Argentina	35,000.00	11,880.43	
	Brazil	201,000.00	60,947.74	

	Congo, PR	90,000.00	0.00
	Global	493,625.00	443,956.52
	Haiti	148,718.30	148,718.30
	Sierra Leone	181,809.43	181,809.43
	East Timor	92,529.19	92,529.19
	Total	1,305,009.30	971,229.98
Small Arms Reduction, Disarmament, and Demobilization	Afghanistan	144,986.54	144,986.54
	Albania	427,159.00	255,410.50
	Bosnia and Herzegovina	302,824.00	150,228.70
	Brazil	476,190.00	412,928.28
	Central Africa	485,462.00	11,001.80
	Congo, PR	300,000.00	0.00
	Colombia	398,685.00	201,279.14
	Ghana	79,263.00	0.00
	Ghana	499,600.00	223,713.27
	Global	2,672,044.43	2,644,763.67
	Honduras	315,103.00	168,648.38
	Haiti	581,440.14	161,217.78
	Kenya	611,898.13	611,898.13
	Liberia	900,000.00	614,909.86
	Macedonia	567,472.86	432,408.00
	Niger	226,405.81	226,405.81
	Papua NG	200,000.00	6,911.98
	Sudan	300,000.00	277,579.84
	Sierra Leone	764,621.00	455,409.30
	El Salvador	638,662.53	174,681.98
	Somalia	737,905.00	408,592.36
	Yugoslavia	1,418,892.00	1,007,539.28
	Total	13,048,614.44	8,590,514.60
Natural Disaster Reduction	Albania	218,377.00	213,615.42
	Bolivia	600.00	625.66
	Cuba	1,959.00	1,174.16
	Ecuador	261,794.61	91,576.40
	Global	660,857.00	13,860.89
	Global	1,297,712.80	1,297,798.87
	Honduras	5,055.00	2,827.56
	India	164,140.56	164,140.56
	Jamaica	52,138.43	52,138.43
	Sri Lanka	100.00	0.00
	Macedonia	576,630.00	384,915.11
	Ukraine	219,052.13	219,052.13
	UN Volunteers	277,857.00	203,385.33
	Total	3,736,273.53	2,645,110.51
Special Initiatives for Countries in Transition	Guinea Bissau	4,175,664.00	3,881,363.41
	Iraq	4,158,140.51	4,136,553.51
	Total	8,333,804.51	8,017,916.92

Practice Development and Knowledge Networking	Global	2,262,259.03	2,262,259.03
Country Window	Afghanistan	72,031,278.65	38,782,598.18
	Angola	3,229,751.53	2,642,338.63
	Congo, DR	6,716,619.50	6,322,104.38
	Global	190,476.19	101,228.19
	Iraq	15,574,317.75	7,584,530.05
	Liberia	22,164,613.66	19,211,367.99
	Sri Lanka	2,936,094.22	465,286.06
	Macedonia	61,105.87	61,105.87
	Rwanda	592,369.76	592,369.76
	Sudan	1,142,857.00	997,808.20
	Sierra Leone	868,534.50	803,348.00
	Uganda	456,500.00	226,732.50
	Total	125,964,518.63	77,790,817.82
Practice Development and Knowledge Networking	Global	2,262,259.03	2,262,259.03
	Grand Total	198,352,515.28	133,113,310.64



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