UNDP

FUNDING WINDOWS
2017 ANNUAL REPORT

TABLE OF CONTENTS

LIST OF BOXES

LIST OF FIGURES

LIST OF TABLES

I. OVERVIEW

The United Nations Development Programme (UNDP) Funding Windows are flexible pooled funding mechanisms designed to support the implementation of the 2030 Agenda for Sustainable Development. They provide catalytic funding to UNDP's efforts to reduce poverty, and promote resilient, sustainable and risk-informed development. The resources are directed towards countries most in need such as least developed countries (LDCs), small island developing states (SIDS), and countries in situations of crisis and post-crisis as well as those vulnerable to being left behind in the development process. Flexible funding allows UNDP to respond to the varied needs of countries at different points on the development spectrum, tailoring its integrated and cross-sectoral approach to address the unique challenges each country faces.

Integrated Development Planning

UNDP Funding Windows and Sub-windows

Sustainable Development and Poverty Eradication
Development Planning and Inclusive Sustainable Growith
Livelihoods and Jobs
Envirnoment and Natural Captial

Governance for Inclusive and Peaceful Societies
Conflict Prevention
Democratic Governance for Peace and Development
HIV, Health and Development

Climate Change and Disaster Risk Reduction
Climate Change
Disaster Risk Reduction

Emergency Development Response to Crisis and Recovery

In 2017, the Funding Windows supported projects that:

▶ Targeted populations and communities that are most vulnerable;
▶ Demonstrated strong national ownership, in line with Country Programme Documents;
▶ Required catalytic support to deliver the Strategic Plan or could leverage additional resources;
▶ Ensured allocation of 15 per cent gender-specific interventions (defined as use of GEN 3 as the gender marker[1]);

This report covers results achieved in 2017, with support of funding from the Funding Windows, in the areas of preventing conflict and violence, landing the Sustainable Development Goals (SDGs) at national and local levels, helping LDCs to achieve structural transformation, supporting electoral reforms, reducing corruption in essential government sectors, and applying the New Way of Working (NWOW) in crisis settings. The Funding Windows were instrumental for UNDP to pilot or scale up interventions, attract additional resources, and drive change. The funds also contributed to consolidating and deepening UNDP's programmatic support in response to emerging issues, including radicalisation and violent extremism.

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[1] UNDP's GEN 3 gender marker is defined as the achievements of gender equality and/or women's empowerment as explicit objectives of the project. GEN 2 projects have gender equality and/or women's empowerment as a significant objective. GEN 1 projects have limited contributions to gender equality and women's empowerment. GEN 0 projects have no contributions to gender equality or women's empowerment.

The FWs contributed to the vision of UNDP's Strategic Plan 2014-2017, helping countries achieve the simultaneous eradication of poverty and significantly reduce inequalities and exclusion. This was primarily in five outcome areas[2]:

OUTCOME 1	Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
OUTCOME 2	Countries have strengthened institutions to progressively deliver universal access to basic services (including justice and security);
OUTCOME 5	Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change;
OUTCOME 6	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings; and
OUTCOME 7	Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

STRONG PARTNERSHIPS

Funding Partners' contributions to the Funding Windows allowed UNDP and partners to align around common goals and contributed directly to supporting country-level efforts. In 2017 a total of $62.5 million was received in contributions from eight donors: **Denmark, Germany, Luxembourg, Norway, Portugal, Republic of Korea, Sweden** and **Switzerland**. Also, in 2017, approximately $12 million was allocated to 50 countries. More detailed financial information is listed in section VI of this report.

DENMARK

GERMANY

LUXEMBOURG

NORWAY

PORTUGAL

REPUBLIC OF KOREA

SWITZERLAND

SWEDEN
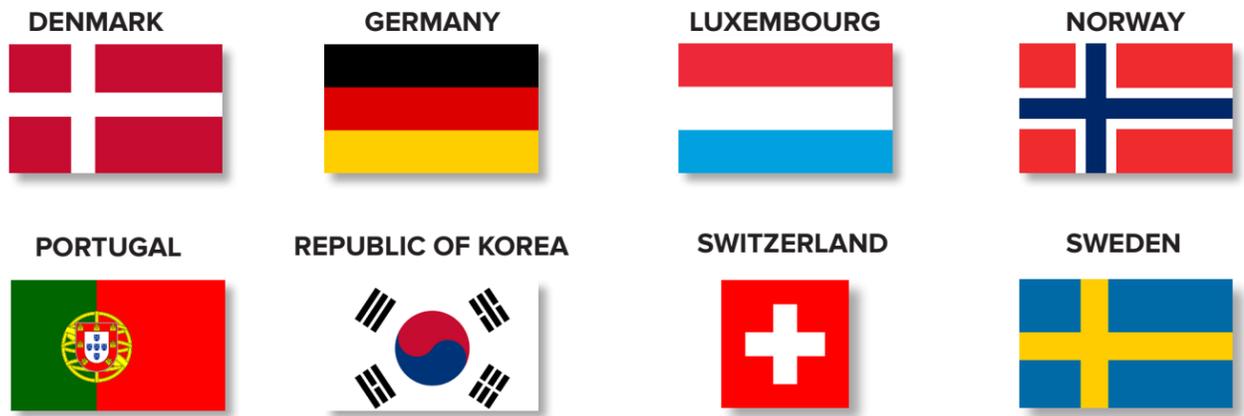
UNDP engaged partners throughout 2017 on the Funding Windows, both formally and informally. The first annual Advisory Group meeting was held in March 2017, and separate policy dialogues were arranged around the Governance for Inclusive and Peaceful Societies (GIPS) and Emergency Development Response to Crisis and Recovery (EDRCR) Windows. Partners were updated on the first project allocations with the publication of the Investment Report in early 2017. The Funding Windows online portal went live in early 2017 and provides partners with deeper insight into the status of funds and projects in real time.

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[2] All projects supported by the Funding Windows contributed to specific outputs under the UNDP Strategic Plan 2014-2017, in line with the results framework of the Funding Windows. The relevant Strategic Plan outputs are listed at the beginning of each FW section of the report.

CATALYTIC EFFECTS AND VALUE FOR MONEY

The Funding Windows aimed for catalytic impact by supporting small-scale actions intended to initiate, expand, multiply or accelerate sustainable results. Funds from the Funding Windows mobilize additional resources and partnerships, reinforced efforts by other development actors and processes for greater impact, and facilitated change in domestic policies, infrastructure and institutions.

The Funding Windows provided seed funding which was critical in allowing UNDP to attract more resources such as in **Nigeria**, in areas newly liberated from Boko Haram, where an additional $2.3 million was mobilized from an initial investment of $500,000, to improve the living conditions of 50 communities in five government areas. In **Colombia**, the Funding Windows allocation of approximately $150,000 enabled UNDP to become a key player in the reintegration of ex-combatants, leveraging nearly $6 million in additional funding and strengthening partnerships.

Funding helped to catalyse change, for example, by providing expert policy advice and options to government partners. In **Iraq**, UNDP provided technical support to the implementation of the Prime Minister's reform agenda, in which anti-corruption was a key focus. The Funding Windows supported a public awareness campaign in **Jamaica** on the SDGs that created momentum across the Caribbean in the lead-up to the Caribbean Action 2030 regional SDG conference, which forged a regional partnership of 18 countries to advance the 2030 Agenda. Innovative approaches were piloted to garner support and promote change such as an anti-corruption pilot initiative of 'integrity islands' in the health sector in **Tunisia**. In supporting the drafting and advocacy for the Democratic Parity Law in **Paraguay** – a law to reform the national electoral code to require all parties to submit gender-balanced candidates in all elections – UNDP shifted the political debate to equal participation.

WOMEN'S POLITICAL, ECONOMIC AND SOCIAL EMPOWERMENT

The Funding Windows have a target of 15 per cent of funds to be used for gender-specific activities to ensure a fully mainstreamed and integrated approach to empower women and promote gender equality. Priority for allocations was given to projects which align with these objectives. This was in recognition of the need to address the stark cost that women and girls pay in conflict, respond to the call for greater inclusion, representation and participation in all areas of society, especially politically and economically, and embed gender perspectives into all aspects of SDG implementation.

In 2017, expenditure towards explicit gender objectives totalled 13 per cent (GEN3); however, this figure reached 87 per cent when including projects with significant gender mainstreaming (GEN2). These expenditures were primarily from the first set of allocations made in late 2016 and 2017. Thus, additional priority will be placed on future project submissions for stronger gender components and objectives, which should improve the ratio of GEN 3 projects in the future.

Women's political participation, economic empowerment, and the prevention of violent extremism and gender-based violence (GBV) are among the types of activities supported by the Funding Windows. For example, in **Bangladesh**, UNDP partnered with gender rights campaigns on new research and national women's organizations to incorporate research findings on gender and extremism into local activities, UNDP worked with the Bangladesh Peace Observatory to collect sex-disaggregated data on violence in the country. In **the Former Yugoslav Republic of Macedonia** , UNDP worked with national counterparts and civil society to create a statistical framework to monitor GBV, piloted support services for the survivors of rape and other sexual violence, provided vocational training and job placement for survivors of domestic violence, and advocated for the ratification of the Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence. In **Papua New Guinea,** UNDP used funds from the Funding Windows to foster legislative reforms to increase women's political participation as well as organized trainings to encourage more women to seek political office. A record number of women ran for office in 2017.

II. STRONG SUPPORT, STRONG RESULTS, GREATER IMPACT

Highlights of results achieved with support from the Funding Windows in 2017

Legend:
- Women's economic empowerment
- Emergency livelihoods and recovery
- Youth economic empowerment and prevention of violent extremism

- Sustainable Development and Poverty Eradication
- Governance for Inclusive and Peaceful Societies
- Climate Change and Disaster Risk Reduction
- Emergency Development Response to Crisis and Recovery

Map labels:
REPUBLIC OF BELARUS, UKRAINE, MONGOLIA, THE FORMER YOGOSLAV REPUBLIC OF MACEDONIA, KOSOVO, ALBANIA, AZERBAIJAN, TURKMENISTAN, LEBANON, PAKISTAN, NEPAL, TUNISIA, IRAQ, JORDAN, BANGLADESH, MOROCCO, MYANMAR, VIETNAM, PHILIPPINES, MEXICO, HAITI, DOMINICA, BELIZE, JAMAICA, EL SALVADOR, CHAD, NIGER, COSTA RICA, SIERRA LEONE, CENTRAL AFRICAN REPUBLIC, CAMEROON, SOUTH SUDAN, SOMALIA, MALDIVES, SRI LANKA, SURINAME, COLOMBIA, GUINEA-BISSAU, LIBERIA, GHANA, NIGERIA, ECUADOR, DEMOCRATIC REPUBLIC OF CONGO, PAPUA NEW GUINEA, PERU, BOLIVIA, PARAGUAY, CHILE, ARGENTINA

HAITI
Following Hurricane Matthew, UNDP supported the economic recovery of 600 young, vulnerable women affected by recurrent violence and disasters in Grand Goave. Specialists were deployed to serve as mentors, delivering group trainings and personalized technical assistance on management, customer service, order and quality, cost and finance, sales and marketing. Additionally, start-up grants were provided to those who lost their equipment to restart economic activities.

SIERRA LEONE
To help affected population and communities to kickstart recovery from flooding and mudslide, UNDP provided cash for work, enterprise training and initial grants to 600 victims/survivors in the areas around Freetown. The Cash for Work project was tailored to fit the needs of the communities, such as cleaning of drainages, construction of gabions, waste sorting and composting.

CAMEROON
12,341 Koranic students benefited as a result of UNDP's initiative of using sports as a tool for social inclusion, 44 Koranic coaches of sports were trained to introduce citizenship and vocational education into their training curriculum.

CHAD
In the Southern region, UNDP helped improve the living conditions for 183 women, including among internally displaced persons (IDPs), through training in business skills and provision of small-scale grants. 120 women were provided with capacity building in conflict management, mediation and prevention of violent extremism and radicalization.

CENTRAL AFRICAN REPUBLIC
UNDP provided emergency jobs to 562 youth at risk to reduce their vulnerability of being easily recruited to become part of the armed self-defense forces in the Muslim-majority PK 5 district of Bangui.

SOUTH SUDAN
UNDP improved living conditions for 4,500 people through social and economic interdependency initiatives, which included skills training for 160 young ex-combatants, vocational training for 216 students and women, small business loans offered to 700 women. The rapid employment schemes offered jobs to 1,000 people to renovate vegetable shelters and schools, and construct meat shops and community market fences.

UKRAINE
UNDP facilitated a large-scale business conference and exhibition which was attended by more than 500 officials, women entrepreneurs, representatives of donor communities and civil society organizations to discuss challenges and ways forward in advancing women's rights in the country.

LEBANON
UNDP helped tackling various forms of violence in schools through sensitization training for 270 teachers, 2,173 students and 1,268 parents on the value of non-violence and tools that help deal with violence against children and adolescents.

NEPAL
UNDP helped restore livelihoods in the area affected by flood. A total of 16,370 affected families benefited from composite vegetable seed distribution. UNDP provided cash for work to more than 1,337 people to repair 27 community infrastructures (14 roads and 13 culverts), benefiting 47,817 people with improved access.

BANGLADESH
In the aftermath of Cyclone Mora, UNDP provided emergency shelter support to 4,500 women and girls and 3,000 men and boys.

PAKISTAN
To prevent young people from being recruited into violence and extremism in Balochistan province, UNDP launched a design thinking session to analyse challenges for young entrepreneurs, which informed the government's intervention to provide support to a further 600 young entrepreneurs.

III. RESULTS BY FUNDING WINDOWS

Sustainable Development and Poverty Eradication

Worldwide, poverty rates and income inequality have been declining, but inequalities within countries remain. Poverty manifests itself in many forms beyond economic aspects, including social, political, cultural, and environmental domains.

UNDP recognizes that poverty is multi-dimensional and the nature of development is complex. UNDP tailors integrated responses to different contexts to support countries to achieve sustainable development. These holistic solutions are socially inclusive, gender responsive, environmentally sustainable and economically durable. UNDP's approach focuses on the rights of poor and vulnerable groups, including women, to secure access to decent work, livelihoods, basic needs (including food, water, sanitation, and shelter), and to benefit from a healthy environment.

An important component of the Sustainable Development and Poverty Eradication (SDPE) Funding Window is the integration of the 2030 Agenda into national and sub-national development plans and the strengthening of country capacities for SDG monitoring and reporting. In 2017, the Funding Windows prioritized six countries to receive funding to implement SDGs at national and sub-national levels: **Argentina, Azerbaijan, Guinea-Bissau, Jamaica, Mongolia, Somalia**

This window had the greatest unmet demand, in part because of the importance of the 2030 Agenda globally and the need to accelerate SDG implementation and support to national planning. In Africa, "at risk" countries were given a boost to national development planning from an inequality and a risk resilience perspective using a peace and development planning nexus. In Latin America and the Caribbean, the demand for support arose from the launch of the Regional Human Development Report and the United Nations Development Group's offer to fast-track SDG implementation through the Mainstreaming, Acceleration and Policy Support (MAPS) approach.[3]

Related Strategic Plan output(s):

7.3 National development plans to address poverty and inequality are sustainable and risk resilient.

MAINSTREAMING AND NATIONALIZING SDGS

In 2017, the Funding Windows allowed UNDP to help countries develop SDG roadmaps, align SDGs with national priorities and identify gaps and key accelerators for SDG progress. At the national level, such support included:
▶ Undertaking assessments of the level of alignment between key national strategies and SDGs and proposing nationalized SDGs, through the MAPS approach;
▶ Developing action plans on SDGs and facilitating consultations to agree on national goals, targets and indicators;
▶ Building the capacity of policy makers to apply modelling tools that can strengthen integrated policy making for the SDGs, and
▶ Supporting sensitization and awareness campaigns.

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[3] The Mainstreaming, Acceleration and Policy Support (MAPS) missions are in-country integrated support missions to help assess engagement on SDG implementation and the most strategic entry points for UN support to move the 2030 Agenda forward at national and sub-national levels. The missions are designed in a way that takes into account efforts already underway not only in the country but also at the regional level.

In **Jamaica**, the Funding Windows allowed UNDP to continue its engagement and advocacy by aligning with Vision 2020 Jamaica, the national development plan to guide the country to achieve its goals of sustainable development by 2030. A public awareness campaign on SDGs was carried out in collaboration with the Vision 2030 Jamaica educational campaign. A key activity was the Dialogue for Development lecture series, which was held at parish level and ended at national level, as well as the official launch of the SDG public education and awareness campaign in December 2017 with the participation of the Prime Minister.

UNDP leveraged the gains from the awareness activities to inform the regional SDG Conference, Caribbean Action 2030, which was hosted by the Jamaican Government in June 2017 with participation of high level policy makers and diverse stakeholders. The conference stimulated regional policy debate on the SDGs, discussed the measurement of results and promoted regional cooperation on the implementation of the SDGs. The outcome of this conference was a partnership framework which underscored the region's commitment to advance and accelerate the 2030 Agenda.

In **Azerbaijan**, UNDP led the UN inter-agency MAPS mission in close coordination with the National Coordination Council on Sustainable Development. The MAPS mission developed the SDG Roadmap which analysed the drivers and bottlenecks to sustainable development at the country level. Guided by the MAPS report, UNDP also provided capacity building and policy support to the Government in carrying out an assessment of SDG alignment, presenting the Voluntary National Review (VNR) report at the UN High Level Political Forum (HLPF) and developing a conceptual framework for the National Information Portal on SDG indicators.

In **Argentina**, UNDP provided technical support to the National Council for the Coordination of Social Policies (CNCPS) in coordinating the implementation, adaptation and monitoring of the 2030 Agenda. Together with 25 national government agencies, CNCPS carried out an SDG adaptation process to set national priorities and established follow-up mechanisms. The CNCPS also supported sub-national governments to adopt the SDGs in their strategic planning and monitoring and evaluation (M&E) process. In 2017, an initial 12 provinces signed cooperation agreements to implement the 2030 Agenda, and eight provinces started their adaptation and strategic planning process on the SDGs.

Recognizing the importance of partnerships and the commitment to collective action, UNDP brought together national and local governments, the private sector, civil society and non-traditional players in the development arena (such as social enterprises, traditional leaders, religious organizations and academia). For example, UNDP supported the Argentinean International Cooperation Network to develop an online platform to showcase non-governmental organization (NGO) projects that contributed to SDG achievements. UNDP collaborated with the Center for Global Health Studies to establish the Argentine Academic Network in support of the implementation of the 2030 Agenda. UNDP also partnered with the National Institute for Women to develop a capacity building plan for SDG focal points on gender mainstreaming and the human rights-based approach regarding the 2030 Agenda. UNDP also joined with UN agencies, such as the Global Compact, to drive business awareness and action in support of achieving the SDGs.

LANDING THE SDGS LOCALLY

UNDP recognizes that local governments are key players in transforming the 2030 Agenda from a global vision into a local reality and that local communities and stakeholders, who know individual and collective needs and capacities best, are critical partners in implementing and realizing the global goals. Therefore, UNDP works at the local level to improve strategic planning, service delivery and alignment of local policies and resources with a renewed vision. At the same time, UNDP facilitates the articulation of local actors and the creation of regional partnerships.

In **Guinea-Bissau**, the Funding Windows contributed to a larger local economic development project, which helped build capacities of local, regional and national state authorities to coordinate development planning. A pilot initiative in the Cacheu region established structures and a set of tools and systems for inclusive and participatory local development planning and ensured regional development plans were consistent with national sector strategies. This initiative strengthened the capacities of key ministries to coordinate regional planning processes, through training national and regional technical teams in the creation of local planning committees in three sectors of the region. The project also enabled and supported the partnership with the National School of Public Administration to deliver trainings and integrate local development participatory planning in its curriculum for civil service training. In terms of South-South learning and cooperation, a study mission was organized to Mozambique to share experiences of development and decentralization, given Mozambique's experience in training local level civil servants.

In **Mongolia**, the Government's approval of its long-term Sustainable Development Vision (SDV) 2030 created a strong enabling environment for UNDP to engage municipal authorities in SDG-centred cooperation, joint project initiatives and co-financing. Through the Funding Windows, UNDP supported the localization of SDGs for the capital city, Ulaanbaatar, where half the country's population resides, through the development of an SDG roadmap, financing strategy and data collection framework. This roadmap translated the global SDGs into city baselines and targets to adjust them to the local context and enhanced the commitment and buy-in from city authorities. The SDG financing strategy analysed the current structure of the city budget, legal and policy constraints, and changes in patterns of the budgetary revenue and expenditure. UNDP helped draft Ulaanbaatar's SDG data methodology, which covered 127 indicators and defined the source and frequency of data collection. The proposed indicators, baselines and targets provided the basis for an online dashboard to track the status of implementation and progress of relevant SDGs for the city. To ensure continued focus and momentum, UNDP advised the city authorities to establish a dedicated SDG council that would facilitate SDG alignment in defining priorities for the city's medium to long-term plans and policies while ensuring that the budget decision making process would be SDG-informed.

Somalia has been part of a targeted UNDP global programme on SDGs and countries in crisis, which focuses on facilitating federal and state level cooperation in setting development goals and targets, as well as development planning. In Somalia, responsibility for localizing the SDGs at the state level is that of each Federal Member State. Regional differences across Somalia required tailoring the SDGs to each specific context at the local level. The Funding Windows contributed to the development of capacities of the Federal Government of Somalia and the Federal Member States to undertake planning, M&E and aid coordination including reporting. This collaboration contributed to fostering dialogue and peace among states and communities, improving centralized planning efforts, and strengthening the national ministries and state governments.

UNDP carried out several workshops and SDG awareness-raising campaigns and provided technical support to the Federal Ministry of Planning and International Cooperation to coordinate exchanges and learning as well as stimulate coherence and alignment between national and state led actions. This helped secure local buy-in, which is essential to ensure development of localized SDGs that are locally driven and owned. For example, UNDP provided technical expertise to mainstreaming the SDGs into the national development plan and aligned the indicators, thus easing reporting at both national and global level. It also guided the development of the Government's 2017 annual workplan and assisted four Federal Member States in aligning their annual implementation plans with SDG indicators, ensuring the strong ownership of the national development plan and the state implementation plans.

STRENGTHENING CAPACITIES OF MONITORING AND REPORTING SDGS

The 2030 Agenda is explicit about the need for high quality data that are timely and viable, and disaggregated by income, age, race, gender, ethnicity, migratory status, physical disability and geographical location. Such statistics are a key instrument for implementing the SDGs and for monitoring countries' progress. The annual High-level Political Forum (HLPF), convened by the UN General Assembly and the Economic and Social Council, offers the opportunity to review progress in addressing the ambitious challenges of the 2030 Agenda and raises awareness of the critical role of sound, disaggregated data to acheve the objective of leaving no one behind.

UNDP supported the development of national statistical capacity to monitor SDG progress and produce SDG reports, enabling countries to use data effectively for SDG implementation and monitoring. This was done through capacity building, developing indicators in new measurement areas (such as governance), and brokering innovative partnerships to address data gaps. The support provided through the Funding Windows in 2017 included support for mapping available SDG-related data; assessing the readiness of national statistical systems; building data and reporting capacities of national stakeholders; and supporting the preparation of the first national SDG reports and voluntary reports for presentation at the HLPF.

In **Argentina**, the Funding Windows contribution was used to develop an SDG follow-up online platform with statistical information on baselines and goals for 222 selected indicators. The platform provided a simple and informative view of the global and national SDG commitments, and Argentina's progress towards achieving the goals. UNDP also supported Argentina's participation in the VNR at the HLPF in July 2017. There, Argentina presented its national report and introduced the 96 prioritized national objectives for the 17 SDGs and their corresponding 222 indicators. The VNR encouraged the national government to accelerate its efforts and advance in developing SDG follow-up mechanisms. It also permitted a substantive effort to review available national statistics to present updated and disaggregated data on baselines for the selected indicators at the HLPF. Data gaps were identified and would be addressed in the national and provincial statistical planning.

In **Jamaica**, UNDP organized capacity building workshops to improve data quality, analysis, estimation and imputation of missing information with the ministries, departments and agencies involved in the production of the SDG indicators. A national quality assurance framework was drafted, and process models for official statistics and SDG indicators were developed. UNDP partnered with the University of West Indies to develop the Caribbean 2030 Regional online platform.

Governance for Inclusive and Peaceful Societies

The 2030 Agenda aspires towards a world free from violence, insecurity, injustice, inequality, corruption and poor governance which persist today as significant challenges to the development of societies. Today, more than 1.4 billion people live in areas affected by conflict, violence or fragility. Additionally, in many countries, civic space has been shrinking and there has been a failure of the rule of law to ensure justice and public security. Social marginalization, political exclusion and limited access to rule of law and recourse generate tensions and mistrust between governments and people. Transitions in many post-conflict situations are prolonged, often due to weak political settlements which can increase polarization and marginalization, which in turn provides fertile space for more violent extremism.

In response to these challenges, UNDP's approach features a stronger integration of governance, conflict prevention and support to inclusive and peaceful societies, aiming to build a more inclusive and resilient social contract between State and society. UNDP's work is guided by human rights-based, politically-informed and conflict-sensitive thinking. UNDP has been at the forefront in supporting the prevention or resolution of conflict and assisting post-conflict countries, including through empowering women to play the role as agents of change in peacebuilding and state-building.

The activities supported by the Funding Windows contributed to inclusive and effective democratic governance, peacebuilding and conflict prevention – essential to achieving SDG 16 on peaceful, just and inclusive societies – which provides the enabling governance environment to achieve the entire 2030 Agenda.

Related Strategic Plan outputs:

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

2.2 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.

2.3 Capacities of human rights institutions strengthened

2.5 Legal and regulatory frameworks, policies and institutions enabled to ensure the sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems.

5.5 Policy frameworks and institutional mechanisms enabled for the peaceful management of emerging and recurring conflicts and tensions.

5.6 Mechanisms enabled for consensus-building around contested priorities to address specific tensions, through inclusive and peaceful processes

6.4 Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development

CONFLICT PREVENTION

The changing nature of conflict and conflict trends have placed conflict prevention and sustaining peace squarely as a major priority on the agenda of the international community. In countries affected by recurring violence and conflict, a lack of basic services, lack of justice and security measures, and little respect for human rights further erode trust between individuals and governments. To reconnect governments with people and bring life back to normal, UNDP's support focuses on:

▶ Strengthening capacities and application of 'insider mediation' capacities and mechanisms, networks and infrastructure for peace to prevent and manage violence or conflict;

▶ Supporting conflict analysis and conflict-sensitive programming;

▶ Creating and sustaining livelihoods for conflict prevention and social cohesion;

▶ Addressing root causes and structural drivers of conflicts, including radicalization and extremism;

▶ Facilitating dialogue and consensus building.

UNDP leveraged Funding Window resources and capacities to support fragile and conflict-prone countries, addressing the needs of the poorest and most vulnerable populations, such as young men and women susceptible to embracing extremist beliefs, and expanded its support to integrate IDPs, ex-combatants, refugees and returnees into existing communities. UNDP also supported the revision and adaptation of governance systems to ensure the peaceful coexistence of different groups in pluralistic and multicultural societies. For example, in Lake Chad Basin countries, UNDP worked with local authorities, host communities, civil societies, religious institutions, internally displaced persons (IDPs), women's groups and other local actors to promote tolerance and respect for diverse cultures and sharing natural resources.

BOX 1 — UNDP's response to the Lake Chad Basin countries: Cameroon, Chad, Niger

UNDP works across the humanitarian-development nexus, furthering sustainable recovery efforts, ensuring the return of IDPs and stabilizing communities ravaged by the Boko Haram insurgency. The insurgency in North East Nigeria and the neighbouring countries Cameroon, Chad and Niger displaced over 10 million people from their homes. The adverse development impact is particularly harsh, given that these areas were already poor, with low levels of human development, and in environmentally constrained settings. According to the World Bank, damage and loss in North East Nigeria alone is estimated at almost $9 billion with the bulk of the losses (79 per cent) attributed to agriculture ($3.7 billion) and private housing ($3.3 billion).

UNDP allocated funding to the Lake Chad Basin countries to support conflict prevention and peacebuilding, stabilization, livelihoods and preventing violent extremism. The seed funding from the Funding Windows supported common efforts across borders between Cameroon, Chad and Niger, as well as in tandem with Nigeria and the Central African Republic. The contributions helped to complement and attract additional donor support and paved the way for a cross-border project between Cameroon and Chad supported by the Peacebuilding Support Office (PBSO). The project aimed to prevent violent extremism by improving social cohesion among communities across borders, supporting socio-economic opportunities for youth, and engaging in public information campaigns.

CAMEROON

With the support of the Funding Window, UNDP implemented an initiative to train and empower coaches and sports teachers to use sport as an instrument for social change and education and to prevent youth from turning to violent extremism. Forty-four qur'anic school teachers (19 females and 25 males) also received training on a new curriculum on peace and tolerance. This resulted in 12,341 qur'anic students being trained on social cohesion and tolerance. Additionally, five associations of qur'anic school teachers were created in four communities, which helped children get birth certificates, the first step towards citizenship and reducing a vulnerability to violent extremism. Dialogues between qur'anic schools and vocational training centres also reinforced life and livelihood skills of qur'anic school students. Two booklets on citizenship and livelihood skills were developed for qur'anic students and used in other communities and projects funded by PBSO and bilateral donors.

Abdoul-Aziz, a qur'anic student at Mora, stated: "As part of this project, I learned new things in my qur'anic school, such as how to live in peace and harmony with everyone, whether they are Muslims, Christians or people practicing traditional religion. I was taught to be cautious about dangerous speeches that tend to divide and incite disorder, like those of Boko Haram. I was also taught a taste for the effort to earn a decent living and the need to learn a trade after the qur'anic school. This job will enable me to be able to do something in life and earn my money and live worthily."

CHAD

UNDP supported conflict prevention, social cohesion and the prevention of violent extremism in the Logone Oriental Region, an area that experienced an unprecedented influx of returnees and refugees from the Central African Republic. UNDP used a two-pronged approach to prevent and address local conflict and violent extremism, especially through intercommunity dialogue among refugees, returnees, and host communities, and supported alternative means of livelihoods, especially for youth and women. Approximately 200 individuals joined 10 peace committees in the four refugee/returnee camps of Gondjé, Amboko, Doholo and Dosseye as well as the surrounding villages. Sixty individuals (45 women) were trained extensively in conflict mediation and now work alongside the peace committees. The project also expanded space for civil society to engage in local conflict mediation. UNDP also produced six short educational documentaries in local dialects that reflect the views and realities of local populations on conflict and radicalization, with a view to fostering community cohesion, dialogue and local solutions. Interactive radio programmes to educate youth and women on peace and social cohesion were also produced.

NIGER

Through UNDP advocacy, Niger's Minister of the Interior signed a decree creating an ad hoc committee to propose guidelines for a national security strategy to serve as a national framework and facilitate the coordination of multi-stakeholder interventions in the security sector. UNDP also provided advisory services on a participatory and gender-sensitive national security strategy.

Eight regional workshops were organized to undertake a situation analysis of the security context and to elaborate a national strategy and an action plan. Specifically, the workshops provided an opportunity to take stock of the internal security system in all its components:
▶ Analyse threats and risk
▶ Identify opportunities and assets to enhance internal security
▶ Highlight strengths and weaknesses
▶ Learn from the management of internal security problems
▶ Make proposals to materialize this vision in a national strategy
▶ Draw up an action plan for the implementation of the strategy

UNDP also helped Niger organize an event for the International Day of Peace on 21 September 2017 under the leadership of the President of the High Authority for Peacebuilding. It was attended by more than 400 adults and 1,500 youth.

Local communities are fighting desertification in the Lake Chad Basin.
@Jean Damascene Hakuzimana

STRENGTHENING NATIONAL AND LOCAL CAPACITIES TO PREVENT AND MANAGE VIOLENCE OR CRISIS

UNDP works to build institutional and technical capacities for States to develop and implement conflict prevention and management mechanisms at all levels. An important element of UNDP's efforts is the promotion of a culture of peace through facilitated consultative processes at the national, regional and local levels. Contributions from the Funding Windows supported capacity strengthening of the national governments and regional partners in proactive conflict mitigation and peacebuilding measures.

In **Myanmar**, UNDP provided support to the Joint Monitoring Committee (JMC), which conducted ceasefire monitoring, reporting, verification and dispute resolution functions for the implementation of a Nationwide Ceasefire Agreement. With contributions from the Funding Windows, bilateral donors, the Peacebuilding Fund and the Joint Peace Fund, UNDP provided international ceasefire expertise and institutional capacity development assistance to strengthen the JMC's core functions as well as its local presence. This was the first UN/UNDP country level engagement with the formal peace process and created an entry point for broader engagement. UNDP also supported the UN Technical Needs Assessment, which informed the JMC on international standards, such as humanitarian and human rights laws, and offered recommendations in capacity building activities on disengagement, verification, and insider mediation. In addition, UNDP developed the first Harmonized Approach to Cash Transfer baseline micro-capacity assessment, which served as a platform for JMC's institutional development, drafting of the operational policies.

As part of the sub-regional initiative for Lake Chad Basin countries to address conflict prevention, peacebuilding, livelihoods, preventing violent extremism and recovery, the Funding Window resources were used in **Niger** to improve the mechanisms for the prevention, coordination and management of crises. This included reinforcing social cohesion interventions and confidence building between the security and defence forces and civilian populations. UNDP's technical assistance also led to the development and endorsement of a national security strategy by the Government of Niger, which provided a framework for the harmonization of peace and security interventions at the national level. The elaboration and validation of the strategy was the result of a series of capacity building workshops, including regional workshops on security threats and risks assessments, aiming to foster the inclusion of regional realities in the strategy.

UNDP trained 60 people including 20 defence and security forces and 40 civilians on citizenship and peacebuilding in regions with increasing insecurity or crisis. The social cohesion sensitization activities and tools, such as community radios, promotion caravans and citizenship forums, reached 65,789 people, including 33,289 women and 19,700 youth. Two peace committees composed of 46 people, including nine women, were established to reinforce security and cohesion with a 65 per cent reduction in reported security threats in the regions.

Suriname experienced a persistent economic crisis since an economic downturn hit the country in 2015-2016, and this exposed the structural weaknesses of a small and fragile economy heavily dependent on natural resource exports. In response to these challenges, UNDP supported the design of national social protection priorities and developed economic models for coping with shocks. Seed funds also supported activities focusing on social protection, natural resources and human rights.

In **Ukraine**, UNDP assisted the Government to undertake the steps needed to operationalize the multi-Partner Trust Fund. With support from the Funding Windows, UNDP also promoted policy dialogue and coordination at both national and sub-national levels on peacebuilding and inclusive development planning, including the support for the inclusive process of elaboration of the State Target Programme for recovery of the eastern region of Ukraine. In partnership with other UN agencies, UNDP also organized joint events, such as the East Expo 2017 which was a large-scale business conference and exhibition involving small and medium businesses from Donetsk and Luhansk oblasts and the Ukrainian Women's Congress attended by more than 2000 people, including government officials, women entrepreneurs, representatives of the donor community, and civil society organizations, to discuss challenges and ways forward in advancing women's rights in the country.

In **Liberia**, UNDP assisted the Government to fight corruption and build integrity systems in the public sector. With UNDP's support, the Public Procurement and Concessions Commission installed a fully functional e-procurement management information system as part of wider efforts to modernize and enhance integrity in public procurement. It started a publication education campaign aimed at increasing awareness on corruption, transparency and accountability through radio talk shows, jingles, and billboard messages.

Through its partnership with the Liberia Anti-Corruption Commission (LACC), improvements were made in institutional prosecutorial capacity, asset declaration and awareness raising activities on anticorruption practices. Through this support, the LACC increased the number of cases investigated and prosecuted in 2017 compared to previous years. UNDP provided external trainings in forensic investigation to LACC staff and, along with other donors, supported the establishment of a cybercrime lab with surveillance equipment. The assets declaration platform was also upgraded through UNDP support, promoting public sector integrity and enforcing assets declaration regulations, which resulted in 411 government officials declaring their assets in 2017.

BUILDING ROBUST, INCLUSIVE AND PEACEFUL SOCIETIES AFTER CONFLICTS

Rebuilding livelihoods and creating cohesive societies in crisis-affected countries is a critical component of peacebuilding. UNDP's work on conflict prevention promotes social cohesion through a conflict-sensitive approach, by empowering nations and communities to become more inclusive and resilient to external and internal shocks. UNDP offers integrated support to countries in re-establishing livelihoods and building inclusive societies following crisis, providing basic services to those most in need of resources, creating income generating opportunities for local communities, increasing cooperation between opposing groups, and enhancing both regional security and resilience in the face of recurring shocks and instability.

UNDP supports government and key actors in setting up inclusive and participatory mechanisms and structures for participation, tolerance, dialogue and consensus building. Financial support from the Funding Windows allowed UNDP to initiate a broad range of post-conflict social cohesion programming, dedicated to achieving the following goals:

▶ Ensuring vulnerable groups, such as women, young people, ex-combatants, and marginalized members of society, are effectively able to participate in conflict prevention and economic activities.
▶ Stabilizing livelihoods through income generation and job creation; entrepreneurship and vocational trainings.
▶ Ensuring sustainable reintegration of former combatants; internally displaced persons and returning refugees.
▶ Promoting inclusive and participatory approaches that incorporate the perspectives of a wide range of stakeholders and foster opportunities for community dialogue and resilience building.
▶ Building early warning systems and peace-monitoring mechanisms;

In the **Central African Republic**, youth are particularly vulnerable to armed conflict and violent extremism as a result of insufficient education, inequality, and limited livelihood opportunities. The project reached out to "at risk" youth in ungoverned parts of the country where they were isolated from ongoing peacebuilding efforts, providing them with livelihood opportunities and introducing social cohesion and psycho-social support.

UNDP partnered with the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic and the Danish Refugee Council to deliver an emergency employment programme, which provided employment and entrepreneurship training to 562 vulnerable youth. The project successfully leveraged the partnerships to expand the reach of the project at less cost, reaching more youth beneficiaries and potentially extending support to more prefectures. Forty-five youth and women received training on entrepreneurship as part of a pilot programme. Seed money from the Funding Window also enabled UNDP to partner with other UN Agencies to conceive a joint youth project, which successfully secured $2.5 million from the Multi-Partner Trust Fund/Ezingo funds. In addition, the institutional support to the Ministry on Small and Medium Enterprises (SME) led to the validation of the Code for SME and Small and Medium Industries and sensitization of pertinent persons in the National Assembly and youth associations.

In **Chad**, UNDP supported efforts to address cross-border conflict, strengthen security and stability in host communities and promote economic opportunities for youth to counter radicalization and migration. The project supported civil society organizations, including traditional leaders, to work with local administrative authorities in the south in their management of migration flows and in providing social services at the community level, such as psychosocial care and the mediation of conflicts between host communities and displaced populations.

The project strengthened the transformative capacity of women to engage as agents of change, especially in preventing conflicts and violent extremism within communities. A capacity strengthening workshop was organized for 50 women leaders from both displaced groups and host communities, focused on understanding the root and immediate causes of radicalization and detecting early warning signs. A national workshop gathered 120 women from 15 regions to exchange knowledge and good practices in conflict management, mediation and the prevention of violent extremism. In addition, UNDP joined forces with ministries, public institutions and a microfinance institution to improve the living conditions of more than 100 women through training in business skills and the provision of micro-grants. The project provided the foundation for the development of the national programme on violent extremism, which several donors have already begun to support. The project provided the foundation for the development of a national programme on violent extremism, which received funding from several donors and will be implemented between 2018 and 2021.

There was a critical need in **Colombia** to strengthen citizen participation in the Colombian peacebuilding process, particularly integrating the different views of women, Afro-Colombians, and indigenous groups affected by the armed conflict. UNDP, in partnership with local institutions, civil society and through international cooperation, contributed to the implementation of the SDG Goal 16 to build an inclusive and peaceful society with regional perspective, environmental sustainability, gender equality and respect for fundamental rights. Support from the Funding Window specifically bolstered a community-based conflict resolution mechanism to build resilient communities, able to manage the peaceful transformation of social and environmental conflicts.

UNDP provided technical capacity and policy advice to facilitate the implementation of the peace agreement signed between the Government of Colombia and the Revolutionary Armed Forces of Colombia-People's Army, paying attention to particularly sensitive issues like the socio-economic reintegration of ex-combatants and the promotion of citizen participation in development programmes with a territorial focus. UNDP also worked to ensure citizen participation in the talks between the National Liberation Army and the Government.

The work-for-peace activities provided emergency jobs to the youth to clear the streets covered by weeds. At the same time, it provided income for the youth and allowed them to save some funds to pursue vocational training leading to income-generating activities.
(Photo: UNDP/Central African Republic)

The Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention

Bringing together the political and development arms of the United Nations, the Joint UNDP-United Nations Department of Political Affairs (DPA) Programme on Building National Capacities for Conflict Prevention is an innovative initiative that enhances the UN's support to countries in sustaining peace by deploying Peace and Development Advisors (PDAs) in the field. PDAs provide catalytic support to UN Resident Coordinators and UN Country Teams by strengthening national and local capacities for conflict prevention, including through support to inclusive dialogue, mediation, early warning, and national peace architecture initiatives. PDAs also support the UN system to effectively adapt and respond to complex political situations and identify entry points for preventive action.

A 2016 Funding Window allocation of $2.1 million, added to other sources of funding, enabled UNDP to support 48 PDA posts, with new PDAs deployed in 15 countries. The initiative has been increasingly recognized, including in the recent report of the Secretary-General on Peacebuilding and Sustaining Peace as a model for "reinforcing national ownership, developing country-contextual responses, and ensuring the effective delivery of development results on the ground."

The following are some of the key initiatives carried out under three programmatic areas:

1. Strengthening dialogue, mediation and national peace architectures

In Uganda, the PDA supported the Office of the Prime Minister to strengthen and coordinate capacities for conflict management into a national peace architecture. With support from the PDA, two draft policies – a transitional justice policy and a peacebuilding and conflict transformation policy – were developed and are expected to be approved by the Cabinet in 2018.

The PDA in Eritrea helped organize and conduct an intensive training course for young Eritrean diplomats that focused on peace and security issues and reinforced skills in multilateral negotiation, mediation and situation analysis.

2. Facilitating joint conflict analysis and assessments

In Ethiopia, the PDA established a joint analysis cell bringing UN agencies together to coordinate and conduct cross-disciplinary analysis to ensure complementarity of efforts between the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the Office of the United Nations High Commissioner for Human Rights, the Department for Safety and Security, and UNDP.

Catalytic programming funds enabled the PDA in Guinea to organize and facilitate a national conflict analysis process that gathered 150 participants, including Ministers. The Council of Ministers discussed the outcomes of the analysis and subsequently, the process led to the formulation of the National Strategy for Conflict Prevention.

The PDAs in Chad and Cameroon provided strategic guidance for the development of a cross-border project to strengthen the capacity of formal and informal peacebuilding and conflict resolution mechanisms at the community level (traditional elders, youth and women) to address evolving security threats such as violent extremism linked to the spill over of the Boko Haram crisis.

3. Support to conflict prevention and peacebuilding programming

The PDA in Togo supported the establishment of 37 local peace committees as part of the national peace infrastructure. During the lead up to the 2018 elections in Sierra Leone, the PDA provided technical support to the Political Parties Registration Commission and the Office of National Security and helped to create a discussion forum to promote a culture of non-violent communication among the political parties.

ADDRESSING ROOT CAUSES AND STRUCTURAL DRIVERS OF RADICALIZATION AND EXTREMISM

Socio-economic development alone is an insufficient response to radicalization and violent extremism: issues around the politics of identity, horizontal inequalities and perceptions of social injustice are also at the heart of this problem which is seen across regions and the world. UNDP aims to address the underlying causes of radicalization and violent extremism by using a development and peacebuilding approach firmly grounded in human rights, by prompting tolerance and respect for diversity, political inclusiveness and economic empowerment, and reduction of inequalities. This includes efforts to strengthen vertical and horizontal cohesion in society as well as helping local actors reinforce their resilience to conflict and division.

Supported by the Funding Windows, UNDP focused its work around the following areas:
▶ Increasing participatory decision-making and civic space at community levels;
▶ Working closely with community actors with the potential to support co-existence and dialogue;
▶ Providing economic opportunities and skills training for groups at risk, including IDPs, ex-combatants and youth;
▶ Strengthening the capacity of local governments for service delivery and security;
▶ Creating monitoring and early warning mechanisms at community levels;
▶ Empowering women as change agents and engaging youth to build social cohesion;
▶ Developing databases and mapping exercises to gather knowledge, evidence and practices to better understand the dynamics behind radicalization and extremism.

In **Bangladesh,** UNDP partnered with the Government in conducting research on the nature and drivers of violent extremism as well as its online narratives. It resulted in a soft launch of a violent incident mapping platform at the University of Dhaka. This new database platform, called the "Bangladesh Peace Observatory Facility" (BPO), offered data, mapping analysis, research, and education opportunities to better understand the state of violence and its narrative. The BPO also collected sex-disaggregated data on violence and crimes committed by or against women, providing years of insight into violence trends affecting women. The BPO is part of a larger initiative "Partnerships for a Tolerant, Inclusive Bangladesh", that UNDP has supported implementation of, in line with the UN Secretary-General's Plan of Action to Prevent Violent Extremism that was endorsed by the Government of Bangladesh in April 2016.

Jointly with Facebook, UNDP also initiated youth challenges to produce an online platform for promoting content about tolerance and reaching the widest possible audience through cross-media platforms. The project attracted additional funding from donors and the private sector.

In **Cameroon**, UNDP implemented early recovery activities in the Far North region where increased communal tensions, fuelled by the Boko Haram insurgency and the considerable number of IDPs and refugees, created a range of issues for IDPs and host communities, especially related to livelihoods and social cohesion. Funds were used to strengthen efforts in conflict prevention and reduce the risk of radicalization, reduce isolation, and enhance coexistence between antagonistic communities. It also supported activities to improve conflict resolution of land disputes and other natural resources.

For example, UNDP conducted a study on perceptions of conflict and violent extremism in different communities and built a database to help diagnose violent extremism. The study clearly identified conflict zones around natural resources, inter-ethnic tensions, juvenile delinquency, and other opportunistic conflicts, and therefore laid the foundation for specialized responses. Awareness-raising campaigns on peace and peaceful co-existence led to concrete community-level solutions and conflict-resolution mechanisms, such as monitoring committees for prayer centres for Muslims and Christians. Box 1 on UNDP's response to the Lake Chad Basin countries provides additional information. Additional resources were successfully leveraged from donors, which allowed the project to continue to contribute to peace consolidation and the prevention of extreme violence.

In **Pakistan**, UNDP promoted the prevention of violent extremism through economic empowerment of young people in Balochistan province. Extreme economic marginalization has rendered local communities, especially youth, vulnerable to involvement in violence and conflict. With seed funding from the Funding Window, UNDP launched a design thinking session with young entrepreneurs in the province to analyse the challenges to starting their business. UNDP also conducted a study to identify the entry points for youth employment emanating from the China-Pakistan Economic Corridor, a part of China's "One Belt, One Road" initiative which will pass through the province. To promote safe spaces for youth dialogue, UNDP facilitated a unique peer-facilitated discussion on peace and conflict which informed future programming in the area. With $1 million contributed by the Government, UNDP expanded its programmatic engagement in the province to incorporate seven additional initiatives, such as SDG support and resilience and peace building in crisis-affected communities.

In **Kosovo** (SCR1244) , UNDP implemented a project to produce the first assessment and white paper on prevention of violent extremism. Focusing on work at the community level with youth, employment, and a referral mechanism, the project aimed to foster the resilience of vulnerable groups to radicalization. UNDP worked with central authorities and initially with four municipalities that were identified as "hotspots" for radicalization. The assessment included gender disaggregated data on foreign fighters and other radicalized individuals (identified through surveys and interviews), and analysed pull and push factors, including how they affect women. The project ensured women's participation in the decision-making groups at the central level and in the referral mechanism locally.

UNDP also provided policy advice on guidelines for case management as well as confidentiality and ethics for the functioning of the referral mechanism, which was pioneered in one municipality to identify and address persons vulnerable to radicalization. The project leveraged additional donor support and was selected as a good practice in the Western Balkans. This initiative was integrated as the main activity under the Western Balkan Counter Terrorism Initiative under the European Union approach for the Western Balkans.

In **Lebanon**, UNDP worked to strengthen social cohesion and reduce violence in Tripoli, Lebanon's second- largest city, with a focus on youth engagement. A key component of UNDP's contribution was the implementation of the Local Mechanism for Social Stability in over 70 locations deemed "hotspots" due to the high number of Syrian refugees hosted there. The mechanism was designed to provide safe and common spaces for local groups to discuss their fears and suggest solutions to resolve their conflicts. As a result, three joint platforms for peace were established, which brought together community members (such as injured persons during the civil war, youth and women) to increase cooperation, challenge stereotypes, and promote social stability and cohesion. For example, a playback theatre troupe brought together youth from different neighbourhoods and offered a platform for them to vent their troubles and negative past experiences as a unique way of increasing awareness on the underlying social and political conditions that led to hostilities and armed conflict.

UNDP also developed a Violence Free Schools Initiative, under which a sensitization campaign on nonviolence and peacebuilding in education reached 270 teachers, 2173 students and 1268 parents. The project also partnered with Fighter for Peace in recruiting Tripoli ex-fighters to join its ranks, a first step towards a healthy process of reconciliation, dealing with the past, memory and reconciling with traumatic experience. Lastly but most importantly, the project contributed to the Tripoli Roadmap for Reconciliation, a locally-led initiative that gathered stakeholders from various sectors and accompanied them on agreeing on a set of values and milestones needed to achieve real reconciliation.

In the **Philippines**, UNDP and international development partners helped address violent radicalization in parts of Muslim Mindanao. UNDP identified and equipped credible intermediaries with the capacities to engage alienated groups and communities in dialogue on tolerance and inclusion, such as religious, traditional and youth leaders. Moreover, mechanisms for sharing information, joint analysis and coordination of support among stakeholders and development partners were effectively established and sustained. UNDP further supported streamlining efforts of institutions on preventing and countering violent extremism, organizing negotiation and mediation training workshops for imams and civic leaders and strengthening capability among youth leaders for expended peace and development communities as co-champions in conflict transformation. Support from the Funding Windows enabled UNDP to move beyond research into action and helped establish a network of implementing partners with deep roots in the community.

DEMOCRATIC GOVERNANCE FOR PEACE AND DEVELOPMENT

UNDP promotes and enhances democratic governance processes, where an inclusive and resilient social contract exists between a State and its people. Such a contract is needed to sustain peaceful, just and inclusive societies. Countries with strong systems of democratic governance have laws, processes and institutions to navigate peaceful transitions of power, be resilient to risk, and manage development that delivers sustainable and widely shared growth.

UNDP enables countries to strengthen the institutional frameworks and capacities to reinforce their core institutions of democratic governance and political processes.   This includes support for electoral cycles, with an emphasis on the increased participation of women and other marginalized groups, as well as tackling corruption and promoting transparency in public processes, while ensuring that all efforts are guided by the fundamental principles of accountability, inclusion and human rights.

ENHANCING CAPACITIES OF ELECTORAL INSTITUTIONS FOR INCLUSIVE POLITICAL PROCESSES

Increasing the capacity of electoral institutions and other actors responsible for credible and inclusive electoral processes is part of UNDP's wider efforts to support sustainable and inclusive democratic societies. UNDP promotes credible and inclusive elections at all levels by supporting national efforts for legal reform; establishing independent management bodies; planning, monitoring, and budgeting; supporting voter and civic education; coordinating electoral assistance; promoting women's participation as voters and candidates; encouraging the political participation of marginalized groups; and preventing electoral conflict and violence. In 2017, the Funding Windows supported UNDP's work to enhance the credibility, transparency, effectiveness and sustainability of electoral institutions and processes.

In Latin America, UNDP continued to support electoral cycle interventions, providing capacity development and mainstreaming gender in electoral assistance in close collaboration with government partners. UNDP's interventions were based on thorough analysis followed by policy advice and technical support. The Funding Windows supported electoral processes and participation in several Latin American countries including **Bolivia, Chile, El Salvador, Mexico and Paraguay.**

In **Bolivia**, the Funding Windows enabled UNDP to support the process that created the Indigenous First Peoples and Peasant Autonomy (Autonomía Indígena Originaria Campesina – AIOC), the country's first self-governance system based on the consensus of community assemblies. UNDP provided technical assistance and strengthened the capacity of the Supreme Electoral Tribunal and departmental electoral tribunals to supervise and monitor this process. UNDP analysed the competencies of the different levels of government participating in the process and held nine intercultural and parity workshops with departmental courts. It developed the methodology and content to strengthen women's political participation in the AIOCs. UNDP also supported the participatory engagement of the indigenous governments in the elaboration of the regulations that accompanied the electoral process of the Raqaypampa, Uru chipaya and Charagua Autonomies. The knowledge generated through this project, i.e. the framework, regulations, and the systematization of the processes, serve as an indispensable platform for the three autonomies that plan to be established in 2018.

In **Chile**, there have been persistent inequalities in levels of political participation and representation. For example, Chile had the largest reduction in voter turnout in Latin America, dropping 36 per cent since 1990. UNDP has worked to increase public support for elections. Seed funding from the Funding Windows enabled the preparation of a comprehensive programme to promote electoral participation and improve public opinion regarding elections. To encourage electoral participation, UNDP conducted a diagnostic analysis of electoral participation, looking at trends, disaggregated data and the socio-demographic characteristics of people who did not vote. Focus groups were consulted on voting behaviour and the resulting analysis informed community-level communication campaigns, which were supported by a UNDP-led consortium of key NGOs. UNDP also focused on improving women's representation in the 2017 legislative elections.

In **El Salvador,** UNDP strengthened the Supreme Electoral Tribunal's training capacities in advance of the 2017 legislative and municipal elections and 2018 presidential election. The Funding Windows supported the development of virtual learning courses with an emphasis on gender and inclusiveness. The training of electoral staff of the different Temporary Electoral Bodies, including the Voter Reception Boards, was also supported. UNDP combined in-person and online training tools to train the permanent and temporary electoral staff to participate in the 2018 and 2019 elections. The virtual tools offered information on electoral laws and could be used as a voting simulator to help people understand valid forms of voting.

In **Jordan**, UNDP strengthened the capacities and structures of the Independent Election Commission and the Jordanian Parliament to be effective decision-making bodies that promote transparency, inclusion and participation in political processes. The Funding Windows contribution made it possible for UNDP to continue to provide support to the Independent Election Commission in managing the first municipal and governorate council elections in August 2017. To ensure successful decentralized elections, UNDP provided expertise on electoral regulations and operations, including the development of the overarching regulatory framework, the operations training manuals used by all electoral officials, as well as the implementation of the voter register that assigned voters to polling stations based on new eligibility criteria, locations and boundaries.

STRENGTHENING CAPACITIES OF PARLIAMENTS FOR INCLUSIVE POLITICAL PROCESSES

In **Belarus**, UNDP contributed towards the establishment of a parliamentary framework for SDG localization. This included support to the National SDG Coordinator in establishing the Council for Sustainable Development, Parliamentary Group, Partnership Group, and regional groups on the SDGs, bringing together ministries, government institutions, civil society, private sector, international organization and UN Global Compact network. A workshop on SDG localization was held in November 2017 for local authorities and civil society to introduce the concept of SDG localization, present country baseline positions in SDG implementation and share international good practices.

UNDP also supported the first public parliamentary hearings on the SDGs, which provided an important opportunity to discuss national efforts. The Funding Windows resources were instrumental for UNDP to provide needed support and international exposure during the initial phase of SDG implementation when the national structure for this process was being built.

PROMOTING WOMEN'S POLITICAL PARTICIPATION

Democracy is more likely to develop and endure when all segments of society are free to participate and influence political outcomes without suffering discrimination or reprisals. UNDP supports political institutions to become more gender responsive and facilitates women's access to opportunities and skills to exercise their political rights, participate in decision-making, exercise leadership, and contribute to development processes. The Funding Windows assisted the promotion of women's participation as voters and candidates as well as the political participation of indigenous peoples and other disadvantaged groups.

In **Mexico**, the Funding Window supported a project to promote the consolidation of an effective justice system that ensures human rights, particularly electoral-political rights, with a focus on women and indigenous peoples. It provided technical assistance to the Federal Electoral Tribunal of the Judiciary Branch and the Office of the Defence of Political Rights of Indigenous Peoples, helping to implement models of access to justice, judicial ethics and transparency, especially the strengthening of gender and indigenous people's perspectives. UNDP also supported the Electoral Tribunal to implement inclusion strategies by improving gender training, introducing gender-sensitive tools to judges, as well as creating mechanisms to protect the rights of indigenous peoples. In addition, the project enabled the Federal Tribunal to launch the Global Electoral Justice Network, which provided a platform to exchange good practices and expertise in promoting access to electoral justice.

In preparation for the 2018 national elections in **Paraguay**, UNDP supported the effective exercise of women's suffrage, promoted increased access to political decision-making positions for women, and advocated for the inclusion of gender perspectives and women-empowering legislative reforms in Congress. With the support of the Funding Windows, UNDP was engaged in advocacy for the Democratic Parity Law, which would reform the national electoral code, requiring all parties to submit gender-balanced candidates for all elections to ensure equal representation. The project worked closely with an advocacy group that included female parliamentarians from different parties and supported the drafting of the law, which secured enough votes to be submitted to the Senate for consideration. Although the bill has yet to be approved, the political debate over women's political representation shifted from the quota system to equal participation, which was endorsed by a critical mass of politicians and public opinion.

Papua New Guinea is ranked among the lowest in the world in terms of women's representation in politics. To address this challenge, UNDP used the allocation from the Funding Windows to increase political parties' support of female candidates, as well as fostered legislative reforms to increase women's political participation and strengthened the capacity of potential women candidates for parliament. Specifically, the project provided a practice parliament for 50 female candidates and supported the first ever national expo with participants from 30 political parties, aiming to increase the exposure of women running for office. Trainings were also provided to women's groups and the electoral management body on election campaign preparation.

As a result, out of the 3,332 candidates that competed in the 2017 elections, 167 were women, the highest number of female candidates to compete in the country's history. Despite these interventions, however, no women won in the 2017 parliament elections. Several factors contributed to this result, including economic, cultural and social barriers, thus UNDP initiated a series of activities including media outreach and advocacy to encourage better political representation in the future.

INCREASING ACCESS TO JUSTICE AND ENHANCED HUMAN RIGHTS

UNDP promotes the provision of legal rights, protection and aid assistance, contributing toward more equitable development by empowering poor and marginalized groups to have better access to justice. With support from the Funding Windows, UNDP supported national partners to expand access to justice through a human rights-based approach. This included translating international normative frameworks into domestic legislation and practice, strengthening legal aid frameworks and mechanisms, engaging in legal awareness campaigns and working directly with justice institutions to address the needs of disadvantaged groups. It also included removing barriers to issues of systemic discrimination and marginalization.

As part of broader justice reforms underway in **Albania**, resources were allocated from the Funding Windows to improve access to justice by preparing the grounds for effective institutionalized free legal aid services at the local level. UNDP provided technical expertise to Parliament to draft the Free Legal Aid Law (FLA). After the law's adoption, the Government demonstrated its commitment by increasing the state budget for free legal services. UNDP supported civil society partners to establish four FLA-associated pilot centres in district courts to provide unhindered and equitable access to justice for the most vulnerable populations. These centres handled an average of 33 cases per month, primarily female victims of domestic violence, ethnic minorities, people with disabilities, and rural poor citizens.

In **Turkmenistan**, the National Human Rights Action Plan for 2016-2020 (NHRAP) provides a solid framework and foundation for UNDP programming in the human rights and justice area. At the request of the Government, UNDP assisted several national ministries and agencies implement the NHRAP, focusing on strengthening and improving the system of human rights monitoring, legal aid, and enhancing the capacity of judges, law enforcement and Bar Association members. With resources from the Funding Windows, UNDP supported the review of laws and regulations of the legal aid system, and proposed amendments to align them with the constitution and make them more consistent with international human rights standards. In addition, 125 judges, including 90 women, were trained on mechanisms for the protection of human rights, while 50 Bar members were trained on the role of the Bar in promoting human rights. New, comprehensive curricula for judges were proposed to the Supreme Court that integrated elements of human rights, gender equality, rule of law and fair trial. The project also enabled South-South collaboration by supporting a study visit to Georgia for judges and lawyers from the Ministry of Justice to learn from Georgian enforcement practices with a focus on vulnerable groups.

In the former **Yugoslav Republic of Macedonia**, as part of a broader UN-wide commitment to counter violence against women, the Funding Windows enabled UNDP to work with the United Nations Population Fund and UN Women to institute the country's first three sexual assault centres, located in hospitals in Skopje, Kumanovo, and Tetovo. This, along with the creation of a framework to facilitate orderly collection and processing of data on cases of violence, addressed the largest gap in the services that the country committed to provide as it begins to implement the Istanbul Convention.   By supporting the required preparatory work with key decision-makers (judges, prosecutors and women active in local politics), and undertaking advocacy with the general public, the project played an important role in the country's ratification of the Convention in December 2017. UNDP also familiarized legal practitioners with the due diligence principle and completed the country's first-ever study on femicide, which found that of the 26 women murdered between 2013 and 2016, 19 (or 73 per cent) were killed by a husband, boyfriend or other family member.

In the **Maldives**, focusing on the most marginalized and vulnerable groups in underserved communities of the outer atolls, support from the Funding Windows helped develop a comprehensive national legal aid framework, and allowed for greater access to justice and protection of human rights. Working with national partners, the project supported the development of necessary legislation, such as the Legal Aid Bill and roll-out of the Criminal Procedure Code for the legal sector and judges. A national assessment commissioned under the project identified a local community-based paralegal model and a pro bono mechanism to provide services to victims of sexual and GBV. These pilot initiatives also paved the way for UNDP to sign the first government co-financing agreement with the Attorney General's Office on legal reform, which provided a platform and opportunity to continue its engagement on critical legal reform issues such as strengthening the criminal legal framework fighting discrimination and national human rights mechanisms.

HELPING COUNTRIES DEVELOP EFFECTIVE SYSTEMS TO REDUCE CORRUPTION

In **Belize**, UNDP supported the Government to implement the UN Convention against Corruption and to collaborate with civil society, including women's organizations, during the assessment, planning and capacity development process. This included a gender assessment of perception and experiences of corruption and capacity building through technical training and South-South exchange. Seed funds from the Funding Window enabled the project to secure additional bilateral funding to continue activities for two more years.

UNDP was also at the forefront in efforts to reduce corruption in essential sectors through a series of pilot initiatives. In the Arab States, UNDP enabled the states to identify priorities in anti-corruption agenda and promote integrity in specific vulnerable sectors, such as public spending, health and policy sector. Funding Windows resources were used for catalytic pilot initiatives that garnered support and enabled larger-scale change. The results and experience increased the interest and commitment of governments and attracted additional donor support for the expansion of those practices and anti-corruption strategies.

In **Tunisia**, UNDP partnered with the National Anti-Corruption Agency, Customs, Police, Municipality, as well as the Ministry of Health to implement the National Strategy for Good Governance and the Fight Against Corruption. Each sector agreed to promote "Integrity Islands" to tackle corruption at sectoral and local levels. The Funding Windows supported a project aligned with anti-corruption national priorities and applied to the health sector, which is particularly vulnerable to corruption. The project strengthened public accountability in hospitals, especially in Djerba, and trained 58 management staff (including 33 women), on health administration and governance, addressing audit principles and disclosure practices, while another 19 health practitioners were trained in corruption risk assessment. Equipment was provided to the regional hospital to update patient management systems, existing medical computerized files, pharmaceutical management, and improve access to health services and health information. Discussions with national and other partners are underway to expand the "Integrity Island" experience to other sectors, such as Justice, Agriculture, Tourism, or Youth and Sports.

In **Iraq**, the Funding Windows supported the implementation of the Prime Minister's reform agenda introduced in late 2015 to respond to the growing public demand for improved living conditions, access to public services, and job opportunities, and to combat corruption and reinforce the rule of law. The project specifically focused on strengthening corruption prevention mechanisms within the public-sector spending unit, where the Funding Window resources enabled the expansion of the initial anti-corruption activities, including reviewing laws and regulations governing anti-corruption processes, institutional effectiveness, and the capacity of relevant government entities.

For example, UNDP conducted an impact assessment of 85 per cent of intergovernmental organizations (IGOs) to evaluate their effectiveness in preventing corruption. After UNDP shared its conclusions and recommendations with the Prime Minister's Office, an Executive order was issued in March 2017 endorsing the recommendations to empower IGOs and reform the corruption prevention scheme. In addition, UNDP supported the Government of Iraq in identifying and relaying for comprehensive investigation three complex corruption cases involving financial misappropriation. An additional 18 cases were processed with evidence collection and 3 were completed and submitted for prosecution. In parallel, procurement laws were reviewed to identify loopholes and introduce risk mitigation measures.

Within this project and in the spirit of South-South collaboration, UNDP Iraq contacted other offices to learn from their anti-corruption experiences. For example, UNDP supported Iraq's Ministry of Planning to visit Tunisia offices to learn from their successful implementation of procurement portal and e-procurement systems. UNDP facilitated discussions between the Iraqi Integrity Commission and the Korean Anti-Corruption and Civil Rights Commission to tailor and benchmark two of Korea's innovative, proven policy tools for anti-corruption solutions, featuring effective monitoring of anti-corruption measures and preventing corruption-causing factors in draft laws.

In **Morocco**, the Government recently accelerated the implementation of its National Anti-Corruption Strategy (2015-2030), with a view to reduce corruption, improve accountability, and ensure that more efficient and responsive social services are delivered to the people of Morocco. This initiative had three entry points: strengthening inter-ministerial coordination to support the implementation and monitoring of anti-corruption reforms; enhancing institutional capacity to address corruption; and supporting the establishment of a harmonized legal framework in support of the anti-corruption national strategy. Funds from the Funding Windows were used to map available legal instruments and develop a practical guide on how to use them to inform decision-makers. The funds also helped support an innovative pilot project, which provided cameras and computer servers to two national security institutions to tighten the procedures for issuing national identity cards to discourage bribery among the police. In addition, trainings were provided to the police by partnering with the International Anti-Corruption Academy.

UNDP created awareness programs and dialogue forums to increase youth's awareness of corruption issues and generate community responsibility amongst youth on how to prevent corruption. (photo: UNDP/Liberia)

☂ Climate Change and Disaster Risk Reduction

Tackling the dual threats of climate change and disasters is essential to achieve the SDGs and eradicate poverty and inequality. By building resilience and ensuring that all development is risk-informed, countries and communities can protect against losses and simultaneously boost economic growth, create jobs and livelihoods, strengthen access to health and education, and ensure that no one is left behind. To promote risk-informed development, the Climate Change and Disaster Risk Reduction (CC/DRR) Window was designed to support the strengthening of national capacity to manage risks associated with natural hazards and climate change.

UNDP's support to countries on climate change and disaster resilience is shaped by three important global agreements: the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, and the 2030 Agenda for Sustainable Development. UNDP works with countries to help them reduce greenhouse gases and advance a long-term goal of zero-carbon development. At the same time, it works together with partners to adapt to the impacts of climate change, enhance access to clean energy, reduce the risk of disasters and, where needed, support resilient disaster recovery. Taken together, these efforts help countries to pave a path towards sustainable development that is risk-informed, zero-carbon and resilient.

Related Strategic Plan outputs:

1.4 Scaled up action on climate change adaptation and mitigation across sectors.

5.2 Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures.

5.3 Gender responsive disaster and climate risk management integrated in development planning and budgetary frameworks of key sectors

5.4 Preparedness systems in place to effectively address the consequences of and response to natural hazards and man-made crisis

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| BOX 3 | Bridging humanitarian needs with long-term development in Dominica |

On 18 September 2017, Category 5 Hurricane Maria struck the Caribbean. In Dominica it caused widespread destruction. Thirty-one people died. Roads, bridges, schools, hospitals and over 40 per cent of homes were destroyed or severely damaged. Agriculture, a major source of income for poor people on the island, suffered tremendously: almost all crops were lost.

The UN Crisis Management Unit, staffed by personnel from both UNDP and OCHA was tasked with coordinating the relief and recovery efforts on the ground. While OCHA focused on emergency coordination, UNDP worked with the Government to lay the groundwork for long-term recovery. This innovative approach to crisis response, brought together humanitarian and development actors to collaborate from the outset of the relief operation, to ensure that long-term recovery needs were addressed as early as possible, in line with the elements of the New Way of Working.

UNDP also forged strong collaborations with colleagues on the ground from other UN agencies, NGOs, and regional entities to support government counterparts with disaster relief activities. UNDP also supported emergency employment for debris removal and provided counseling and cash support to vulnerable people for basic needs and home repair.

Barely one month after the hurricane, despite logistical challenges, a comprehensive Post-Disaster Needs Assessment (PDNA) mission was undertaken in partnership with the World Bank and the European Union. The PDNA provided the basis for the recovery strategy presented at the UNDP-Caribbean Community (CARICOM) High-Level Conference for the Caribbean in November 2017, which yielded over $2.5 billion in international pledges. Furthermore, UNDP provided high-level policy advice to CARICOM to establish a Resilient Caribbean Recovery Facility, which was recently presented to CARICOM Heads of Governments in July 2018.

Innovation was a key component of UNDP's response. Supported by the contribution from the Funding Windows, UNDP joined with the Ministry of Housing and partnered with Microsoft – who donated tablets and designed a specific application – to undertake a comprehensive building damage assessment. The project covered over 29,000 structures island-wide, providing a clear picture of the total housing needs, generating key data for the repair and reconstruction plan. UNDP also pioneered a collaboration with the international NGO Engineers Without Borders to help the Ministry of Planning rewrite the Housing Guidelines to enhance structural resilience and to carry out training and certification for over 400 contractors and engineers.

Building on the concrete data generated from the building damage assessments, UNDP initiated projects for resilient roofing and debris removal which provided temporary employment to hundreds of hurricane-affected Dominicans. UNDP also provided advice to the Government on recovery planning and the creation of a National Reconstruction Agency for Climate Resilience, based on international good practices.

These are not, strictly speaking, humanitarian activities, but in the aftermath of a crisis they are instrumental for long-term recovery. UNDP was able to respond quickly to the needs of national authority because of its presence. Together with OCHA and other sister agencies that provided humanitarian support, UNDP helped lay the foundations for long-term recovery.

Over 800 hurricane-affected Dominicans recieved training and were temporarily employed as part of the National Emplaoyment Programme.

HELPING COUNTRIES ADVANCE INTEGRATED CLIMATE AND DEVELOPMENT SOLUTIONS

The adoption of the landmark Paris Agreement on Climate Change in December 2015, followed by its ratification less than one year later, signaled a universal recognition that curbing dangerous climate change is essential if we wish to protect our planet and ensure prosperity for future generations. Meeting the ambition of the Paris Agreement will be challenging, but essential if UNDP is to fulfill its mandate of eradicating poverty in all its forms and dimensions.

The Nationally Determined Contributions, or NDCs, that underpin the Paris Agreement, communicate the unique vision that each country proposes for taking action on climate. To assist developing countries to deliver on the commitments outlined in their NDCs, UNDP launched a flagship programme at the UN Climate Conference (COP23) in November 2017.

The new NDC Support Programme creates an interface for UNDP to provide dedicated support on NDC implementation with evidence drawn from its extensive portfolio of climate change initiatives, while also ensuring that emerging good practice and innovations are both disseminated to, and shared from, strategic partners. In 2016 and 2017, the Programmed received $24.5 million in earmarked funds channeled through the Funding Windows.

The new NDC Support Programme was built on the achievements from the Low Emission Capacity Building Programme (2011 – 2017), which supported 38 countries around the world to strengthen public and private sector capacities to design intended NDCs, low-emission development strategies and nationally appropriate mitigation actions (NAMAs), as well as the underlying data management and reporting systems. Twenty-five countries currently receive technical and financial assistance to advance NDC implementation in this phase of the NDC Support Programme (2017-2020): **Bhutan, Brazil, Chile, Colombia, Costa Rica, Cote d'Ivoire, Democratic Republic of Congo, Ecuador, Ghana, Guatemala, Kenya, Lao PDR, Lebanon, Morocco, Nigeria, Paraguay, Peru, Philippines, Thailand, Trinidad and Tobago, Tunisia, Uganda, Vanuatu, Viet Nam,** and **Zambia.**

In each country, UNDP is helping to establish fully inclusive consultation processes with key stakeholders to identify priority areas of work. Through these consultations, most of the countries have defined the scope of their projects, drawing from a framework of key technical interventions focused on leadership, governance, evidence-based mitigation, financial instruments and private sector engagement. Several countries are exploring explicit NDC-SDG linkages. For example, in **Lebanon**, the project will engage with a national SDG committee to ensure NDC synchronization and prepare MOUs, while in **Uganda**, guidelines will be prepared (in collaboration with partners) to screen national and sectoral development plans and integrate NDC, green growth, and SDG targets.

Gender responsiveness is a core element of the programme, with 10 countries selected through a competitive process to identify entry points for creating more gender-responsive NDCs, such as ensuring the representation of women in climate governance systems, providing access for women to climate finance, and ensuring that mitigation actions and strategies consider the differing roles of men and women. For example, **Colombia** and **Bhutan** plan to incorporate gender into climate change policies, while **Thailand** and **Vanuatu** will integrate gender indicators into public budgets. **Uganda** will boost women's entrepreneurship, and **Chile** is exploring use of a gender seal to recognize private sector contributions. Guidance was developed and shared to take stock of NDCs through a gender lens, and to identify mechanisms for integrating gender considerations into NDC design and implementation. This work will help to strengthen the reach of NDC activities and ensure inclusion of often marginalized segments of the population.

The programme also promotes peer-to-peer learning among the countries and with the broader climate change community to build the knowledge base on NDC and mitigation actions and to encourage countries to provide ambitious leadership on climate change. All support is provided as a contribution to the NDC Partnership. In this context, the programme works closely with strategic partners, including the UN Framework Convention on Climate Change, the International Climate Initiative's NDC Support Cluster, the

GIZ's (Gesellschaft fur Internationale Zusammenarbeit) NDC Assist, the World Bank's NDC Support Facility, and the Low Emission Development Strategies Global Partnership to advance engagement efforts and critical thinking on NDC implementation. The majority of Programme countries were focused on project design in 2017. However, four countries were already under implementation 2017:

In **Ecuador**, the Programme supported establishment of the institutional coordination framework for NDC implementation, strengthen the transparency system, and advance priority NDC measures in the sectors of energy, waste and industry. The sectors and work were prioritized based upon the National Climate Change Strategy and NDC. A gender-focused approach was subsequently incorporated and, as a result, gender equality indicators will be identified to integrate into NDC implementation and planning processes, the national budget, and monitoring and reporting systems. Mitigation measures will incorporate a gender baseline so that the impacts on men and women can be better understood. A strategy to engage the private sector and civil society in sector is also planned. To establish an inter-institutional Committee for Climate Change and the NDC, the project team also began assisting the Ministry of Environment to engage key stakeholders in identifying priorities, nominate Committee members, and design a possible working approach for the Committee.

Peru was one of the first 20 countries to ratify the Paris Agreement, on 25 July 2016. In parallel, a new NDC Multi-Sectoral Working Group was formally established as a temporary body to prepare an action plan for NDC implementation that identifies and promotes the necessary enabling conditions to achieve Peru's targets. The Working Group comprises 13 Peruvian ministries and the National Center for Strategic Planning, with the Ministry of Environment serving as the technical secretariat. The Working Group is undertaking a review and validation of 76 mitigation options, including evaluation and costing of their economic, environmental and social co-benefits, and recommendations of financial instruments to attract investments. Guidelines will also be prepared to assist key Ministries to validate and integrate the prioritized NDC actions into sectoral plans and processes.

A gender-focused approach was fully integrated to reflect the experiences and needs of men and women and to identify opportunities for gender equality and women's empowerment. A series of Dialogues (Dialoguemos) was planned to ensure a participatory process through outreach and partnerships with key stakeholders (public and private sector, academia, NGOs and civil society organizations, the general public and indigenous tribes, and development partners). The project provided support for the participation of the Peruvian delegation to COP23 in Bonn where the Working Group model was presented and is seen as a pioneer and model for the transversal integration of climate protection goals across all sectors.

The Working Group officially launched in February 2017, with a deadline of December 2018 to complete all tasks. UNDP's NDC Support Project is therefore a timely and valuable contribution to this process. To date, the project provided four specialists to be based in the Ministries of Transport and Communications, Housing Construction and Sanitation, Agriculture and Irrigation, and the Forest and Wildlife Service to support sectoral analyses, namely: definition of the baseline scenario, identification of mitigation options and their potential for greenhouse gas emission reductions, cost-benefit analysis, and assessment of barriers and enabling conditions. Institutional arrangements and timelines are also being defined.

In **Costa Rica**, the project helped strengthen the National Climate Change Metrics System for compliance with the Enhanced Transparency Framework under the Paris Agreement by improving the data flows and reporting processes for the Agriculture, Forestry and Other Land Uses (AFOLU) sector, and craft an inter-institutional agreement for delivering the Costa Rica's NDC energy target. Activities over the course of 2017 focused on establishing a guiding framework for climate metrics for the AFOLU sector, including identifying a common agreement on indicators, calculation methods, and generation of reports, and an initial mapping of key actors and data flows for the sector. In addition, the team contributed to number of elements of the energy sector agreement, including drafts of a National Electric Transportation Plan, two inter-institutional agreements related to electrification of transport and promotion of hybrid-electric vehicles, technical regulations for energy-efficient appliances, and a roadmap for implementation of a national "smart" grid for electricity supply. Assessments were also undertaken for two inter-sectoral plans: one to conserve and improve employment in electro-intensive companies and one to define special assistance mechanisms for vulnerable social groups that might be impacted by the introduction of the National Electric Transportation Plan.

Chile helped advance an inclusive planning approach for NDC implementation and continue its engagement with the private sector through the voluntary greenhouse gas reporting platform, HuellaChile, which was established in the earlier project phase. Gender-focused work elements have been incorporated, including plans for a HuellaChile gender seal that recognises companies advancing gender equality and women's empowerment. As a result of the project's outreach on gender, a representative of the Ministry of Gender and Equality will now join the Climate Change Technical Intergovernmental Team.

BUILDING CONFIDENCE THROUGH DISASTER RISK REDUCTION IN NORTHERN KOSOVO (UNSCR 1244)

As one of the poorest areas in Kosovo, northern Kosovo has been vulnerable to natural disasters such as flooding due to the lack of local resources, including finances. This part of Kosovo has been more conflict sensitive as a result of the unstable political, socio-economical and security situation for the past 15 years. UNDP has supported disaster risk reduction in this region since April 2014, after a month of historically heavy rainfall that triggered flash floods and caused significant infrastructural damage in northern Kosovo. UNDP assisted with recovery from flood damage and building disaster risk reduction capacity in the region by facilitating cooperation between central government sectors and the municipalities in northern Kosovo.

After the launch of the Kosovo Disaster Risk Reduction Strategy 2016-2022, UNDP focused on enhancing capacities of primarily non-majority municipalities, including four northern municipalities in Kosovo to prevent, prepare for and response to natural disasters, in close collaboration with the Emergency Management Agency (EMA), the coordination body of disaster risk reduction in Kosovo.

Financial support from the Funding Windows allowed UNDP to assist northern municipalities in recovering from flood damage and build disaster risk reduction capacities. UNDP conducted awareness campaigns, capacity building workshops, and disaster risk reduction community drills to strengthen the communication and coordination between local and central institutions, such as search and rescue units, firefighting departments and the EMA. The drills were often guided by a manual/toolkit for gender inclusive community drills, such as one in Sočanica in the municipality of Leposaviq/ć.

These drills did more than just test tools and equipment, often they brought together local authorities from Serb-majority municipalities with central institutions and authorities from Prishtinë/Priština and from the municipality of South Mitrovica. In doing so, the drills helped to build trust and confidence in dealing with risk situations beyond the recent conflict while also providing skills training, tools and equipment to improve logistic capacities to respond to floods and rescue.

Emergency Development Response to Crisis and Recovery

The World Humanitarian Summit held in May 2016 flagged the need for greater collective action in protracted crises where humanitarian action, however effective and substantial, cannot reduce needs nor address the underlying risk and vulnerability of affected people. This requires humanitarian and development action to adopt the New Way of Working (NWOW) through which collective outcomes can be achieved over multiple years. UNDP has brought together the UN and NGO partners around the NWOW through its conception, policy development, dissemination and field implementation. As a Co-Vice Chair of the newly-established Joint Steering Committee to Advance Humanitarian and Development Collaboration, UNDP has engaged to ensure the highest level of buy-in from the primary UN entities and the World Bank in advancing the linking of development, peace and humanitarian assistance while increasing resilience and building peace.

When responding to sudden onset of crises, UNDP's goal is to help affected countries resume, as rapidly as possible, their normal development that was derailed by the crisis. The EDRCR Window was established to enable UNDP to make a robust, effective, predictable and timely response to crisis and recovery through the rapid scale-up of country-level capacities to meet operational and programmatic needs, the integration of recovery needs into response plans and to jumpstart recovery activities to deliver immediate services to affected communities. Specifically, UNDP's early recovery effort supports national and local governments in conducting post-disaster needs assessments and conflict analyses, building peace and social cohesion, rehabilitating community infrastructure to improve access to basic services, and providing employment opportunities to foster longer-term economic recovery.

In 2017, the Funding Windows were used primarily to establish stronger government institutions for emergency response while supporting economic recovery and rehabilitating social infrastructure. It helped UNDP to apply the elements of the NWOW in response to famine, flood, earthquakes, hurricanes, typhoons and areas affected by conflict. It also allowed UNDP to make a timely intervention in complementing humanitarian relief while initiating programmes for emergency prevention, preparedness and response, contributing to building longer-term resilient systems.

Related Strategic Plan outputs:

6.1 From the onset of humanitarian response, early economic revitalization generates jobs and environmentally sustainable livelihoods opportunities

6.2 National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts

ENABLING INSTITUTIONS TO LEAD CRISIS RESPONSE AND RECOVERY EFFORTS

In line with the NWOW, UNDP worked with governments and humanitarian partners to respond to crisis while offering longer-term development solutions to address root causes of vulnerability and break the cycle of recurrent humanitarian need. The EDRCR Funding Window helped UNDP to strengthen the humanitarian and development nexus in addressing the devastating drought in Somalia and South Sudan and helped contain the 2017 Ebola outbreak in the Democratic Republic of Congo.

In responding to the famine in **South Sudan**, UNDP supported the resilience-building effort through recovery and stabilization of the affected communities. Together with the Food and Agriculture Organization, the World Food Programme and the United Nations Children's Fund, UNDP undertook in two pilot areas (Northern Bahr el Ghazal and Yambio) a key initiative to preserve livelihoods and build peace and social cohesion as part of the nationwide inter-agency recovery and stabilization response strategy. At a community level, a conflict analysis and mapping were conducted to integrate a conflict-sensitivity approach into programming. UNDP also improved living conditions for 4,500 people through social and economic initiatives, which included skills training for 160 young ex-combatants, vocational training for 216 students and women, start-up small business loans to 700 women. The rapid employment schemes generated jobs for 1,000 people, renovating vegetable shelters and schools, and constructing meat shops and community market fences. The Funding Window allocation helped UNDP to demonstrate its added value and comparative advantage in resilience-building and sustainability, complementing the large-scale and ongoing emergency humanitarian response.

In **Somalia**, the regions of Somaliland, Puntland and South West State/Bay were particularly affected by the large-scale death of livestock, drying up of water resources, and disruption of livelihoods. This resulted in large migrations of people to urban areas, seeking water and livelihood opportunities. In response, UNDP provided seed funding to support local governments in coordinating and managing the impact and response in the areas hit by the drought. UNDP, together with the International Organization for Migration, provided surge capacities for coordination, monitoring and information management in the areas where there were no disaster management institutions to meet the increased needs on the ground. UNDP also supported local governments to improve water access and management by developing water reservoirs, and diversion and storage structures, which benefitted tens of thousands of pastoralists and their livestock. For example, the Ministry of Water and Resources in Somaliland carried out cash for work activities to improve the water infrastructure through the rehabilitation of 25 berkeds and 5 shallow wells.

Nearly 895,000 people have been displaced due to drought compounded by armed conflict since November 2016. photo-UNDP Somalia

In the **Democratic Republic of Congo**, the EDRCR Window supported an Ebola outbreak response in the Likati area in the equatorial forest. By early 2017, repeated epidemics in rural and remote areas with limited response capacity had greatly weakened communities. UN agencies were mobilized to support the Minister of Health to contain the epidemic in the epicentre. UNDP's intervention focused on strengthening surveillance, searching and detecting active cases and contacts, and providing psycho-social support through community relays who were assisted with logistics and operations. In addition, a communication system was installed to reach the epicentre of the disease to better monitor and intervene in case of a resurgence of the disease. UNDP also strengthened the emergency response capacity by providing 5 tons of medicines to the Ministry of Public Health for hospitals and health centres in Likati, training approximately 60 community relay workers in the accompaniment of victims and their families, and providing surveillance equipment and 60 bikes to medical response teams to enable them to reach affected populations, raise awareness, track and follow-up on the victims, collect data and report back on their analysis.

CREATING AND SUSTAINING LIVELIHOODS AFTER CRISIS

One of the main focuses of UNDP's recovery effort is to support people affected by crisis to pull through difficult situations and rebuild their lives. The EDRCR resources were used to carry out infrastructure rehabilitation programmes and emergency employment schemes to stabilize local economies, safeguard people's livelihoods and pave the way for longer-term development.

EDRCR funding helped provide rapid responses to the Rohingya crisis in Bangladesh and Myanmar. In **Bangladesh**, UNDP conducted a comprehensive development impact assessment of the host communities and areas. Based on the findings, UNDP initiated host community recovery processes to stabilize the livelihoods of the most vulnerable households affected by the influx. In partnership with Action Aid Bangladesh, UNDP implemented emergency employment for 1,920 households through cash for work schemes to rehabilitate damaged community infrastructure. It also invested in social capital enhancement for cash for work participants and assisted with solid waste management in two camps in Ukhia Upazilla. The EDRCR resources were also used to support capacity enhancement of Disaster Management Committees (District, Upazila and Union levels).

In **Myanmar**, with the EDRCR funding support, UNDP was able to expedite the preparations for its Area- Based Programme in Rakhine State (Rakhine ABP), which eventually received $10 million to implement a whole of Rakhine development approach jointly with UN Women. In coordination with five UN Agencies implementing humanitarian assistance, the Rakhine ABP provided a critical platform for the humanitarian – development nexus. The EDRCR funds also allowed UNDP to jumpstart some activities of the Rakhine ABP, including the training of officials and communities in five townships to develop annual development plans through a participatory planning process. Consultations with the State Parliament contributed to the completion of a situation analysis for its use. These activities were highly regarded by the Government and other stakeholders and helped to attract additional donors to support the Rakhine ABP approach.

In **Nigeria**, UNDP significantly scaled up its presence in North East Nigeria in 2017, opening a sub-centre in Maiduguri and deploying ten national and international staff to run the operations and programmes on the ground. The Funding Window resources were critical to ensure this presence and used to quickly kick-start recovery activities in pilot communities newly liberated from Boko Haram in Borno, Adamawa and Yobe through the provision of support in livelihoods, security, basic services and local governance. The support was an integral part of the North East Integrated Community Stabilization and Early Recovery Programme. With a $60 million budget over four years, the Programme addresses the root causes of conflict by creating a stable and safe environment for the return of internally displaced persons and assisting affected communities to recover from the socio-economic impact of the crisis. Additional resources of $2.3 million were mobilized to help improve living conditions for 100,000 direct beneficiaries.

In **Sierra Leone**, floods and mudslides killed hundreds and displaced thousands in high-risk areas around Freetown in July 2017. UNDP responded to the emergency with a dual focus: early recovery and prevention. Support from the Funding Windows enabled UNDP to implement debris management, cash for work, and enterprise training projects. By seeking advice from local community experts, UNDP tapped into local knowledge for disaster risk reduction works undertaken at project sites, including terracing and river bank stabilization.

These projects helped kickstart community recovery and assisted the affected people to bring their life back to normal after the disaster. Using a victim and survivors verified database, UNDP helped select 600 victims/survivors in three communities for cash for work activities, such as cleaning drainage, constructing gabions, and composting. To promote sustainability and reach other communities, UNDP trained 30 volunteers who were then deployed to additional communities to train other participants. An additional 600 victims/survivors from six locations benefitted from enterprise development trainings. They were provided with an initial business startup grant and taught how to open and manage an account. Successfully managing an account over time increases one's chances of receiving a bank loan, so this strategy helped to build resilience as an adaptation measure for people living in hazard-prone areas.

In **Bangladesh**, in response to the Cyclone Mora, UNDP provided emergency shelter support to 4,500 women and girls and 3,000 men and boys, bringing safety and protection to the most affected population. UNDP offered additional services to people with disabilities living in remote locations. The project introduced a complaint mechanism to facilitate the communication and information flow with the affected population, also enabling people to play an active role in the decision-making process. In collaboration with the government, UNDP also extended its response for the families of 2,000 completely damaged and 4,000 partially damaged houses in Bandarban and Rangamati districts with critical community infrastructure interventions, addressing the needs of the elderly, children, women, girls, and persons with disabilities.

In responding to floods in **Nepal**, UNDP supported disadvantaged groups in flood affected districts, "leaving no one behind". More than 16,000 people (almost half were women) received vegetable seeds to support resumption of livelihoods. Over 1,300 people benefited from cash for work to help them meet their household needs. A total of 27 critical community infrastructures were repaired, providing public access to over 47,000 people. Supported by the EDRCR funding, UNDP was able to engage at the national and local levels on the overall flood response. Additional funds were mobilized to continue early recovery activities for the flood affected families. Local governments also provided cash and in-kind contributions for community infrastructure implementation, which expanded UNDP's support beyond the initially planned sites.

SUPPORTING DOMINICA, ANTIGUA AND BARBUDA AND THE BRITISH VIRGIN ISLANDS THROUGH THE HURRICANE RECOVERY PROGRAMME

After two of the most powerful hurricanes recorded over the Atlantic wreaked havoc in the Caribbean in 2017, women and men in Antigua and Barbuda, Dominica, British Virgin Islands, St. Maarten, and Turks and Caicos worked to restore their homes, communities and livelihoods. In September 2017, UNDP mobilized nearly US$32 million to Build Back Better in the Caribbean following these back-to-back hurricanes.

An allocation of $750,000 from the EDRCR Window was issued to support early recovery efforts in Dominica, Antigua and Barbuda, and the British Virgin Islands, focusing on early recovery, sustainable livelihoods and resilience building. This complemented the immediate funds released from TRAC 3, which allowed UNDP to deliver immediate action and mobilize resources and build partnerships.

In the immediate aftermath, Caribbean governments requested UNDP's policy advice and implementation support for early recovery interventions in areas such as debris and waste management, housing and community infrastructure restoration and emergency employment through cash for work schemes and small business recovery. In response, UNDP approved the establishment of a Crisis Management Unit (CMU) in Dominica and four project offices with critical personnel that provided both technical advisory services for early recovery planning and led the implementation of islands-specific recovery projects. Resources from the Funding Windows contributed to the establishment of this in-country presence, which was especially important and catalytic in the immediate aftermath of the disaster. The augmented government capacity was critical for early recovery coordination, which led to the mobilisation of donor financing for recovery projects.

In **Dominica** and **Antigua and Barbuda** — Barbuda being the most affected of the two sister islands — in partnership with the national governments, UNDP joined forces with civil society organizations to assess damages, using Microsoft-provided tablets and a tailored app. The Building Damage Assessments conducted by the national authorities, with UNDP´s support, provided crucial data for recovery planning for reconstruction of roofs for homes, schools and hospitals.

In the **British Virgin Islands**, the hurricanes destroyed or caused severe damage to nearly 36 per cent of housing, with many remaining buildings requiring roof repairs. UNDP supported the creation of the government's Recovery and Development Plan as well as a new specialized Recovery and Development Agency to guide the Building Back Better and development efforts in an effective, timely and transparent manner. UNDP supported the Ministry of Health and Social Development, which was responsible for the development of the Housing Recovery Policy and the Post-Irma Housing Recovery Plan to guide the recovery of housing in the British Virgin Islands, helping residents return to safer homes.

In **Turks and Caicos Islands**, UNDP worked with national counterparts to inject needed cash in the hurricane-affected communities, providing temporary training and employment opportunities to more than 100 people, 30 per cent of them women. UNDP also supported the creation of a Debris and Waste Management Plan comprising medium to long term management and recycling strategies.
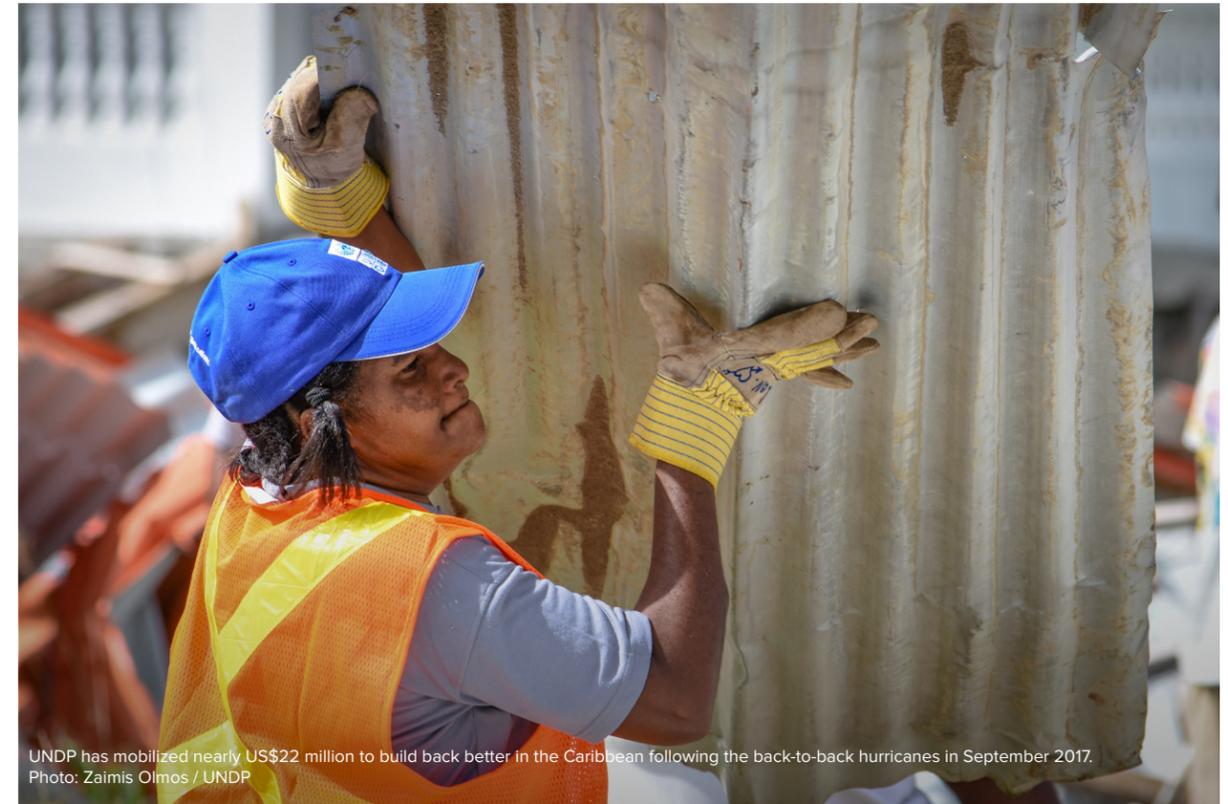
UNDP has mobilized nearly US$22 million to build back better in the Caribbean following the back-to-back hurricanes in September 2017.
Photo: Zaimis Olmos / UNDP

Photo: Zaimis Olmos / UNDP

IV. CHALLENGES AND LESSONS LEARNED

While the Funding Windows were launched in 2016, work continued in 2017 to refine the process and improve understanding of the new mechanism, especially in ways that the Funding Windows differed from the previous thematic trust funds. UNDP provided additional internal guidance (for example, on communications or reporting for recipient countries) as well as clarified new roles at headquarters and related business processes that were established in the Funding Window governance arrangements.

Some individual Funding Windows – namely the SDPE and the CCDRR windows—have not attracted the same level of donor interest compared to the GIPS and EDRCR windows. As they did not receive the minimum expected level of contributions to be capitalized ($5 million each), expectations on the number of funded projects had to be adjusted.

The first round of funding decisions was made in late 2016, and actual implementation began in earnest during 2017. The preliminary results are reflected in this report. In some cases, especially the SDPE and the CCDRR windows, the small number of projects limited the extent to which UNDP could demonstrate the impact of the Funding Windows. Similarly, the average Funding Window allocation size was noted as too small by the Funding Windows Advisory Group and it was recommended to consider larger amounts for future allocations.

The issue of project-level earmarking arose during 2017, as the Funding Windows had not been conceived to attract this level of earmarked contribution. However, UNDP management acknowledged partners' continued strong desirability for such a modality, and agreed that the Funding Windows could receive funds earmarked to global projects on a case-by-case basis. Internal mechanisms were adapted to ensure funds are channelled to effectively support country-level activities in specific thematic areas consistent with the Funding Windows.

At the country level, challenges to implementation included unexpected changes in political environments and sudden-onset emergencies, as well as deterioration in the security situation in some places. It was noted that projects should have strong risk assessment and mitigation plans to ensure that a project is not put on hold and can adapt to changing circumstances.

Obtaining government buy-in was critical for project success. However, collaboration across multiple government ministries and departments to harmonize diverse perspectives and policy positions resulted in delayed implementation in some cases. With UNDP increasingly working across the UN Development System and with diverse stakeholders (i.e. non-state actors), this process becomes even more complex, and projects need to take this into account in their design and implementation.

V. LOOKING FORWARD

UNDP's Strategic Plan 2018-2021 has at its centre the organization's firm commitment to the SDGs and the principle of leaving no one behind. Moreover, it emphasizes that UNDP's support to countries will be tailored to the specific development context, whether it be meeting the basic development needs of all members of society, achieving structural transformations for sustainable development, or building resilience to crises and shocks. UNDP's six Signature Solutions outlined in the Strategic Plan have been crafted around the organization's core competencies and mandate and demonstrate UNDP's integrated approach to assist countries accelerate progress on nationally defined priorities towards the SDGs. The MAPS approach, the New Way of Working and the Secretary-General's Prevention agenda will continue to guide UNDP's interventions.

UNDP will provide services through two platforms: country-level support platforms for the 2030 Agenda; and a global development advisory and implementation services platform. The country platforms are intended to help countries to design and deliver integrated solutions to complex development problems that require multi-sectoral actions across economic, social and environmental issues. The global platform will provide high-quality technical and policy advisory support, through the Global Policy Network (GPN). The detailed design of the GPN is ongoing and entails the realignment of UNDP's Bureau for Policy and Programme Support and Crisis Response Unit.

As the Funding Windows were designed from the onset to be a vehicle for UNDP to contribute to the SDGs, the work advanced with the support of the Funding Windows will continue under the new Strategic Plan. Furthermore, projects funded through the Funding Windows have been formulated based on a rigorous analysis of the country context, and interventions focus on UNDP's competencies outlined in the Strategic Plan results framework. However, further alignment will be pursued regarding the Funding Windows architecture, management and delivery, and the outcome of the ongoing Global Policy Network design and implementation will also impact the direction of these modifications.

Additionally, resource mobilization efforts will on-fold within the context of the UN Secretary General's proposed Funding Compact and related funding dialogues with Member States, aimed at improving the quality and predictability of resources, including through the doubling of agency-specific thematic funds, taking into consideration the experience of the Funding Windows since their inception.

Photo: UNDP Sudan

VI. RESOURCES MOBILIZED

After the launch in 2016, during 2017 the Funding Windows demonstrated a wide scope of activities and a capacity to deliver catalytic results in countries. This was possible due to the contributions of eight donors: **Denmark**, **Germany**, **Luxembourg**, **Norway**, **Portugal**, **the Republic of Korea**, **Sweden**, and **Switzerland**. Total contributions to the Funding Windows amounted to $62.5 million (distributed across the four windows) as illustrated in Figure 1.

Norway, **the Republic of Korea**, **Luxembourg**, **Switzerland**, **Sweden** and **Germany** contributed a total of $15 million in flexible funds for allocation by the Funding Windows, equivalent to 24 per cent of the total contributions in 2017. Unearmarked and thematic funding allows the Funding Windows to be a strategic funding mechanism, allowing UNDP to respond flexibly to the needs of countries.

In 2017, the Funding Windows recorded $11.8 million in expenditures against $12.9 million in allocated resources.

Photo: UNDP Rwanda

Figure 1. Contributions by Donor and by Funding Window

Denmark $12,292,577
PORTUGAL $25,496
Switzerland $2,651,113
Sweden $3,689,583
Republic of Korea $3,000,000
Norway $4,281,869
Luxembourg $2,651,113
Germany $34,534,406

TOTAL $62,554,047
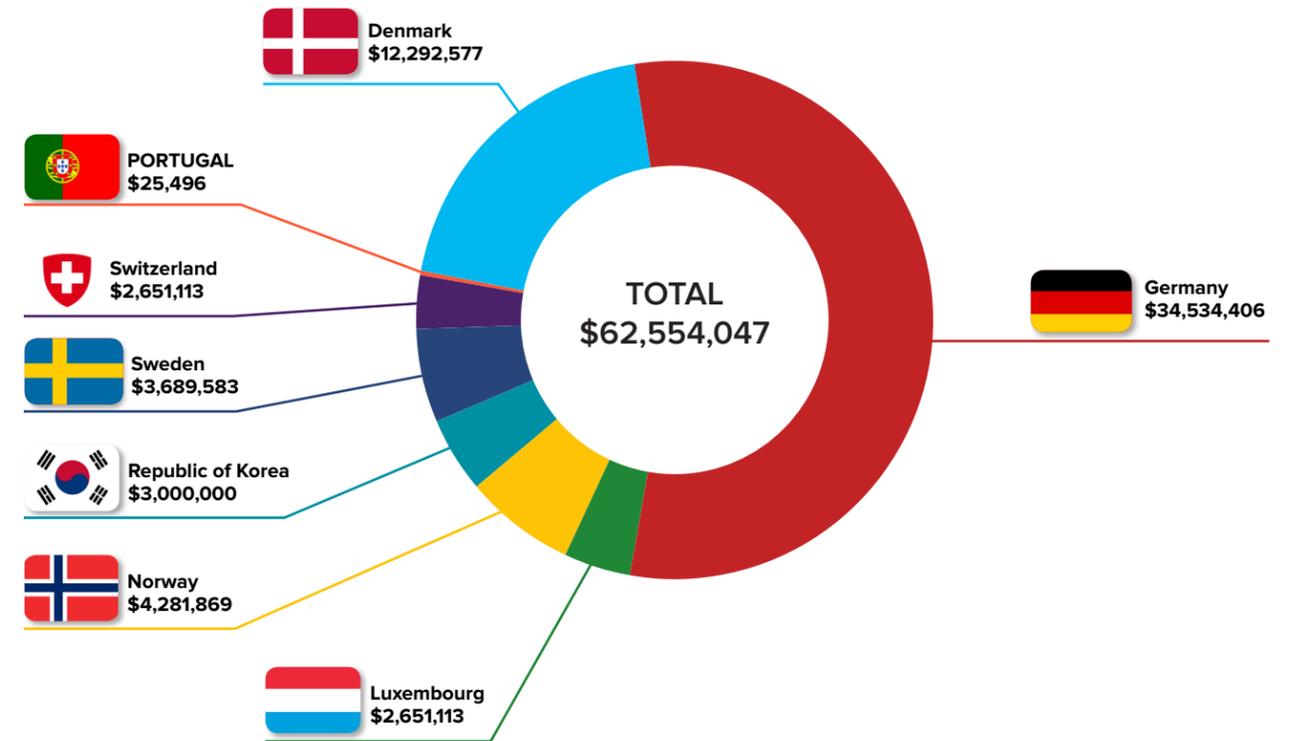
Figure 2. Expenditures by Funding Window

8%
19%
6%
67%

Sustainable Development and Poverty Eradication $977,388

Governance for Inclusive and Peaceful Societies $7,918,166

Climate Change and Disaster Risk Reduction $660,385

Emergency Development Response to Crisis and Recovery $,2,226,134

Total: $11,782,073

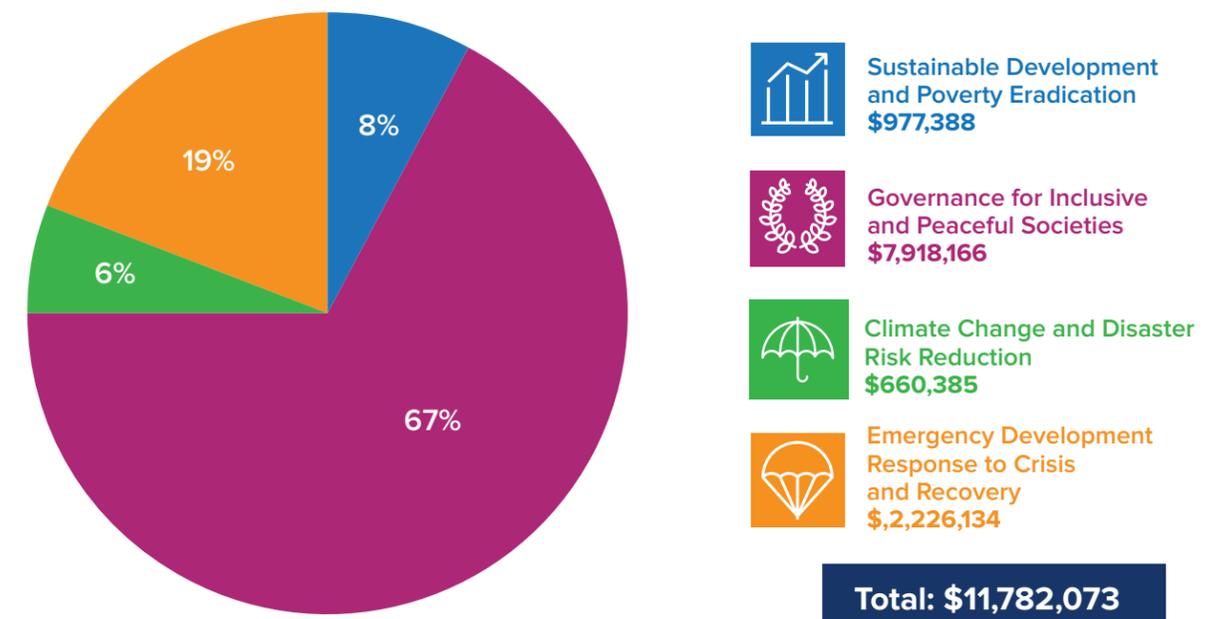**Table 1. Expenditures by Funding Window, Sub-Window and Country**

Sustainable Development and Poverty Eradication

Country/location	Amount
Argentina	$193,861
Azerbaijan	$123,576
Guinea-Bissau	$200,000
Jamaica	$144,837
Mongolia	$143,781
Somalia	$171,333
Total	**$977,388**

Climate Change and Disaster Risk Reduction

Country/location	Climate Change and Disaster Risk Reduction	Climate Change
Chile	-	$88,534
Costa Rica	-	$143,568
Ecuador	-	$27,136
Ghana	-	$4,856
Kosovo (As per UNSCR 1244)	$320,235	-
Peru	-	$76,056
Total	**$320,235**	**$340,149**

Emergency Development Response to Crisis and Recovery

Country/location	Amount
Bangladesh	$178,001
Democratic Republic of Congo	$58,745
Dominica	$171,776
Myanmar	$109,698
Nepal	$82,012
Nigeria	$500,237
Sierra Leone	$186,865
Somalia	$495,047
South Sudan, Republic of	$429,504
Sri Lanka	$2,288
Viet Nam	$11,961
Total	**$2,226,134**

Governance for Inclusive and Peaceful Societies

Country/location	Governance for Inclusive and Peaceful Societies	Conflict Prevention	Democratic Governance for Peace and Development
Albania	-	-	$219,987
Bangladesh	-	$424,343	-
Republic of Belarus	-	-	$119,121
Belize	-	-	$204,641
Bolivia	-	-	$128,375
Bureau for Policy & Programme Support	-	$97,224	-
Cameroon, Republic of	-	$490,464	-
Central African Republic	$148,916	-	-
Chad	-	$487,990	-
Chile	-	-	$199,999
Colombia	-	$149,820	-
El Salvador	-	-	$199,957
Haiti	-	$133,933	-
Iraq	-	-	$187,442
Jordan	$300,000	-	-
Kosovo (As of UNSCR 1244)	-	$244,172	-
Lebanon	-	$400,000	-
Liberia	-	$493,895	-
The former Yogoslav Republic of Macedonia	-	-	$299,677
Maldives	-	-	$241,061
Mexico	-	-	$95,198
Morocco	-	-	$305,932
Myanmar	-	$292,546	-
Niger	-	$300,000	-
Pakistan	-	$286,252	-
Papua New Guinea	-	-	$190,315
Paraguay	-	-	$199,442
Philippines	-	$295,056	-
Suriname	$32,361	-	-
Tunisia	$305,204	-	-
Turkmenistan	-	-	$248,899
Ukraine	$195,945	-	
Total	**$982,426**	**$4,095,694**	**$2,840,046**

Table 2. Funding Window Expenditure by Outcomes and Outputs of the 2014-2017 Strategic Plan

Strategic Plan Outcomes 2014-2017	Strategic Plan Outputs 2014-2017	Expenditures 2017
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded	1.4 Scaled up action on climate change adaptation and mitigation across sectors.	$340,149
Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance	2.1 Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation, and representation.	$2,222,044
	2.2 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders.	$1,003,219
	2.3 Capacities of human rights institutions strengthened	$58,745
	2.5 Legal and regulatory frameworks, policies and institutions enabled to ensure the sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems.	$219,987
Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change	5.2 Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures.	$322,523
	5.3 Gender responsive disaster and climate risk management integrated in development planning and budgetary frameworks of key sectors	$11,961
	5.4 Preparedness systems in place to effectively address the consequences of and response to natural hazards and man-made crisis	$681,912
	5.5 Policy frameworks and institutional mechanisms enabled for the peaceful management of emerging and recurring conflicts and tensions.	$4,673,153
	5.6 Mechanisms enabled for consensus-building around contested priorities to address specific tensions, through inclusive and peaceful processes	$300,000
Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings	6.1 From the onset of humanitarian response, early economic revitalization generates jobs and environmentally sustainable livelihoods opportunities	$700,888
	6.2 National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts	$109,698
	6.4 Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development	$160,405
Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles	7.3 National development plans to address poverty and inequality are sustainable and risk resilient.	$977,388
TOTAL EXPENDITURES		**$11,782,073**

VII. ABBREVIATIONS AND ACRONYMS

AFOLU	Agriculture, Forestry and Other Land Uses
CARICOM	The Caribbean Community
CC/DRR	Climate Change and Disaster Risk Reduction
CNCPS	National Council for the Coordination of Social Policies (Argentina)
EDRCR	Emergency Development Response to Crisis and Recovery
GBV	gender-based violence
GEN	UNDP's Gender Marker
GIPS	Governance for Inclusive and Peaceful Societies
HLPF	High Level Political Forum
IDPs	Internally Displaced Persons
IGOs	Intergovernmental organizations
JMC	(Joint Monitoring Committee Myanmar)
LACC	Liberia Anti-Corruption Commission
LDCs	Least Developed Countries
M&E	Monitoring & Evaluation
MAPS	Mainstreaming, Acceleration and Policy Support
NAMAs	Nationally Appropriate Mitigation Actions
NDCs	Nationally Determined Contributions
NGO	Non-governmental organization
NWOW	New Way of Working
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PBSO	Peacebuilding Support Office
PDA	Peace and Development Advisor
PDNA	Post-Disaster Needs Assessment
SDGs	Sustainable Development Goals
SDPE	Sustainable Development and Poverty Eradication
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNSCR	UN Security Council Resolution
VNR	Voluntary National Review

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