



**Mapping of Sustainable
Development Strategies in
Countries Emerging from
Conflict: Asia and the Pacific**

- WORKING DRAFT -

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1. Countries Emerging from Conflict

Asia and the Pacific

The objective of this report is to present the status of National Sustainable Development Strategies (NSDS) in selected countries in Asia and the Pacific, who have all recently emerged from conflict. Countries that will be taken into consideration include Cambodia, Fiji, Lebanon, Nepal, Solomon Islands, Sri Lanka, Timor Leste and Yemen. Individual country reports have been composed for each of the following countries in areas such as: National Sustainable Development Strategies and Other Planning Frameworks, International Cooperation Mechanisms, Strategic Objectives, Outcomes and Targets, Budgeting and Funding, Addressing the Consequences of Conflict, Governance, Justice and Human Rights, Decentralization, Public Participation and Monitoring and Evaluation.

The process of the individual country report included conducting extensive internet research on the selected countries with regards to the above mentioned areas of evaluation. Sources of information for the country reports were gathered from websites of international organizations such as the United Nations (UN), World Bank (WB), International Monetary Fund (IMF), government websites, as well as additional reports and publications.

1.1 Report on Current National Sustainable Development Strategies and Sustainable Frameworks in Asia and the Pacific.

The following table summarizes the current status of NSDS (as of 2009) in all eight (8) countries:

Table 1 Status of National Sustainable Development Strategies

Status of NSDS	Countries
No NSDS	-----
No Official NSDS-However, country plans in line with NSDS principles	Fiji, Lebanon, Nepal, Solomon Islands, Timor Leste, Yemen
NSDS Being Implemented	Cambodia, Sri Lanka

Research suggests that these countries are in varying stages in the development planning process. All countries have some form of Poverty Reduction Strategy (PRS), whether it be an interim or final Poverty Reduction Strategy Paper (PRSP), along with other planning frameworks such as United Nations Development Programme (UNDP) Country Programme Actions Plans, United Nations Development Assistance Frameworks (UNDAF), peace building programmes implemented by the United Nations Peace Building Commission and programmes being implemented by United Nations Missions to those selected countries.

The following table outlines the national actions plans for the eight (8) in Asia and the Pacific Island taken into consideration.

Table 2 National Action Plans

Country	National Action Plan
Cambodia	National Strategic Development Plan (2006-2010), UNDAF (2006-2010), National Poverty Reduction Strategy/Socio-Economic Development Plan (2001-2005)
Fiji	National Strategic Development Plan (2007-2011), Sustainable Economic and Empowerment Development Plan (2008-2010), 20-Year Development Plan (2001-2020), Country Programme Action Plan (2008-2012), UNDAF (2008-2012)
Lebanon	Five-Year Development Plan (2000-2005), Al Fayhaa Sustainable Development Strategy (2006-2008), UNDAF (2002-2006)
Nepal	Three-Year Interim Plan Approach Paper (2007-2010), Sustainable Development Agenda for Nepal (2003), UNDP Country Programme Document for Nepal (2008-2010), UNDAF (2008-2010)
Solomon Islands	National Economic Recovery, Reform and Development Plan (2003-2006), Vision 2020, UNDAF (2008-2012), UNDP Country Programme Action Plan (2008-2012)
Sri Lanka	Sri Lanka Strategy for Sustainable Development (2007), Vision 2010, UNDAF (2008-2012)
Timor Leste	National Development Plan/National Recovery Strategy (2002-2007), Vision 2020, UNDAF (2009-2013), UNDP Country Programme (2009-2013)
Yemen	Third Socio-Economic Development Plan for Poverty Reduction (2006-2010), UNDAF (2007-2011)

1.1.2 Individual Asia and the Pacific Country Research

1.1.2.1 Cambodia

This report includes information on national actions plans and its strategic objectives, outcomes and targets for Cambodia such as the *National Strategic Development Plan* for 2006-2010 and the *National Poverty Reduction Strategy/Socio-Economic Development Plan* for 2001-2005. The report also includes other planning frameworks such as the *United Nations Development Assistance Framework* (UNDAF) for 2006-2010. The NSDS report has been in under development as of 2007.

1.1.2.2 Fiji

This report includes information on national actions plans and its strategic objectives, outcomes and targets for Fiji such as the *National Strategic Development Plan* for 2007-2001, *Sustainable Economic and Empowerment Development Plan* for 2008-2010 and *20-Year Development Plan* for 2001-2020. The report also includes other planning frameworks such as the *United Nations Development Assistance Framework* (UNDAF) for 2009-2012 and the *Country Programme Action Plan* for 2008-2012. NSDS was incorporated in the *National Strategic Development Plan* for 2003-2005. On the other hand, Fiji does not have an official NSDS. However, the country's *National Strategic Development Plan* for 2007-2011 is in line with NSDS principles. Yet, current status is unclear due to change in Government in 2006.

1.1.2.3 Lebanon

This report includes information on national action plans and its strategic objectives, outcomes and targets for Lebanon such as the *Five-Year Development Plan* for 2000-2005 and the *Al Fayhaa Sustainable Development Strategy* for 2006-2008. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* (UNDAF) for 2002-2006. Lebanon does not have an official NSDS. However, the development of the *Al Fayhaa Sustainable Development Strategy* has been in line with NSDS principles.

1.1.2.4 Nepal

This report includes information on national action plans and its strategic objective, outcomes and targets for Nepal such as the *Three-Year Interim Plan Approach Paper* for 2007-2010 and the *Sustainable Development Agenda for Nepal* for 2003. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* (UNDAF) for 2008-2010 and the *UNDP Country Programme Document for Nepal* for 2008-2010. Nepal does not have an official NSDS. However, the country was guided by the *Tenth Plan*, the *Sustainable Development Agenda for Nepal* (2003) and the *Sustainable Community Development Programme (Nepal Capacity 21)* which were in line with NSDS principles.

1.1.2.5 Solomon Islands

This report includes information on national action plans and its strategic objective, outcomes and targets for Solomon Islands such as the *National Economic Recovery, Reform and Development Plan* for 2003-2006 and *Vision 2020*. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* for 2008-2012 and the *UNDP Country Programme Action Plan* for 2008-2012, Solomon Islands does not have an official NSDS. Since most of the strategic plans expired, the Government plans to develop a *National Integrated Development Fund* which will run to 2010 and a *National Development Strategy* which will take us to maybe to 2020-2025.

1.1.2.6 Sri Lanka

This report includes information on national action plans and its strategic objective, outcomes and targets for Sri Lanka such as the *Sri Lanka Strategy for Sustainable Development* for 2007 and *Vision 2020*. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* for 2008-2012. *Sri Lanka's Strategy for Sustainable Development* draft final report under preparation as of 2007.

1.1.2.7 Timor Leste

This report includes information on national action plans and its strategic objective, outcomes and targets for Timor Leste such as the *National Development Plan/National*

Recovery Strategy for 2002-2007 and *Vision 2020*. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* for 2009-2013 and the *UNDP Country Programme* for 2009-2013. Timor Leste does not have an official NSDS. However, the *First National Development Plan* for 2002-2007 was in line with NSDS principles.

1.1.2.8 Yemen

This report includes information on national action plans and its strategic objective, outcomes and targets for Yemen such as the *Third Socio-Economic Development Plan for Poverty Reduction* for 2006-2010. This report also includes other planning frameworks such as the *United Nations Development Assistance Framework* for 2007-2011. Yemen does not have an official NSDS. However, the country's *Third Socio-Economic Development Plan* for 2006-2010 is in line with NSDS principles.

APPENDICES

APPENDIX I

Cambodia

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1. Analysis of the Political Situation

After twenty years of conflict and civil war, much of Cambodia's physical, social and human capital has been destroyed. In 1978, a Vietnamese invasion drove the Khmer Rouge (Communist Party of Kampuchea from 1975 to 1979) into the countryside beginning a Vietnamese occupation and launched almost a 13 year civil war.¹ During the Khmer Rouge period it has been estimated that 1.5 to 2 million people died (approximately a quarter of the population at the time) resulting from political executions, starvation and forced labor in which a majority of the educated workforce was eliminated.²

In October 1991, the signing of the Paris Peace Agreements launched a process of democratic reconstruction mandating democratic elections and a ceasefire; however this was not fully welcomed nor respected by the Khmer Rouge.³

The United Nations Transitional Authority in Cambodia (UNTAC) was set up as a peacekeeping operation from 1992-1993 in order to implement the Paris Peace Agreements. Its mandate included "aspects relating to human rights, the organization and conduct of free and fair elections, military arrangements, civil administration, the maintenance of law and order, the repatriation and resettlement of the Cambodian refugees and displaced persons and the rehabilitation of essential Cambodian infrastructure during the transitional period."⁴

In July 1993, during multiparty elections, a new Constitution was adopted which hence created the Royal Government of Cambodia (RGC) as a multiparty liberal democracy with a constitutional monarchy. The new Constitution did indeed incorporate the Universal Declaration of Human Rights and other important international human rights treaties to which Cambodia is a party to.⁵ The three main political parties that have dominated include: The Cambodian People's Party (CPP), the United Front for an Independent, Neutral, Peaceful and Cooperative Cambodia (FUNCINPEC) and the Sam Rainsy Party (SRP).⁶

In 1997, factional fighting ended the first coalition government and since the first mandate of the National Assembly (NA), three elections have been organized. The elections for the NA in 1998 led to the formation of another coalition government, elections in July 2003 were relatively peaceful even though it took one year of negotiations between contending political parties before a coalition government was

¹ *Central Intelligence Agency World Factbook-Cambodia*. Accessed 20 June 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/CB.html>>

² *Cambodia- European Community Strategy Paper for the period 2007-2013*. Accessed 20 June 2009. Available at: <http://www.delkhm.ec.europa.eu/en/country_strategy/2007-2013csp.pdf>

³ *Central Intelligence Agency World Factbook-Cambodia*. Accessed 20 June 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/CB.html>>

⁴ *United Nations Transitional Authority in Cambodia (UNTAC)*. Accessed 20 June 2009. Available at: <http://www.un.org/Depts/dpko/dpko/co_mission/untacmandate.html>

⁵ *United Nations Development Assistance Framework.(UNDAF)*. Accessed 20 June 2009. Available at: <www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html>

⁶ Ibid.

formed and the first commune elections were held in February 2002. Some of the remaining Khmer Rouge leaders have been awaiting trial by a United Nations (UN) sponsored tribunal for crimes against humanity and in June 2003, the Royal Government of Cambodia (RGC) reached an agreement with the UN in creating the “Extraordinary Chambers in the Courts of Cambodia (ECCC) or Khmer Rouge Tribunal.”⁷

2. Status of NSDS: National Sustainable Development Strategy under development as of 2007.

Cambodia’s draft NSDS aims to achieve these four following goals:

• **Goal 1. Poverty Alleviation and Environmental Sustainability:**

It is important to note that sustainable development can be accomplished through balanced growth by establishing the necessary infrastructure. To facilitate such a balanced growth, access to reasonable and affordable long-term small scale credit should be extended to farmers for the purpose of improving their access to irrigation systems for agriculture. It also advocates the increase of budget expenditure for education (must also mobilize international assistance) to provide incentives and motivation for teachers to assure the quality of instruction and ensure sustainable management of natural resources.

• **Goal 2. Social Security and Equity:**

It is important to note that a social safety net in order to build a healthy society and develop human capital must be provided in order to improve the governance framework and ensure peace with justice.

• **Goal 3. Integrated Economic Development:**

It is important to note that one must advocate the establishment of suitable tariffs which can promote in the long run both economic efficiency in the use of water resources and financial sustainability of water supply service providers.

The decentralization of water supply and its delivery is highly recommended along with increasing investments in sustainable water infrastructure and domestic sanitation. This is needed especially when private partnership at the regional and community levels are concerned.

• **Goal 4. Effective Implementation of NSDS in Cambodia**⁸

3. National Action Plans and its Strategic Objectives, Outcomes and Targets

i. National Strategic Development Plan (2006-2010)

⁷ Cambodia- European Community Strategy Paper for the period 2007-2013. Accessed 20 June 2009. Available at: < http://www.delkhm.ec.europa.eu/en/country_strategy/2007-2013csp.pdf >

⁸ National Sustainable Development Strategies in Asia and the Pacific. United Nations Environment Programme. Accessed 20 June 2009. Available at: < <http://www.rrcap.unep.org/nsds/workshop/GMS/Cambodia.pdf> >

On 15 August 2006, the *National Strategic Development Plan* (NSDP) for 2006-2010 was officially launched by the Prime Minister of Cambodia and developed by the Ministry of Planning (MoP) with consultation and participation from stakeholders including government ministries, External Development Partners (EDPs) and civil society. It was approved by the National Assembly, the Senate, the Royal Government of Cambodia (RDC) and the King himself.⁹

NSDP's main purpose is to make operational the "*Rectangular Strategy* (RS) for Growth, Equity and Efficiency"¹⁰ adopted by the RGC in which the Government's priority goals and strategies is to reduce poverty and achieve by 2010 targets of *Cambodia's Millennium Development Goals* (CMDGs). Furthermore, NSDP and RS strategies main area of concentration includes a good governance reform programme for the reason that governance has been identified as a major obstacle to poverty reduction, growth and enhanced aid effectiveness.¹¹

The RGC has taken the decision to move away from a traditional, comprehensive planning approach and preferred to focus on strategic goals and actions. For this reason, the new NSDP takes into account the different conclusions, proposals and recommendations aimed to capture the necessary elements of all the earlier documents; (*National Poverty Reduction Strategy* (NPRS) for 2003-2005 and *Socio-Economic Development Plan* (SEDP II) for 2001-2005 being in line with complete government ownership of the entire development process. The RGC "declares this NSDP as the single, overarching, guiding and reference document for pursuing prioritized goals, targets and actions for the next five years, 2006-2010."¹²

The need of all of this is to merge together all the different elements in a coherent and balanced manner and look at the important actions to be taken from a national rather than sectoral perspective. The need is to "prioritize among competing goals and targets; focus on specific strategies and actions; consider costs; and, allocate resources."¹³ Hence, implementing and making operational RS is in fact achieving NSDP goals.

The priorities of NSDP should hence be considered an operational and guiding tool to achieve important objectives, goals and targets "for and by the whole of Cambodia."¹⁴ Emphasis should be placed more on the results (outputs and outcomes) to be achieved and not on the inputs, activities and processes.

NSDP identifies:

⁹ *Ministry of Planning-Cambodia Website*. Accessed 20 June 2009. Available at: <<http://www.mop.gov.kh/Default.aspx?tabid=83>>

¹⁰ The Rectangular Strategy articulates four key operational priorities 1) improved agricultural investment 2) continued rehabilitation and construction of physical infrastructure 3) private sector growth and employment development 4) capacity building and human resource development. Good governance forms the centre of the strategy as the single most important prerequisite to sustainable development.

¹¹ *Cambodia- European Community Strategy Paper for the period 2007-2013*. Accessed 20 June 2009. pg 23. Available at: <http://ec.europa.eu/external_relations/cambodia/csp/07_13_en.pdf>

¹² *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: <http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf>

¹³ *Ibid.*

¹⁴ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: <http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf>

- Key medium-term goals
- Strategic goals to be reached are highly prioritized. Measurable goals to be achieved in the next five years
- Priority strategies and actions that will be taken into consideration
- Priority investments needed in the public sector, its targeted sector allocations and programming
- Resources likely to be available
- Monitoring and evaluation mechanisms for regular measurement of progress and for enabling necessary mid-course adjustments.¹⁵

The purpose of the NSDP includes:

- Improving the lives of all Cambodians
- Reducing poverty levels especially to those in the rural areas where poverty levels remain high.¹⁶

The NSDP integrates and prioritizes the goals of CMDGs and NPRS which is intended to:

- Support sector strategies and planning to RGC's overall long term vision
- Influence and of course form the basis for the future and create annual budgets so that allocations and implementation fall into line with achievement of the national goals
- Guide reform and policy development across sectors
- Help attract private sector investments to implement RGC's policies, priorities and strategies for the country's socio-economic development.¹⁷

There are 43 targets within the following major goals mentioned in NSDP, they include:

- Eradicate poverty and hunger
- Develop the agriculture sector and enhance agricultural production and productivity
- Implement the Education Sector Strategic Plan
- Implement the Health Sector Strategic Plan
- Implement population policies
- Further advance rural development
- Ensure environmental sustainability
- Promote gender equity
- Implement good governance reforms
- Sustain high macroeconomic growth
- Improve budget performance
- Accelerate industrial growth
- Further develop the private sector
- Increase trade (i.e. export)
- Develop tourism

¹⁵ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf >

¹⁶ Ibid.

¹⁷ Ibid.

- Make progress in de-mining and provide victim assistance
- Rehabilitate the physical infrastructure
- Further develop the energy sector.¹⁸

The goals and core targets (indicators) can be found in the Appendix #3.

ii. United Nations Development Assistance Framework (2006-2010)

The *United Nations Development Assistance Framework* (UNDAF) for 2006-2010 supports the *Rectangular Strategy* and thus aims to help in areas where it can provide assistance. Extensive analysis and programming has been carried out throughout UNDAF's implementation and outlines the need for action in the following priority areas:¹⁹

1. Good governance and the promotion and protection of human rights

Good Governance is supported by the Government's *Rectangular Strategy* for the reason that success in this area will have a positive impact on all other areas. Institutions must function properly and this will ensure the proper delivery of public services to citizens. There is a greater recognition of the need to apply and adhere to human rights principles and implement the international treaties that Cambodia has accepted; this will be required to improve governance. The Government has identified good governance as the most important precondition for sustainable socio-economic development and social justice.

In partnership with the Government and other stakeholders, the envisaged UNDAF outcome on governance and human rights will be achieving significant progress towards:

- Effective participation of citizens in public activities that affect their lives;
- Accountability and integrity in public decision making and policy implementation;
- Effective state institutions working in a transparent fashion.²⁰

2. Agriculture and rural poverty

It is important to ensure the sustainable use and management of natural resources. The *Rectangular Strategy* addresses the "enhancement of the agricultural sector" covering the following areas:

- (i) Improved productivity and diversification of agriculture; (ii) Land reform and clearing of mines; (iii) Fisheries reform and (iv) Forestry reform.

¹⁸ *Ministry of Planning-Cambodia Website*. Accessed 20 June 2009. Available at : <http://www.mop.gov.kh/Default.aspx?tabid=83>

¹⁹ *United Nations Development Assistance Framework.(UNDAF)*. Accessed 20 June 2009. Available at: www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html

²⁰ Ibid.

The effective implementation of land, forest and fisheries reforms are essential to alleviate poverty and should be dealt with through sustainable resource management.²¹

3. Capacity building and human resources development for the social sectors

The quality of health and education is important and the focus needs to be placed on empowering vulnerable groups and promoting gender equity.

Important social sector concerns include the quality of education, improving health services, fostering gender equity and implementing the population policy. The United Nations Country Team (UNCT) believes that these are essential elements for progress towards the CMDGs and the realization of human rights. Therefore, UNCT will provide its support related to national programmes. UNDAF predicts by 2010 to improve health, nutrition, education status and gender equity with emphasis on the rural poor and vulnerable groups.²²

4. Development of the National Strategic Development Plan

It is important to coordinate action on the first three priority areas of this UNDAF. The UNCT will aim to support the Government to implement the NSDP.²³ The UNDAF has hence identified support to this planning process as the fourth priority area of the UNDAF. All goals, targets and monitoring of the UNDAF will be highlighted in the upcoming appendix.²⁴ (See Appendix#1)--(See Appendix #2).

iii. National Poverty Reduction Strategy (2003-2005) and the Second Socio-economic Development Plan (2001-2005)

The *National Poverty Reduction Strategy* (NPRS) first appeared in May 2000 merging with the work of the *Second Socio-Economic Development Plan* (SEDP II). The Interim-Poverty Reduction Strategy Paper was coordinated by the Ministry of Economy and Finance, while the SEDP II was prepared under the supervision of the Ministry of Planning. The SEDP II was Cambodia's medium term development plan approved by the Council of Ministers in December 2001 and by the National Assembly in June 2002.

Responsibility for the full PRSP was transferred to the *Council for Social Development* (CSD), an inter-ministerial body chaired by the Minister of Planning. The CSD is assisted by a General Secretariat (GSCSD) which is chaired by an Under Secretary of State of the Ministry of Planning (MOP). A series of consultation and participation activities were developed and implemented by the General Secretariat of the *Council for Social Development* (CSD) and the priority poverty reduction actions include:

²¹ *United Nations Development Assistance Framework.(UNDAF)*. Accessed 20 June 2009. Available at: www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html

²² Ibid.

²³ Ibid.

²⁴ Ibid.

To promote sustainable economic growth with equity and as set out in the SEDP II, the RGC aims to achieve a sustainable economic growth of 6-7% per year.²⁵

Furthermore, the objectives and goals of the plan include:

Improving rural livelihoods

The NPRS sets out the overall objective of increasing incomes for all living in rural areas with an emphasis in: land, water, agriculture, forestry and fisheries and transport. Improvement in these areas will hence contribute to improvements in other aspects of poverty for example through better access to basic services.²⁶

Expanding job opportunities

The creation of jobs and improved working conditions are key to reducing poverty. The RGC's policies are projected to improve work opportunities specifically through:

- Facilitating private sector development
- Expanding exports
- Expanding tourism

Furthermore, the extent to which these policies will be implemented is closely related to the success in improving the capabilities (education, skills and health) along with efforts to improve governance and transparency.²⁷

Improving capabilities

The NPRS highlights priorities that will particularly affect the poor in education, health and nutrition. The aim is to:

- Achieve Education for All (EFA) with completion of nine year basic education. The education policy will facilitate economic growth through increasing equitable access to quality and relevant post-basic education.
- Provide a Health Policy Statement which seeks to provide high quality health services and no discrimination by gender, age, place of residence or ability to pay.
- Focus on prevention of malnutrition at the early years of life with increased interventions starting before birth. It is necessary to improve nutritional status of women in childbearing age and pregnant women for their health.²⁸

²⁵ *National Poverty Reduction Strategy*. Accessed 20 June 2009. Available at: <http://www.imf.org/external/np/prsp/2002/khm/01/122002.pdf>

²⁶ Ibid.

²⁷ Ibid.

²⁸ Ibid.

Strengthening institutions and improving governance

The RGC is committed to the implementation of the Governance Action Plan (GAP). It is a framework that provides a reliable and transparent approach to coordinate efforts in eight priority areas which include:

- Legal and Judicial Reform
- Administrative Reform and De-concentration
- Decentralization and Local Governance
- Public Finance Reform
- Anti-corruption
- Gender Equity
- Demobilization and Reform of the Armed Forces
- Reform of Natural Resources Management (Land, Forestry and Fisheries).²⁹

Reducing vulnerability and strengthening social inclusion

Priority in increasing environmental sustainability and improving natural resource management are:

- Disaster management – especially when faced with floods
- Land mine clearance
- Vulnerability of the disabled, those affected by HIV/AIDS, orphans, street and abandoned children and the homeless
- Food security
- Safety net programmes.³⁰

Promoting gender equity

The RGC priorities in promoting gender equity include:

- Reduce gender-based inequality and improve equity in health, education, control over agricultural resources, socio-economic, political empowerment and legal protection;
- Ensure that women and girls receive full legal protection, along with legal education concerning their rights and benefits
- Promote gender mainstreaming in all government departments
- Address legal barriers to women's equal rights
- Direct gender education and awareness at key officials of the RGC at all levels.³¹

²⁹ *National Poverty Reduction Strategy*. Accessed 20 June 2009. Available at: <http://www.imf.org/external/np/prsp/2002/khm/01/122002.pdf>

³⁰ Ibid.

³¹ Ibid

Priority focus on population

The NPRS recognizes the central role of population as is reflected in three primary programmes with priority focus on:

- Specially targeted reproductive health and family planning services
- Increasing primary education enrolment
- Creating rural employment opportunities.³²

*It has been envisioned that the next SEDP and the NPRS will be merged, formulated and presented as one document building on the successes and lessons learned from the current efforts to reduce poverty managed by the *Supreme National Economic Council* (SNEC) and the *Council for Social Development* (CSD).³³

4. Key Sustainable Development Coordination Mechanism(s):

Ministry of Environment

- **Mandate of Coordination Mechanism(s):**

- **NSDS Contact Point:**

Name: Chuon Chan Rithy

Title: Director of Department

Institution: Ministry of Environment

Address: #48, Samdech Preah Sihanouk Avenue, Chamkarmon, P.P

Phone: 855-12-872 458

Email: cchanrithy@gmail.com

H.E Dr. Mok Mareth, Senior Minister, Minister of the Environment as NSDS National Focal Point.³⁴

5. International Cooperation Mechanisms

i. Association of South East Asian Nations (ASEAN)

The admission of Cambodia into ASEAN in April 1999 is an important milestone in regional relations for Cambodia. The aims and purposes of the Association include: “(1) to accelerate economic growth, social progress and cultural development in the region and (2) to promote regional peace and stability through abiding respect for justice and the rule of law in the relationship among countries in the region and adherence to the

³² *National Poverty Reduction Strategy*. Accessed 20 June 2009. Available at: <http://www.imf.org/external/np/prsp/2002/khm/01/122002.pdf>

³³ Ibid.

³⁴ *2007 NSDS PROFILE: CAMBODIA*. Accessed 20 June 2009. Available at: http://www.un.org/esa/agenda21/natlinfo/countr/cambodia/2007nsdsprofile_Cambodia.pdf

principles of the United Nations Charter.”³⁵ There are four major areas of cooperation under ASEAN framework:

1. Political and Security Cooperation
2. Economic Cooperation
3. Functional Cooperation
4. Development Cooperation

As a member of ASEAN, Cambodia participates actively in the regional integration process including the **ASEAN Free Trade Area (AFTA)**. Under AFTA, Cambodia will reduce duties on imports from ASEAN countries to 0.5% by 2010; this is expected to lead to increased investment. Negotiations are on-going for ASEAN Free Trade Agreements (FTAs) with China, Japan, Australia, New Zealand and India.³⁶

ii. Asian Development Bank (ADB)

ADB’s primary goal in Cambodia is economic growth and sustainable poverty reduction. This is constrained by inadequate and narrowly based economic growth, limited access to and poor quality of social services, landlessness, lack of access to natural resources, social exclusion, poor governance and endemic corruption. The key development challenges will thus include increasing opportunities for economic advancement, improving livelihoods and reducing vulnerability and facilitating participatory governance at all levels. Therefore, ADB’s strategy will focus on supporting broad-based economic growth, inclusive social development and good governance.

ADB will work to support “the enabling conditions for pro-poor, private-sector-led sustainable growth through investments in physical infrastructure, development of the financial sector, support for greater regional integration, sustainable development of SMEs, and investments in agriculture and irrigation.”³⁷

Under the social development field, ADB will support improving education, empowering vulnerable groups such as women and ethnic minority groups, controlling communicable diseases, providing rural water supply and sanitation facilities, and promoting community-based sustainable management and conservation of natural resources in the Tonle Sap basin.

As weak governance is one of the main obstacles to achieving faster economic growth and reducing poverty in Cambodia, ADB will adopt an increasingly proactive role in governance initiatives through its projects. ADB will thus focus on governance by: improving accountability and service delivery, supporting legal, regulatory and policy reforms, strengthening institutional capacity building, improving efficiency and effectiveness of project implementation.³⁸

³⁵ *ASEAN-Overview of ASEAN*. Accessed 20 June 2009. Available at: <<http://www.aseansec.org/64.htm>>

³⁶ *Cambodia-European Community Strategy Paper for the period Of 2007-2013*. Accessed 20 June 2009. Available at: <http://ec.europa.eu/external_relations/cambodia/csp/07_13_en.pdf>

³⁷ *Asian Development Bank-Country Partnership Strategy*. Accessed 20 June 2009. Available at: <<http://www.adb.org/Documents/CSPs/cam/2004/csp0400.asp?p=ctrycam>>

³⁸ Ibid.

iii. AusAID

Australia supports Cambodia's development, stability and prosperity because a more stable and prosperous Cambodia will contribute to the regional development and economic growth and will help in combating transnational crime. That is why Australia supports Cambodia's role in ASEAN and engagement with the World Trade Organization. With this, Cambodia can take advantage of regional economic cooperation as well as global opportunities.

In the 1980s, Australia provided humanitarian assistance through NGOs and multilateral organizations to Cambodia. However, Australia's assistance has shifted from emergency assistance to longer-term development. The goal for the 2003-2006 Cambodia-Australia Development Cooperation Program was to contribute to poverty reduction and sustainable development in Cambodia such that Australia's national interest was advanced. The strategic objectives of the program were to increase productivity and incomes of the rural poor, to reduce vulnerability of the poor, and to strengthen the rule of law.³⁹

vi. European Union--European Community Strategy Paper (2007-2013)

The EU has continued its engagement with Cambodia, while actively supporting the implementation of the RGC National Strategic Development Plan and the Poverty Reduction Support Operation. Cambodia is a "priority partner country in the EU's policies concerning sustainable development and reduction of poverty. The EU is also a major donor towards supporting basic education."⁴⁰

Since 1997, relations have been governed by the Cooperation Agreement between the EC and Cambodia. Joint Committee meet on a regularly basis and the next Joint Committee meeting took place in early 2009 and the sub-group on governance, human rights and civil society met end of 2008.

The objective of EC support is the sustainable reduction of poverty. This objective will be achieved mainly through the provision of general budget support to the implementation of the RGC's NSDP and support to basic education. EC assistance for the implementation of the NSDP is to take the form of budget support as part of the World Bank-led Poverty Reduction Support Operation (PRSO).⁴¹

5. Budgeting and Funding

³⁹ *Australian Government-AusAID*. Accessed 20 June 2009. Available at: <<http://www.ausaid.gov.au/country/country.cfm?CountryID=34&Region=EastAsia>>

⁴⁰ *European Commission-External Relations*. Accessed June 21 2009. Available at: <http://ec.europa.eu/external_relations/cambodia/index_en.htm>

⁴¹ *Cambodia- European Community Strategy Paper for the period 2007-2013*. Accessed 20 June 2009. Available at: <http://ec.europa.eu/external_relations/cambodia/csp/07_13_en.pdf>

i. National Strategic Development Plan (2006-2010)

The budgeting and financing made for various sectors for the NSDP can be found on page 21 of this report. In order for the NSDP to become operational, the various sectors have to be further broken down into clear proposals. They have to be broken down for specific capital and current expenditure on an annual basis.

The Public Investment Programme (PIP) will be used as a mechanism to identify and plan cost estimate for specific activities every year for the next three years. Hence, PIPs form an integral part of the NSDP. In preparing PIPs, each sector and sub-national level will bear in mind the overall goals to be reached and the clear targets set in the NSDP.

Furthermore, The RGC will ensure that the Medium Term Expenditure Framework (MTEF) and annual budget expenditure allocations are harmonized with NSDP allocations, goals and targets as well as PIP framework. Hence, a step-by-step basis of NSDP goals, targets and overall allocations are revised from time to time which will eventually influence PIPs and annual budgets.⁴²

ii. United Nations Development Assistance Framework (2006-2010)

In support of UNDAF strategies, “the total resources to be mobilized are estimated to be over US \$400 million. About 22% of the total will be spent within the focus area of Good Governance and Human Rights, 27% on Agriculture and Rural Poverty, 47% on Human Resource Development and 4% to support the National Development Plan, including aid coordination.”⁴³

iii. National Poverty Reduction Strategy (2003-2005) and the Second Socio-economic Development Plan (2001-2005)

There is no detailed budget and funding information regarding the NPRS. On the other hand, the NPRS provides different examples in which NPRS can be funded.

The NPRS Trust Fund Grant

NPRS Trust Fund is aimed to strengthen capacity of stakeholders to contribute to the development, implementation and monitoring of the NPRS. Funds are requested to facilitate exchange among different stakeholder groups for planning, implementing and assessing poverty reduction activities.⁴⁴ Furthermore, the Ministry of Economy and Finance (MEF) has the central role in monitoring budget execution and implementation of the MTEF, i.e., in monitoring whether necessary financial inputs have been made available to the line ministries in a timely fashion to enable them to implement the Priority Public Actions in the NPRS.⁴⁵

⁴² *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: <http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf>

⁴³ *United Nations Development Assistance Framework (UNDAF)*. Accessed 20 June 2009. Available at: <www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html>

⁴⁴ *National Poverty Reduction Strategy (2003-2005)*. Accessed 20 June 2009. Available at: <<http://www.imf.org/external/np/prsp/2002/khm/01/122002.pdf>>

⁴⁵ Ibid.

NSDP Allocations by Sector, 2006-2010

(Amount in millions of US\$)

Sector	Amount	Amount	%	Rural	%	Urban	%	Notes
								1
Social Sectors								
Education: (of which Basic Education to receive 60%)	550		15.71%	330	60	220	40	2
Health	600		17.14%	420	70	180	30	
Sub-Total		1,150	32.86%					
Economic Sectors								
Agriculture & Land Mgmt: other than crops	150		4.29%	143	95	8	5	3
Seasonal Crops: Rice & others	200		5.71%	200	100	0		
Rural Development	350		10.00%	350	100	0		4
Manufacturing, Mining & Trade	80		2.29%	12	15	68	85	5
Sub-Total		780	22.29%					
Infrastructure								
Transportation (Roads, Ports, Rlys., Civil Aviation)	550		15.71%	275	50	275	50	6
Water and Sanitation (excluding rural)	150		4.29%	15	10	135	90	7
Power & Electricity	120		3.43%	60	50	60	50	8
Post & Telecommunications	60		1.71%	30	50	30	50	9
Sub-Total		880	25.14%					
Services & Cross Sectoral Programmes								
Gender Mainstreaming	30		0.86%	9	30	21	70	10
Tourism	30		0.86%	8	25	23	75	
Environment and Conservation	100		2.86%	90	90	10	10	11
Community and Social Services	80		2.29%	60	75	20	25	
Culture & Arts	30		0.86%	15	50	15	50	
Governance & Administration	220		6.29%	44	20	176	80	12
Sub-Total		490	14.00%					
Unallocated		200	5.71%	100	50	100	50	13
Grand Total:		3,500	100%	2,160	62%	1,340	38%	14

Explanatory Notes:

- (a) Amounts against each sector include: resources available from all sources: RGC & EDPs (spent directly or thro' RGC)
(b) capital outlays, additional current expenditure, TA, cost of monitoring, data gathering, maintenance of websites
(c) Rural - Urban figures are indicative and should be adhered to.
(d) amounts also include all subventions to province, district and commune levels to be implemented by them
- (a) includes youth and sports; (b) of the total, 60% will be earmarked for Basic Education
- Includes fisheries, demining & activities except for "seasonal" crops; excludes forestry shown under Environment & Conservation
- RD: Includes SEILA, rural roads, markets, irrigation schemes; water supply & sanitation; D&D; local governance
- Includes: employment generation and labour issues
- Excludes rural roads; primary & secondary roads help rural areas -- hence (50%); private sector to be involved; includes addl. maintenance costs.
- Excludes activities in rural areas included under Rural Development
- Most investments in this sector should be sought from the private sector
- Most investments in this sector should sought from the private sector
- Mainly for awareness creation and mainstreaming; other individual sectors will incorporate activities in their work.
- Includes Forestry
- Includes: (a) all reforms like Judicial & Legal; Public Administration; Macro-Economy; Fiscal & others
(b) NIS studies and surveys such as Census 2008, poverty assessment; CSES, NSDP monitoring, etc
(c) Development cooperation management; (d) various elections; and (e) all other public admin., activities
- Reserve to enable redirection of resources if needed
- Slight difference in total figures (rural, urban) and grand total due to rounding of decimals. ■■■

7. Monitoring and Evaluation

i. National Strategic Development Plan (2006-2010)

Regular monitoring and evaluation are required in order to introduce corrections in the plan when necessary. These processes are conducted on the basis of performance indicators according to the targets and goals proposed in the plan. The first full revision of the NSDP took place in June 2006 and took into account all the data from all the stakeholders. From then on, each year an implementation progress review and an annual report was issued.

Monitoring and evaluation takes place on two levels, a national “core” level and a ministerial/agency level. The Ministry of Planning will be in charge of the first level and the National Institute of Statistics will collect the data necessary for this evaluation. For the ministerial/agency level, the major information sources will be their own resources.⁴⁶

The progress of NSDP has been annually reviewed and monitored. The **NSDP Monitoring Framework** was formulated in close consultation with the Ministry of Economy and Finance (MEF), Supreme National Economic Council (SNEC), Cambodian Rehabilitation and Development Board (CRDB)/Council for Development of Cambodia (CDC) and other ministries. It mandates the monitoring and reporting of the progress of NSDP implementation and requires official statistics to be provided by the National Institute of Statistics (NIS).

A **NSDP-Annual Progress Report (APR)** will be prepared and submitted to the Council of Ministers for endorsement. The NSDP-APR is a tool to redirect NSDP for effective implementation.⁴⁷

ii. United Nations Development Assistance Framework (2006-2010)

The United Nations Country Team (UNCT) will monitor and evaluate the progress that has been made towards the expected goals and outcomes. In 2008, A UNDAF mid-term-review took place in order to make sure that the project remains focused on national priorities. This is a joint evaluation which includes key national counterparts, donors and other development partners.⁴⁸

Furthermore, the United Nations system continues to strengthen national M&E capacities by providing technical assistance in data collection, storage and analysis of the implementation of the national plan and the CMDGs. The UNDAF M&E mechanisms will utilize CAMInfo as the national system to monitor CMDGs and other international and national frameworks. A taskforce comprising ministries, UN and donors will continue to oversee the database development process and to provide support to the National Institute of Statistics.

⁴⁶ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf >

⁴⁷ Ibid.

⁴⁸ *United Nations Development Assistance Framework (UNDAF)*. Accessed 20 June 2009. Available at: www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html >

The monitoring of UNDAF will be highlighted in the upcoming appendix.

8. Cross-cutting Issues

Addressing the Consequences of Conflict

The reform of Armed Forces and Demobilization is continued by the NSP; however the share of budget allocated to Defense and Security (including internal security) has declined from 6.7% of GDP in 1994 to 2.5% and would continue around that level.⁴⁹ The RGC is strongly committed to military reform with a view to build an armed force of an appropriate size and quality to defend the country in peacetime. To this end, a comprehensive “White Paper” on Defense Policy has recently been issued.

It articulates policies and programmes to be pursued including distribution of social concession lands to demobilized landless soldiers who need land for their residence and/or for family farming in conformity with the Sub-decree on Social Land concessions.⁵⁰

Efforts to reform, build, train and strengthen the national police to become a truly professional force, equipped with modern technology and capable of discharging its responsibilities for maintaining internal security, social order and harmony and to protect people's lives and property will eventually be continued. In performing its duties the police force will always act impartially and efficiently with due respect for human dignity and rights.⁵¹

Peace, political stability and social order are key to sustainable progress. That is why elections needs to be carried out. However, the Government budget cannot support this expenditure and therefore external financial support for elections is required.

A very important goal of the NSDP is the de-mining operation. That is so as they are not only humanitarian and security related but also have significant social and economic implications, particularly on land distribution and the security of poor farming households in remote areas. They open up avenues for rural development. Furthermore, “the goal to is to steadily continue de-mining and UXO de-fusing or destruction and carry on public awareness campaigns to reduce the number of human casualties to less than 200 by 2010 from 797 in 2005, and to increase the area rendered mine free to 45,000 ha by 2010 from 32,974 ha in 2005.”⁵²

Governance, Justice, and Human Rights

As good governance is key to the sustainable socio-economic development of Cambodia, it needs wide participation, sharing of information, openness and transparency,

⁴⁹ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: http://www.cdc-crdp.gov.kh/cdc/aid_management/nsdp.pdf >

⁵⁰ Ibid.

⁵¹ Ibid.

⁵² Ibid.

accountability, equality, inclusiveness and strict rule of law.⁵³ Therefore, this area covers four reform sub-areas: “(a) fighting corruption, (b) legal and judicial reforms, (c) public administration reform including decentralization and de-concentration, and (d) reform of the armed forces, especially demobilization.”⁵⁴

In order to fight corruption, the RGC is determined to ensure predictability, enhanced transparency and clear accountability in all its actions. The NSP provides a number of actions to do this.

The public administration reform is a core governance strategy.⁵⁵ The foundations of it are in place, however the Cambodian government seeks to further reform and thus develop the capacity of the Administration to serve people better where and when needed.⁵⁶

As the Cambodian government has identified good governance as key to sustainable socio-economic development and social justice, this is the first goal on the UNDAF list. In partnership with the government and other stakeholders, UNDAF will undertake the necessary measures to achieve progress towards the following:

“- Effective participation of citizens in the conduct of public activities and decisions that affect their lives

- Accountability and integrity of Government in public decision making and policy implementation

- Effective and responsive state institutions working in a transparent fashion.”⁵⁷

Rule of law and Human Rights

The Cambodian Government is committed to accelerate the legal and judicial reforms as they are crucial for the political platform. Therefore, the RGC has approved the Legal and Judicial Reform Strategy (June 2003) including seven strategic objectives.

UNDAF supports the realization of human rights and the meeting of CMDGs set for 2010. Issues such as corruption and the rule of law are very pressing so national initiatives to address these are essential.⁵⁸ The UNCT will support the priority areas identified by the UNDAF, including compliance with human rights treaties.

The expected outcomes and planned outputs under this goal can be found in the Appendix of this report.

⁵³ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at:

<http://www.cdc-crdb.gov.kh/cdc/aid_management/nsdp.pdf>

⁵⁴ Ibid.

⁵⁵ Ibid.

⁵⁶ Ibid.

⁵⁷ *United Nations Development Assistance Framework (UNDAF)*. Accessed 20 June 2009. Available at:

<www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html>

⁵⁸ Ibid.

Decentralization

The RGC has been implementing necessary measures to shift from a centralized to a decentralized system of governance. To this end, elections of commune/sangkat Councils, the lowest tier of administration were held in 2002 through a democratic process. RGC's Seila programme has also contributed much to the implementation of RGC's decentralization policy.⁵⁹

So far, it is claimed there has been substantive progress towards major objectives, such as strengthening of democratic governance, contribution to poverty reduction and capacity building at local levels. This has impacted upon deepening and sharpening of the local governance with growing representation, responsibility, participation and accountability. To further promote and instill processes for participatory grass root level decision-making and implementation for development, the Strategic Framework for Decentralization and De-concentration (D&D) was approved in June 2005.⁶⁰ Furthermore, "containing clear and extensive guidelines and procedures, the framework will help to increasingly devolve responsibilities and resources for development to provincial/municipal, district/khan and commune/sangkat levels. Organic Laws are the prime legal instruments for implementing administrative governance at sub-national levels."⁶¹

The Government acknowledges that further decentralization is needed to enable a local voice in governance and to improve public service delivery.

Commune elections were held, however further effort needs to be taken to expand opportunities for citizens to influence and participate in governance. As the commune councils control very limited resources, this severely limits their options to improve services or facilities. Therefore, an effort is currently being made to develop a comprehensive vision and framework for decentralization.⁶²

Public Participation

Efforts to involve and associate all sections of the civil society in all appropriate aspects of RGC's planning and decision-making processes and to make civil society an effective partner in the development process will be continued. Many NGOs, both national and international are involved in socio-economic development as well as in promotion of democracy and human rights.⁶³

The preparation of the UNDAF has combined intra-agency consultations with the Government, civil society, private sectors and donors.

⁵⁹ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: <http://www.cdc-crdp.gov.kh/cdc/aid_management/nsdp.pdf>

⁶⁰ Ibid.

⁶¹ Ibid.

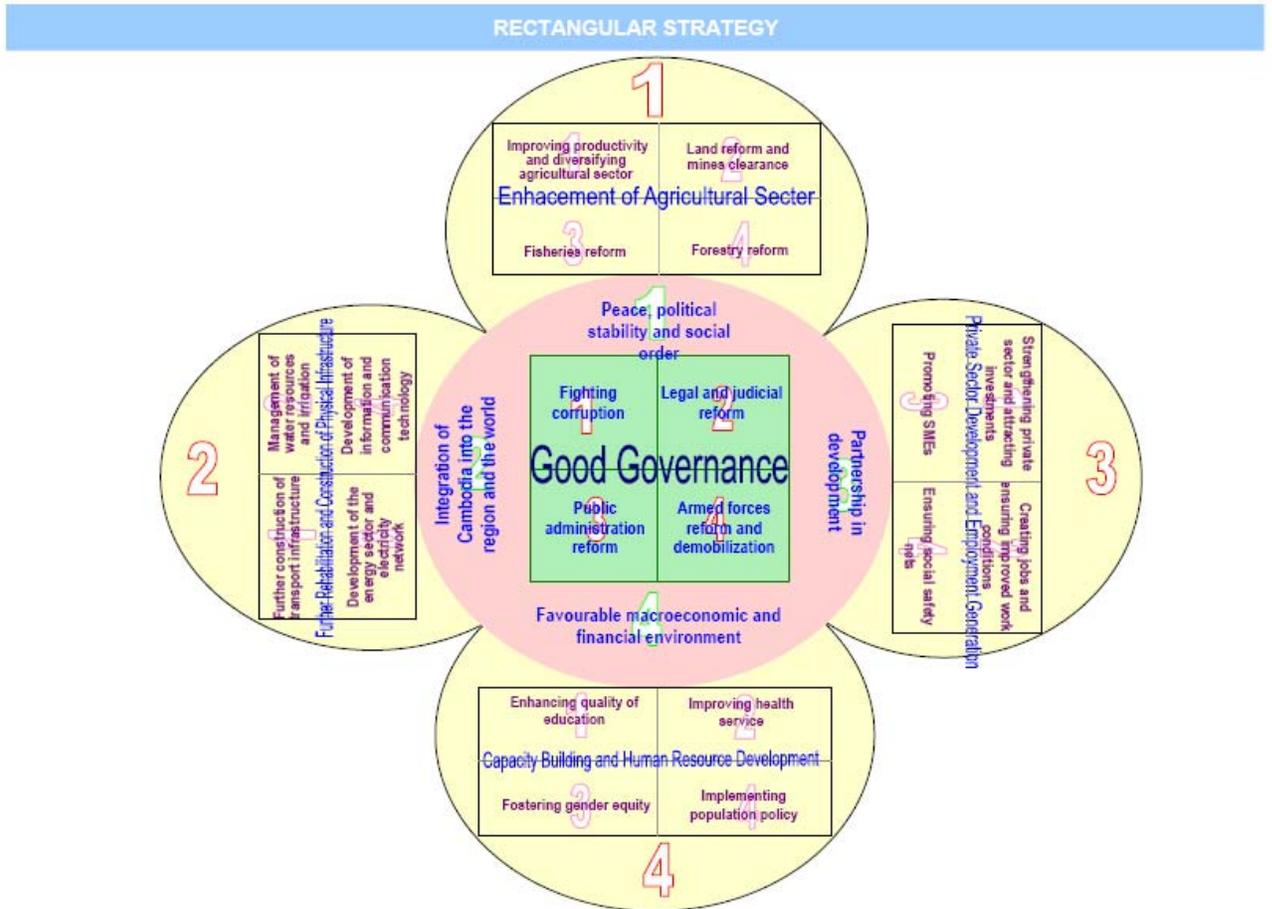
⁶² *United Nations Development Assistance Framework (UNDAF)*. Accessed 20 June 2009. Available at: <www.un.org.kh/.../144-United-Nations-Development-Framework-2006-2010.html>

⁶³ *National Strategic Development Plan (2006-2010)*. Accessed 20 June 2009. Available at: <http://www.cdc-crdp.gov.kh/cdc/aid_management/nsdp.pdf>

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Available at:
<http://www.un.org/Depts/dpko/dpko/co_mission/untacmandate.html>

Appendix #1



Source: National Strategic Plan 2006-2010

Appendix #2:

Expected outcomes	Planned outputs
1. Increased participation of civil society and citizens in decision-making for the development, implementation and monitoring of public policies	<ul style="list-style-type: none"> ▪ Government assisted in improving and implementing laws on public demonstration and freedoms of association and assembly ▪ Strengthened community participation in local development activities ▪ Strengthened capacity of civil society ▪ Enhanced capacities of workers' and employers' associations. ▪ Improved enabling environment and strengthened management capacity for free and fair elections
2. Improved public access to information	<ul style="list-style-type: none"> ▪ Promotion of a law on freedom of information ▪ Provision of support to news services ▪ Dissemination of laws and judicial information ▪ Information made publicly accessible on budget, public expenditure, audit results and procurement contracts.
3. Effective, independent and impartial justice system set up and equal access increased	<ul style="list-style-type: none"> ▪ Support provided for the development of Legal aid and legal literacy programmes ▪ Juvenile justice system established and functioning ▪ Completion of essential codes and laws ▪ Legal institutions for dispute resolution created ▪ Independent commissions to investigate cases of serious violations of human rights established
4. Corruption significantly reduced to ensure integrity and transparency in government management of public resources and services	<ul style="list-style-type: none"> ▪ Strengthened oversight functions of elected bodies ▪ Advocacy for the accession to the UN convention against corruption and adoption of a law consistent with it ▪ Strengthened government programmes on enforcement, preventions and mobilization of the public
5. Increased efficiency and effectiveness of the public administration to deliver basic services	<ul style="list-style-type: none"> ▪ RGC supported in meeting the obligations under the International Covenant on Economic, Social and Cultural rights ▪ Phased civil service remuneration plan developed, including a strategy to phase out donor-funded salary supplements and redirect them in support of pay reforms and redeployment of staff in support of a more effective delivery of public services ▪ Defined Roles and functions of sub-national government bodies in delivery of public services ▪ Fiscal decentralization strategy developed ▪ Enhanced decentralized planning

Source: *United Nations Development Assistance Framework (UNDAF) 2006-2010 - Cambodia*

Appendix #3:

Table 3.2 : NSDP's Macro-Goals and Critical Indicators (Targets)¹
(*) - CMDG goals and targets

Major Goals: Targets/Indicators		2005	2010	CMDG- 2015
Eradicate - Poverty & Hunger (*)				
1*	Poverty levels % of population -- 2004 -- in 50% of country covered by 1993/94 survey	34.7 (28.0)	25	19.5
2*	Poverty levels % rural population -- 2004 -- in areas covered by 1993/94 survey	39.2 (33.7)		
3*	People below food poverty line % -- 2004 -- in areas covered by 1993/94 survey	19.7 (14.2)	13	10
Enhance Agricultural Production and Productivity				
4	Paddy yield per hectare (tons)	1.97	2.4	
5	Irrigated area -- including supplemental irrign., (% of rice area)	20	25	
6	Land Reforms: Land Titles to farmers -- % of Total agri. land	12	24	
Improvements in Health (*)				
7*	Infant Mortality Rate per 1,000 live births	66	60	50
8*	> 5 Mortality Rate per 1,000 live births	82	75	65
9*	Maternal Mortality per 100,000 live births	N/A	243	140
10*	Births attended by skilled health personnel -- %	N/A	70	80
11*	HIV/AIDS prevalence, % of adults 15-49	1.9	1.9	1.8
12*	Malaria Cases - fatality %	0.36	0.2	0.1
13*	TB smear positive cases, per 100,000	N/A	214	135
14*	Married women using modern birth spacing methods (%)	20.1	44	60
15	% of health facilities providing RH services	33	45	70
Improvements in Education (*)				
16*	Net Enrolment: Primary Schools -- Total; Boys; Girls --%	91.9; 93.0; 90.7	100	100
17*	Net Enrolment: Lower Sec. Schools --Total; Boys; Girls -- %	26.1; 27.1; 24.8	75	100
18*	Survival rate % : 1-6:	53.1	100	100
19*	Survival rate % : 1-9:	30.18	76	100
20*	6-14 years out of school (%)	18.7	11	0
Rural Development				
21	Rural Roads rehabilitated -- Kms (out of total 28,000)	22,700	25,000	28,000
22*	Safe Drinking water access -- % rural population	41.6	45	50
23*	Sanitation access -- % rural population	16.4	25	30
Environmental Sustainability (*)				
24*	Forest Cover -- % of total area	60	58	60
25*	Fuel Wood dependency: Households -- %	83.9	61	52
26*	Access to safe water source -- % of urban population	75.8	85	80
27*	Access to improved sanitation -- % of urban population	55	67	74
Gender Equity (*)^f				
28*	Mainstream gender in all spheres	To be developed		
29*	Female share of wage employment -- agriculture, industry, services (%)	52.5; 53.5; 27.0	50; 50; 37	50; 50; 50
30*	Level of awareness that violence against women is a crime (%)	4.5	25	100
Reforms				
31	Accelerate Governance Reforms	To be developed		
Sustain high Macro-Economic Growth (*)				
32	Annual GDP Growth at constant prices - %	7.0	6.0	
33	Per Capita GDP at constant prices (000 Riels)	1,400	2,243	
34	Rate of Inflation %	6.2	3.0	
Improve Budget Performance				
35	Total Government budget revenues - % of GDP	11.80	13.80	
36	Total Government budget expenditure -- % of GDP	14.9	16.5	
Accelerate Industrial Growth & Employment				
37	Annual Growth in manufacturing - constant prices (%)	10.2	7.2	
38*	Working children aged 5-17 years -- %	22.3	10.6	8
Tourism				
39	Annual Tourist arrivals nos -- 000s	1,300	3,120	
De-mining, Victim Assistance (*)				
40*	Casualties (deaths and injuries) nos.	797	200	0
41*	Area affected cleared of mines and UXOs -- %	50.3	77	100
Infrastructure				
42	Length of paved roads (primary & secondary) out of 11,310- kms	2,100	4,100	
Energy				
43	Per capita use of electricity - Kwh	54	89	

APPENDIX II

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1. Analysis of the Political Situation

After nearly a century of British colonial rule, Fiji became an independent country in 1970. Since independence there have been four military coups, two in 1987, one in 2000 and one in 2006. The military has been either ruling directly or heavily influencing politics as well as the government since 1987.

In 1987, the first two military coups were caused by tensions between indigenous Fijians and Indo-Fijians (descendants of Indian laborers brought to Fiji by the British) who both continually manifested themselves in social and political unrest.

Parliamentary elections had brought an Indo-Fijian dominated government to power which resulted in replacing the indigenous led government of Prime Minister *Ratu Sir Kamisese Mara* with a multi-ethnic coalition government heavily supported by Indo-Fijians.⁶⁴

Major General Sitiveni Ligamamada Rabuka, the mastermind of two military coups claimed that concerns of racial discrimination against ethnic Fijians and his aim to reassert ethnic Fijian supremacy was his excuse for seizing power.

After deposing the multi-ethnic coalition government heavily supported by Indo-Fijians, he handed power over to the Governor-General, *Ratu Sir Penaia Ganilau* who was expected to implement ethnic Fijian interests.⁶⁵

In 1999, elections had brought again a government dominated by Indo-Fijians to power. But in 2000, a new coup led by George Speight (a Fijian nationalist) deposed the government and the country again was in political turmoil.

After the coup, Fiji's membership to the *Commonwealth of Nations* was immediately suspended due to the "anti-democratic activities" but they were readmitted in 2001.

Democracy was restored towards the end of 2000 when Laisenia Qarase was elected Prime Minister. He was re-elected in May 2006 but again overthrown in a military coup led by Commander Voreqe Bainimarama who afterwards appointed himself acting President and then Prime Minister in 2007.⁶⁶ The Fiji's people, society and its economy suffered severely as a result of these political crises.

⁶⁴ *Central Intelligence Agency World Factbook-Fiji*. Accessed 25 June 2009. Available at: < <https://www.cia.gov/library/publications/the-world-factbook/geos/fj.html> >

⁶⁵ Fiji, 1987-2007: The Story of Four Coups. World Press. Accessed 25 June 2009. Available at: < <http://www.worldpress.org/Asia/2773.cfm> >

⁶⁶ *Central Intelligence Agency World Factbook-Fiji*. Accessed 25 June 2009. Available at: < <https://www.cia.gov/library/publications/the-world-factbook/geos/fj.html> >

2. Status of NSDS: NSDS was incorporated in the *National Strategic Development Plan* for 2003-2005. On the other hand, Fiji does not have an official NSDS. However, the country is guided by a *National Strategic Development Plan* for 2007-2011 which is in line with NSDS principles. Yet, current status is unclear due to change in Government in 2006.

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. National Strategic Development Plan (2007-2011) and the Sustainable Economic and Empowerment Development Strategy (2008-2010)--I put these plans together because they are overall the same plans with the similar guiding principles and strategies*

The *Sustainable Development Strategy or the Strategic Development Plan* for 2007-2011 focuses on the “national importance to the achievement of the Vision of a Peaceful and Prosperous Fiji.”⁶⁷ The Plan is the overall culmination of consultations done with a wide range of stakeholders, non-government organizations and the Government. There were many lessons learnt from the mid-term review of the Strategic Development Plan for 2003-2005 which contributed to the overall continuation of this new plan for 2007-2011.

The Government’s guiding principles and plan consists of a set of policies in the areas of Macroeconomic Management; Economic Development; Social and Community Development. The Government will abide by a number of Guiding Principles which include:

- Good governance (including the need for consistent policies)
- Environmental sustainability
- Respect for the Vanua and for the cultures and traditions of the indigenous Fijians and Rotumans
- Respect for the cultures and traditions of other communities in Fiji
- Recognition of the indigenous Fijian and Rotuman interests as proclaimed in the Constitution
- Respect for legal authority and law and order
- Respect for human and group rights
- Honesty, integrity, transparency and accountability in public life and general standards of conduct which reflect fundamental beliefs⁶⁸

Furthermore, the Government has committed itself to achieving the Millennium Development Goals (MDGs) and gives assurance that the policies in this Plan are consistent with the MDGs.⁶⁹

⁶⁷ *National Strategic Development Plan*. Accessed 25 June 2009. Available at: http://www.forumsec.org.fj/UserFiles/File/Fiji_Strategic_Development_Plan_2007-2011.pdf

⁶⁸ Ibid.

⁶⁹ Ibid.

The Strategic Priorities for 2007-2011 include:

Maintaining Stability:

- Promoting peace and harmony
- Enhancing security and law and order
- Alleviating poverty
- Strengthening good governance
- Reviewing the constitution
- Resolving the agricultural land lease issue
- Implementing affirmative action

Sustaining Growth:

- Maintaining macro-economic stability
- Restructuring to promote competition and efficiency
- Raising export earnings
- Raising investment levels for jobs and growth
- Rural and outer island development

Promoting peace and harmony

The Ministry of Multi Ethnic Affairs and National Reconciliation is responsible for the coordination of Government efforts to raise awareness, make possible nation building and harmony and monitoring key results towards peace-building. The Ministry and the United Nations Development Programme (UNDP) have determined a process for development planning that uses a peace-building and conflict prevention approach.

The Peace and Stability Development Analysis (PSDA) seeks to help identify responses, opportunities, initiatives and strategies based on building a peaceful community. Government will mainstream strategies for conflict prevention at all levels of development planning. This includes increased emphasis on “public consultation during development planning processes, increased flow of information within and beyond government, greater “whole of government” planning and implementation, and renewed attention to the efficient delivery of services to the public.”⁷⁰

Enhancing security, law and order

The numbers of reported criminal offences has generally been decreasing due to better enforcement of the rule of law. This is largely a result of more resources, better coordination between law and capacity improvements. Since 2003, “an AusAID-funded Fiji Law and Justice Sector Programme has given technical support to the Police, Prisons and Judiciary.”⁷¹ AusAID’s Pacific Regional Policing Initiative provides improved training of police officers.

⁷⁰ *National Strategic Development Plan*. Accessed 25 June 2009. Available at: http://www.forumsec.org.fj/UserFiles/File/Fiji_Strategic_Development_Plan_2007-2011.pdf

⁷¹ Ibid.

Alleviating poverty

The sustainable use of natural resources will also be encouraged to alleviate poverty. Government's National Sugar Adaptation Strategy, Alternative Livelihoods Project and Rural and Outer Island Project have all been designed to create income generating opportunities for farmers, workers and landowners in rural and island communities. However, major progress in alleviating poverty will only be achieved with higher and more balanced economic growth. Greater achievement of Strategic Priorities for economic growth will enable increased achievement of poverty alleviation.

Strengthening good governance

To strengthen good governance, the Government will promote accountability and liability by: "(i) processes which fully inform Parliament on budgets, loans, and guarantees; (ii) timely audit and publication of accounts of Government and public sector entities; (iii) transparent public sector contracting; (iv) prompt discipline for breach of financial regulations; (v) strengthening the Public Accounts Committee of Parliament, the Auditor General and Ombudsman; and (vi) Reserve Bank of Fiji will continue to non-partisan monitoring and advice."⁷²

Reviewing the Constitution

The review of the Constitution is an on-going approach and consensus building between the members of the Multi Party Government and it may include changes to the rules on the formation of a multi-party Government.

Resolving the agricultural land lease issue

The Government proposed a native land lease system based on providing secure, longer term leases for tenants and fair rental returns to landowners. A fair rental enables landowners to channel proceeds into viable investments and human resource capacity building for their children.

The Native Lands Trust Act (NLTA) is the legal framework in which the Government aims to promote the interests of landowners and tenants. A land lease system that promotes fair rental and security of tenancy will provide an environment of political and social stability.

Implementing affirmative action

The most important part of the Social Justice programmes is focused on the poor and those living in rural areas. This complements poverty alleviation programmes by using affirmative action to benefit the poor. Other disadvantaged groups who are supported include women, children and youths as well as people with disabilities.

An important component of the Affirmative Action policy is the implementation of the Twenty-year Development Plan (2001-2020) for the enhancement of participation of

⁷² *National Strategic Development Plan*. Accessed 25 June 2009. Available at: http://www.forumsec.org.fj/UserFiles/File/Fiji_Strategic_Development_Plan_2007-2011.pdf

indigenous Fijians and Rotumans in the socio-economic development.⁷³

ii. 20-Year Development Plan (2001-2020)

The *20-year Development Plan* for 2001-2020 focuses to enhance participation of indigenous Fijians and Rotumans in the socio-economic development of Fiji. The plan outlines policy initiatives.

*“A multi-ethnic and multi-cultural society where the special place of indigenous Fijians and Rotumans as the host communities are recognized and accepted, and where their rights and interests are fully safeguarded and protected, alongside those of other communities, in the overall national development and in the interests of maintaining peace, stability, unity and progress in Fiji.”*⁷⁴—Vision

The Plan focuses on two main areas:

- Ensure ethnic equity in socio-economic development through the redistribution of resources and economic restructuring on a national level.
- Work towards intra-ethnic economic redistribution within the indigenous Fijians to ensure class and spatial equity.

"50/50 by Year 2020" is the ultimate target for the Plan in what it hopes to achieve for indigenous Fijians and Rotumans at its completion. For example, an equitable and meaningful participation in the socio-economic life in keeping with the overall national vision and broad national goals of the Government is an important goal.

Hence, the plans mission includes:

- To create an environment which facilitates and enhances the equitable participation of indigenous Fijians and Rotumans in all aspects of socioeconomic development
- To uplift education and training of indigenous Fijians and Rotumans so as to equip them for a more meaningful participation in the life of the nation
- To ensure that the cultures and languages of indigenous Fijians and Rotumans are preserved and hold a central place in our multicultural society
- To safeguard the rights of indigenous Fijians and Rotumans as regards to customary land, fishing rights and other aspects related to their special position as the indigenous peoples.⁷⁵

⁷³ *National Strategic Development Plan*. Accessed 25 June 2009. Available at: http://www.forumsec.org.fj/UserFiles/File/Fiji_Strategic_Development_Plan_2007-2011.pdf

⁷⁴ *20-year Development Plan*. Accessed 25 June 2009. Available at: <http://www.mfnp.gov.fj/Documents/20%20Year%20%20Development%20Plan%20.PDF>

⁷⁵ Ibid.

Sustained economic growth is necessary in order to strengthen affirmative action, while equity is important to ensure that resources are distributed equally amongst the population.

As a key guiding principle, the Plan incorporates the principles of good governance, accountability, transparency and observance of law and order. The Plan also incorporates the importance of sustainable development because of the importance of ensuring proper utilization and rationalization of resources.⁷⁶

The Plan contains a number of general strategies for promoting and enhancing the socio-economic conditions of indigenous Fijians.

- It is committed to providing the necessary capital and technological inputs to the various sectors
- It aims to improve the levels of skills of indigenous Fijians in areas such as commerce, finance and other aspects of human resources
- It attempts to create a sustainable development environment in promoting self-sufficiency. A participatory approach encourages the active involvement of villagers and workers in the decision making process.⁷⁷

Policies and Strategies:

Aimed at strengthening, accelerating and increasing the participation of indigenous Fijians in commerce particularly in the areas of corporate ownership, entrepreneurship and management through the following:

- Identifying areas for the enhancement of indigenous Fijian participation in business
- Promoting greater equity ownership by all levels of indigenous Fijian society in strategic competitive industries and capital markets
- Encouraging ownership of commercial properties as long-term investments
- Encouraging ownership of small to medium sized businesses through preferential lending policies
- Providing assistance to indigenous Fijians wishing to set up and pursue businesses
- Providing well-targeted training programmes necessary for the acquisition of entrepreneurial skills at all levels of indigenous Fijian society
- Developing successful business models for utilization in resource based industries such as forestry, fisheries, mineral resources, crops, livestock, tourism and even in the service sectors
- Establishing a management information system which would record and monitor participation of indigenous Fijians in all aspects of commercial activities.⁷⁸

⁷⁶ 20-year Development Plan. Accessed 25 June 2009. Available at:

<<http://www.mfnp.gov.fj/Documents/20%20Year%20%20Development%20Plan%20.PDF>>

⁷⁷ Ibid.

⁷⁸ Ibid.

iii. UNDP Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

The *UNDP Country Programme Action Plan* (CPAP) for 2008-2012 is between the Government and the United Nations Development Programme. It is a mutual agreement regarding the Governments responsibilities in the implementation of the Country Programme.

The overall aim is to respond to current and emerging development challenges. There is continued emphasis on capacity development, strategic focus and use of resources, engagement and coordination with other key stakeholders and development partners.

There are four envisioned outcome: 1- Poverty Reduction and the MDGs; 2-Good Governance and Human Rights; 3-Crisis Prevention and Recovery; and 4-Environment and Sustainable Management.

The UNDP CPAP has been endorsed by the Federated States of “Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu following wide stakeholder consultations with governments, civil society, regional organizations and development partners.”⁷⁹

It will be aligned with the Millennium Development Goals (MDGs), country priorities as reflected in national development plans, the regional *United Nations Development Assistance Framework* (UNDAF) for 2008-2012 and the Pacific Plan for regional integration and cooperation.⁸⁰

The Programme seeks to respond to current development challenges of PICs through emphasis on “capacity development; stronger partnerships at national level and engagement and coordination with key stakeholders; strategic programmatic focus and leveraging of regular resources in high impact areas; and strengthening regional and national linkages to support the Pacific Plan.”⁸¹

Outcome 1. Poverty reduction and the Millennium Development Goals

The Programme supports PICs in developing and implementing NSDS to encourage economic growth and sustainable livelihoods in supporting the: (a) implementation of national, sectoral plans and strategies associated with MDGs; (b) strengthening capacity of national statistical systems to produce poverty data and analyses; (c) improving Aid Management systems connecting to national plans and budgets; (d) facilitation of trade mechanisms, private sector partnerships, employment generation policies and enhancing financial competencies; and (e) multi-sectoral planning and leadership capacity development to improve the engagement of communities and decision makers at all levels to take immediate action on HIV and AIDS.⁸²

⁷⁹ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: http://www.undp.org/ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf

⁸⁰ Ibid.

⁸¹ Ibid.

⁸² Ibid.

Outcome 2. Good governance and human rights

The Programme aims to make stronger national policy capacities and governance systems in exercising the principles of inclusive, equitable, participatory, transparent and accountable governance and respect for human rights.

Specific programme activities have been geared towards: “(a) countries demonstrating and upholding the Forum principles of good leadership and accountability; (b) enhancing decentralization of governance, information and communication technology (ICT) development, and participatory decision making targeting vulnerable groups; and (c) awareness of human rights and the availability of mechanisms to claim them. The focus will be on enhancing participatory democracy through civic and human rights education in all countries of the Pacific; decentralized governance for development and participatory decision making in Kiribati, Solomon Islands, Tonga, Tuvalu and Vanuatu; and parliamentary support, subject to the evolving priorities and demands of the Pacific countries.”⁸³

Outcome 3. Crisis prevention and recovery

The Programme aims to assist countries in strengthening the ability to prevent and manage crises and build resilience to the impact of tensions and disasters. This has been achieved through: “(a) support to the development of an integrated approach to addressing and reducing vulnerability to tension and disaster; (b) effective recovery strategies that seek to build capacity to address the root causes of humanitarian crisis and natural disasters; and (c) addressing the long term livelihood needs of communities.”⁸⁴

Outcome 4. Environment and sustainable management

The Programme aims to influence expertise and resources and utilize innovative approaches to support a more durable region with strengthened capacity for sustainable management of environment and natural resources through: “(a) the mainstreaming of environmental sustainability and sustainable energy into national policies, planning frameworks and programmes (in all countries of the Pacific); and (b) strengthening institutional support, including indigenous governance systems, to contribute to sustainable environmental management and usage through appropriate policies, legislation and traditional knowledge and practices for enhanced sustainable livelihoods (in Kiribati, Solomon Islands, Tuvalu and Vanuatu).”⁸⁵

The main focus has been on environmental governance including the promotion of sustainable renewable energy and adaptation to climate change into national strategies and improving access to and management of multilateral environment agreements (MEAs).⁸⁶

⁸³ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: http://www.undp.org/ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf

⁸⁴ Ibid.

⁸⁵ Ibid.

⁸⁶ Ibid.

iv. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

A regional *United Nations Development Assistance Framework* (UNDAF) for 2008-2012 has been developed for the Pacific Island Countries (PICs).

This has been done with partnerships between the UN Country Teams of Fiji and Samoa and 15 UN Agencies, programmes and offices in the Pacific. It is driven by the needs of 15 PICs (Cook Islands, Federated States of Micronesia, Fiji, Republic of the Marshall Islands, Niue, Palau, Vanuatu, Tokelau, Tuvalu, Tonga, Kiribati, Nauru, Samoa and the Solomon Islands).⁸⁷

UNDAF aims to achieve four envisioned outcomes which include:

- Equitable economic growth and poverty reduction- supporting the development and implementation of NSDSs
- Good governance and human rights- by improving and further developing national and regional governance systems and respect for human rights
- Equitable social and protection services- supporting the development of policies and plans
- Sustainable environmental management- mainstreaming environmental sustainability and renewable energy into national policies, frameworks and programmes.⁸⁸

UNDAF Outcome 1:

Pacific island countries develop and “implement National Sustainable Development Strategies (NSDS) to address population, poverty and economic exclusion issues, stimulate equitable growth, create economic opportunities and quality employment and promote sustainable livelihoods.”⁸⁹

Pacific Plan objective:

Improved transparency, accountability, equity and efficiency in the management and use of resources in the Pacific (Good Governance)

UNDAF Outcome 2:

National and regional governance systems exercise the principles of inclusive good governance and respecting human rights. Pacific island communities participate in decision-making at all levels.⁹⁰

Pacific Plan objectives:

Improved efficiency and effectiveness of infrastructure development and associated service delivery (Economic Growth)

Improved health (Sustainable Development)

⁸⁷ *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>

⁸⁸ Ibid.

⁸⁹ Ibid.

⁹⁰ Ibid.

Improved education and training (Sustainable Development)
Enhanced involvement of youth (Sustainable Development)

UNDAF Outcome 3:

Strengthened social and protection services through support to the development of evidence-based policies and “enabling environments and improved capacity to deliver affordable, quality, basic social services with strengthened safety nets and an emphasis on equality, inclusiveness and access.”⁹¹

4. Key Sustainable Development Coordination Mechanism(s):

Ministry of Finance & National Planning

- **Mandate of Coordination Mechanism(s):**

- **Contact Point: N.A.**

5. International Cooperation Mechanisms

Fiji is committed to the Pacific Plan. The latter has established a framework to support national development policies, including commitments to the MDGs. The Pacific Plan was launched by the Pacific Islands Forum, an intergovernmental organization that brings together 16 countries from the region.⁹²

i. Asian Development Bank (ADB)

The ADB has regional projects in the Pacific and local ones in Fiji. The ADB develops Country Partnership Strategies (CPS) for each Development Member Country (DMC). The CPS reflects major country-specific development issues and constraints and it is based on an analysis of the DMC’s development priorities and poverty reduction programs consistent with ADB’s strategic priorities. The strategy has an analytical basis justifying the chosen thematic focus areas and also specifies key approaches to remove constraints on country development and states the strategy’s objectives.⁹³

The Country Strategy and Programme Update for 2006-2008 had been consistent with ADB’s overriding goal of poverty reduction and strategic objectives embodied in the Pacific Strategy. It is in line with the Government's commitment to achieving the MDGs. It is aimed to assist Fiji in (i) strengthening the economic environment for private sector-led growth aimed at job creation, (ii) providing reliable and affordable basic social services, and (iii) building effective development institutions.⁹⁴

ii. AusAID

⁹¹ *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>

⁹² Ibid.

⁹³ *Asian Development Bank-Country Partnership Strategy*. Accessed 25 June 2009. Available at: <<http://www.adb.org/Documents/CSPs/default.asp>>

⁹⁴ Ibid.

AusAID is another mechanism through which countries in the Pacific receive aid. Australia's long-term development goals in the Pacific are outlined by the Pacific Regional Aid Strategy for 2004-2009. The framework focuses on four themes: (i) stronger broad-based growth; (ii) more effective accountable and democratic government; (iii) improved law and justice and security; (iv) enhanced service delivery, including effective fiscal management.⁹⁵

The Pacific Regional Aid Strategy for 2004-2009 acknowledges "good governance" as the most critical precondition to poverty reduction and sustainable development. If there is no good governance, aid is largely ineffective. This Strategy considers that poverty is linked directly, although not exclusively, to poor governance including weak leadership and corruption.⁹⁶

The Strategy also recognizes the need for peace and stability for economic growth and sustainable development to happen. The Australian experience in the Pacific has highlighted the central role that development assistance can play in conflict prevention, peace building and security. Instability in conflict countries in the Pacific has emphasized the need for the flexible and innovative use of aid to address the causes of conflict and to provide critical "peace dividends" to assist conflict resolution and post-conflict reconstruction. It is also sought by the strategy to incorporate "Do No Harm" principles and "Local Capacities for Peace" initiatives into programs delivered in conflict prone areas.⁹⁷

To help this process, analysis has been undertaken in order to identify the sources of conflict and the issues that trigger instability, such that relevant response options are developed. The key objective of the analysis will be to integrate conflict prevention strategies into the broader development framework, specifically in countries more prone to conflict.⁹⁸

6. Budgeting and Funding

i. National Strategic Development Plan (2007-2011) and the Sustainable Economic and Empowerment Development Strategy (2008-2010)--I put these plans together because they are overall the same plans with the similar guiding principles and strategies*:

-There is no comprehensive budgeting information for these plans.

ii. 20-Year Development Plan (2001-2020)

-There is no comprehensive budgeting information for this plan.

⁹⁵ *Australian Government-AusAID-Overseas Aid-Pacific*. Accessed 25 June 2009. Available at: <<http://www.ausaid.gov.au/country/southpacific.cfm>>

⁹⁶ *Pacific Regional Aid Strategy 2004-2009*. Australian Government-AusAID. Accessed 25 June 2009. Available at: <http://www.ausaid.gov.au/publications/pdf/pacific_regional_strategy.pdf>

⁹⁷ Ibid.

⁹⁸ Ibid.

iii. UNDP Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

Total resource requirements are estimated at \$52 million; “\$3 million constitutes existing pipeline commitments and carry over from the current cycle. This results in \$49 million of net resource requirements for the new programming cycle. This scope of programmatic engagement will be supported by funding from regular resources (TRAC) in the amount of \$8 million with other resources contributing an estimated \$20 million from GEF and \$10 million from UNDEF, DGTF and other thematic trust funds. The remainder of \$11 million is to be mobilized through government and third party cost-sharing.”⁹⁹

iv. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

The UN has estimated that it will be able to mobilize and contribute approximately \$309.7 million overall to UNDAF outcomes 2008 – 2012. It will be directing approximately \$93.8 million towards economic growth and poverty reduction, \$38.3 million towards good governance and human rights, \$95.3 million towards equitable social and protection services and \$60.3 million towards sustainable environmental management (Appendix #1).

7. Monitoring and Evaluation

i. National Strategic Development Plan (2007-2011) and the Sustainable Economic and Empowerment Development Strategy (2008-2010)--I put these plans together because they are overall the same plans with the similar guiding principles and strategies*:

The Government has implemented its achievement of NSDP objectives through the Annual Corporate Plans and budget allocations of Ministries and Departments. Progress towards better co-ordination in implementation and monitoring was made in the previous Strategic Development Plan through the then newly established arrangement of Summit Working Groups (SWG). However, a consensus has developed that it can be improved further. In response to the specific request of the National Economic Development Council in August 2006, the NSDP incorporates detailing the processes and methodologies to be adopted for effective implementation.¹⁰⁰

The National Planning Office, as secretariat to the SWGs has aimed to set forward an agenda for each group under the direction of the Chairman within which the SWGs’ two meetings per year will be timed according to the availability of new data. The National Planning Office with support from the Bureau of Statistics will convene a technical working group on the KPIs which will meet as required to make recommendations on changes to the KPIs either as the Plan progresses or at the time of the mid term review.¹⁰¹

⁹⁹ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: http://www.undp.org/ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf

¹⁰⁰ Ibid.

¹⁰¹ Ibid.

ii. 20-Year Development Plan (2001-2020)

The framework for monitoring and evaluating has been based on the stated Performance Indicators of the various policies and programmes. The policies of the Plan like those of the NSDP will eventually merge into the corporate plans of ministries.

The Ministry of Finance and National Planning has ensured the alignment of ministries activities as represented through their corporate plans with the policies of these plans. It has been mandatory for ministries to report bi-annually to the agency nominated to monitor the Plan's implementation and to Provincial Councils on progress of implementation of the 20-Year Development Plan. Major reviews will eventually be done at the end of every 5 years.¹⁰²

Monitoring and Evaluation are not only the responsibilities of the Ministry of Finance and National Planning but also of all stakeholders and should be undertaken at every level of service delivery and project/programme implementation.

Strengthening of monitoring and evaluation systems has taken place within the frameworks of the new Performance Management System and the Financial Management Reforms of the civil service.¹⁰³

iii. UNDP Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

Overall progress of the programme implementation has been measured under the Programme Evaluation plan and through independent monitoring and evaluation processes. Annual Programme reviews with national implementation partners will track resource allocation, activity progress and constraints under the overall direction of UNDAF Outcome Boards. Programme monitoring and evaluation activities will be aligned with regional and national M&E frameworks. Appropriate resources have been made available for the systematic implementation of evaluation recommendations to emphasize the critical importance of evaluation as a tool for policy engagement and programme monitoring. A final evaluation of the implementation of the programme will eventually be conducted towards the end of 2008-2012 programming cycle to inform the subsequent Programme.¹⁰⁴

iv. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

The UNDAF M&E Framework has been built to monitor and evaluate the Regional Results Matrix for a period of five years. The M&E will be supervised by the UNCTs in

¹⁰² *20-year Development Plan*. Accessed 25 June 2009. Available at:
<<http://www.mfnp.gov.fj/Documents/20%20Year%20%20Development%20Plan%20.PDF>>

¹⁰³ Ibid.

¹⁰⁴ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at:
<http://www.undp.org.ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf>

Fiji and Samoa with the support of four Outcome Groups of the UNDAF and the two RC offices in Fiji and Samoa.¹⁰⁵ After discussions at the Stakeholders Meeting in May 2007, it was decided that a “joint country-specific M&E process would be followed for the five LDCs, while for the remaining countries a regional approach closely linked to the Pacific Plan will be followed.”¹⁰⁶ Implementation has been monitored and evaluated under the MCPD Evaluation plan and through independent and participatory monitoring and evaluation M&E processes.

There has been annual programme reviews with national implementation partners. Wherever possible, MCPD monitoring and evaluation activities have been aligned with regional and national M&E frameworks. Appropriate resources and capacity will be made available for this.¹⁰⁷

11. Cross-Cutting Issues

Addressing the Consequences of Conflict

One of the goals of the UNDP is crisis prevention and recovery. This will be achieved through:

- "(a) Support to the development of an integrated approach to addressing and reducing vulnerability to tension and disaster
- (b) Effective recovery strategies that seek to build capacity to address the root causes of humanitarian crisis and natural disasters
- (c) Addressing the long term livelihood needs of communities."¹⁰⁸

Governance, Justice, and Human Rights

"The recent political crisis in Fiji and the Secretary General’s call for an early return to democracy, indicate the need for an enhanced focus on good governance, peace dialogue and building community resilience."¹⁰⁹ The UNDAF acknowledges the need for making decision-making inclusive and for decentralized governance in order to prevent conflict, and for a complete post-conflict recovery.¹¹⁰

The UN prioritizes good governance and strengthening national ownership, leadership and management capacity since it also focuses on aid effectiveness and coordination. The need to focus more strongly on disaster risk reduction, peace and stability dialogues, early warning systems and the role of women in crisis prevention and recovery. In the long-term, it is increasingly recognized that democratic governance and poverty

¹⁰⁵ *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>

¹⁰⁶ Ibid.

¹⁰⁷ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: <http://www.undp.org.ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf>

¹⁰⁸ Ibid.

¹⁰⁹ Ibid.

¹¹⁰ *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>

reduction are key in preventing potential conflicts. Also, principles of inclusive, equitable, participatory, transparent and accountable governance and respect for human rights need to be developed.¹¹¹

The UNDAF also plans for a Joint Programme on Civil Society to address the weakness of civil societies in PICs. The aim is to build civil society capacity and credibility as partners in development and also to help civil society organizations to protect the human rights of the citizenry.¹¹²

Rule of law and Human Rights

Human rights promotion is part of the global UN mandate and it is an essential part of UN's work. That is why one of the UNDAF outcomes is the promotion and upholding of human rights.

As part of the UNDP programme, awareness of human rights and the availability of mechanisms to claim them need to be strengthened. The focus will be on enhancing participatory democracy through civic and human rights education in all countries of the Pacific.¹¹³ As women are more vulnerable in times of conflict and disaster, UNDAF promotes the need for gender equality approaches to decision-making in local governance.¹¹⁴

Decentralization

As part of the good governance goal, what is very important is the decentralization of governance. Vulnerable groups need to be strengthened so that they can participate in the democratic system.

Public Participation

For the UNDAF, the UN extensively consulted with Governments at both the regional and national levels. They have consulted through regional meetings such as the Forum Economic Ministers' Meeting, a side event to the Forum Officials Committee meetings and in country consultations with PICs, refining the areas of future dialogue and intervention. The consultations happened after the UN had formulated regional objectives in each priority area. While formulating the UNDAF, the UN also consulted civil society organizations, regional agencies and development partners.¹¹⁵

The UNDP multi-country programme document (MCPD) for 2008-2012 has been

¹¹¹ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: <http://www.undp.org.ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf>

¹¹² *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>

¹¹³ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: <http://www.undp.org.ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf>

¹¹⁴ *United Nations Development Framework for the Pacific Subregion*. Accessed 25 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>

¹¹⁵ *Ibid.*

endorsed by the Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu following wide stakeholder consultations with governments, civil society, regional organizations and development partners.¹¹⁶

¹¹⁶ *UNDP Multi-Country Programme Document*. Accessed 25 June 2009. Available at: <http://www.undp.org/ws/Portals/12/downloads/cluster_meeting_2007/document%20upload%20for%20CA%20&%20CD%20training/MCP_FIJI_2008-2012.pdf>

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Appendix #1
UNDAF Budgeting and Funding

UNDAF– planned expenditures:

Outcome area		Total (in US\$)	Total outcome (in US\$)	by
Outcome 1: Equitable economic growth & poverty reduction	LDCs:	46,866,396	93,834,408	
	non-LDCs:	46,968,012		
Outcome 2: Good governance & human rights	LDCs:	22,871,902	38,378,728	
	non-LDCs:	15,506,826		
Outcome 3: Equitable social and protection services	LDCs:	66,946,366	95,341,482	
	non-LDCs:	28,395,116		
Outcome 4: Sustainable environmental management	LDCs:	29,003,270	60,322,442	
	non-LDCs:	31,319,172		
Non-UNDAF activities	LDCs:	14,022,828	21,839,656	
	non-LDCs:	7,816,828		
Totals			US\$309,716,716	

APPENDIX III

LEBANON

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1. Analysis of the Political Situation

In 1943, Lebanon gained its independence from the French mandate system established after WWI when the Ottoman Empire lost its territories to the Allied forces. Its history has been marked by a sequence of political challenges aggravated by diverging interests of the numerous religious communities (Mostly Muslims and Christians—sectarian) and political factions.¹¹⁷

A civil war (1975-1990) devastated the country resulting from the diverging interests of the numerous religious communities and within them a large number of Palestinian refugees were also affected with the repercussions of the Israeli-Palestinian conflict. Furthermore, in the midst of civil war, Israel invaded Lebanon in 1978 and occupied southern Lebanon until 2000.¹¹⁸

In 1978, the United Nations Interim Force in Lebanon (UNIFIL) was created with the adoption of United Nations Security Council Resolution (UNSCR) 425 and 426 to “confirm Israeli withdrawal from Lebanon, restore international peace and security and assist the Lebanese Government in restoring its effective authority in the area.”¹¹⁹

In 1989, the Ta’if Agreement known as— the blueprint for national reconciliation— put an end to the civil war and established the basis for political stability. It particularly gave Muslims a greater voice in the political process and at the same time institutionalizing sectarian divisions in the government.

Most militias were dismantled after the civil war with the exception of Hezbollah who according to the US State Department is considered a terrorist organization. In September 2004, UNSCR 1559 called for Syria to withdraw from Lebanon and end its interference in Lebanon’s affairs which encouraged the demand that Syria withdraw all its forces as well.

In February 2005, the assassination of former Prime Minister Rafiq Hariri led to massive demonstrations against the Syrian presence (“the Cedar Revolution”) and they withdrew the remainder of its military forces in April 2005. In May-June 2005, Lebanon held its first legislative elections free of foreign interference which handed a majority to Saad Hariri, the son of Rafiq Hariri.

In July 2006, Hezbollah kidnapped two Israeli soldiers leading to a 34 day conflict with Israel in which approximately 1,200 Lebanese civilians were killed. UNSCR 1701 ended the war in August 2006.¹²⁰

¹¹⁷ *The Lebanon UN Country Team “White Paper”* Accessed 28 June 2009. Available at: <http://www.undg.org/DGO_CONTACT/upload/AnnualReports/LEB/Annex%20IV%20-%20UN%20CT%20White%20Paper.pdf>

¹¹⁸ Ibid.

¹¹⁹ *United Nations Interim Force in Lebanon*. Accessed 28 June 2009. Available at: <<http://www.un.org/Depts/dpko/missions/unifil/>>

¹²⁰ *Central Intelligence Agency World Factbook-Lebanon*. Accessed 28 June 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/le.html>>

2. Status of NSDS: Lebanon does not have an official NSDS. However, the development of the *Al Fayhaa Sustainable Development Strategy* (AFSDS) has been in line with NSDS principles.

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. Five-Year Development Plan (2000-2005)—Did not find official plan*

The Government adopted a *Five-Year Development Plan* (FYDP) in May 2000 aimed to promote competitive advantage of the private sector in strengthening its role in the economy. The FYDP was also aimed at:

- Contributing towards the formulation of an action plan and defined a vision for the future development and growth for Lebanon
- Prioritizing public expenditure projects in order to achieve a regionally balanced provision of public facilities and social services within the targeted public spending levels
- Building a stronger competitive platform for Lebanon's firms and people to compete in the emerging world economy

The *Five-Year Development Plan* has been designed to reach three main objectives:

- ~~An objective of social plan addressing the situation of the most deprived~~
An objective of social plan addressing the situation of the most deprived to assume an
- An objective of security: assuring and reinforcing peace by guaranteeing the security of people and to guarantee the return of the state to service the inhabitants of the region.
- An objective of national integration to reinforce the national integration of Southern Lebanon and ensure a sufficient level of services comparable to that of other regions.

In order to make these goals a reality, the government defined the social, economic and infrastructure needs of the region designed projects to address those needs and prepared the integrated plan.¹²¹

1- The implementation of equipment, infrastructure and services projects.

The rehabilitation of roads, improvement of electricity, telecommunications and the implementation of irrigation, water supply, solid waste disposal and waste water projects along with the provision of health services, vocational and technical education will support the return of the residents of the liberated areas to their towns and villages. The

¹²¹ Saidi, Nasser. Minister of Economy and Trade. *Economic Prospects of Southern Lebanon: Presentation of the National Integrated Five-Year Development Plan*. Accessed 28 June 2009. Available at: http://www.southernlebanon.gov.lb/conf1/saidi_e.htm

cost of equipment, infrastructure and basic services projects amount to approximately \$990 million.

2- The adoption of social, economic and human development programs that would:

- Promote socio-economic and sustainable agricultural development for inhabitants through industrial
- Allow for the rehabilitation of human resources and social integration, through professional training and economic integration of the youth and marginalized groups such as the displaced persons

A significant irrigation project— (irrigation of the South)— was further added to the socio-economic development component. Socio-economic development projects are estimated at \$149 million.

3- Assistance and compensation allowances to families and dependants of deceased, compensation allowances to the wounded and to prisoners as well as for damaged houses. Assistance and compensation allowances amount to \$190 million.

4- The clearance of mines amounts to \$8.5 million, which constitute a security threat impeding the return of people to their villages and homes which hinders investment in fertile agricultural lands.

*The mentioned projects above are part of the Five Year Development Plan. They fall into the government priorities aiming at fulfilling a national comprehensive developmental goal. Hence, “they are in line with the global objectives of the five year plan, i.e. to give first consideration to the broad social needs, to support productive sectors such as agriculture, industry, tourism, and other services, and to cater for a balanced regional development.”¹²²

ii. Al Fayhaa Sustainable Development Strategy (2006-2008)

The *Al Fayhaa Sustainable Development Strategy* (AFSDS) for 2006-2008 was proposed by Mayor of Tripoli Rachid Jamali, President of Al-Fayha Union of Municipalities.

The overall goal of *Al Fayhaa Sustainable Development Strategy* (AFSDS) was to assist the Union of Municipalities (UoM) in developing a strategic development framework with the aim of achieving three main objectives:

- To promote the economic growth of Al Fayhaa cities and encourage investments
- To contribute to poverty alleviation and increase employment
- To improve urban governance and management

AFSDS is in line with the Cities Alliance mission in three key areas:

¹²² Saidi, Nasser. Minister of Economy and Trade. *Economic Prospects of Southern Lebanon: Presentation of the National Integrated Five-Year Development Plan*. Accessed 28 June 2009. Available at: <http://www.southernlebanon.gov.lb/conf1/saidi_e.htm>

- Promoting city economic growth including the assessment of economic growth prospects linked to employment and poverty reduction policies
- Enhancing the performance of Al Fayaa Municipalities in addressing the needs of the poor which the aim has been for it to be reflected in the Development Strategy
- Improving mechanisms of urban governance such as institutional development, local stakeholders capacity building and public awareness
- International partners included:

UN Habitat; UNEP; Marseilles Municipality; Barcelona Municipality; World Bank; Medcities; Agence Française de Développement (AFD)

These partners took part in the groundwork of the proposal through providing their inputs and assistance according to their area of expertise and providing financial contribution and involvement to specific activities.¹²³

Important development projects were agreed to, most notably:

- Safeguard the Cultural Heritage of Tripoli old city (funded by the World Bank)
- Rehabilitation of old traditional souks of *El-Bazerkan* and *El-Haraj*
- Construction of the Olympic playfield
- Upgrading of infrastructure put into action by the Council for Development and Reconstruction in the poor area of Bab El Tabbane
- Formulation of Tripoli Region Master Plan
- Revival of municipality administration and services after 35 years of interruption due to war and conflict
- Rehabilitation of Old Mina roads, storm water network and public lighting (World Bank)
- Creation of Tripoli Environment and Development Observatory (TEDO) (funded by EU, Medcities, UNDP)
- Improvement of solid waste services (World Bank, Medcities)¹²⁴

iii. United Nation Development Assistance Framework (2002-2006)

The *United Nations Development Assistance Framework* for 2002-2006 has been developed as a framework for assistance intended to increase the effectiveness of United Nations operations in Lebanon by bringing about greater improved results orientation.

It results in part of a collaborative effort of the UN Country Team in which it has assumed cooperation with the Government, national counterparts and donor partners. It responds to national priorities and its needs as they derive from key policy documents such as “preamble of the Constitution, the Document of National Understanding (1989),

¹²³ *Al Fayhaa Sustainable Development Strategy*. Accessed 28 June 2009. Available at: < <http://www.medcities.org/docs/Lebanon%20AFSDS%20proposal%20.pdf> >

¹²⁴ Ibid.

key statements by the President of the Republic, the Government statement, Lebanon's ratification of international conventions and treaties, and the Five-Year Development Plan."¹²⁵

- The first goal aimed to accomplish enhanced national decision-making capacity for human development through establishing modern institutions. Support of the development of private sector aimed to meet the basic needs and aspirations of the less privileged.
- The second goal aimed to accomplish the implementation of a rights-based approach to development. This goal aimed to achieve increased equity with a particular focus on poverty alleviation and sustainable livelihoods through the reduction of disparities.¹²⁶

The two strategic goals are interrelated and the achievement of one goal depends on the achievement of the other goal and vice versa.

Goal 1: Enhanced National Decision-Making Capacity Overall Goal

This involved bringing about modern institutions that can efficiently sustain private sector development. Achieving this goal has reshaped and strengthened structures as well as the systems, "development of human resources and of decision-making tools, and judicious management of resources."¹²⁷ Effective and efficient management of national development required large responsibility of implementing legislative and institutional reforms to securing a proficient human resource based and acquired dependable decision-making tools.¹²⁸

Goal 2: Rights-based approach to development promoted and implemented

Rights-based approach to development guarantees everyone the right to participate and enjoy economic, social, cultural and political development.

The overall goal of the rights-based approach to development has been to "promote equity, with special focus on poverty, health and education, productive employment, and to reduce disparities among regions and groups."¹²⁹

4. Key Sustainable Development Coordination Mechanism(s):

- Mandate of Coordination Mechanism(s):

- NSDS Contact Point: N.A.

¹²⁵ *United Nations Development Assistance Framework*. Accessed 28 June 2009. Available at: <http://www.undg.org/archive_docs/1629-Lebanon_UNDAF_2002-2006_-_Lebanon_2002-2006.pdf>

¹²⁶ *United Nations Development Assistance Framework-Article*. Accessed 28 June 2009, Available at: <<http://www.cdr.gov.lb/un/undaf.htm>>

¹²⁷ *United Nations Development Assistance Framework*. Accessed 28 June 2009. Available at: <http://www.undg.org/archive_docs/1629-Lebanon_UNDAF_2002-2006_-_Lebanon_2002-2006.pdf>

¹²⁸ Ibid.

¹²⁹ Ibid.

5. International Cooperation Mechanisms

i. European Union (EU) and the Country Strategy Paper (2007-2013)--National Indicative Programme (2011-2013)

The main objective of the partnership between the EU–Lebanon is to promote Lebanon’s development in a democratic way both politically and economically. The EU-Lebanon Association Agreement is the basis for their relationship adopted in 2002 but was eventually enforced not until April 2006.

In January 2007, the EU-Lebanon Action Plan enhanced new bilateral relations in the framework of the European Neighborhood Policy. Both documents provide a framework for political dialogue and co-operation in the economic policy.

Lebanon is known to be one of the main recipients in the Mediterranean that obtains community assistance in which the EU is Lebanon’s leading donor.

A Country Strategy Paper for Lebanon for 2007-2013 and a National Indicative Programme have also been adopted. The main objectives of the EC strategy will include:

- Supporting Lebanon’s political reform
- Support for social and economic reforms
- Support to recovery of the country

ii. Strategy for the Sustainable Development in Mediterranean-Black Sea Area (Drafted in 2008)

Principles of the Mediterranean-Black Sea Strategy has stressed that sustainability be based on the interdependence of its three important pillars such as economic development, social equality, environmental protection and improved governance.

The promotion of a new and improved governance “together with justice and full recognition of human rights is also required to implement the Strategy. Approaches based on local development, on the involvement of civil societies, of the private sector and of NGOs, on the participation of multiple stakeholders, as well as the creation of partnerships and the reinforcement of corporate accountability should be strongly supported.”¹³⁰

The Strategy has been based on a long-term view of a “sustainable” Mediterranean-Black Sea area with political stability, prosperity and peace.

Three major objectives include:

- Objective 1: To contribute to economic development by enhancing Mediterranean-Black sea goods

¹³⁰ *Strategy for Sustainable Development in Mediterranean-Black Sea Area*. International Federation for Sustainable Development and Fight to Poverty in the Mediterranean-Black Sea (FISPMED). Accessed 28 June 2009. Available at:

< www.mediterraneanblackseanetwork.net/.../FISPMED_Strategic_Document.doc >

- Objective 2: To reduce social disparities by implementing the Millennium Development Goals and strengthen cultural identities
- Objective 3: To modify unsustainable production, consumption patterns and ensuring the sustainable management of natural resources

Seven interdependent priority fields of action have been identified in which it is essential to achieve real progress:

1. Better management of water resources and demand
2. Improvement in the rational use of energy, increase in renewable energy use and both mitigation and adaptation to climate change
3. Sustainable mobility through appropriate transports management
4. Sustainable tourism as a leading economic sector
5. Sustainable agriculture and rural development
6. Sustainable urban development
7. Sustainable management of the sea, coastal areas and marine resources¹³¹

iii. USAID

USAID has been effective in addressing rural poverty, local governance and the environment. The objective of its assistance aims to reinforce Lebanon's sovereignty and help Lebanon rebuild and ensure a lasting peace.

The USAID deployed a Disaster Assistance Response Team (DART) to determine priorities and humanitarian needs. USAID has committed to over \$55 million for such high priority items as food, water, sanitation, emergency relief supplies and shelter. Furthermore, President Bush once announced over \$230 million in humanitarian reconstruction and security assistance to Lebanon.¹³²

USAID has invested in funds in a wide-range of areas that Lebanon, which includes support for an "effective judicial system, strengthening civil society, economic growth and prosperity, improving public education facilities, water resource and environmental management, and reconstruction."¹³³

The USAID Mission Director signed a Memorandum of Understanding (MOU) with the Lebanese Minister of Interior to provide technical assistance to municipalities throughout Lebanon. USAID also implemented a new strategy that fused with integration, targeted value-added sectors and reforms. It promoted the governance, growth, stability and sustainability.

Key success areas include: "(1) creating economic opportunities in areas with high growth potential; accelerating reform and global competitiveness; strengthening

¹³¹ *Strategy for Sustainable Development in Mediterranean-Black Sea Area*. International Federation for Sustainable Development and Fight to Poverty in the Mediterranean-Black Sea (FISPMED). Accessed 28 June 2009. Available at:

< www.mediterraneanblackseanetwork.net/.../FISPMED_Strategic_Document.doc >

¹³² *USAID-Middle East*. Assistance to Lebanon. Accessed 28 June 2009. Available at:

< http://www.usaid.gov/locations/asia_near_east/middle_east/ >

¹³³ Ibid.

economic and democratic governance; promoting sustainable environmental and water management practices; increasing safety and security; and helping victims in landmine-affected areas; (2) establishing partnerships that meld the interests, expertise, and resources of the business, government, university, NGO, and donor communities; and, (3) developing mechanisms that enable a micro-mission with a macro-mandate to manage its substantial investments efficiently and achieve significant results.”¹³⁴

6. Budgeting and Funding

i. Five-Year Development Plan (2000-2005)—

Did not find actual official plan. Therefore I do not have the budgeting and funding information for this plan.*

ii. Al Fayhaa Sustainable Development Strategy (2006-2008)

The UoM of Al Fayhaa has a long worked with several financing institutions such as the World Bank, Islamic Development Bank as well as donor organizations. Initiatives mainly focused on infrastructure rehabilitation, preservation of cultural heritage and environmental protection.

The UoM of Al Fayhaa also has worked with private philanthropic foundations that have been active in providing financial support for a number of projects in the old city of Tripoli:

- **Safadi Foundation:** execution of pedestrian walkways (\$50,000)
- **Safadi Foundation :** execution of a youth welcoming centre (\$ 150,000)
- **Fares Foundation:** Rehabilitation of BAZERKAN old textile Market (\$250,000)
- **Azm Wa Saade Foundation:** Rehabilitation of facades of many historical and old buildings in Tripoli (\$100.000)¹³⁵

3. Total budget: \$704,671

4. Amount of total budget requested for Cities Alliance funding: \$379,231

5. Co-financing amount of total budget including local partners: \$325,440

The overall cost of the proposal amounts at **\$704,671**. Contributions from other partners are detailed below:

-The World Bank overall contributed to **\$ 86,000**.

- Medcities cost sharing amounted to **\$ 55,440**.

- UN Habitat and UNEP contributed to **\$ 9,000**

¹³⁴ *Lebanon Revisited: A Transition Strategy*. USAID Strategy paper. Accessed 28 June 2009. Available at: < www.usaid.gov/lb/documents/lebanon_strategy.doc >

¹³⁵ *Al Fayhaa Sustainable Development Strategy*. Accessed 28 June 2009. Available at: < <http://www.medcities.org/docs/Lebanon%20AFSDS%20proposal%20.pdf> >

- Municipality of Marseilles contributed **\$36,000** towards providing technical assistance to private entrepreneurs on developing small and medium enterprises

- Municipality of Barcelona pledged **\$36,000** and their contribution would be focusing on conducting a coastal development study.

-AFD contributed **\$30,000** for the urban poverty assessment and urban upgrading strategy. This contribution would cover the cost of experts, travel and per diem.¹³⁶

iii. United Nation Development Assistance Framework (2002-2006)

Programme resources were made available for development which amounted to a total of \$45 million in the 2002-2006. “About \$19.5 million will originate from the regular budgets (core resources) and \$ 25.3 million will come from cost sharing made available mainly by third-party sources and/or government. A difficulty in projecting resource availability is that UN organizations do not have harmonized programming periods (some cover the complete cycle, others have biennial programme periods). Overall and compared to the present programme cycle, these amounts represent a rather significant decrease in terms of allocation of core resources and a conservative projection of cost sharing. The main exception being the planned resource targets of UNDP.”¹³⁷

7. Monitoring and Evaluation

i. Five-Year Development Plan (2000-2005)—

Did not find actual official plan. Therefore I do not have the monitoring and evaluation information for this plan.*

ii. Al Fayhaa Sustainable Development Strategy (2006-2008)

The AFSDC has implemented according to the following steps:

- **Multi-Stakeholders meetings and workshops:** A series of meetings and workshops was held to bring together key stakeholders from civil society, the private sector, government officials and other relevant stakeholders.
- **CDS planning, team building and consultative process:** As part of the stakeholder meetings, an expert from Barcelona assisted in facilitating an exercise on team building, techniques on best practice consultative approaches and discussions on CDS planning concepts.
- Established a Project Management Team (PMT) from the executive entities of Al Fayhaa UoM as well as a group of experts in the following fields: social, economic, environment, tourism, Transport, GIS and indicators.

¹³⁶ *Al Fayhaa Sustainable Development Strategy*. Accessed 28 June 2009. Available at: < <http://www.medcities.org/docs/Lebanon%20AFSDS%20proposal%20.pdf> >

¹³⁷ *United Nations Development Assistance Framework*. Accessed 28 June 2009. Available at: < http://www.undg.org/archive_docs/1629-Lebanon_UNDAF_2002-2006_-_Lebanon_2002-2006.pdf >

- Series of working group consultative meetings gathered not only the core institutions of the AFSDS but also El Fayhaa institutions, enterprises, NGOs and CBOs as well as national Government representatives.

The responsibility for project supervision was carried out by all donors led by the World Bank and Al Fayhaa UoM. Medcities, AFD, UN Habitat, UNEP and the cities of Barcelona and Marseilles provided technical support.¹³⁸

iii. United Nation Development Assistance Framework (2002-2006)

At the end of the UNDAF cycle, a joint evaluation was done in consultation with the Government to examine the extent to which UNDAF has met its basic purpose and to assess the achievement of all or selected country-specific objectives and importantly to take stock of lessons learned, including well-validated practices.

An initiative on the “formulation and implementation of a monitoring and evaluation strategy for externally supported programmes and projects was prepared and introduced at the Ministry of Environment with UN System support. The joint initiative of UNDP and UNESCWA could again be expanded to cover all external assistance activities and it also could be replicated in other public institutions and agencies.”¹³⁹

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

Enduring conflict in Lebanon has halted the development process for many years.

Governance, Justice, and Human Rights

It is important to address the performance of governance in Lebanon which is central to the development process. The Government’s ability to increase transparency and accountability, increase the relevance and efficiency of the public sector and to combat poverty and achieve sustainable development has been at issue in the past years. Whereas Lebanon is a growing democracy with a dynamic civil society, the decision-making process and development planning remain weak. Heavy politicization of the public administration including civil service appointments and lack of adequate accountability are key factors underlying the weak performance of public institutions and governance. The Government in its Policy Statement confers priority to administrative reform and strengthening the rule of law.

- Rule of law: strengthen the rule-of-law consistent with the respect for human rights and fundamental freedoms, improve the administration of justice and ensuring removal of discrimination and exclusion (on basis of gender, sex, religion, etc).

¹³⁸ *United Nations Development Assistance Framework*. Accessed 28 June 2009. Available at: < http://www.undg.org/archive_docs/1629-Lebanon_UNDAF_2002-2006_-_Lebanon_2002-2006.pdf >

¹³⁹ Ibid.

- Government effectiveness: review and modernization of the legislative framework; redefinition of the role of the public sector (institutions) and building capacity, including in the area of e-government; civil service reform; human resources management and strengthening oversight bodies; overhauling the statistical system to respond to the needs of a modern economy, including to ensure disaggregation of data by gender and other relevant variables.

Decentralization

N.A.

Public Participation

N.A.

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- United Nations Development Assistance Framework*. Accessed 28 June 2009. Available at:
< http://www.undg.org/archive_docs/1629-Lebanon_UNDAF_2002-2006_-_Lebanon_2002-2006.pdf >
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Available at: < <http://www.cdr.gov.lb/un/undaf.htm> >
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< <http://www.un.org/Depts/dpko/missions/unifil/> >
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< http://www.usaid.gov/locations/asia_near_east/middle_east/ >

APPENDIX IV

NEPAL

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9. Analysis of the Political Situation

In 1951, the monarch of Nepal ended a century old system of rule by hereditary rulers and instituted a cabinet system (a body of high-ranking members) of government. In 1990, reforms established a multiparty democracy within the framework of a constitutional monarchy.

In 1996, a rebellion led by the Communist Party of Nepal (the “Maoists”) broke out which brought about a ten year civil war between the Maoists and the Royal Nepali Army (RNA).

In February 2005, the King affirmed he was disappointed by the lack of progress in addressing the insurgency of the Maoists and declared a state of emergency, imprisoned party leaders and continued to assume power. Party leaders were subsequently released and the King’s government officially ended the state of emergency in May 2005 but the monarch retained absolute power until April 2006.¹⁴⁰

In April 2006, weeks of mass protests were followed by several months of peace/cease-fire negotiations between the Maoists and the Government of Nepal. A Comprehensive Peace Agreement (CPA) along with the promulgation of an interim constitution was established in November 2006 and the Maoists were allowed to enter the parliament in 2007.¹⁴¹ Nepal was considered to be transitioning towards democracy, the rule of law and respect for human rights.

Under Resolution 1740 of 23 January 2007, the “Security Council established the United Nations Mission in Nepal (UNMIN) to support the peace process through the monitoring of arms, armed personnel and the ceasefire and to provide technical support for the elections to the Constituent Assembly.”¹⁴²

Furthermore, it is important to note that the root source of this conflict is inequality in the “legal, economic and social spheres, holding back the prospects of a large proportion of Nepalese females, Dalits, Janajatis, Madhesis and religious minorities. The failure to deliver basic services and ensure security, along with increasing unemployment, fuelled the frustration of the rural poor, especially youth, and provided a fertile breeding ground for the conflict. The Madhesi crisis highlights the urgent need for greater and more systematic efforts to engage people in the peace-building process. If mechanisms for public information sharing, consultation and engagement are not created, and people do not reap the dividends of peace, there is considerable potential for widespread unrest and a resumption of violence, putting the entire peace process at risk.”¹⁴³

¹⁴⁰ UNDP Draft Country Programme document for Nepal. Accessed 29 June 2009. Available at: < http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf >

¹⁴¹ Central Intelligence Agency World Factbook-Nepal. Accessed 29 June 2009. Available at: < <https://www.cia.gov/library/publications/the-world-factbook/geos/np.html> >

¹⁴² UNDP Draft Country Programme document for Nepal. Accessed 29 June 2009. Available at: < http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf >

¹⁴³ Ibid.

2. **Status of NSDS:** Nepal does not have an official NSDS. However, the country was guided by the *Tenth Plan*, the *Sustainable Development Agenda for Nepal* (2003) and the *Sustainable Community Development Programme (Nepal Capacity 21)* which were in line with NSDS principles.

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. Three – Year Interim Plan Approach Paper (2007-2010)

As the Tenth Plan came to an end in July 2007, a *Three-Year Interim Plan* for 2007-2010 was prepared. It aims to “give continuity to previous achievements and address issues specific to the transitional period in a post-conflict situation.”¹⁴⁴

This plan especially emphasizes increasing public expenditure to assist relief and generate employment. It also stresses the need for peace building, reconstruction, rehabilitation, reintegration, inclusion and revitalization of the economy. The Plan also gives special attention to marginalized groups, such as women, dalits, indigenous groups, Madhesi community, the poor, inhabitants of Karnali area and people of remote areas.¹⁴⁵

The vision of this Plan is to build a “*Prosperous, Modern and Just Nepal. With the realization of this envisaged Vision, Nepal will be self-sustaining and free from the absolute poverty level. The gap between the rich and the poor would have been reduced. The relationship and behavior between the people to people, community and State will improve. All Nepalese would have received equal rights according to legal, economic and social opportunities, to enable them to use their potential. There would be a condition whereby, all Nepalese would exercise their rights legally for utilizing their competence. There will be changes in the conditions of the people in the overall context including social, cultural, educational, economic and fiscal, inspired by the modernization mindset.*”¹⁴⁶

The strategies of this Plan are as followed:

To give special emphasis on relief, reconstruction and reintegration:

Priorities include reconstruction and rehabilitation of rural infrastructure, investment plan for roads and plan for infrastructure. Special emphasis will be given to relief operation and social rehabilitation of individuals or groups affected by the conflict.

To achieve employment-oriented, pro-poor and broad-based economic growth:

Creating opportunities for employment according to competence and skill of future workers to the labor market, while making the education system employment oriented. Policy reforms will be done to provide a working environment suitable for humans.

¹⁴⁴ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed June 29 2009. Available at:

< <http://www.npc.gov.np/uploads/publications/20081228111723.pdf> >

¹⁴⁵ Ibid.

¹⁴⁶ Ibid.

Special programs will enable the poor to make them use their competence in order to increase their income. NGOs will be mobilized in the implementation of such programs.

To promote good-governance and effective service delivery:

Strengthening the rule of law, creation of people's participation, transparency, accountability and a corruption-free environment will be increased. For this to happen, the private sector, civil society (including NGOs and community organizations) will be partners in development in which laws, policies and programs will be revised, formulated and implemented in addition to providing an emphasis on decentralization, institutional strengthening and capacity development.

To increase investment in physical infrastructures:

A strategy will be adopted for the construction of mega projects and medium and small-scale projects based on identification and participation of the local people. In addition, rapid transit roads and road networks will be given special emphasis. Similarly, transport mediums like cable cars and ropeways significant from the perspective of tourism will be developed. Small as well as medium hydroelectric projects currently being constructed will be completed. Information and communication technology will be extensively expanded and in order to get the most out of infrastructures built through large investments, priority will be given to regular maintenance and quality improvement.

To give emphasis on social development:

Extra investments will be made on education, health, drinking water and sanitation and other social development activities to develop human resources and raise the living standard of the people. In order to make the services from these sectors effective, the responsibility of managing these services will be devolved gradually to the local bodies.

To adopt an inclusive development process and carry out targeted programs:

Policies, institutional structures and programs will be implemented focusing on the expelled groups due to current discriminatory practices in society and weaknesses of state structures.

Participation of excluded groups in development investment and outcomes will be ensured and geographical, economic, social, gender solidarity and re-integration will be emphasized. This approach seeks to make special efforts in ending all forms of discriminations. In order to ensure a basis for inclusive development macroeconomic, social and political development processes will gradually be engendered.¹⁴⁷

¹⁴⁷ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed June 29 2009. Available at: < <http://www.npc.gov.np/uploads/publications/20081228111723.pdf> >

ii. Sustainable Development Agenda for Nepal (2003)

This Agenda has been prepared by the National Planning Commission in close collaboration with the Ministry of Population and Environment. This initiative was supported by UNDP, WWF and other external actors.

Nepal's *Sustainable Development Agenda* aimed to guide and influence national-level planning and policies up to 2017. It draws upon and is in conformity with the longer term goals envisaged in the *Ninth Plan* (1997-2002), the *Tenth Plan* (2002-2007), the *Poverty Reduction Strategy Paper*, the Millennium Development Goals and commitments made by the country in various international forums.¹⁴⁸

With this Agenda, “the over-arching goal of sustainable development in Nepal is to expedite a process that reduces poverty and provides to its citizens and successive generations not just the basic means of livelihood, but also the broadest of opportunities in the social, economic, political, cultural, and ecological aspects of their lives.”¹⁴⁹

The goals for sustainable development and successful implementation of the Sustainable Development Agenda of Nepal is defined with these summaries of policies:

- **Economic Growth and Poverty Reduction**
- **New Investment and Trade Opportunities**
- **Substantial Financial Re-structuring**
- **Better Public Sector Provisioning**
- **Optimized Growth and Reorientation in Agriculture**
- **Targeted Development Programs**
- **Environmental Redresses**
- **Social Mobilization**
- **Increased Social Security and Safety Nets**
- **Health, Population and Settlements**
- **Nationwide Network of Health Service**
- **Inter-sectoral Linkages**
- **Decentralized Administration**
- **Control of Fertility, and Child and Maternal Mortality**

¹⁴⁸ *Sustainable Development Agenda for Nepal*. National Planning Commission and Ministry of Population and Environment. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.most.gov.np/en/environment/devagenda.php>>

¹⁴⁹ Ibid.

- **Regulation of All Forms of Labor**
- **Emissions Control**
- **Forests, Ecosystems and Biodiversity**
- **Management of Natural Forests and Protected Areas**
- **Conservation of Ecosystems and Genetic Resources**
- **Conservation of Biodiversity at the Landscape Level**
- **Protection of Land Against Degradation**
- **Promotion of Sustainable Harvest and Management of Non-Timber Forest Products**
- **Agricultural Biodiversity for Marginalized Mountain Communities**
- **Conservation of Rangelands**
- **Research and Exploration of Medical Application and Income of Nepal's Biodiversity**
- **Education**
- **Access to School Education and 100% Literacy**
- **Vocational Training Opportunities**
- **Improve the Quality of Colleges and Universities**
- **Improve Domestic Research Capacity**
- **Good Governance**
- **Effective Decentralization**
- **Review Patterns of Access and Representation**
- **Civil Service Reforms**
- **Good Governance Legislation**
- **Infrastructure**
- **Nationwide Network of Surface Transport**
- **Private Investment in Transport Infrastructure and Services**
- **Local Development Funds for Infrastructure**
- **Food Security**

- **Aviation Policy**
- **Peace and Security**
- **Constructive Diplomacy**
- **Regulation of Border**
- **Coping with Violence**
- **Emergency Response**

iii. United Nations Development Programme, Draft Country Programme Document for Nepal (2008-2010)

The goal of the *United Nations Development Programme* is to assist Nepal in its development process. The country programme builds on the UNDAF for 2008-2010 and the National Interim Development Plan for 2007-2010 and was prepared in consultation with the Government, civil society organizations, United Nations organizations and other development partners and appraised at a joint strategy meeting.¹⁵⁰ It focuses on four specific areas¹⁵¹:

- Peace building, recovery and reintegration

The programme consists of operating within the joint strategic framework of UNMIN and the United Nations country team for supporting peace. It aims to strengthen the Government's capacity and ability to implement the peace agreement which envisages the election of a constituent assembly as the foundation for a more inclusive democratic system.

It helps develop the capacities of Constituent Assembly delegates, technical experts and of civil society organizations to participate meaningfully in drafting the new constitution. It aims to extend support to the Election Commission to conduct free and fair elections in collaboration with and beyond the UNMIN short-term assistance to the Constituent Assembly elections.

- Transitional governance

The programme consists of supporting the decentralization agenda of the Government by focusing on the supply and demand sides of local service delivery mechanisms with emphasis on addressing the needs of the poor, women and the excluded. In partnership with United Nations Capital Development Fund, the United Nations Children's Fund (UNICEF), the United Nations Volunteers programme, UNFPA and other bilateral and multilateral organizations; the programme will deepen social mobilization and work with

¹⁵⁰ *Sustainable Development Agenda for Nepal*. National Planning Commission and Ministry of Population and Environment. Government of Nepal. Accessed 29 June 2009. Available at: <http://www.most.gov.np/en/environment/devagenda.php>

¹⁵¹ *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at: http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf

targeted community organizations to ensure their participation in planning and managing basic services.

- Inclusive growth and sustainable livelihoods

The programme consists of focusing on small infrastructures and technologies to enhance the livelihoods of poor people, particularly youth and disadvantaged groups. Employment opportunities has been created through the promotion of micro and small enterprises and the expansion of financial services in rural areas.

Strengthen national capacity for coordination of the AIDS response and increase participation of civil society and people living with HIV/AIDS in the design and implementation of AIDS programmes, while also identifying economic opportunities. In coordination with UNAIDS, the programme works towards an effective multi-sectoral national entity able to plan, coordinate and respond to the challenges of HIV/AIDS in Nepal.

- Energy, environment and disaster management

The programme consists of promoting the mainstreaming of environment and energy into national and local development planning, focusing on gender, social inclusion and post-conflict environmental rehabilitation. A policy aims to develop a guide the management of national forests, protected areas, agriculture and other development interventions. Appropriate mechanisms for integrated water management planning will be developed. Green accounting has been introduced at the national level and concerted advocacy and awareness campaigns seek to mainstream climate change adaptation in national plans.¹⁵²

iv. United Nations Development Assistance Framework (2008-2010)

The *United Nations Development Assistance Framework* (UNDAF) for 2008-2010 defined common objectives of assistance and co-operation strategies. It is guided by the goals as well as the targets of the Millennium Declaration of 2000, consultations held on the draft National Interim Plan (July 2007 – June 2010) and consultations held with civil society and donors. The UNDAF translates the UNCT's support into a coherent single strategy for development programmes, upon which UNICEF, UNDP and UNFPA has formulated their synchronized Country Programme Documents for the period 2008-2010.

Peace and development for an all encompassing society are at the core of the UNDAF, building on the analysis of the 2007 Common Country Assessment (CCA). It was designed to support His Majesty's Government of Nepal's (HMG/N) objective to enhance peace and development. The framework provides objectives in these following areas:

- National institutions, processes and initiatives to consolidate peace are strengthened

¹⁵² UNDP Draft Country Programme document for Nepal. Accessed 29 June 2009. Available at: < http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf >

Support of the international community has been required to help interpret progress among political parties into a successful process of recovery and reconciliation that can bring a durable solution to the conflict. Key to this support is the role that the UNCT can play to bolster government efforts to implement the Comprehensive Peace Agreement.

UNDAF priority of consolidating peace distinguishes the centrality of the peace process to national social and economic development. This core focus of the UNDAF has strengthened all other UN development efforts in Nepal.¹⁵³

- Socially excluded and economically marginalized groups have increased access to improved quality basic services

Quality basic services refer to the provision of health care, education, access to safe drinking water, improved sanitation and targeted nutrition interventions delivered through effective local government and community structures. Governance is a cross-cutting theme; local governance aspects are covered under this priority area and central governance aspects are covered under priority area A, Consolidating Peace.¹⁵⁴

- Sustainable livelihood opportunities are expanded, especially for socially excluded groups in conflict affected areas

There is a need for improved livestock production and new technologies. Lack of livelihood alternatives in the rural areas has pushed people to collect fuel and timber. It is important that equal benefits to all groups are addressed. Also, the prospective for natural disasters and other calamities to further undermine livelihoods needs to be addressed through strategies for disaster risk reduction.¹⁵⁵

- Respect, promotion and protection of human rights are strengthened for all, especially for women and the socially excluded, for sustained peace and inclusive development.

These are at the centre of national aspirations for peace and development. Support for building democratic institutions, reintegration and consolidating peace through national and local level initiatives has also been critical. However, the formal and informal institutions and mechanisms required to implement these good objectives are not in place and a number of key challenges has been overcome including: “ongoing human rights violations and abuses; continuing impunity at all levels; gender inequality and caste, ethnic and regional-based exclusion; poverty and inequitable access to quality services; and the overarching lack of structure and coherence in relation to legislative reform and institutional capacity.”¹⁵⁶

The four priority areas are all interlinked with each other and the achievement of each of the four UNDAF Outcomes has had a positive effect on all other priorities. Peace consolidation and democratic transition are central to Nepal’s development process.

¹⁵³ *United Nations Development Assistance Framework*. Accessed June 29 2009. Available at: < <http://planipolis.iiep.unesco.org/upload/Nepal/Nepal%20UNDAF.pdf> >

¹⁵⁴ Ibid.

¹⁵⁵ Ibid.

¹⁵⁶ Ibid.

4. Key Sustainable Development Coordination Mechanism(s):

Mandate of Coordination Mechanism(s): N.A. (National Planning Commission?)

Contact Point: N.A.

5. International Cooperation Mechanisms

i. Sustainable Community Development Programme (Nepal Capacity 21)

SCDP is a joint undertaking of the National Planning Commission (NPC) and the United Nations Development Programme (UNDP). It was established to support the efforts of His Majesty's Government of Nepal to promote sustainable development in the country. SCDP also supported the government in developing the SDAN.

ii. South Asian Association for Regional Cooperation (SAARC)

This Association was established to provide a common ground for countries in South Asia to come and work together. SAARC aims to accelerate the process of economic and social development in its member states. The member states, of which Nepal is one, cooperate in various fields; some of them are Agriculture, Rural Development, Poverty Alleviation, Environment, Economic and Energy.

iii. UNMIN

The United Nations Mission in Nepal is a political mission established by the Security Council to support the peace process in Nepal. UNMIN is involved in various activities in order to achieve its mission, namely arms monitoring, mine action, electoral assistance, ceasefire monitoring, human rights, gender, child protection, social inclusion and others. UNMIN monitors the management of arms and armed personnel of both the Nepal Army and the Maoist Army, in line with the provisions in the Comprehensive Peace Agreement.

The mine action experts of UNMIN work with both the Nepal Army and the Maoist Army so as to achieve the goals of mine action, namely clearance, mine-risk education, advocacy, stockpile destruction, and victim assistance.

Under electoral assistance, UNMIN provides technical assistance as well as monitoring to the election process. It works closely with Nepal's independent Election Commission in planning, preparing and conducting free and fair elections in Nepal. The Electoral Expert Monitoring Team reviews all the stages in the technical process of elections, and also the conduct of elections.

Civil affairs officers are in charge with ceasefire monitoring, such that their work ensures free and fair elections at the local level, especially at the rural level, where the absence of the state has been prolonged.

UNMIN works closely with OHCHR in supporting the latter's mission to ensure human rights during the peace process. UNMIN has gender advisers at its headquarters, supporting and helping in the implementation of Resolution 1325. UNMIN also has child protection and social inclusion advisers. They all support the work of civil affairs officers, monitors of arms and ceasefire, and electoral staff, in maximizing the inclusion of women and marginalized groups.¹⁵⁷

iv. Asian Development Bank (ADB)

ADB assists in the development process of Nepal by contributing to key sectors, such as transport, agriculture and rural development, education, energy, water supply and sanitation. The CSP recognizes that restoring peace and security as well as resolving the political impasse are Nepal's most important priorities. However, it is crucial that development assistance is continued even in the conflict environment. Furthermore, "ADB assistance can contribute to peace by helping spread the benefits of development to less advanced regions, by addressing exclusion of women and disadvantaged groups in its assistance program, and by tackling other key impediments to poverty reduction."¹⁵⁸

v. AusAID

AusAID's goal is to promote good governance and contribute to improved basic service delivery (with a focus on health, education and natural resource management at the state and community level). It also aims to respond, in line with Australia's capacity, to humanitarian needs and issues of mutual concern to the governments of South Asia and Australia as they emerge. This was part of Development Cooperation with South Asia Framework for 2003-2007.¹⁵⁹

6. Budgeting and Funding

i. Three – Year Interim Plan Approach Paper (2007-2010)

It is assumed that \$280.3 billion would be spent with regards to the expenditures in development programs. Expenditures in agriculture will have 12.9 % and transport, storage and communication 17 %. Likewise, electricity, gas and water will have 19.5 % followed by education 12.6 %. Local development will have 17.5 % and health and social works 10.8 %. Peace and reconstruction will have 1.8 %, according to the budget allocation. Out of the total development expenditure 63.9 % would be government investment.¹⁶⁰

ii. Sustainable Development Agenda for Nepal (2003)

There is no budget framework for this plan.

¹⁵⁷ *United Mission in Nepal (UNMIN) website*. Accessed 29 June 2009. Available at: <<http://www.unmin.org.np/>>

¹⁵⁸ *Asian Development Bank-Country Partnership Strategy*. Accessed 29 June 2009. Available at: <<http://www.adb.org/Documents/CSPs/NEP/2004/csp0300.asp>>

¹⁵⁹ *Development Cooperation with South Asia Framework-Australian Government-AusAID*. Accessed 29 June 2009. Available at: <http://www.ausaid.gov.au/publications/pdf/south_asia_framework.pdf>

¹⁶⁰ Ibid.

iv. United Nations Development Programme, Draft Country Programme Document for Nepal (2008-2010)

The total resource requirement is estimated at \$94 million. Of this, one third will be available through UNDP regular funds and the remaining amount will be mobilized from United Nations trust funds, such as Global Environment Facility, GFATM and other donor partners.¹⁶¹

iv. United Nations Development Assistance Framework (2008-2010)

The total resources to be mobilized are estimated at approximately \$360.4 million. This total includes resources that form part of the core funding of UN agencies operating in Nepal as well as funds to be mobilized through external partners.

Of this total amount, it is estimated that \$83.9 million (23%) will be allocated to consolidating peace, \$148 million (41%) will be allocated to quality basic services, \$80.4 million (22%) will be allocated to improving sustainable livelihoods and \$45.6 million (13%) will be allocated to human rights, gender and social inclusion.

The resource framework for this UNDAF is only indicative and each UN agency is responsible for financial planning, management and resource mobilization specific to their country programmes.¹⁶²

7. Monitoring and Evaluation

i. Three – Year Interim Plan Approach Paper (2007-2010)

A separate system for poverty monitoring has been established and the system has been confined to fiscal and physical progress of projects. Likewise, institutionalization of district poverty monitoring and analysis system (DPMAS) has been started at the district level.

An evaluation study on policy effectiveness of efficiency of the agriculture sector and study on cost effectiveness of some projects and programs have been carried out. Similarly, Public Expenditure Tracking Survey (PETS) have been completed for education, health and roads sector.

Furthermore, Project Performance Information System (PPIS) has been updated with a view of providing reliable information to policy making by managing information on performance of development programs and entry of annual program and progress report has been commenced.

Additionally, system has been adopted for conducting trimester and annual progress review of programs and projects based on output indicators and performance-oriented budget by linking of budget release with project's performance. In the same way,

¹⁶¹ *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at: < http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf >

¹⁶² *United Nations Development Assistance Framework*. Accessed June 29 2009. Available at: < <http://planipolis.iiep.unesco.org/upload/Nepal/Nepal%20UNDAF.pdf> >

standardization has been made between formats of annual program and progress reports being used by National Planning Commission and Ministry of Finance.¹⁶³

ii. Sustainable Development Agenda for Nepal (2003)

Community-based monitoring and evaluation was formed part of all development projects at the grass roots level. This form of analysis did not only promote the achievement of immediate project but efforts were made to cases of successes as well as failures. Community-based monitoring and evaluation was institutionalized to inform all formal policy making processes.

Monitoring results as reported from the grassroots through surveys, censuses and individual development programs was consolidated and analyzed centrally so that modification can be made and thrust of priority shifted.

This entity to monitor, modify and update broad development strategies with the National Planning Commission was in conjunction with the National Commission on Sustainable Development.¹⁶⁴

iii. United Nations Development Programme, Draft Country Programme Document for Nepal (2008-2010)

The Ministry of Finance has been heading the country programme board and guiding the implementation of the programme. Cross-sectoral linkages have been ensured through outcome boards. Implementation guidelines have been revised in line with the results management guidelines to support national ownership and accountability. UNDP and the Government both have exercised flexibility in implementing sensitive activities critical for the peace process.

The programme has collaborate with other United Nations organizations for joint planning, activities, monitoring and evaluation to achieve UNDAF outcomes and with UNMIN particularly in the peace-building, recovery and reintegration efforts. The monitoring and evaluation framework will include data disaggregated by sex and caste/ethnicity. Partnerships with civil society, the private sector, and South-South cooperation in the areas of trade, energy and environmental management will be explored. Exchanges of best practices will be undertaken with other UNDP country offices through the Mutual Support Initiatives, particularly in the area of peace building and recovery.

iv. United Nations Development Assistance Framework (2008-2010)

Effective implementation of the UNDAF requires greater harmonization among UN agencies as the UNCT towards greater alignment in pursuit of UN Reform. United

¹⁶³ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal.

Accessed June 29 2009. Available at:

< <http://www.npc.gov.np/uploads/publications/20081228111723.pdf> >

¹⁶⁴ *Sustainable Development Agenda for Nepal*. Ministry of Environment, Science and Technology.

Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.most.gov.np/en/environment/sdanimple.php>>

Nations Country Team to act as the overall quality control and monitoring mechanism for the UNDAF.

The United Nations Country Team has established an UNDAF Monitoring and Evaluation group to act as a quality check throughout the development of the UNDAF and in particular with relation to the Monitoring and Evaluation Matrix. This Matrix brings together indicators to monitor the achievements of the outputs listed in the Results Matrix. Indicators have been identified from among those included in the Governments Monitoring and Evaluation System, such as the Poverty Monitoring and Analysis System and management information systems including the Health Management Information System and the Education Management Information System.

Four technical working groups which have been established for each of the UNDAF priorities have continued to meet periodically to assess progress towards the outcomes, based on the indicators which have been identified for the Country Programme Outputs listed in the Monitoring and Evaluation Matrix. These groups have prepared annual progress reports for the United Nations Resident Coordinator that include tracking of quantitative and qualitative indicators included in the Monitoring and Evaluation Matrix.¹⁶⁵

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

It is important to take into consideration that “the changing social and political situation in the country has enormous implications for the Tenth Plan. To prevent further turmoil and violence the government is committed to establish peace and security as its highest priority (...).”¹⁶⁶ However, as the Tenth Plan is outdated now and is not as relevant as the other programmes.

The Third-Year interim Plan is proposing a set of policies for the goal of poverty alleviation and employment. Investment has been undertaken for reconstruction, rehabilitation, reintegration and infrastructure development. Also, targeted and special region programs have been carried out in various sectors. Inclusive economic growth will eventually be favorable for poverty alleviation as well.¹⁶⁷ These policies and others have helped tighten the gap between the rich and the poor because poverty provides a very fertile ground for breeding conflict, the need to alleviate it is all the more important.

Inclusive development has been another goal of this Plan. It is going to be accomplished by several policies, such as empowerment of deprived groups, any kind of discrimination has been acted against on legal grounds, the deprived groups have substantially

¹⁶⁵ *United Nations Development Assistance Framework*. Accessed 29 June 2009. Available at: <<http://planipolis.iiep.unesco.org/upload/Nepal/Nepal%20UNDAF.pdf>>

¹⁶⁶ *The Tenth Plan, Poverty Reduction Strategy Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at: <http://siteresources.worldbank.org/NEPALEXTN/Resources/Nepal_PRSP.pdf>

¹⁶⁷ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at: <<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

participated in policy-making, settlement and employment opportunities. The overall economic structure of the country will eventually be made inclusive.¹⁶⁸

The SDAN argues for the strengthening of democracy and fight against terrorism. Dialogue and peaceful settlement has been used to tackle terrorism, subversion and armed insurgencies. Perpetrators have been captured and tried and no citizen has been allowed to possess unlicensed arms. Nepal will honor all its commitments to protect human rights.¹⁶⁹

The UNDP programme contributes to the first outcome of the UNDAF, namely peace-building, recovery and reintegration. UNDP works with UNMIN and the UN country team to support peace. UNDP programme supports the Government in implementing the peace agreement. This envisages the election of a constituent assembly as the foundation for a more inclusive democratic system. It has helped develop the capacities of the stakeholders such that they participate meaningfully in drafting a new constitution.¹⁷⁰

The programme has also supported the development of a government led recovery and reintegration programme in partnership with the UN system and key donors.¹⁷¹ This programme built upon previous UNDP experience and provides employment opportunities to ex-combatants.

Governance, Justice, and Human Rights

This Third-year Interim Plan includes policies to promote good governance by:

- Consolidating the judicial system according to democratic values
- Executing both preventive and remedial strategies to end corruption
- Undertaking a policy of positive discrimination in order to ensure significant participation of marginalized and deprived groups
- Emphasizing the preservation and delivery of the spirit of participation, transparency, responsiveness, responsibility and rights
- Improving the administrative mechanism to make it favorable to the inclusive, federal, democratic and progressive restructuring of the country
- Strengthening the Nepali Police force
- Preserving the human rights of prisoners and helping them to adjust in the society after release.¹⁷²

The SDAN also contains policies to promote good governance such as:

¹⁶⁸ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

¹⁶⁹ *Sustainable Development Agenda for Nepal*. Ministry of Environment, Science and Technology. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.most.gov.np/en/environment/sdanimple.php>>

¹⁷⁰ *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at:

<http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf>

¹⁷¹ Ibid.

¹⁷² *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

- Having legislation for respect of human rights, citizen's charters, control of corruption and abuse of public authority, means to improve transparency, accountability and participation in public expenditure management.¹⁷³

One of the goals of the UNDP country programme is *Transitional Governance*. The programme has thus supported a justice system that promotes gender equality, social inclusion and the rule of law.¹⁷⁴

UNDP has developed a package of MDG initiatives to support MDG-based development strategies, aligned to the Interim Plan.

It has also extended support to the Election Commission to conduct free and fair elections in collaboration with and beyond UNMIN assistance to the Constituent Assembly elections.¹⁷⁵

Governance

Strengthening governance capacity at the national and local level is critical to the achievement of all UNDAF Outcomes. UNDAF Priority Area A, Consolidating Peace, deals with support to national governance mechanisms, such as constitution building, elections, justice and security. UNDAF Priority Area B, Quality Health Services, deals with support to local governance capacity development. Strengthened governance at all levels that is both participatory and inclusive and that has led to greater transparency and improved accountability is a prerequisite for the realization of all UNDAF outcomes.¹⁷⁶

Human Rights

The Interim Plan has a special section on Human Rights. According to the Plan, a number of policies have to be undertaken to respect human rights and they include:

- To amend existing legal provisions or to formulate new ones in order to reflect commitment and to implement human rights conventions and agreements which the Nepali government has ratified.
- To adopt a policy to guarantee the basic human rights of marginalized and deprived groups whose access to natural and economic resources will be increased.

¹⁷³ *Sustainable Development Agenda for Nepal*. Ministry of Environment, Science and Technology. Government of Nepal. Accessed 29 June 2009. Available at: <<http://www.most.gov.np/en/environment/sdanimple.php>>

¹⁷⁴ *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at: <http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf>

¹⁷⁵ Ibid.

¹⁷⁶ *United Nations Development Assistance Framework*. Accessed 29 June 2009. Available at: <<http://planipolis.iiep.unesco.org/upload/Nepal/Nepal%20UNDAF.pdf>>

- To implement projects to protect and promote political, economic, social and cultural rights of all citizens by ending discrimination, exploitation, violence and abuse.
- To adopt a policy of zero tolerance to lawlessness and corruption in order to end impunity; to improve and strengthen security, crime investigation and prosecution system so that the rule of law and the right to live peacefully will be ensured.
- A necessary program will be initiated so that the national plan of action on human rights is made relevant to the new circumstances of the day.¹⁷⁷

The UNDP programme has undertaken joint activities with the OHCHR on human rights, with the UNICEF on juvenile justice and with the UNODC on criminal justice. The capacity of the judiciary and the Nepal Bar has to be strengthened for this. Also, interventions have included drafting new legislation that supports Nepal's treaty obligations and international human rights standards. Alternative dispute resolutions mechanism and provision of legal aid has been expanded. UNDP aims to promote women's participation in political processes and civil service and has assisted in strengthening the National Human Rights Commission to promote and protect human rights.¹⁷⁸

Decentralization

The Interim Plan contains an agenda for decentralization which includes:¹⁷⁹

- "All governmental, non-governmental and private sectors [have] [been] made responsible for undertaking decentralization and devolution as the major policy for central government and vehicle for the consolidation of the local authorities."¹⁸⁰
- A system for conducting all local level projects by the local authority has been institutionalized. A criterion has been developed to allow the flow of resources from the center.
- Individual ministries have made provisions such that the capabilities of local authorities are enhanced.
- "Special attention [has] [been] given in the mobilization and sharing of revenues between local authorities so as to ensure equal development and to help the overall upliftment of socially and economically backward places, classes and

¹⁷⁷ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

¹⁷⁸ *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at:

<http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf>

¹⁷⁹ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

¹⁸⁰ Ibid.

- communities. Provisions [have] been made for the distribution and mobilization of resources between local authorities.”¹⁸¹
- A proper implementation schedule has been enforced.
- Local bodies have been developed into capable local governments. Local authorities have been made inclusive and the necessary actions have been undertaken such that their work has been made transparent, responsible and people-oriented.
- Formulation and implementation of projects and programs have been based on human rights approach.
- The stakeholders have been involved in planning, implementation, supervision and evaluation of local development programs.

The UNDP programme supports the decentralization agenda of the government. This programme builds on the work of the previous one by increasing the capacity of the national and local governments to mobilize and manage resources, conduct participatory planning and deliver basic services in an inclusive equitable manner. UNDP partners with United Nations Capital Development Fund, UNICEF, the UNV programme, UNFPA and other bilateral and multilateral organizations so that the programme deepens social mobilization and work with targeted community organizations to ensure their participation in planning and managing basic services. Furthermore, “UNDP supports the expansion of service-delivery mechanisms by fostering public-private partnership initiatives. To strengthen aid coordination mechanisms, the programme supports aid harmonization and alignment with national priorities and procedures, in accordance with the Paris Declaration. The newly established Government and United Nations Peace Trust Funds have been used as entry points to further strengthen aid coordination.”¹⁸²

Public Participation

As has been presented above, the Three-year Interim Plan supports an approach that includes all members of the Nepalese society. Civil society and political parties have been given the responsibility of overall monitoring and implementation facilitation. Also, the partnership of government agencies, citizen and non-governmental organizations, private sector all have been increased in the implementation process of the plan.¹⁸³

According to the SDAN, people are the most important beneficiaries of the development process. That is why they are fundamental in the formulation, execution, monitoring and evaluation of the plan. All development initiatives should thus be launched with the engagement of the people.¹⁸⁴

¹⁸¹ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

¹⁸² *UNDP Draft Country Programme document for Nepal*. Accessed 29 June 2009. Available at:

<http://www.undp.org/rbap/Country_Office/CPD/CPD-NEP_2008-2010.pdf>

¹⁸³ *Three-Year Interim Plan Approach Paper*. National Planning Commission. Government of Nepal. Accessed 29 June 2009. Available at:

<<http://www.npc.gov.np/uploads/publications/20081228111723.pdf>>

¹⁸⁴ *Sustainable Development Agenda for Nepal*. Ministry of Environment, Science and Technology. Government of Nepal. Accessed 29 June 2009. Available at:

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at: <<http://planipolis.iiep.unesco.org/upload/Nepal/Nepal%20UNDAF.pdf>>

Appendix #1

Annex. Results and resources framework for Nepal (2008-2010)

Programme component	Programme outcomes	Programme outputs	Output indicators, baselines and targets <i>(Baseline in italics; no targets)</i>	Role of partners*	Resources by goal \$'000*
National priority or goal: Peacebuilding					
UNDAF outcome: Consolidating Peace: National institutions, processes and initiatives strengthened to consolidate peace					
Peace - building, recovery and reintegration	1.1 Increased access to, and participation in, constitution building and free and fair electoral processes	1.1.1 Capacities of Constituent Assembly (CA) delegates, technical experts, and a broad spectrum of civil society organizations, developed to participate meaningfully in the development of a new constitution	1.1.1a Number of CA delegates trained on constitutional issues <i>1.1.1a CA not yet elected</i>	Government: MoPR, High Level Commissions, and Election Commissions; CA; <i>Other:</i> NHRC, IDEA, NCARD, COCAS, BBCWST, NEFIN	Regular: 1,500 Other: 3,500
		1.1.2 Capacity of Election Commission strengthened to conduct free and fair elections	1.1.2a No. of election polling and counting officials trained and BRIDGE certified <i>1.1.2a. Not available</i>		
		1.2 Programmes, strategies, policies and systems that promote post conflict recovery	1.2.1 Capacity development strategy formulated for Ministry of Peace & Reconstruction <i>1.2.1 Strategy not yet established</i>	Government: MoPR, Sectoral Ministries, High Level Commissions, NHRC, NPC <i>Other:</i> FNCCI, NEFIN	Regular: 2,700 Other: 19,300
	1.2.2 An inclusive Government led national recovery programme including reintegration of ex-combatants is developed	1.2.2a Percentage of former combatants receiving skills and vocational training <i>1.2.2a. Not started yet</i>			
National priority or goal: Good governance					
UNDAF outcome: Quality basic services: Socially excluded and economically marginalized groups have increased access to improved quality basic services					
Transitional governance	2.1 Increased capacity of Government at the national and local level to manage resources and deliver basic services in an inclusive and equitable manner	2.1.1 NPC capacity strengthened for inclusive and MDG based planning, programming, budgeting, and monitoring	2.1.1a Policy and pre-implementation programme analysis by NPC includes the Geological Survey of India perspective <i>2.1.1a To be determined by a gap-assessment</i>	Government: NPC, MoF, MoLD and Line Ministries, Municipalities; <i>Other:</i> Private sector, Local Government Associations; DFID, Norway; UNCDF, UNICEF, UNFPA, UNV	Regular: 4,750 Other: 12,800
		2.1.2 Government capacity for effective aid management and coordination strengthened	2.1.2a Aid management strategy as per Paris Declaration developed and implemented <i>2.1.2a Paris Declaration only partially put into practice</i>		
		2.1.3 Local government capacity enhanced for resource mobilization, building partnerships with the private sector, and inclusive planning, programming, budgeting, implementation and monitoring	2.1.3a Number of public-private partnerships initiated for service delivery; <i>2.1.3a: 20 in 2006</i> 2.1.3b: Internal revenue base for local governments assessed and options for improvement piloted <i>2.1.3a/b. No assessment</i>		
		2.1.4 Women and excluded groups are organized, their capacity built and mechanisms in place to ensure participation in planning and management of local development	2.1.4a % of women and Dalits in leadership positions in community organizations <i>2.1.4a In 2006, 42% 9% DLGSP COs led by women/Dalit</i>		
2.2 Responsive and accessible justice systems to promote gender equality, social inclusion and the rule of law, including formal and informal processes	2.2.1 Access to justice, especially for women and excluded groups, enhanced through strengthened formal and informal justice systems and mechanisms	2.2.1a Number of backlog cases. <i>2.2.1a Supreme/ Appellate/ District Courts: 14196/10723/32275</i>		Government: MoLJA, Law Reform Commission; Courts; <i>Other:</i> NHRC, Nepal Bar Association, OHCHR.	Regular: 3,100 Other: 6,400
		2.2.1b Number of cases settled through mediation, quasi-judicial bodies and paralegals in selected districts <i>2.2.1b To be established</i>			
	2.2.2 NHRC capacity strengthened in monitoring, investigation, documentation and reporting of human rights violations	2.2.2a No. of cases referred to GoN for action. <i>2.2.2a 54 cases referred in 2006</i>			

Programme component	Programme outcomes	Programme outputs	Output indicators, baselines and targets (<i>Baseline in italics, no targets</i>)	Role of partners*	Resources by goal \$'000*
	2.3 Strengthened parliamentary oversight function and political party system in transitional governance processes	2.3.1 Capacity of Parliament and political parties strengthened to perform legislative and oversight functions	2.3.1 Number of legislations reviewed by the Parliamentary Committees 2.3.1.1 <i>No regular meetings and systematic review of legislations</i>	Government: Parliament secretariat; Others: Political parties, women's associations DFID, DANIDA	Regular: 1,300 Other: 1,400
	National priority or goal: Social justice and social inclusion. New and decent employment and income opportunities; infrastructure development, especially rural infrastructure				
	UNDAF outcome: Sustainable Livelihoods: By 2010, sustainable livelihood opportunities expanded, especially for socially excluded groups in the conflict-affected areas				
Inclusive growth and sustainable livelihood	3.1 Employment and income opportunities and access to financial services enhanced, especially for youth, excluded groups and PLWHA in partnership with the private sector and civil society organizations	3.1.1 Policies designed and programmes implemented to enhance rural employment.	3.1.1a Market sub-sector policies and micro-finance policies reviewed and adopted 3.1.1a <i>Lack of coherent policies</i>	Government: MoICS, Nepal Rastra Bank Others: FNCCI, association of micro-enterprise, micro finance institutions; UNCDF	Regular: 4,200 Other: 8,000
		3.1.2 Enhanced access to financial services, markets and skill development for the poor, women, excluded groups and PLWHA in selected districts	3.1.2 Number of women and disadvantaged groups accessing financial services. 3.1.2.1 <i>750,000 poor and low income borrowers in 2005</i> 3.1.3: Number of people living with HIV/AIDS receiving skill-based training and financial services 3.1.3.1 <i>56</i>		
		3.2.1 Capacity of national institutions to plan and coordinate for mitigating the impact of HIV/AIDS on the vulnerable population	3.2.1a Number of districts with DAAC reporting on a monthly basis to the NCASC. 3.2.1b Number of meetings by National AIDS Council. 3.2.1b <i>Once a year. Till now 4 meetings conducted.</i>	Government: NCASC, DAAC; Others: DFID, UNAIDS	Regular: 380 Other: 9,800
	National priority or goal: Economic development				
	UNDAF outcome: Sustainable livelihoods: By 2010, sustainable livelihood opportunities expanded, especially for socially excluded groups in the conflict-affected areas.				
Energy and environment, and disaster management	4.1 Environment and energy mainstreamed into national and local development planning with a focus on gender, social inclusion, and post-conflict environmental rehabilitation	4.1.1 Equitable access to environment and energy services expanded for the poor, women and socially excluded groups	4.1.1a % of people relying on wood as their main fuel. 4.1.1a <i>69.1% (2004)</i> 4.1.1b % of women and excluded households in selected buffer zones benefiting from environmental services 4.1.1b <i>To be established</i>	Government: NPC, MoEST, MoF, MoFSC, MoLD, MoICS, MoAC, MoCTCA, ICIMOD, Others: IUCN, IWMU, UNEP, FAO	Regular: 3,650 Other: 10,000
		4.1.2 Capacity at national and local level strengthened for landscape conservation, water governance and green accounting	4.1.2a Landscape conservation policy, framework to resolve water use conflict, and framework for green accounting formulated and introduced 4.1.2a <i>No such policies/frameworks</i> 4.1.3a <i>No plan</i>		
		4.1.3 Climate change adaptation concerns are mainstreamed into national development plans	4.1.3a <i>No plan</i>		
4.2 Risks of natural hazards to rural and urban livelihoods and infrastructure reduced	4.2.1 Capacity of key line ministries, local bodies, civil societies and urban rural communities enhanced for planning and implementation of disaster risk management, emergency response and early recovery	4.2.1a An early recovery preparedness framework developed for municipalities in Nepal 4.2.1a <i>No such framework exists</i>	4.2.1a Number of hazard resistant risk mitigation structural models demonstrated in selected districts 4.2.1b <i>No such models are available in the vicinity of the selected vulnerable sites</i>	Government: Ministries, Others: IFRC, ICRC, Oxfam, CARE, LWF, ICIMOD, NRCS, NSET, EU-ECHO, USAID, DFID, AUSAID, OJTICA, OCHA, WHO, UNICEF	Regular: 400 Other: 1,200
		4.2.2 No such models are available in the vicinity of the selected vulnerable sites			
	* Abbreviations explained in attached list				Total regular: 21,980 Other: 72,400

APPENDIX V

SOLOMON ISLAND

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1. Analysis of the Political Situation

Solomon Islands achieved independence from the United Kingdom in 1978. A militant group known as the Guadalcanal Revolutionary Army (GRA) emerged and began harassing people of Malaita origin. Ethnic violence over land rights and jobs, government malfeasance and crime had destabilized and damaged Solomon Island's stability and civil society. Atrocities such as torture and beheadings marked a period of ethnic conflict that began in the 1990s and led to 20,000 people abandoning their homes and leaving the region. Dissatisfied with efforts of the Government to help in such a situation, the displaced people of Malaita formed their own militant group known as the Malaita Eagle Force (MEF) and began engaging in violence with the GRA.¹⁸⁵

An attempted coup in June 2000 took the Prime Minister hostage and forced him to resign. However, a number of neighboring countries (especially Australia and New Zealand) supported peace negotiations and which were eventually carried out between the different militant groups and the Government; hence the Townsville Peace Agreement (TPA) was eventually signed by the different militant groups and the Government in October 2000.¹⁸⁶

However, a faction of the GRA refused to participate in the final negotiations and did not sign the Townsville Peace Agreement. Furthermore, it has been said that the Townsville Peace Agreement did not stop the upheaval.¹⁸⁷ In June 2003, Prime Minister Sir Allen Kemakeza accepted a multinational peacekeeping plan and sought assistance of an Australian peacekeeping force. The Regional Assistance Mission to the Solomon Islands (RAMSI) was established in July 2003 which included some 280 police officers from 7 different countries and 1,840 military personnel from 5 countries. The goal was that they re-establish peace, law and order and disarm ethnic militias.¹⁸⁸

Law, order and the security situation efforts focused predominantly in the two provinces involved in the ethnic conflict; Guadalcanal and Malaita and somewhat Honiara. The refusal of the faction of the GRA to participate in the Townsville Peace negotiations complicated the process of re-establishing peace and restoring law and order in the country and particularly in Guadalcanal.¹⁸⁹

¹⁸⁵ *National Economic Recovery, Reform and Development Plan (2003-2006)*. Department of National Reform and Planning. Accessed 30 June 2009. Available at: <http://www.forumsec.org.fj/UserFiles/File/Solomon_Islands_National_Economic_Recovery_Reform_Development_Plan_2003_-_2006.pdf>

¹⁸⁶ Ibid.

¹⁸⁷ Ibid.

¹⁸⁸ *Central Intelligence Agency World Factbook-Solomon Islands*. Accessed 30 June 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/bp.html>>

¹⁸⁹ *National Economic Recovery, Reform and Development Plan (2003-2006)*. Department of National Reform and Planning. Accessed 30 June 2009. Available at: <http://www.forumsec.org.fj/UserFiles/File/Solomon_Islands_National_Economic_Recovery_Reform_Development_Plan_2003_-_2006.pdf>

2. Status of NSDS: Solomon Islands does not have an official NSDS. However, the country was guided by the *National Economic Recovery, Reform and Development Plan* (NERRDP) for 2003-2006 and the former *Medium Term Development Strategy* for 1999-2001. Since the strategic plans expired, the Government plans to develop a *National Integrated Development Fund* which will run to 2010 and a *National Development Strategy* which will take us to maybe to 2020-2025.¹⁹⁰

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. National Economic Recovery, Reform and Development Plan (2003-2006)

The *National Economic Recovery, Reform and Development Plan* (NERRDP) for 2003 – 2006 was a medium-term development policy document prepared by the Government in the aftermath of a serious breakdown in law and order and national security.

The purpose of the Plan was to set out a strategic framework with clearly identified priority targets and actions which the Government and its development partners worked towards achieving economic recovery, reform and the restoration of those basic social services as well as to re-establish and build the foundations for sustainable economic and social development.

The Plan was the product of wide consultation over a period of months from April to October 2003 with workshops and individual discussions, written submissions and follow up meetings with a wide range of stakeholders including parliamentarians, provincial premiers and provincial governments, all government departments, multilateral and bilateral donors, private companies and organizations, NGOs and individuals.

The NERRDP focused on five key areas:

- Normalizing law and order and security situation
- Strengthening democracy, human rights and good governance
- Restoring fiscal and financial stability and reforming the public sector
- Revitalizing the productive Sector and rebuilding supporting infrastructure
- Restoring basic social services and fostering social development

The immediate objectives of the Plan were to:

- Improve the security environment in restoring law and order and fostering peace
- Strengthen and improve governance institutions and good governance
- Bring about macroeconomic stability and income growth
- Restore basic social services in health and education
- Re-establish the foundations for sustained economic growth and human development

¹⁹⁰ *National Parliament of the Solomon Islands*. Head 281 – Office of the Prime Minister and Cabinet. Accessed on 30 June 2009. Available at: <<http://www.parliament.gov.sb/index.php?q=node/72>>

ii. Vision 2020

The *Vision 2020* prepared by the Government in 2005 aims to improve the quality of life for all Solomon Islanders through a development process taking into account the diverse community life of Solomon Islands. The mission of Vision 2020 is to:

“To improve the quality of life for all Solomon Islanders through a purposeful and directed development process that takes into account the unique, diverse and community-based life of Solomon Islands. To involve all Solomon Islanders in this development process through which individuals and communities will be proud of their religious and cultural heritage, progressive in their endeavors and enjoy social justice, peace and harmony as a result of a robust economy and responsible leadership and stewardship of the natural, human and financial resources of the country.”

The goal is to be at the forefront of all development that is sustainable. The aim is to include policy and sector reforms in the areas of:

Agriculture, fisheries and marine resources, forest resources, environment conservation (pacific plan), mines and minerals, commerce and industries, tourism.

Agriculture

The plan period for agriculture development has been guided by these policies which promote, improve and lead agricultural development to a profitable and environmentally sustainable future. Research, extension, education, regulatory and other services to improve the sub sector contribution towards national food sovereignty and national economic recovery will in turn raise the standard of living.¹⁹¹

Fisheries

With regards to the Tuna Industry improvements must be made in management techniques to ensure sustainable catch and direct benefit to the local economy in terms of employments and other facilities. This has included review of distant water fishing agreements including the cooperative efforts on the part of stakeholders in the industry.

Forest

There must be a strategy to deal with the population pressure on fertility of land due to constant use. There must be balance between environment conservation productive utilization of the forest resources. It cannot be overemphasized that the productive sector is important for long term guarantee of sustainable development.¹⁹²

¹⁹¹ *Vision 2020*. Accessed 30 June 2009. Available at:

< <http://www.paddle.usp.ac.fj/cgi-bin/paddle?e=d-010off-paddle-00-1--0---0-10-TX--6-----0-111--11-en-50---20-fsm---10-3-1-000--0-0-11-OutfZz-8-00&a=file&d=sol016>>

¹⁹² Ibid.

Land

The major objective is to make suitable and productive land available for development. Land use must encourage a development process thereby creating an environment where the rule of law is upheld and business can thrive and investors have the confidence to invest. There must be transparent and secure property rights and sufficient infrastructure that will open capital markets and for all stakeholders.

Mines, Mineral and Energy

Besides mining other potential natural renewable energy resources such as hydropower, water resources, Solar Power and other natural resources has been pursued for development purposes.

Commerce, Employment and Trade

New and vibrant policies have been put in place to revitalize the sector to return to progressive development after the ethnic tension. It has ensured that investment in the public and private sectors are encouraged. It is in this area that emphasis has been put on regional industrial development to diversify the economic base of the country.

Tourism

Given the nature of land tenure system, tourism is best suited for development by the local community utilizing their land and other resources. The development has been guided by a policy which is based on sustainable development and to promote Solomon Islands diverse culture and environments.¹⁹³

Partnerships

By 2015, five years before Vision 2020, there will be universal basic education available to all. The skilled manpower needs of this country will be met and all Solomon islanders will participate intelligently in all development processes.

In the Ministry of Health and Medical Services the process of Health Care Review and Reform is already underway, emphasizing Primary Health Care Focus, rationalization of curative services and forging partnerships with funding agencies, other sectors and the communities.

By 2020 all communities in this country will have access to primary health care, quality curative services and state of the art training facilities for all health disciplines in conjunction with training institutions all over the world.¹⁹⁴

¹⁹³ *Vision 2020*. Accessed 30 June 2009. Available at:
< <http://www.paddle.usp.ac.fj/cgi-bin/paddle?e=d-010off-paddle--00-1--0---0-10-TX--6-----0-111--11-en-50---20-fsm---10-3-1-000--0-0-11-OutfZz-8-00&a=file&d=sol016>>

¹⁹⁴ Ibid.

iii. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

It is the same programme as for Fiji Islands for the reason that it is a Pacific Sub-region Programme.

iv. Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

It is the same programme as for Fiji Islands for the reason that it is a Multi-Country Programme for the Pacific Island Countries.

4. Key Sustainable Development Coordination Mechanism

Department of National Planning and Coordination

- **Mandate of Coordination Mechanism(s):** N.A.

- **Contact Point:** N.A.

5. International Cooperation Mechanisms

Solomon Islands is committed to the Pacific Plan. The latter has established a framework to support national development policies, including commitments to the MDGs. The Pacific Plan was launched by the Pacific Islands Forum, an intergovernmental organization that brings together 16 countries from the region.¹⁹⁵

i. Asian Development Bank (ADB)

The Asian Development Bank has regional projects in the Pacific and local ones in Solomon Islands. The ADB develops Country Partnership Strategies (CPS) for each Development Member Country (DMC). The CPS mirrors major country-specific development issues and constraints and it is based on an analysis of the DMC's development priorities and poverty reduction programs and is consistent with ADB's strategic priorities. The strategy has a sound analytical basis thus justifying the chosen thematic focus areas and also specifies key approaches to remove constraints on country development and explicitly states the strategy's objectives. And the CPS is results-oriented.¹⁹⁶

The Country Strategy and Programme Update for 2006-2008 are consistent with ADB's overriding goal of poverty reduction and strategic objectives embodied in the Pacific Strategy. It is also in line with the Government's commitment to achieving the MDGs. It is aimed to assist Fiji in (i) strengthening the economic environment for private sector-led

¹⁹⁵ *United Nations Development Framework for the Pacific Subregion* (2008-2012). Accessed 30 June 2009. Available at: <<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>

¹⁹⁶ *Asian Development Bank*. Country Partnership Strategy. Accessed 30 June 2009. Available at: <<http://www.adb.org/Documents/CSPs/default.asp>>

growth aimed at job creation, (ii) providing reliable and affordable basic social services, and (iii) building effective development institutions.¹⁹⁷

ii. AusAID

AusAID is another mechanism through which countries in the Pacific receive aid. Australia's long-term development goals in the Pacific are outlined by the Pacific Regional Aid Strategy for 2004-2009. The framework focuses on four themes: (i) stronger broad-based growth; (ii) more effective, accountable and democratic government; (iii) improved law and justice and security; (iv) enhanced service delivery, including effective fiscal management.¹⁹⁸

The Pacific Regional Aid Strategy for 2004-2009 acknowledges good governance as the most critical precondition to poverty reduction and sustainable development. If there is no good governance, aid is largely ineffective. This Strategy considers that poverty is linked directly, although not exclusively, to poor governance including weak leadership and corruption.¹⁹⁹

The Strategy also recognizes the need for peace and stability for economic growth and sustainable development to happen. The Australian experience in the Pacific has highlighted the central role that development assistance can play in conflict prevention, peace building and security. Instability in conflict countries in the Pacific has emphasized the need for the flexible and innovative use of aid to address the causes of conflict and to provide critical “peace dividends” to assist conflict resolution and post-conflict reconstruction. It is also sought by the strategy to incorporate “Do No Harm” principles and “Local Capacities for Peace” initiatives into programs delivered in conflict prone areas.²⁰⁰

To help this process, analysis has been undertaken in order to identify the sources of conflict and the issues that trigger instability, such that relevant response options are developed. The key objective of the analysis has been to integrate conflict prevention strategies into the broader development framework, specifically in countries more prone to conflict.²⁰¹

The Australian-led Regional Assistance Mission to the Solomon Islands (RAMSI) intervened to help bring stability and provide an environment conducive to the strengthening of Solomon Island’s peace architecture.²⁰²

¹⁹⁷ *Asian Development Bank*. Country Partnership Strategy. Accessed 30 June 2009. Available at: <<http://www.adb.org/Documents/CSPs/default.asp>>

¹⁹⁸ *AusAID*. Australian Government Overseas Aid-Pacific. Accessed 30 June 2009. Available at: <<http://www.ausaid.gov.au/country/southpacific.cfm>>

¹⁹⁹ *Pacific Regional Aid Strategy* (2004-2009). AusAID. Australian Government. Accessed 30 June 2009. Available at: <http://www.ausaid.gov.au/publications/pdf/pacific_regional_strategy.pdf>

²⁰⁰ *Ibid.*

²⁰¹ *Ibid.*

²⁰² *Draft Multi- Country Programme Document* (2008-2012). UNDP. Accessed 30 June 2009. Available at: <http://www.undp.org/asia/country_programme/CP/MCP_SAMOA_2008-2012.pdf>

6. Budgeting and Funding

i. National Economic Recovery, Reform and Development Plan (2003-2006)

Financing for the NERRDP 2003-2005 has come from both domestic and external resources. Domestic resources have met some of the recurrent operations in implementing the Plan at both national and provincial levels ensuring that services were maintained and improved. External resources comprised development assistance including concessional finance and foreign direct investment. The provision and improvement in the enabling environment (including the restoration of law and order) to the productive sector facilitated the flow of foreign direct investment resources to the private sector. Donors became increasingly critical of the budgeting process.

ii. Vision 2020

There is no budgeting and funding information provided for the Vision 2020 plan.

iii. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

Same budgeting and funding information as for Fiji Islands for the reason that it is the same Multi-Country Programme for the Pacific Island Countries.

iv. Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

Same budgeting and funding information as for Fiji Islands for the reason that it is the same Multi-Country Programme for the Pacific Island Countries.

7. Monitoring and Evaluation

i. National Economic Recovery, Reform and Development Plan (2003-2006)

Reporting on the implementation of the NERRDP focused on the progress made on a province-by-province basis and in terms of rural and urban areas. The annual planning and development consultations between the national government, through the Department of National Reform and Planning with the provincial planning authorities have facilitated joint review of the progress of development in the provinces and the areas for priority support.

It was necessary to improve the capacity of the statistical data collecting agencies so that the required data are available for analysis. Furthermore, the impacts of policy actions on some of the development indicators, especially in social development, were over a longer

term than the Plan period. In these areas, therefore, intermediate or proxy indicators have been used in monitoring the progress and impact of implementing the Plan.²⁰³

The successful implementation of the Plan requires strong cooperation and mutual support between the stakeholders for example the government, civil society and non-government organizations, the private sector and the overseas development partners. It required a whole new government approach which involved all government ministries, departments at the national and provincial levels as well as statutory bodies and state-owned enterprises.

Successful implementation of Plan also required a strong partnership between Solomon Islands Government and the development partners whose resources were needed to supplement domestic resources for implementing the Plan. The development partners had the key role of providing assistance to supplement and augment domestic resources, financial and technical to enable a much higher level of development activities and services to take place.²⁰⁴

The successful implementation of the Plan depended on the capacity of government and public sector as well as private sector to carry out the planned actions. Presently, the capacity of government was weak and therefore needed to be strengthened.

The Department of National Reform and Planning was responsible for monitoring and reviewing the progress of implementing the Plan. In addition other performance indicators and established benchmarks were also be used in the monitoring process. The performance benchmarks required by the development partners will be discussed and agreed between the government and the donors. Monitoring as well as reporting have been done jointly by the DNRP and the development partners that provided well as for the Plan as whole.

It is essential regular reporting of the progress of plan implementation was done. These reports have been provided to the various monitoring and coordination committees. The reports to the SIG internal coordination mechanisms and SIG/Donors Coordination Meeting and SIG/Development Partners Consultative Meeting have been the responsibility of the DNRP.

Other independent reporting of the performance of the economy as well as overall economic and social progress in Solomon Islands was made by the various agencies. CBSI's annual report and quarterly review reports were essential for monitoring of economic performance and progress and outcomes of implementing the Plan. In addition, the Asian Development Bank (ADB) provided periodic independent assessments of the economy of Solomon Islands. The last report by the ADB on Solomon Islands economy was produced in 1997. Another independent report by the ADB on the economy of Solomon Islands during the Plan implementation has been invaluable.²⁰⁵

²⁰³ *National Economic Recovery, Reform and Development Plan (2003-2006)*. Department of National Reform and Planning. Accessed 30 June 2009. Available at: http://www.forumsec.fj/UserFiles/File/Solomon_Islands_National_Economic_Recovery_Reform_Development_Plan_2003_-_2006.pdf >

²⁰⁴ Ibid.

²⁰⁵ Ibid.

ii. Vision 2020

No information provided for monitoring and evaluation.

iii. United Nations Development Assistance Framework for the Pacific Sub-region (2008-2012)

Same monitoring and evaluation information as for Fiji Islands for the reason that it is the same Multi-Country Programme for the Pacific Island Countries.

iv. Country Programme Action Plan (2008-2012)—Multi-Country Programme Pacific Island Countries (PIC)

Same monitoring and evaluation information as for Fiji Islands for the reason that it is the same Multi-Country Programme for the Pacific Island Countries.

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

One of the goals of the UNDP is crisis prevention and recovery. This will be achieved through:

- "(a) support to the development of an integrated approach to addressing and reducing vulnerability to tension and disaster
- (b) effective recovery strategies that seek to build capacity to address the root causes of humanitarian crisis and natural disasters
- (c) addressing the long term livelihood needs of communities."²⁰⁶

UNDP focuses on formalizing institutional mechanisms for mainstreaming disaster risk reduction into national development and budgetary strategies in Solomon Islands. It also helps to develop and implement national policies and plans addressing human security through conflict-sensitive analysis and tension reduction interventions.²⁰⁷

Governance, Justice, and Human Rights

Governance

Both the UNDAF and the UNDP multi-country programmes acknowledge the need for good governance that would be conducive to growth and development. Thus they help to strengthen government's capacity to exercise the principles of inclusive, equitable, participatory, transparent and accountable governance and respect for human rights. Because the UN also focuses on aid effectiveness and coordination, it prioritizes good governance, strengthening national ownership, leadership and management capacity.²⁰⁸

²⁰⁶ *Draft Multi- Country Programme Document (2008-2012)*. UNDP. Accessed 30 June 2009. Available at: < http://www.undp.org/asia/country_programme/CP/MCP_SAMOA_2008-2012.pdf >

²⁰⁷ Ibid.

²⁰⁸ Ibid.

The UNDAF also plans for a Joint Programme on Civil Society to address the weakness of civil societies in PICs. It aims to build civil society capacity and credibility as partners in development and also to help civil society organizations to protect the human rights of the citizenry.²⁰⁹

Rule of law and Human Rights

Human rights promotion is part of the global UN mandate and it is an essential part of UN's work. That is why one of the UNDAF outcomes is the promotion and upholding of human rights.

As part of the UNDP programme, awareness of human rights and the availability of mechanisms to claim them need to be strengthened. The focus has been on enhancing participatory democracy through civic and human rights education in all countries of the Pacific.²¹⁰ As women are more vulnerable in times of conflict and disaster, UNDAF promotes the need for gender equality approaches to decision-making, local governance²¹¹. Besides this, gender inequality and violence against women are reportedly widespread throughout the Pacific and in Solomon Islands there are no women in the Parliament.

Decentralization

As part of the good governance goal, very important is the decentralization of governance. Vulnerable groups need to be strengthened so that they can participate in the democratic system. Also decentralized governance is a good way of preventing conflict, as the UNDP programme points out. Therefore, the focus of the good governance goal in the Solomon Islands will be on decentralized governance for development and participatory decision making.²¹²

Public Participation

For Solomon Islands, one of the five LDCs a capacity-building workshop empowered government focal points to design and run consultations in their respective countries with UN support. At country consultations, government focal points invited key government and non-governmental stakeholders as well as development partners to engage in the UN planning process and worked jointly to produce Country Results Matrices linked to both national development strategies and the Regional Results Matrix of the UNDAF. While formulating the UNDAF, the UN also consulted civil society organizations, regional agencies and development partners.²¹³

²⁰⁹ *United Nations Development Framework for the Pacific Subregion (2008-2012)*. Accessed 30 June 2009. Available at: < <http://www.un.org/fj/resources/un/files/Draft%20UNDAF%20070502.pdf> >

²¹⁰ *Draft Multi- Country Programme Document (2008-2012)*. UNDP. Accessed 30 June 2009. Available at: < http://www.undp.org/asia/country_programme/CP/MCP_SAMOA_2008-2012.pdf >

²¹¹ *United Nations Development Framework for the Pacific Subregion (2008-2012)*. Accessed 30 June 2009. Available at: < <http://www.un.org/fj/resources/un/files/Draft%20UNDAF%20070502.pdf> >

²¹² *Draft Multi- Country Programme Document (2008-2012)*. UNDP. Accessed 30 June 2009. Available at: < http://www.undp.org/asia/country_programme/CP/MCP_SAMOA_2008-2012.pdf >

²¹³ Ibid.

The UNDP multi-country programme document (MCPD) for 2008-2012 has been endorsed by the Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands, Tonga, Tuvalu and Vanuatu following wide stakeholder consultations with governments, civil society, regional organizations and development partners.²¹⁴

²¹⁴ *Draft Multi- Country Programme Document (2008-2012)*. UNDP. Accessed 30 June 2009. Available at: < http://www.undp.org/asia/country_programme/CP/MCP_SAMOA_2008-2012.pdf >

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<<http://www.un.org.fj/resources/un/files/Draft%20UNDAF%20070502.pdf>>
- Vision 2020.* Accessed 30 June 2009. Available at:
<<http://www.paddle.usp.ac.fj/cgi-bin/paddle?e=d-010off-paddle--00-1--0---0-10-TX--6-----0-111--11-en-50---20-fsm---10-3-1-000--0-0-11-OutfZz-8-00&a=file&d=sol016>>

APPENDIX VI

SRI LANKA

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1. Analysis of the Political Situation

The internal ethnic conflict in Sri Lanka between the Sinhalese majority and Tamil separatists (a separatist militant organization which has fought to create an independent Tamil state) erupted in 1983 costing more than 60,000 (officially listed but of course there might be more) lives and resulting in 800,000 internally displaced persons.²¹⁵ Various national attempts to resolve the ethnic conflict failed throughout the 1980s and “after the Indo-Sri Lanka Accord of 1987, conflict flared up again through the 1990s.”²¹⁶

In February 2002, a Ceasefire Agreement (CFA) was signed by the Government and Liberation Tigers of Tamil Eelam (LTTE) which was brokered by Norway. The parties both agreed “under this document to a cessation of hostilities and, with the facilitation efforts of Norway, to move a negotiated settlement.”²¹⁷ Furthermore, in a meeting between both parties, the basic principles of the agreement stated: “*the parties agreed to explore a solution founded on the principle of internal self-determination in areas of historical habitation of the Tamil-speaking peoples, based on a federal structure within a united Sri Lanka. The parties acknowledged that the solution has to be acceptable to all communities.*”²¹⁸

Furthermore, the Sri Lanka Monitoring Mission (SLMM) was established by the two parties of Ceasefire Agreement (CFA) as an impartial instrument to monitor the agreement. It is an autonomous international organization set up as a civilian mission jointly financed and staffed by the five Nordic countries (Norway, Sweden, Finland, Denmark, and Iceland). The operation ended in January 2008 and the administrative termination of the organization is scheduled for completion in mid-2009.²¹⁹

However, violence between the Government forces and the LTTE intensified in 2006 and neither side had formally withdrawn from the cease-fire.²²⁰ In 2007, hopes to revive the peace process lied in a political proposal defined by an All Party Representative Conference (APRC).²²¹ More violence in 2008-2009 has escalated between both parties intensifying the conflict once again in which it has been estimated “that more than 20,000 Tamil civilians had been killed in the final throes of the war, most as a result of government shelling.”²²²

²¹⁵ *The United Nations Development Assistance Framework for Sri Lanka* (2008-2012). Accessed 8 July 2009. Available at: < http://www.un.lk/resources_center/pub_pdf/1009.pdf >

²¹⁶ *European Commission Strategy Paper for Sri Lanka* (2007-2013). Accessed 6 July 2009. Available at: < http://ec.europa.eu/external_relations/sri_lanka/csp/07_13_en.pdf >

²¹⁷ Ibid

²¹⁸ Ibid.

²¹⁹ *The Sri Lanka Monitoring Mission* (SLMM). Accessed 6 July 2009. Available at: <<http://www.slmm.info/>>

²²⁰ *Central Intelligence Agency World Factbook-Sri Lanka*. Accessed 6 July 2009. Available at: < <https://www.cia.gov/library/publications/the-world-factbook/geos/ce.html> >

²²¹ *European Commission Strategy Paper for Sri Lanka* (2007-2013). Accessed 6 July 2009. Available at: < http://ec.europa.eu/external_relations/sri_lanka/csp/07_13_en.pdf >

²²² *Sri Lanka rejects death report*. BBC World News. Accessed 6 July 2009. Available at: <http://news.bbc.co.uk/2/hi/south_asia/8073540.stm>

2. **Status of NSDS:** Sri Lanka Strategy for Sustainable Development- draft final report under preparation as of 2007.

3. **National Action Plans and Strategic Objectives, Outcomes and Targets**

i. **Sri Lanka Strategy for Sustainable Development (National reporting in 2007)**

The *Sri Lanka Strategy for Sustainable Development* has not been adopted yet, it is still in draft format (as of 2007). UNDESA has received as part of the national reporting in 2007 which includes a summary of the main points in the SLSSD. Thus, Sri Lanka's vision for sustainable development has been: "Achieving sustained economic growth that is socially equitable and ecologically sound, with peace and stability."²²³ To achieve this, the SLSSD has prioritized five goals:²²⁴

- Eradication of poverty
- Ensuring competitiveness of the economy
- Improving social development
- Ensuring good governance
- Clean and healthy environment.

• **Objectives for Eradication of Poverty**

1. Establish the infrastructure for regionally balanced development
2. Achieve high productivity and profitability in agriculture
3. Enable effective social safety nets²²⁵

• **Objectives for Ensuring Competitiveness of Economy**

1. Develop small and medium industries to be a significant part of a vibrant and internationally competitive industrial sector
2. Enhance the physical infrastructure and services to cater to a growing economy and trade
3. Meet the energy needs of a growing economy with minimum environmental cost
4. Establish internationally recognized principles of sustainable development and standards in industries
5. Incorporate green principles in public management²²⁶

• **Objectives for Improving Social Development**

²²³ *Information on National Sustainable Development Strategy or Equivalent.* UNDESA. Accessed 6 July 2009. Available at: < <http://www.un.org/esa/agenda21/natlinfo/countr/slanka/nsds.pdf> >

²²⁴ Ibid.

²²⁵ Ibid.

²²⁶ Ibid.

1. Build a healthy society with equitable access to healthcare services
2. Develop human capital for a knowledge based society
3. Empower communities for full participation in development decisions
4. Provide the required utility services in urban centres in compliance with environmental and health standards
5. Minimize the impact of natural disasters on the community
6. Empower women through gender balanced development²²⁷

- **Objectives for Ensuring Good Governance**

1. Improve the governance framework for sustainable development
2. Ensure peace with justice for all communities²²⁸

- **Objectives for Ensuring a Clean and Healthy Environment**

1. Sustainable management of natural resources
2. Mainstream environmental dimensions into the sectoral development planning process²²⁹

ii. Ten Year Horizon Development Framework (2006-2016)

The *Ten Year Horizon Development Framework* for 2006-2016 also known as the “Mahinda Chintana”—Vision Towards a New Sri Lanka— aims at raising the GDP growth rate in excess of 8%. The new approach integrates the positive attributes of market economic policies with the domestic aspirations by providing necessary support to domestic enterprises and encouraging foreign investments.

The plan sets out medium term strategies prepared as a discussion paper and contributes towards strengthening competition of Sri Lankan enterprises. The pro-poor strategies which are a focus of the Plan demonstrate the Government’s commitment to the Millennium Development Goals. However, we would recommend a stronger linkage between the targets of the National Development Strategy and the MDGs to clarify how the proposed strategies and policies of the plan have been contributing to the attainment of the MDGs and in particular to Goal 1, the poverty reduction goal as the plan’s central objective.

²²⁷ *Information on National Sustainable Development Strategy or Equivalent*. UNDESA. Accessed 6 July 2009. Available at: <<http://www.un.org/esa/agenda21/natinfo/countr/slanka/nsds.pdf>>

²²⁸ Ibid.

²²⁹ Ibid.

This approach integrates the positive attributes of market economic policies with the domestic aspirations by providing necessary support to domestic enterprises and encouraging foreign investment

The core components consists of restoration of law and order, restoration of civil administration, equitable resource allocation among all communities and speedy implementation of programmes such as the defining action programme, resettlement of IDPs, reconstruction of damaged social and economic infrastructures, promotion of industrial development with private sector participation etc.

The formulation of the programme has undergone an intensive consultative process involving sectoral Ministries and other relevant agencies. All three major sectors—Agriculture, Industry and Services are expected to grow at rates faster than those observed during the last five-year period. The ten-year development programme envisages that the agriculture sector will grow at a faster rate of 4-5 percent with a higher contribution coming from the non-plantation sector.

Let's consider the "Vision for the Agriculture Sector"—an agriculture sector contributing to regionally equitable economic growth, rural livelihood improvement and food security through efficient production of commodities for consumption for agro-based industries and for exporting competitively to the world market

Government's strategy in agriculture is based on the need to be competitive in production and marketing by increasing productivity, lower production costs and adding value to raw materials. Raising the rate of growth in agriculture (including crops, livestock, fisheries and forestry) can make important contributions to rural poverty reduction.²³⁰

*"By the year 2016, irrigated agriculture will be transformed into a commercially viable and technologically advanced sector producing for local consumption and processing as well as for export, using modern irrigation techniques that optimizes water use and maximize production by increasing the productivity of irrigation systems. A more productive minor irrigation sector developed through participatory approaches will contribute to poverty reduction as well as fulfill the socio economic needs of the poorer farmer. New water resources developed, through trans-basin diversions and other means will lead to increased supply for irrigation and other uses."*²³¹

Here are all the sectors in which the development plan aims to enhance:

- Transforming agriculture for prosperity
- Development strategy for irrigation
- Industrial development
- Economic Infrastructure
- Power and energy
- Telecommunication
- Water supply and sanitation

²³⁰ A Ten Year Horizon Development Framework (2006-2016). Accessed 8 July 2009. Available at: < <http://www.microfinance.lk/pdf/1227000458.pdf> >

²³¹ Ibid.

- Roads
- Transport services sustainable mobility
- Port and aviation
- Postal sector
- Tourism
- Urban development and social protection
- Education
- Health
- Sports and Culture

In the education and health, there are 139 projects with a total estimated cost of Rs. 190.94 and for health 87 with an estimated cost of 275.21 million rupees.

iii. United Nations Development Assistance Framework (2008-2012)

The *United Nations Development Assistance Framework* (UNDAF) for 2008-2012 in Sri Lanka pursues sustainable human development as a core priority. Objectives for the Plan has been identified on the basis of a consultative process that involved the Government, bilateral donors and other development partners including an advisory board made up of leading civil society representatives.

In 2006, the *Common Country Assessment (CCA)* was published and adopted a rights-based approach to development and the Government's National Development Strategies including the "*Mahinda Chintana 10 Year Horizon Development Framework (2007-2016)*" provided analytical inputs into the UNDAF formulation process.²³²

The UNDAF takes into consideration Sri Lanka's global commitments and lessons learned from past cooperation to identify areas in which there is a clear match between Sri Lanka's development challenges and opportunities and the comparative development-assistance advantages of the UN system.

UNDAF has been committed in assisting Sri Lanka in:

- Providing emergency and humanitarian assistance to conflict affected areas, assisting in restoring the economic livelihood and providing support for efforts that contribute to the establishment of peace and social harmony
- Reducing poverty through promoting improved accessibility to basic services and the creation of economic opportunities for the poor
- Supporting governance reform aimed towards promoting people-centered development

The UNDAF results matrix contains four main themes and a number of crosscutting issues identified in the CCA. These themes are reflected in the four UNDAF Outcomes:

²³²The *United Nations Development Assistance Framework for Sri Lanka* (2008-2012). Accessed 8 July 2009. Available at: < http://www.un.lk/resources_center/pub_pdf/1009.pdf >

- Economic growth and social services are pro-poor, equitable, inclusive and sustainable in fulfillment of the MDGs and focus in particular on the rural areas

Economic growth is not a sufficient condition for reducing poverty. It is aimed to benefit all layers of society particularly the poor and most vulnerable and pro-poor policies need to be in place in order to ensure equitable distribution of wealth across society, income and ethnic groups, men and women. Moreover, in order to ensure that the benefits of economic development could be enjoyed by the generations to come, policies and practices must ensure the sustainability of growth, thereby ensuring that present benefits of economic development do not impose a toll on future generations.²³³

- Governance mechanisms and practices enable the realization of the principles of the Millennium Declaration and promote and protect human rights of all persons

This UNDAF overall Governance outcome reflects both the current global consensus on the universality of human rights and standards of governance articulated in the Millennium Declaration and Sri Lanka's explicit commitments to the principles and spirit of the Declaration and its goals. As a shared objective of the Government of Sri Lanka and the UN, the Declaration provides the most pertinent auspices under which to jointly pursue programmes aimed at improving the standard of Governance across all of Sri Lanka as a means of improving the quality of people's lives and achieving the Millennium Development Goals (MDGs).²³⁴

- An improved environment for a sustainable peace anchored in social justice and reconciliation.²³⁵

The CCA highlighted the impact of the armed conflict on Sri Lanka's development path. On the one hand, the conflict has sapped the economic potential of the country and cast a shadow over its political life. On the other, problems of governance and economic disparities have been the source of many grievances that underlay the conflict. The CCA recognized that there is a fundamental link between efforts to bring peace and security to the country; to strengthen democratic governance and respect for human rights; and to combat poverty and promote sustainable human development. The prospects for the peace process will fundamentally affect the prospects for economic growth and governance reform.²³⁶

4. Key Sustainable Development Coordination Mechanism(s):

Ministry of Environment & Natural Resources

i. Mandate of Coordination Mechanism(s):

²³³ *The United Nations Development Assistance Framework for Sri Lanka (2008-2012)*. Accessed 8 July 2009. Available at: < http://www.un.lk/resources_center/pub_pdf/1009.pdf >

²³⁴ Ibid.

²³⁵ Ibid.

²³⁶ Ibid.

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5. International Cooperation Mechanisms

i. South Asian Association for Regional Cooperation (SAARC)

This Association was established to provide a common ground for countries in South Asia to come and work together. SAARC aims to accelerate the process of economic and social development in its member states. The member states, of which Sri Lanka is one, cooperate in various fields; some of them are Agriculture, Rural Development, Poverty Alleviation, Environment, Economic, and Energy.

ii. Asian Development Bank (ADB)

Sri Lanka's CSP and the programs developed from it focus on three areas: (i) economic reform, (ii) governance, and (iii) social development. Even though ADB's regional project assistance has not yet included Sri Lanka, primarily for geographical and political reasons, ADB still remains actively engaged in strengthening regional cooperation through its support for the SAARC. In the field of economic reform, ADB focuses on power sector restructuring, fiscal management, the restructuring of People's Bank and the strengthening of the private sector. In the field of governance, ADB's focus is on public management and improving social service delivery is on the right track. And improving the quality of education is fully supported by ongoing and planned ADB projects, in the area of social development.²³⁷

iii. AusAID

AusAID's goal is to promote good governance and contribute to improved basic service delivery (with a focus on health, education and natural resource management at the state and community level). It also aims to respond, in line with Australia's capacity, to humanitarian needs and issues of mutual concern to the governments of South Asia and Australia, as they emerge. This is part of Development Cooperation with South Asia Framework 2003-2007.²³⁸

6. Budgeting and Funding

i. Sri Lanka Strategy for Sustainable Development (National reporting in 2007)

No information on the budgeting and funding for this plan.

²³⁷ *Implementation of the Country Strategy and Program*. Asian Development Bank. Accessed 9 July 2009. Available at: < <http://www.adb.org/Documents/CSPs/SRI/2005/csp0200.asp> >

²³⁸ *Australia's Development Cooperation with South Asia Framework* (2003-2007). AusAID. Accessed 10 July 2009. Available at: < http://www.ausaid.gov.au/publications/pdf/south_asia_framework.pdf >

ii. Ten Year Horizon Development Framework (2006-2016)

The total funding for the ten-year period is Rs 152 billion which includes investments allocations for different sectors according to the investment period. A larger share of investment is allocated for activities which benefit all sectors. Investment funds are already available for the sector through government and donor funding.

The total financing requirement of the agriculture sector including domestic, livestock and plantations for the 10 year investment period in Rs 245.3 billion. The availability is Rs 120.3 billion assuming that funds available in 2012 will continue to 2012.

iii. United Nations Development Assistance Framework (2008-2012)

The volume of resources required to accomplish the envisaged tasks has been estimated at approximately \$365 million over the 5 year period. On the other hand, given the uncertainties and risks referred to throughout the UNDAF document this figure will be subject to adjustment based on evolving needs. As in earlier times the Agencies will provide innovative and catalytic approaches based on local and international experience. These could serve as “pilots” and testing ground for new approaches to be adopted by Government and other development partners.²³⁹

7. Monitoring and Evaluation

i. Sri Lanka Strategy for Sustainable Development (National reporting in 2007)

Stakeholders identified their own versions of appropriate modalities for implementation and monitoring of the SLSSD. Three specific models for implementation and monitoring were identified by stakeholders, such that:

- One implementation model was designed based on the model of the Committee on Environment and Policy Management (CEPOM) aiming to integrate environmental policies and action plans in other sectors
- The second suggestion was to have an implementation model after the one of the National Economic Development (NCED) a body comprising of private and government sectors
- The final suggestion was to establish an implementation body as a policy making, approving and implementation monitoring body under the leadership of the President.²⁴⁰

ii. Ten Year Horizon Development Framework (2006-2016)

The implementation of the development program as indicated in the various sector chapters is expected to improve the structure of the Sri Lanka economy ensuring

²³⁹ *The United Nations Development Assistance Framework for Sri Lanka (2008-2012)*. Accessed 8 July 2009. Available at: < http://www.un.lk/resources_center/pub_pdf/1009.pdf >

²⁴⁰ *Information on National Sustainable Development Strategy or Equivalent*. UNDESA. Accessed 6 July 2009. Available at: < <http://www.un.org/esa/agenda21/natlinfo/countr/slanka/nsds.pdf> >

sustainable broad based growth in the provinces and an improvement of the living standards in line with the “Mahinda Chintana” Goals (MCGs).

There is no monitoring and evaluation section in the development plan.

iii. United Nations Development Assistance Framework (2008-2012)

The UN Country Team and the Government of Sri Lanka have made a strong commitment to rigorous monitoring and evaluation of the UNDAF. To this end, thematic working groups supported by the Resident Coordinator’s Office have worked to define a set of realistic indicators to measure results for each UNDAF outcome (outlined in the monitoring and evaluation matrix). The UN Country Team has assumed overall monitoring responsibility for the UNDAF and this has formed a major part of its annual work plans. Substantive support has been provided by the UNDAF theme groups as their role is expanded to include a monitoring function.

UN agencies in Sri Lanka work closely through several mechanisms: (I) The UN Country Team which meets regularly on a bi-monthly basis and annually at UNCT retreats; (II) the Programme Operations Group made up of deputies and senior programme staff that focuses on key operational challenges and the identification of synergies between different programmes and activities. Four theme groups were established along the lines of the UNDAF pillars to guide the development of the results framework for the UNDAF. The Theme Groups have continued to be the primary coordination mechanism for the achievement of the UNDAF with an increased focus on monitoring and evaluation supported by the data management group designed to foster a more coordinated approach to M&E.

There will be a mid-term evaluation in 2010 and a final evaluation in the first quarter of 2013. The mid-term evaluation will enable any adjustments that need to be made to ensure that the country programmes are moving towards the four stated UNDAF Outcomes and are aligned to the PRSP and the 10 Year Horizon Plan.²⁴¹

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

One very important aspect of the post conflict period is the reconstruction of war-ravaged areas. Thus, according to the PRS, the Government’s strategy is to be continuously prepared to face this challenge. Once political and security conditions permit, there should be sufficient external financing so that it can be quickly mobilized and reconstruction activity can take place very quickly. Preliminary plans have already been prepared for the reconstruction of economic and social infrastructure in the war-torn areas in cooperation with local authorities and communities. Besides this, the development

²⁴¹ *The United Nations Development Assistance Framework for Sri Lanka (2008-2012)*. Accessed 8 July 2009. Available at: < http://www.un.lk/resources_center/pub_pdf/1009.pdf >

partners have been requested to review these plans and assess the needs so as to lay the groundwork for post-conflict planning in the affected areas.²⁴²

Another very important aspect of the Government's strategy is the commitment to relieve the immediate burden on those most immediately affected by the conflict. This is proven by expenditure totaling over Rs 50 billion for life-saving support and programs to alleviate hardship among the affected populations in the 1990s. Many billions of rupees have been paid as compensation to persons for bodily injuries and to families who have lost family members and their properties.²⁴³

Also, the international community has provided generous assistance thus reinforcing the Government's determination to lessen hardship among people exposed to the conflict, to support the rehabilitation of persons and communities, and to create an environment conducive to reconciliation. A consultative process to develop a Framework for Relief, Rehabilitation and Reconciliation (RRR) was thus initiated by the External Resources Department in July 1999.²⁴⁴

Another issue of this post-conflict situation that is acknowledged in the PRS is the problem of the internally displaced persons (IDPs). They need to be resettled or relocated from the centers, as soon as possible so that they can start rebuilding their lives. There is a tendency for residents of camps and welfare centers to become passive recipients of handouts from relief agencies. This should be avoided and worked against by every means.²⁴⁵ That is why the Government plans to implement an urgent program aimed at accelerating the return of IDPs from the welfare centers, which involves three major initiatives:

“(i) De-mining activities will be accelerated to ensure that areas are habitable for human settlement

(ii) Welfare center inhabitants will be provided funding under the Unified Assistance scheme to finance initial resettlement costs, mainly related to reconstructing low-cost shelter

(iii) A post-conflict trust fund will be provided to finance the cost of restoring agriculture and micro-enterprise activity so that families can begin to earn the income required to meet their basic needs.”²⁴⁶

Governance, Justice, and Human Rights

Sri Lanka's PRS emphasizes that the main goal for the reform of the legal system is to make justice accessible to all. To this end, existing legislation will be revised to promote

²⁴² *Regaining Sri Lanka: Vision and Strategy for Accelerated Development* (2002). Accessed 10 July 2009. Available at:

< <http://planipolis.iiep.unesco.org/upload/Sri%20Lanka/PRSP/Sri%20Lanka%20PRSP%202002.pdf> >

²⁴³ Ibid.

²⁴⁴ Ibid.

²⁴⁵ Ibid.

²⁴⁶ Ibid.

equality of legal treatment.²⁴⁷ The government is also committed to mainstreaming gender considerations in all anti-poverty efforts and to make society free of violence against women and children.²⁴⁸ The strategy's purpose is to mainstream gender considerations in public policy as well. This will require continued efforts to train staff in gender analysis and gender monitoring and evaluation as well as a conscious effort to incorporate gender considerations in program and project design. Government has already undertaken a detailed analysis of gender bias in public services with a view to reducing these biases. A number of sensitization programs and training sessions have been conducted in recent years to encourage managers in the public service to incorporate gender considerations in their budgeting, personnel policies and program design.²⁴⁹

Decentralization

Sri Lanka's PRS places a high importance on shifting the focus of authority from central to local government. This is so as it offers a promising route for empowering the poor. Moreover, by tapping local knowledge, awareness and expertise, the poor, together with local governments and community organizations can tackle those problems that are of greatest immediate importance to them.²⁵⁰

In order to clarify the roles and responsibilities of the government, a solid legal foundation is needed. Thus, Government will introduce a uniform set of local government laws, rules and regulations. These now exist, however in a disjointed and incomplete manner. They will therefore be collated and codified into a single Code of Local Government Law.²⁵¹

The summary of the Sri Lankan NSDS moreover points out that the devolution and sharing of political power are inseparably linked with the resolution of the ethno-nationalistic conflict.²⁵²

Public Participation

The PRS states that the manner in which a poverty reduction strategy is formulated is a critical part of the process of implementing an effective strategy. Therefore, in the process of preparing the PRS there was critical analysis and reflection, openness to varying ideas and perspectives and a conscious effort to listen and learn from all stakeholders, especially from the poor themselves. Starting in 1998, the Government mounted an intensive consultative process to lead the preparation of the Poverty Reduction Framework and the follow-up Poverty Reduction Strategy exercise. Inputs were solicited from the Government, technical experts, the donor community, non-governmental and community organizations, private sector organizations and other public opinion leaders. A steering committee, consultative committee and technical committee

²⁴⁷ *Regaining Sri Lanka: Vision and Strategy for Accelerated Development* (2002). Accessed 10 July 2009. Available at:

<<http://planipolis.iiep.unesco.org/upload/Sri%20Lanka/PRSP/Sri%20Lanka%20PRSP%202002.pdf>>

²⁴⁸ Ibid.

²⁴⁹ Ibid.

²⁵⁰ Ibid.

²⁵¹ Ibid.

²⁵² *Information on National Sustainable Development Strategy or Equivalent*. UNDESA. Accessed 6 July 2009. Available at: <<http://www.un.org/esa/agenda21/natlinfo/countr/slanka/nsds.pdf>>

were charged to prepare technical reports and to engage sub-sector experts and other stakeholders in a wide-ranging, consultative search for solutions to Sri Lanka's poverty problem.²⁵³

²⁵³ *Regaining Sri Lanka: Vision and Strategy for Accelerated Development* (2002). Accessed 10 July 2009. Available at: <<http://planipolis.iiep.unesco.org/upload/Sri%20Lanka/PRSP/Sri%20Lanka%20PRSP%202002.pdf>>

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APPENDIX VII

TIMOR LESTE

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1. Analysis of the Political Situation

In November 1975, Timor Leste gained its independence from Portugal but Indonesia invaded and occupied Timor Leste nine days later and declared Timor Leste the 27th province of Indonesia the following year. It has been estimated that 100,000-250,000 people lost their lives during the Indonesian occupation.

In August 1999, an overwhelming majority of 78.5% of the East Timorese voted for independence from Indonesia in a supervised referendum by the United Nations.²⁵⁴ With the popularity of the referendum and the soon arrival of a multinational peacekeeping force in September 1999, several anti-independence Timorese militias who were of course organized and supported by the Indonesian military began a large scale campaign of revenge and retribution.

The anti-independence Timorese militias killed approximately 1,400 people and displaced 300,000 people into western Timor which resulted in them becoming refugees. The violence resulted in the destruction of nearly three-fourths of the country's infrastructure such as its "homes, irrigation systems, water supply systems and schools, and nearly 100% of the country's electrical grid."²⁵⁵ Because of the violence and destruction, "a UN multinational [peacekeeping] force was sent to the country and in October 1999 UNTAET (United Nations Transitional Administration for East Timor) was established; taking over executive, legislative and judicial control of Timor-Leste."²⁵⁶

The UN multinational peacekeeping force mostly led by Australian peacekeeping troops known as the International Force for East Timor (INTERFET) helped bring an end to the violence. In March 2002, the new Constitution was adopted and Mr. Kay Rala "Xanana" Gusmao was elected the first President of the nation in April.²⁵⁷ On May 20, 2002 UNTAET handed over the power to the newly formed government and Timor Leste was internationally recognized as an independent state.²⁵⁸

In April 2006, internal tensions endangered the new nation's security when a "military strike led to violence and a near breakdown of law and order in Dili."²⁵⁹ The Government of Timor Leste requested an Australian-led International Stabilization Force (ISF) which was deployed in May. In August, the UN Security Council established the United Nations Integrated Mission in Timor Leste (UNMIT) and included police presence of over 1,600 personnel. The ISF and UNMIT restored stability and allowed the Government to hold presidential and parliamentary elections in April and June 2007 in a peaceful atmosphere.

²⁵⁴ *Support to Democratic Governance Institutions*. UNDP Timor-Lest and Conflict Prevention. Accessed 10 July 2009. Available at: < www.jposc.org/.../Workshop_Bangkok_case_study_Timor_Leste.doc >

²⁵⁵ *Central Intelligence Agency World Factbook-Timor Leste*. Accessed 10 July 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/tt.html>>

²⁵⁶ *Support to Democratic Governance Institutions*. UNDP Timor-Lest and Conflict Prevention. Accessed 10 July 2009. Available at: < www.jposc.org/.../Workshop_Bangkok_case_study_Timor_Leste.doc >

²⁵⁷ *Poverty Reduction Partnership between the Democratic Republic of Timor-Leste and the Asian Development Bank*. Accessed 10 July 2009. Available at:

< http://www.adb.org/Documents/Poverty/pa_tim.pdf >

²⁵⁸ Ibid.

²⁵⁹ *Central Intelligence Agency World Factbook-Timor Leste*. Accessed 10 July 2009. Available at: <<https://www.cia.gov/library/publications/the-world-factbook/geos/tt.html>>

In February 2008, a rebel group staged an ineffective attack against the President and Prime Minister. The instigator was killed in the attack and the majority of the rebels surrendered to the Government in April 2008.²⁶⁰

2. Status of NSDS: Timor Leste does not have an official NSDS. However, the country had in place the First National Development Plan (2002-2007) which was in line with NSDS principles.

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. First National Development Plan (2002-2007) and National Recovery Strategy (2007)

This is Timor Leste's first *National Development Plan* (NDP) for 2002-2007 after gaining its independence from Indonesia in 2002. It is important to emphasize that the Plan has been the work of East Timorese people and for most part their first experience of planning on such a scale. The plan focused on two over-riding development goals:

- To reduce poverty in all sectors and regions of the nation
- To promote economic growth that is equitable and sustainable, improving the health, education, and well being of everyone in East Timor.²⁶¹

The NDP also included a *National Poverty Reduction Strategy* focusing on four areas:

(i) The promotion of economic opportunities; (ii) improving the poor's access to basic social services; (iii) enhancing security, including reducing vulnerability to shocks and improving food security; and (iv) empowering the poor.

The main goals of poverty reduction within the Plan was to achieve "rapid economic growth to deliver training and health services, establish social safety nets, and create skilled and professional human resources for an effective use of labour. Rural development will be integrated and regionally balanced, and governance for this development will be competent, efficient, accountable and transparent."²⁶²

The NRS contains five strategic pillars covering the areas of: housing, security and stability, social protection, local economy and community trust-building.

ii. Vision 2020 (Part of the National Development Plan)

Vision 2020 has been included and implemented in the *National Development Plan*. By the year 2020, the aim has been that Timor Leste (I have not included all the objectives but just those relative to this report):

- Be democratic with a lively traditional culture and a sustainable environment

²⁶⁰ *Central Intelligence Agency World Factbook-Timor Leste*. Accessed 10 July 2009. Available at: <https://www.cia.gov/library/publications/the-world-factbook/geos/tt.html>

²⁶¹ *National Development Plan-East Timor (2002-2007)*. Accessed 10 July 2009. Available at: http://www.pm.gov.tp/NDP_Part1.pdf

²⁶² Ibid.

- Be a flourishing society with sufficient food, shelter and clothing for all
- Actively participate in economic, social and political development by promoting social equality and national unity
- Enhance roads, transport, electricity, and communications
- Production and employment will increase in all sectors – agriculture, fisheries and forestry

“The formulation of the Development Vision for the country to the year 2020 was carried out in full consultation with the people, civil society organizations and government officials. The vision is an amalgamation of the inputs and tries to reflect accurately and fully the aspirations of all East Timorese.”²⁶³

For the next generation, in the year 2020:

- Timor Leste will be a democratic country with a vibrant traditional culture and a sustainable environment
- It will be a prosperous society with adequate food, shelter and clothing for all people
- Communities will live in safety with no discrimination
- People will be literate, knowledgeable and skilled. They will be healthy, and live long, productive lives. They will participate actively in economic, social and political development, promoting social equality and national unity
- People will no longer be isolated, because there will be good roads, transport, electricity, and communications in the towns and villages, in all regions of the country
- Production and employment will increase in all sectors –agriculture, fisheries and forestry
- Living standards and services will improve for all East Timorese, and income will be fairly distributed
- Prices will be stable, and food supplies secure, based on sound management and sustainable utilization of natural resources
- The economy and finances of the state will be managed efficiently, transparently, and will be free from corruption; and the state will be based on the rule of law. Government, private sector, civil society and community leaders will be fully responsible for those by whom they were chosen or elected.

²⁶³ *National Development Plan-East Timor (2002-2007)*. Accessed 10 July 2009. Available at: < http://www.pm.gov.tp/NDP_Part1.pdf >

iii. United Nations Development Assistance Framework (2009-2013)

The *United Nations Development Assistance Framework* (UNDAF) for 2009-2013 in Timor Leste pursues to analyze how the UN can most effectively respond to Timor Leste's national priorities and needs in a post-conflict context.

The framework is guided by the goals of the Millennium Declaration endorsed by the Government, as well as the Programme of the IV Constitutional Government for 2007-2012, the International Compact for Timor Leste and the 2007 National Recovery Strategy.

Consolidating peace and stability represents the cornerstone for the UNDAF. Three inter-related areas of cooperation have emerged as particularly critical for United Nations support to the people and Government of Timor Leste during this five-year period:

- **Democratization and Social Cohesion:** including deepening state-building, security and justice
- **Poverty Reduction and Sustainable Livelihoods:** with particular attention to vulnerable groups, including youth, women, IDPs and disaster-prone communities
- **Basic Social Services:** encompassing education, health, nutrition, water and sanitation, and social welfare and social protection

UNDAF Outcome 1:

By 2013, stronger democratic institutions and mechanisms for social cohesion are Consolidated

The following are the three Country Programme Outcomes:

CP Outcome 1.1: State organs and institutions are more efficient, transparent, accountable, equitable and gender-responsive in planning and delivery of services

CP Outcome 1.2: People have greater access to effective, transparent and equitable justice

CP Outcome 1.3: Timorese society is better able to internalize democratic principles and use nonviolent conflict mitigating mechanisms²⁶⁴

UNDAF Outcome 2:

By 2013, vulnerable groups experience a significant improvement in sustainable livelihoods, poverty reduction and disaster risk management within an overarching crisis prevention and recovery context.

²⁶⁴ *United Nations Development Assistance Framework for Timor Leste* (2009-2013). Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf>>

The following are the three Country Programme Outcomes:

CP Outcome 2.1: Vulnerable groups, particularly IDPs, disaster-prone communities, women and youth, benefit from opportunities for sustainable livelihoods

CP Outcome 2.2: Local communities and national and district authorities practice more effective environmental, natural resource and disaster risk management

CP Outcome 2.3: Youth have better employability and access to sustainable gainful employment

UNDAF Outcome 3:

By 2013, children, young people, women and men have improved quality of life through reduced malnutrition, morbidity and mortality, strengthened learning achievement and enhanced social protection.

The following are the three Country Programme Outcomes:

CP Outcome 3.1: 20% more children access, and 25% more children complete, free compulsory quality basic education

CP Outcome 3.2: Families and communities have improved access to and utilization of quality health care services

CP Outcome 3.3: Families and communities have improved feeding and caring practices and increased access to and utilization of quality nutrition services

CP Outcome 3.4: Vulnerable populations, particularly from rural areas, enjoy safe living environment, including increased access to safe water, sanitation and hygiene

CP Outcome 3.5: Vulnerable populations, especially children and women, benefit from quality social protection, particularly social welfare services, including in emergencies²⁶⁵

First among the key strategies to be pursued under a unified United Nations approach is that of a fundamentally new way of **capacity development** for the country, focused on development outcomes, proper management of human resources, and adequate financial resources and tools. Based on experience during the United Nations administration of Timor-Leste (1999-2002) and the post-independence period thus far, capacity development has been far from optimal, with heavy combined dependence on international advisers. Principles under the UNDAF in this regard remain to be fully worked out, but capacity development is seen as being achieved primarily through delivery – Timorese learning by doing as institutional, legal and administrative sectors evolve.²⁶⁶

²⁶⁵ *United Nations Development Assistance Framework for Timor Leste* (2009-2013). Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf>>

²⁶⁶ Ibid.

iv. United Nations Development Programme-Draft Country Programme for Timor Leste (2009-2013)

This is the UNDP's second country programme for Timor Leste (2009-2013) and formulated in partnership with the Government, more specifically the Ministry of Economy and Development and builds on the last UNDAF.

The proposed country programme seeks to contribute to the goal of consolidating peace and stability in the country through the relevant UNDAF outcomes on:

(a) Democratization and social cohesion and (b) poverty reduction and sustainable livelihoods.

The new country programme aims to focus on strengthening the institutions of democratic governance; promoting community-based poverty reduction and livelihoods with special focus on youth and women; mainstreaming environmental sustainability and disaster risk reduction in development policies and programmes; promoting peace and stability; and providing policy support to the national institutions. This will be achieved through capacity development which follows a rights-based approach that promotes inclusion of disadvantaged groups.

The programme will also focus on outcomes concentrating on: poverty reduction and achieving the MDGs plus energy and environment; democratic governance; and crisis prevention and recovery. Gender will be the cross cutting issue.

UNDP interventions in poverty reduction will operate at two levels: (a) macroeconomic policy issues such as human development and MDG based national development planning, tax reforms, effective and transparent use of the petroleum fund, microfinance policies and energy and environment policies; and (b) building on previous projects, the second level will focus on rural and urban employment creation areas targeting vulnerable groups such as IDPs, youth, women and food-insecure households. Working with civil society, the programme will use social mobilization as a poverty reduction strategy, linking communities to microfinance services and marketing channels. The programme will help scale up experiences gained from previous projects and mainstream 'best practices' into government strategies and programmes, emphasizing self-help groups, the community development fund approach for community-driven and -managed rural infrastructure, and improved agricultural techniques, especially in upland areas prone to food-insecurity. It will promote community-based, sustainable natural resource management to enhance agricultural productivity and incomes. The programme will work with women's groups as agents of change and involve them fully in decision-making.

The programme will work with the United Nations Capital Development Fund to strengthen microfinance institutions and enhance banking literacy in rural areas to make those institutions more inclusive through the development of pro-poor products and services. A coherent policy framework, sustainable outreach of financial services, and promoting a financial business support infrastructure – with a particular focus on the needs of women entrepreneurs – will be promoted. The programme will work with other United Nations agencies to promote poverty reduction through three-way public-private community partnerships. Poverty reduction efforts will be supplemented by small but

critical community-based infrastructure initiatives to enhance rural employment and incomes and to build appropriate community skills for maintenance of the infrastructure. In HIV/AIDS, UNDP will support the work of other partners.

UNDP will continue to support the mainstreaming of environmental issues into poverty reduction strategies, particularly in the light of climate change. It will strengthen support to the Government in environmental management, including the implementation of national environment and energy policies and compliance with international conventions, through support to environmental institutions and by strengthening policy, legislative and regulatory mechanisms. Access to energy for vulnerable and isolated communities will be supported through the promotion of alternative and renewable sources of energy. The programme will work with the Government and civil society to promote sustainable land management to increase agricultural productivity and prevent unsustainable practices such as 'slash-and-burn'. It will initiate work on the urban environment by tackling solid waste disposal and generating incomes from recycling. Environmental education and public awareness will also be promoted by strengthening civil society, including the media.²⁶⁷

4. Key Sustainable Development Coordination Mechanism(s):

Mandate of Coordination Mechanism(s):

Ministry of Planning and Finance (?)

NSDS Contact Point: N.A.

5. International Cooperation Mechanisms

i. The World Bank

The World Bank including the International Finance Corporation (IFC) is supporting and planning to support 21 projects covering the development of the power sector; a better health care system; developing the education sector; the development of private business and agriculture; transparency in the management of petroleum resources; supporting war veterans; promoting leadership and communication and a comprehensive framework for youth policy.

The World Bank works in close collaboration with the donor community to help the government implement its *National Development Plan* and coordinates a number of multi donor trust funds such as the Trust Fund for East Timor (TFET).

The TFET, which is being phased out has disbursed nearly \$178 million since 2000, helping restore vital services in education, health, agriculture and infrastructure. The Planning and Financial Management Capacity Building Program (PFMCP) aims to strengthen the government's capacity in planning and financial management in the

²⁶⁷ *United Nations Development Programme-Draft Country Programme for Timor Leste* (2009-2013).

Accessed 10 July 2009. Available at:

< [http://www.tl.undp.org/RBAA_file/UNDP%20Country%20Programme%20for%20Timor-Leste%20\(2009-2013\).pdf](http://www.tl.undp.org/RBAA_file/UNDP%20Country%20Programme%20for%20Timor-Leste%20(2009-2013).pdf) >

Ministry of Finance and financial management functions in line ministries and districts. It supports the government's capacity to use public resources as effectively, efficiently and transparently as possible to support service delivery for poverty reduction.²⁶⁸

A *Country Assistance Strategy* (CAS) presented the World Bank's strategy for Timor Leste (2006-2008). The CAS incorporated a three-year results matrix and a Progress Report was prepared in 2007.

The CAS is not merely a strategy for Bank assistance but an agreed strategy among development partners for coordinated support to the country. The CAS results matrix presents a three-year framework for the development community as a whole.²⁶⁹

ii. Asian Development Bank

Timor Leste has received \$28.5 million in total technical assistance (TA) since 1999. Before joining ADB in 2002, ADB assistance to Timor-Leste was conveyed through the United Nations Transitional Authority in East Timor.

From 1999 to 2007, ADB was involved in the implementation of mostly infrastructure emergency rehabilitation programs, funded through the multi-donor Trust Fund for East Timor (TFET). TFET funds were also used to establish and capitalize a microfinance institute. The last TFET-funded project was completed in February 2007, by which time ADB had implemented about \$55 million of TFET projects.

ADB has also supplemented these activities with technical support. ADB funded high-impact and high-priority advisory services, including petroleum fiscal management, and supported the Government's sector investment program exercise and other public financial management support. Since 2003, assistance has provided public sector management training to hundreds of district officials.

Timor Leste's first Asian Development Fund (ADF) development grant for \$10 million was approved in 2005 and the second in 2007 for \$6 million. The ADF program is working closely with the Government to continue the focus on infrastructure. This includes a national roads rehabilitation project (\$12.5 million in total) and a Dili water supply and sanitation project (\$7.5 million in total). ADB will continue to provide TA (amounting to about \$2 million each year) in support of infrastructure and institutional development. It is leveraging its infrastructure project funding by supporting sector policy and planning, resource mobilization and coordination, and design and implementation.²⁷⁰

The *ADB Country Strategy and Program Update* (CSPU) for 2006-2008 focused on capacity building for economic management, microfinance development, and infrastructure development.

²⁶⁸ *East Timor Country Brief*. The World Bank. Accessed 10 July 2009. Available at: <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/EASTASIAPACIFICEXT/TIMORLEST/EEXTN/0..contentMDK:20174826~pagePK:1497618~piPK:217854~theSitePK:294022,00.html> >

²⁶⁹ Ibid.

²⁷⁰ *The Asian Development Bank and Timor-Lest Fact Sheet*. Accessed 10 July 2009. Available at: http://www.adb.org/Documents/Fact_Sheets/TIM.pdf >

The Government described the 2006-2008 focus of the CSPU as a period of consolidation as it deals with a decrease in external assistance.

This results-based CSPU identified longer term development results that ADB will help the Government achieve and outcomes expected during CSPU implementation. Development results come directly from the Government's *National Development Plan* (NDP) and outcomes are measurable and come with intermediate highlights/indicators.

6. Budgeting and Funding

i. First National Development Plan (2002-2007) and National Recovery Strategy (2007) and Vision 2020 (Part of the National Development Plan)

Many plans failed because they made unrealistic assessments of economic conditions and of domestic and foreign resources available. The links between medium term plans, budgets and economic policy frameworks are important ones. A base outlook for key components of the macro-economy is presented and indicates:

The Plan asked donors to maintain bilateral projects at around \$75 million per annum throughout the Plan period. This was higher than levels previously discussed but was critical both for short-term economic management and long-term nation building. It also presents a case for significantly changing the composition of CFET expenditures over time, especially to find more resources for the key plan priorities of agriculture, education, health and infrastructure development. During the plan the BPA developed the capacity to manage an independent monetary and currency policy.

Providing the stance of no public sector borrowing was maintained the external situation should remain manageable with a reasonable build-up in oil revenues saved in the offshore account (estimated to be \$84 million by end 2007).

Reaching agreement with donors on the amount of budget support to be provided in FYs 2003 to 2005 (and if necessary beyond) is a matter of major importance for the Government. The processes and terms and conditions of such assistance are also of great importance. At present discussion is still proceeding as to amounts and processes to apply. It is hoped that broad agreement will be reached before the May 2002 Donor Conference which will be asked to endorse the proposed arrangements.²⁷¹

ii. United Nations Development Assistance Framework (2009-2013)

The total anticipated resources to be mobilized in support of UNDAF strategies in Timor Leste amounts to about \$314 million over a five-year period. About 25.8 percent of the total resources will be spent within the focus area of Democratization and Social Cohesion (\$81 million); 36.3 percent on Poverty Reduction and Sustainable Livelihoods (\$114 million); and 37.9 percent on Basic Social Services (\$119 million). This reflects

²⁷¹ *National Development Plan-East Timor* (2002-2007). Accessed 10 July 2009. Available at: < http://www.pm.gov.tp/NDP_Part1.pdf >

national development needs, priority areas for UN support to Timor Leste and the alignment between United Nations assistance and ongoing or pipeline development cooperation.

Throughout implementation of the UNDAF, the United Nations will focus on the most vulnerable groups in society, with explicit provisions for ensuring their active and effective participation in decision making as a key to fortifying peace and stability. Moreover, as noted above, to contribute to the reduction of rural-urban and regional disparities that underlie much of the poverty and conflict in Timor Leste, the United Nations will target poor rural areas and specific impoverished groups. Particular importance will be given to effective links between the State and civil society.²⁷²

iii. United Nations Development Programme-Draft Country Programme for Timor Leste (2009-2013)

22. The resource requirement of the country programme is estimated at \$100 million. Of this, \$12.7 million would be available through UNDP regular resources.

7. Monitoring and Evaluation

i. First National Development Plan (2002-2007) and National Recovery Strategy (2007) and Vision 2020 (Part of the National Development Plan)

These programs address both short-term implementation needs and capacity requirements at the central, district and local levels. Capacity building has been based extensively on government partnerships with civil society organizations, the church, non-government organizations (NGOs), the private sector, traditional institutions, informal networks and mutual-help groups.

The Plan was a starting point for a structured planning process that included monitoring and evaluation as critical components of successful national development. Ensuring that policy objectives are met – through program and project activities – required adherence to a sound process of monitoring and evaluation. In addition, such a process met the requirements of government, donors and other stakeholders for transparency and accountability. The main outcomes of strengthened monitoring and evaluation capabilities were improvements in project implementation and management but most importantly improvement in the Plan itself.

A process of periodic monitoring and evaluation reporting was suggested with annual planning reviews under an independent government body overseeing implementation in co-operation with government ministers, civil society organizations and the major stakeholders.²⁷³

Monitoring and evaluation were critical components of successful national development planning exercises. Ensuring that policy objectives were met—through program and

²⁷² *United Nations Development Assistance Framework for Timor Leste (2009-2013)*. Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf> >

²⁷³ *National Development Plan-East Timor (2002-2007)*. Accessed 10 July 2009. Available at: < http://www.pm.gov.tp/NDP_Part1.pdf >

project activities—required adherence to a sound process of monitoring and evaluation. Additionally, such a process met the requirements of Government, donors and other stakeholders for transparency and accountability. The main outcomes of strengthened monitoring and evaluation capabilities were improvements in program and project implementation and management.²⁷⁴

Monitoring involved the continuous assessment of program and project activities in the context of implementation schedules and the use of program/project inputs by targeted populations in the context of design expectations. It is an internal program/project activity, an essential part of good management practice and an integral part of day-to-day management.

Monitoring, therefore, is an important management tool one that provides the basis for corrective actions to improve plan, policy, program and project design and implementation along with the quality of results. It is a continuous assessment of the progress of policies, legislative initiatives, programs and projects with the aim of ensuring they achieve their policy objectives. Monitoring assists organizations—the Government and its Ministries and other agencies in this instance—to assess:

- a) The relevance of policy, program and project goals and objectives, along with legislative initiatives and reforms on a continuing basis
- b) Efficiency in the delivery of inputs
- c) Effectiveness in the production of planned outputs and in fulfilling immediate objectives of policies, programs and projects
- d) Timeliness of policy, program and project activities and the adherence to the implementation schedules that have been developed
- e) Problems encountered in the development process and possible remedial actions

The following reports and activities comprised the ‘backbone’ of monitoring and evaluation in Timor Leste:

- a) Quarterly policy, program and project performance reports
- b) Six-monthly or semi-annual policy, program and project performance reports
- c) Program/project site visits
- d) Annual review reports for sector-level activities
- e) Progress performance reports of large donor-funded programs and projects
- f) Progress performance reports on policies, legislative initiatives, programs and projects

Evaluation occurs at the completion of a program or project or at the completion of a particular stage of such a program or project. Consequently, the purposes of evaluation include:

²⁷⁴ *National Development Plan-East Timor* (2002-2007). Accessed 10 July 2009. Available at: < http://www.pm.gov.tp/NDP_Part1.pdf >

- a) To provide an objective basis for assessing the performance of programs, projects, policies and activities
- b) To improve programs and projects through feedback on the lessons learned
- c) To provide accountability, including provision of information to Government, donors and other stakeholders, including the general public.

A formal evaluation process must be developed in Timor Leste to provide the Council of Ministers with a consistent and accurate assessment of results throughout the government sectors. Donors invariably structure their projects with internal reporting and evaluation systems and, while all donors have their own methods of evaluation, their evaluation framework is similar. They will provide government planners with realistic summations of their activities and projects on a timely basis that will be sufficient for the CoM to fully comprehend how all programs and projects are progressing.

ii. United Nations Development Assistance Framework (2009-2013)

The UNCT and the DSRSG/ Resident and Humanitarian Coordinator will be responsible for the effectiveness of United Nations activities, especially in cases where resources are combined. These arrangements will support progress toward the use of national systems for implementation, management and monitoring, based on internationally recognized standards and good practices. The UNCT will discuss and determine which outputs can be implemented within Joint Programmes.

Technical Working Groups will meet regularly and serve as the main mechanism for implementing and monitoring the UNDAF. Individual Working Group work plans on collaborative activities will be developed with clear goals and objectives to be integrated into the Annual Report and work plan of the Resident Coordinator. Regional cooperation also will be supported and encouraged with the Government particularly in discussions on commitments to international treaties and United Nations instruments.

A number of Thematic Working Groups already contribute to integration between the United Nations Agencies and UNMIT in key thematic and crosscutting areas such as Democratic Governance, Justice, Humanitarian Coordination, HIV/AIDS and Gender. These will continue to operate as appropriate, encouraging improved coordination of the integrated mission through enhanced information exchange, as well as joint planning and decision making.

As part of the overall United Nations commitment to encourage national programme management and implementation, the Executive Committee of the global United Nations Development Group (UNDP, UNICEF, UNFPA, WFP) will employ a Harmonized Approach to Cash Transfers (HACT) to gradually increase the use of Government systems in disbursing and reporting of funds through Implementing Partners, as well as to reduce administration costs.²⁷⁵

²⁷⁵ *United Nations Development Assistance Framework for Timor Leste (2009-2013)*. Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf>>

The UNCT has established three UNDAF Monitoring and Evaluation Groups to provide continuous monitoring and evaluation mechanisms specifically for the three UNDAF Outcomes, relying on a Results-Based Management approach.

Each UNDAF Monitoring and Evaluation Group will meet quarterly and produce brief quarterly reports on progress in implementation as well as opportunities and constraints still faced. Government and partner representatives will be invited at least once every six months to provide strategic guidance. This overall monitoring and evaluation plan will particularly show its value during UNDAF Annual Review Meetings which will serve as the basis for tracking and reporting on UNCT performance. Annual Reviews will validate conclusions, including lessons learnt and best practices, which should feed into policy advocacy and preparation of new Annual Work Plans. The Annual Reviews also may provide important inputs for Annual Reports for individual Agencies, the Resident Coordinator and donors, as well as data and analysis for the final UNDAF Evaluation, and may reflect on issues such as development effectiveness and joint resource mobilization.

A joint final evaluation by the Government, United Nations System and other partners will be conducted at the end of the UNDAF cycle, synchronized as much as possible with respective Agencies' Country Programme reviews. This will be undertaken with the objective of obtaining substantive feedback on progress toward stated UNDAF Outcomes in each priority area, under the overarching goal of consolidating peace and stability. It will focus on (1) whether the UNDAF has made the best use of the United Nations' comparative advantages in Timor Leste; (2) the coherence of the Agencies' contribution toward achieving national priorities; (3) whether the UNDAF has helped achieve the selected priorities in the national development framework; and (4) impact of capacity development initiatives. Achievements, lessons learnt and best practices will be disseminated, as will constraints encountered, to inform the design of the next UNDAF.²⁷⁶

iii. United Nations Development Programme-Draft Country Programme for Timor Leste (2009-2013)

Most of the activities under the programme are expected to be implemented by UNDP, at government request with a phased move towards Government taking over the implementation. As the government coordinating agency, the Ministry of Economy and Development will approve the country programme action plan and guide its implementation. The annual work plans will be approved with the concurrence of the concerned line ministries. An outcome board and other necessary modalities will be established for monitoring purposes. The proposed programme will promote aid effectiveness, national ownership and capacity-building.

The country programme includes a mid-term evaluation to recommend course corrections and a final evaluation that will feed into the programme of the next cycle.

²⁷⁶ *United Nations Development Assistance Framework for Timor Leste (2009-2013)*. Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf>>

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

N.A.

Governance, Justice, and Human Rights

The Capacity Development for Governance and Public Sector Management Programme, suggested 75 areas of development and implementation of which was regarded as important for institutional and human resource development in Timor Leste. Some of the more crucial of these have already been specified, notably for improving capacity for service delivery in the Civil Service Academy, improving human resource skills and capacity for the development of policies, legal and regulatory frameworks for civil service personnel management and servicing the government with cost-effective. Donor support for these and for other areas such as records management, policy, guideline and procedure development, legislative review, planning and budgeting, the operation, maintenance and management of Information Technology will be important in strengthening governance and public sector management capacities. The aim of such support and one of the essential goals for building capacity for plan implementation is to develop a professional, efficient and effective civil service, capable of monitoring and guiding long-term development. This is linked directly to poverty reduction to optimizing the delivery of services to the public and to enabling the development of a vibrant private sector.²⁷⁷

Decentralization

The need for political decentralization is stressed in Timor Leste's Constitution. Decentralization aims to provide more efficient delivery of services and decision making, with priority given to communities who understand their local needs and circumstances. The Plan proposes that capacity be built for this, through the provision of training for the administration of five regional offices for several ministries, backed up by regional coordinating bodies with representatives from government, community groups, NGOs and civil society organizations. To further these proposals, training is required to improve the management skills of district and deputy district administrators, local development officers, and sub-district coordinators. Such training could be developed and provided through the Office of District Affairs. Sector managers working at the district level also require relevant training, to implement, monitor and evaluate plan activities in their respective areas. Additionally, there is a need to develop programs to increase village capacity for plan implementation, and to provide support for developing capacity in local training institutions to provide sustainable assistance to local administrators. NGOs, church organizations and civil society groups can assist in this process, as well as developing civic education programs to facilitate local communities to monitor plan outcomes, in relation to their original "vision" statements in the Countrywide Consultation.²⁷⁸

²⁷⁷ *National Development Plan-East Timor (2002-2007)*. Accessed 10 July 2009. Available at: < http://www.pm.gov.tp/NDP_Part1.pdf >

²⁷⁸ Ibid.

Decentralization is critical because many of the country's destabilizing issues – poverty and food insecurity among them – are most pronounced in the districts. In addition to Government priorities, criteria for targeting district interventions, thereby consolidating peace and stability, will include conflict, poverty and vulnerability mapping. Complementarities, ability to “scale up” initiatives and impact and cost effectiveness also will be taken into account.²⁷⁹

Public Participation

N.A.

²⁷⁹ *United Nations Development Assistance Framework for Timor Leste* (2009-2013). Accessed 10 July 2009. Available at: < <http://www.tl.undp.org/undp/UNDAF/00%20Undaf%20December%20181208.pdf> >

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APPENDIX VIII

YEMEN

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1. Analysis of the Political Situation

In 1918, North Yemen became independent of the Ottoman Empire after WWI. The British set up a protectorate system surrounding the southern port of Aden and later withdrew from the area in 1967 in which that same area later became known as South Yemen.

South Yemen in the long run adopted an orientation towards a Marxist government modeled by the Soviet Union and the only recognized political party in South Yemen was the Yemeni Socialist Party. This new orientation led to a “massive exodus of hundreds of thousands of Yemenis from the south to the north contribut[ing] to two decades of hostility between the states.”²⁸⁰

In 1990, the two countries (North and South Yemen) eventually unified creating the Republic of Yemen. Ali Abdullah Saleh of the north became Head of State, and Ali Salim al-Beidh became Head of Government. During the 30 month transitional period, a multiparty prevailing representative democracy developed and more than “30 political parties were created, representing every shade of the political spectrum [and] currently, there are some 40 parties, but most of these parties do not wield any political power.”²⁸¹

The only four parties represented in parliament include: the General People’s Congress (the ruling party); the Yemeni Congregation for Reform (Islah, a religious-based party with tribal and Islamist wings); the Arab Socialist Baath Party; and the Nasserist Unionist Party.

Furthermore, the Republic of Yemen “faced tremendous economic and financial difficulties resulting from several factors, economic, financial, political, social, constitutional and administrative” and this resulted in a unity crisis of 1994 between the North and South and the ensuing civil war. A southern secessionist movement in 1994 was quickly subdued. In 2000, Saudi Arabia and Yemen agreed to a delimitation of their border.²⁸²

Furthermore, since 2004 hundreds of people have been killed and thousands displaced as a result of fighting between Shia rebels and government forces in the northern governorate of Saada.²⁸³

²⁸⁰ *Central Intelligence Agency World Factbook-Yemen*. Accessed 20 July 2009. Available at: <https://www.cia.gov/library/publications/the-world-factbook/geos/ym.html>

²⁸¹ *EU Country Strategy Paper for Yemen (2002-2006)*. Accessed 20 July 2009. Available at: http://ec.europa.eu/external_relations/yemen/csp/02_06_en.pdf >

²⁸² *Central Intelligence Agency World Factbook-Yemen*. Accessed 20 July 2009. Available at: <https://www.cia.gov/library/publications/the-world-factbook/geos/ym.html>

²⁸³ *Yemen: The Conflict in Saada Governorate-Analysis*. Accessed 20 July 2009. Available at: <http://www.irinnews.org/report.aspx?ReportID=79410>>

2. **Status of NSDS:** Yemen does not have an official NSDS. However, the country has in place the *Third Socio-Economic Development Plan* (2006-2010) which is in line with NSDS principles.

3. National Action Plans and Strategic Objectives, Outcomes and Targets

i. Third Socio-Economic Development Plan for Poverty Reduction (2006-2010)

The *Third Socio-Economic Development Plan* for 2006-2010 is a plan for poverty reduction and reform which is MDG based and incorporates the PRSP and the Government's reform agenda being the framework document for Yemen's development policy.

The eight strategic objectives set out by the plan include:

- To step up economic reform (public finance management and improvement to the investment climate)
- To promote the conditions for good governance (political participation, improved administrative efficiency, anti-corruption, rule of law, justice and promotion for human rights)
- To build up the role of territorial institutions for local development (decentralization, water management, rural development)
- To enhance human development to achieve the MDGs (education, health, demographics, infrastructures, rural development, drinking water)
- To extend protection and social security (social security, economic mainstreaming for underprivileged populations, micro-credit)
- To heighten the economic and political role of women (access to education and training)
- To build up cooperation with development partners (private sector, civil society organizations, donors)
- To integrate the country into the regional and international economies (entry to the Gulf Cooperation Council and World Trade Organization).²⁸⁴

Yemen's Development commitment is centered to alleviating poverty and achieving the MDGs. Efforts have been focused on national as well as local and rural development programs.

The Major Targets of National Planning Frameworks over the next two decades are to move Yemen from Low Human Development Group to Middle Human Development Group by 2025 and to Sustain Higher Economic Growth (beyond 7%)

The mid-term development objectives can be summarized as follows:

²⁸⁴ *The Main Strategic Pillars of the 3rd Development Plan for Poverty Reduction* (2006-2010). Accessed 20 July 2009. Available at: http://www.mpicyemen.org/2006/english/news.asp?newsID=209&arch_stat=1

- Achieving stable and sustain economic growth
- Creating job opportunities
- Expansion of economic opportunities to all segment of society.

These can be reached through the following main Strategic Pillars:

- Stimulating Economic Growth and Creating Jobs: encouraging investment in the promising sectors, such as fishery, tourism, and labor intensive manufacturing; promoting and supporting small and medium enterprises; improving and expanding infrastructure in roads, electricity, water and sanitation and telecommunication; and develop programmes to full utilization of natural gas.
- Enhancing Economic Reform: which can be reached by taking measures for reallocation of public fund (for example, stop subsidizing oil product and keep supporting basic social services); restructuring the financial and banking sectors to allow more credit to investment activities; and mobilizing more public resources.
- Improve Human Capital and Social Protection to Achieve the MDGs: the need of a multi-dimensional action plan include: deepening awareness of population issues and promote family planning; expanding education especially for girls which could be achieved by the expansion and rehabilitation of existing schools, the construction of new schools to increase enrollment in basic education targeting girls in the rural areas and the improvement of curricula and teaching techniques; improving health and nutrition especially for women and children, and constructing and equipping facilities for the health sector; and expanding and supporting social safety-net programmes
- Enhancing Good Governance to Sustain Development: the efforts in this area should be focused on modernizing and reforming civil service and judiciary system; enhancing accountability and transparency in the public sector; and improving institutional capacity building in all state branches.
- Support Decentralization for Local and Rural Development through: encouraging community-based economic growth; streamlining institutional and legislative overlaps; developing human resources; and empowering women in economic, social and political activities
- Strengthen Integration with Regional and International Economies which could be obtained by: the acceleration of the process of accession to WTO; the effective participation to the Arab free trade zone; strengthen partnership with Gulf States and attract more regional and international investors
- Strengthen Partnership with Development Partners: private Sector, civil Society, and donors Community.²⁸⁵

ii. Vision 2025

- Long term policies to deal with challenges that require long time horizons should be continuously subjected to revisions and correction through medium term plans.

²⁸⁵ *The Main Strategic Pillars of the 3rd Development Plan for Poverty Reduction (2006-2010)*. Accessed 20 July 2009. Available at:

<http://www.mpciyemen.org/2006/english/news.asp?newsID=209&arch_stat=1>

- Comprehensive policies that mobilize all the resources of the society and the economy to overcome the obstacles and difficulties.
- Combining typical and innovative policies while stressing on the characteristics of the society and the economy.²⁸⁶

Yemen's *Vision 2025* stems from a multitude of considerations and justifications that reflect the economic, social, political and cultural situation and the challenges and obstacles that stand in the way of catapulting comprehensive development and enhancing the capacities and capabilities of the society. The Vision sets out the long-term ambitions and goals which the society aspires for and keeps pace with developments and with the rapid economic, scientific and technological changes. It also covers all the sectors and groups that make up the society, the political organizations and the local communities as well as the economic, social, political and cultural aspects of life. The vision aims for the progress of the society as a whole and as individuals in all aspects and at all levels, in addition to ensuring consistency with the civilized and cultural heritage of the country.

Over the next twenty five years, Yemen's vision aims to improve the level of human development and to become among the countries with middle human development that reflects higher standards of living and decent lives for individuals and the society at large. Accomplishing this aim requires improving the demographic and health conditions, eliminating illiteracy, increasing school enrollment for basic education, especially among females, in addition to raising the per capita income. Raising income should be accompanied by the diversification of the sources of generating GDP rather than continuing to rely almost completely on oil and gas production and exportation. This would require identifying the sources of growth and the promising sectors, and the creation of job opportunities and the achievement of a strong leap in exports.²⁸⁷

The formulation of the Vision shall call for the transformation of Yemen to the rank of countries with middle human development with a diversified economy and social, scientific, cultural and political progress.²⁸⁸

- Rejuvenation of the Coastal Regions
- Accelerating the Wheel of Industrialization
- Promotion of Extraction Industries
- Developing and Rationalizing Agriculture
- Balanced Exploitation of Fisheries
- Exploiting the Potentials in Tourism
- Globalization and the Orientation towards Exports
- Exploiting the Geographic Location and Supporting the Role of the Free Zones
- Modernizing the Public Administration
- Economic Growth and Alleviation of Poverty
- Environment Protection

²⁸⁶ *Yemen's Strategic Vision 2025*. Accessed 20 July 2009. Available at:
< http://www.mpic-yemen.org/dsp/printed_version_of_the_vision2005.pdf >

²⁸⁷ Ibid.

²⁸⁸ Ibid.

ii. United Nations Development Assistance Framework (2007-2011)

The *United Nations Development Assistance Framework* (UNDAF) for 2007-2011 has specific expected goals and outcomes which include:

- Enhanced transparency and accountability of public institutions and participation in the decision making
- Improved institutional and human capacity to promote gender equality and empowering women in social, political, economic and legal spheres
- Improved policy framework, resource allocation and implementation capacity to bring growing population needs and rights in line with development options and enable equitable access to quality basic social services
- An environment that fosters the efficient and sustainable use of resources leading to equitable, job-creating growth in promising sectors focusing on youth and women

UNDAF Outcome One:

The expected UNDAF outcome in response to the challenge of accountability and participation is: *enhanced transparency and accountability of public institutions and participation of all constituencies in systematic national and local decision making within the scope of international treaties ratified by the Republic of Yemen.*²⁸⁹

- Improved institutional capacity within the Government of Yemen and civil society to ensure implementation of ratified human rights treaties
- Strengthened legal and institutional capacities for promotion and protection of human rights
- Strengthened capacity of authorities to meet their obligations as enshrined in international treaties and conventions
- Strengthened capacity of the public at large, particularly CSOs/NGOs and the media in effectively advocating for the fulfillment of rights enshrined in international treaties and conventions, notably with respect to political, social, economic and human rights
- Enhanced national and local capacities to provide prevention, protection and rehabilitation services for children affected by labor and trafficking
- Enhanced national capacities to demand and deliver transparency and accountability of public officials

²⁸⁹ *United Nations Development Assistance Framework for Yemen* (2007-2011). Accessed 20 July 2009. Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

- Legal and institutional frameworks for ensuring fair and free multiparty elections strengthened
- Strengthened parliamentary capacity for monitoring and ensuring accountability of the executive branch
- Strengthened civil society capacity for meaningful participation in allocation and use of public resources and commons
- Improved government structures and mechanisms at both centralized and decentralized levels responding to citizens' needs and rights
- National Decentralization Strategy (NDS) operational, with strong engagement of local authorities and civil society entities in managing and overseeing local development in a participatory and equitable way manner
- An institutionalized system of participatory national and local development planning
- Strengthened capacity for an effective fiscal decentralization that allows local districts to meet investment requirements and operational costs
- Increased participation of children, youth and women as decision makers in decentralized governance
- Institutionalized rule of law and equal access to justice with a focus on women and children
- Increased consistency in the application of a fair and efficient justice system, in a timely, child and women friendly manner
- Complementarity of traditional and formal justice systems promoted.²⁹⁰

UNDAF Outcome Two: Gender Equality and Empowerment of Women

The expected UNDAF outcome in response to the challenge of gender equality is: *improved institutional and human capacity to promote gender equality and empowering women in social, political, economic and legal spheres.*²⁹¹

- Improved institutional framework ensuring that women and girls have the benefit of their equal rights
- National laws modified in line with CEDAW provisions
- Improved access of women to both formal and traditional justice systems
- Strengthened monitoring of gender mainstreaming and the development of gender indicators in all UN programmes

²⁹⁰ *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009. Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

²⁹¹ Ibid.

- Increased active representation and participation of women in political and social sectors
- Increased national and community level action to eliminate violence against women
- Increased national and local support for women's empowerment and rights, including reproductive rights
- Increased reflection of gender concerns in allocation of public financial resources
- Development of line ministries' capacity to apply, assess, and monitor gender-differentiated budgets
- Increased capacity among women's organizations to monitor and follow up gender budgeting in development activities
- Improved social perceptions and attitudes towards statuses and roles of women and men
- Media, young people and CSO networks mobilized to change perceptions of gender roles
- Religious, political and traditional leaders and advocates engaged in promoting an improved status of women²⁹²

UNDAF Outcome Three: Population and Basic Social Services

The population and basic social services UNDAF outcome's objective is: *improved policy framework, resource allocation and implementation capacity to bring growing population needs and rights in line with development options and enable equitable access to quality basic social services.*²⁹³

- Effective implementation of a National Population and Reproductive Health Strategy (NPRHS). NPRHS improved, integrated and operational in a five year development plan and in all sectoral and local plans in order to bring population growth in line with development options and revealed preferences of women as primary actors in human reproduction
- Improved and operational national information systems providing reliable, disaggregated social-sector related data utilized as a basis for planning, implementation, monitoring and evaluation of poverty reduction interventions
- Improved capacity of public institutions and CSOs to implement, monitor and evaluate population, reproductive health and family planning services, including reproductive health services for young people in selected governorates and districts
- Social-sector policies and institutional strategies provide for equitable, quality basic social services, including health, education, water & sanitation and social protection

²⁹² *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009. Available at: <http://www.undp.org.ye/reports/UNDAF_English.pdf>

²⁹³ Ibid.

- Decentralized, private-sector friendly and women/child/refugee rights policies as well as gender-sensitive health and nutrition policies
- Improved awareness of Early Childhood Development (ECD) with a focus on health and education
- Improved capacities of authorities to meet obligations and the public to demand their rights, enabling better delivery of and access to equitable, quality basic social services including health, education, water & sanitation and social protection
- Improved coverage, awareness, demand and monitoring of community-based nutrition and immunization services, especially in food-insecure and low immunization coverage districts
- Increased access to safe and improved domestic water and sanitation at national level and in selected districts, especially for the poor and other vulnerable groups; at least half of the targeted population reached by community hygiene awareness
- Strengthened national and local capacities to support implementation of the Basic Education Development Strategy (BEDS) for increased enrollment, focusing on reducing the gender gap in education, improving quality and strengthening governance at all levels to ensure optimal use of resources
- High-risk groups and vulnerable children and adolescents are reached with health life-skills services, with a focus on reproductive rights and health, STIs, HIV/AIDS and *qat* and tobacco use in targeted areas²⁹⁴

UNDAF Outcome Four:

Pro-poor Growth

The expected UNDAF outcome is *an environment that fosters the efficient and sustainable use of resources leading to equitable, job-creating growth in promising sectors, with a focus on youth and women.*²⁹⁵

- Strengthened and supportive economic policy, institutional framework and operating environment
- Plans for implementing macro and sectoral economic strategies are agreed upon. Three key areas are population dynamics, employment and private sector development. At a sectoral level, work would cover all the promising sectors as defined by the government
- Improved data sources, statistical systems and monitoring and evaluation procedures and capacities, providing gender disaggregated data in a timely manner with organic links established to the MDG based DPPRR

²⁹⁴ *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009. Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

²⁹⁵ Ibid.

- Enhanced scope for the participation of youth and women in economic activities
- Improved and more accessible vocational, technical, entrepreneurship and management training
- Improved and expanded agricultural research and extension and industrial support services
- Improved livelihood for targeted groups of women and their families through skill enhancement and participation in income-generating activities and micro-enterprises
- Improved productivity of small enterprises and rural households and access by food insecure households to food through equitable and sustainable access to resources and services for micro, small and medium enterprises (MSME)
- Improved food security through reduction of post-harvest losses; promotion of crops that reduce water demand and increased food availability and access
- Improved access to credit and marketing by rural households and MSMEs
- Focused support to enterprise development through business incubators and trade capacity building²⁹⁶

4. Key Sustainable Development Coordination Mechanism(s):

-Mandate of Coordination Mechanism(s):

- Contact Point: N.A.

5. International Cooperation Mechanisms

i. USAID

USAID reopened its office in 2003 following 7 years of closure. Total assistance has more than doubled between 2004 (\$11.4 million) and 2006 and it was projected to reach \$30 million. A 2-year \$10-15 million package aiming at improving land tenure legislation, strengthening the judicial system and fighting corruption was under discussion. However, Yemen has now been suspended from the US programme Millennium Challenge Account due to its poor governance.

²⁹⁶ *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009. Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

ii. The World Bank

The World Bank is the main donor to Yemen with \$420 million allocated under the Country Assistance Strategy (CAS) 2003-2005. This amount has been reduced for the next period to \$280 million, following the poor performance of GoY in terms of efficiency and the fight against corruption. The CAS focuses on the following objectives:

1) improving governance through better policy formulation and building capacity for decentralization and for improved service delivery; 2) improving the investment environment to generate job opportunities through better regulation, the predictable application of laws and adequate infrastructural support; 3) improving human capital by supporting basic education, technical and vocational training, access to health care; 4) ensuring environmental sustainability through policies and investments for water sustainability, watershed and soil conservation, sustainable fish stocks.

The *World Bank* continues to support the Government's efforts. Bank Group is preparing a new (2010-2013) IDA/IFC results-based *Country Assistance Strategy* (CAS). The proposed CAS articulates Bank Group's assistance around four strategic objectives:

(i) Help accelerate and diversify economic growth; (ii) help enhance governance; (iii) help foster human and social development; and (iv) help manage natural resource scarcity and natural risks.

iii. UNDP and UNICEF

UNDP is another important donor, providing support for governance (human rights, justice and electoral support) and poverty reduction, through direct assistance to community-based initiatives and small/micro enterprises, as well as support for demining and the environment.

UNICEF is also present in Yemen, and its main activity is supporting the Yemeni government with the implementation of the Basic Education Development Strategy. UNICEF is also active in the field of health, water and sanitation, targeting in particular vulnerable groups such as women and children.²⁹⁷

iv. European Union-European Community Strategy Paper (2007-2013)

The EU seeks to develop a closer relationship to Yemen which would provide for increased political dialogue, trade and economic cooperation. Improving the security situation, responding to population growth, addressing water shortage, introducing economic diversification and a continuous democratization process are the main challenges for the country.

Yemen is neither party of the Barcelona Declaration nor of the European Neighborhood Policy. The relations between the EU and Yemen are currently governed by a Cooperation Agreement which was signed in 1998. To assist addressing the main

²⁹⁷ *Yemen-European Community Strategy Paper* (2007-2013). Accessed 20 July 2009. Available at: < http://ec.europa.eu/external_relations/yemen/csp/07_13_en.pdf >

challenges, priorities of EU co-operation with Yemen are defined in the Yemen Strategy Paper 2007–2013 and Multiannual Programme 2007–2010. The main aim of this co-operation is to support Yemen's policy to promote good governance and to fight against poverty.²⁹⁸

A European Community Strategy Paper sets out three major targets:

- i) To improve human development records, ii) to sustain higher economic growth and iii) to halve poverty.

The strategy will focus on two main objectives—the promotion of good governance and the fight against poverty—and will be implemented through specific interventions. Strategic objective include:

Strategic Objective 1: to assist the Yemeni Government to promote good governance by:

1. Supporting democratization through the strengthening of Yemen's democratic institutions
2. Promoting human rights and civil society
3. Supporting Yemeni government reforms in the judicial sector, the civil administration and decentralization.

-Strategic Objective 2: in line with the first Millennium Development Goals, to strengthen the Yemeni government's capacities to fight poverty by:

1. Fostering private sector development through support for sustainable development in the agriculture and fisheries sector and for reforms aimed at improving the regulatory framework for investments, business and trade;
2. Contributing to human capital development through support for reproductive health policies and for strengthening the delivery of basic services.

6. Budgeting and Funding

i. Third Socio-Economic Development Plan for Poverty Reduction (2006-2010)

N.A.

ii. Vision 2025

N.A.

iii. United Nations Development Assistance Framework (2007-2011)

The total required funding of \$250 million over the five year period for 2007-2011 if realized would substantially increase the amount of resources delivered by the UNS,

²⁹⁸ *Yemen-European Community Strategy Paper* (2007-2013). Accessed 20 July 2009. Available at: < http://ec.europa.eu/external_relations/yemen/csp/07_13_en.pdf >

compared to the programming period 2002-2006. This substantial increase in resources is needed if we are to make a dent on the major challenges that Yemen faces as it strives to achieve the MDGs and institutionalize respect for and protection of human rights.²⁹⁹

7. Monitoring and Evaluation

i. Third Socio-Economic Development Plan for Poverty Reduction (2006-2010)

N.A.

ii. Vision 2025

N.A.

iii. United Nations Development Assistance Framework (2007-2011)

The UNDAF shall be monitored and evaluated jointly by the Government and the UNCT, guided by an UNDAF M&E Task Force, co-chaired by the Government of Yemen and the UNCT.

There will be a mid-term evaluation of the UNDAF in 2009 and a final evaluation in early 2012. The evaluation exercises will make extensive use of sources such as the Yemen MDG and PRSP progress reports, NHDRs, relevant programme and project progress reports and data produced by exercises such as family health and household budget surveys.

The monitoring and evaluation (M&E) will address the broad UNDAF outcomes through indicators proposed in Annex II. The overall M&E matrix appears in Annex III.³⁰⁰

8. Cross-Cutting Issues

Addressing the Consequences of Conflict

N.A.

Governance, Justice, and Human Rights

Yemen is in need of a strategy for enhancing human rights, transparency and accountability in line with global standards. Harmonization of national laws with ratified human rights instruments provides a sound basis for the credible implementation of a HRBA to development by the Government. The strengthening of the Parliamentary system, including a revised role for the Shura Council will support the development of a democratic culture and sound oversight of the legislative branch over the executive.³⁰¹

²⁹⁹ *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009.

Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

³⁰⁰ Ibid.

³⁰¹ Ibid.

Decentralization

The UN is already involved in supporting the decentralization effort with a view to bringing decision making closer to the concerned population groups and improving access to basic social services. In this connection there will be efforts both for clarifying the legislative and administrative structure and building up the requisite human and institutional capacity for effective mobilization of resources and delivery of devolved government in a participatory and inclusive manner.³⁰²

Public Participation

N.A.

³⁰² *United Nations Development Assistance Framework for Yemen (2007-2011)*. Accessed 20 July 2009. Available at: <http://www.undp.org/ye/reports/UNDAF_English.pdf>

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