# CHAPTER II

# UNDP SUCCESS STORIES IN POST-CONFLICT COUNTRIES

This chapter will examine and shows the evaluation from UNDP Evaluation Office of UNDP's work and strategy along with their presence in countries affected by conflict. This chapter will provide the data from Lebanon, Albania, and Guatemala as a sample of UNDP experiences over their work including the challenges and problems during the strategy implementation. The schema for story allocation will be delivered in four phase consisted of conflict background, a target of programmes, transformation and sustainability result. Through this chapter, I expect to show the capabilities and strengths of Global Governance in assisting the countries affected by conflict from fragility toward more peace, just, and inclusive society.

## A. Global Security Situation

Fragility and humanitarian crisis are growing faster and lasting longer. After the World War II, there was increasingly multidimensional, costly, and deadly conflict. All government needs a sharpen tools, assistance, and support from other actors in finding the solution and strategy toward peace, just, and inclusive society.

According to the World Bank, the biggest source of fragility and humanitarian crisis is a conflict and war (Kulessa, 2000). 37 countries were identified as fragile emerging from major conflict. The

systems, disrupts service delivery, polarizes the political environment, damages the legitimacy of government institutions, threatens livelihoods and can uproot and displace entire communities over a long period of time.

The countries that had face major violent conflicts between the time 1981-2005 had the higher percentage of poverty compare to the unexperienced countries in the same period (UNDP Evaluation Office, 2000). The conflict also aggravated the existing of inequalities in the country as well as rendering the marginalized groups more vulnerable to shocks, including women, youth, and children. In many conflictual states especially when there is no legacy of violent conflict and in the situation where the rule of law is weak, mostly women and girls face multiple types of discrimination such as diversification in political life, limitation of social and economic opportunities, and undermines their existence on recovery process from the crisis.

## B. Post-Conflict Country Capacity

In countries affected by conflict, government and citizens find the difficulties to restored themselves from the situation since the conflict, war, and violent cost all their aspects of development including economic opportunities, political freedoms, social life, transparency guarantees, and protective security. In 1999s to 2000s, an eminent development practitioner and former UNDP resident representative Dr. Manfred Kulessa led a team of experts consisted of Gregory Ormsby, Sam Barnes, Jim Kelly, Eva-Maria Brucchaus, Leelananda Silva and Taslimur Rahman of UNHCR traveled to fifteen UNDP programme countries in crisis and post-conflict situations: Bosnia

humanitarian assistance has also gone to a crisis caused by violent conflicts. Conflict weakens the social and Herzegovina, Burundi, Cambodia, Croatia, El Salvador, Eritrea, Ethiopia, Guatemala, Liberia, Mozambique, Philippines, Rwanda, Somalia, Sudan and Tajikistan. They found that the countries affected by conflict need much attention and quick action, help, and support from an international organization (UNDP Evaluation Office, 2000). It shows by three main points highlighted by the team on the post-conflict countries capacity to rebuild their state development from the effect of conflict. First, Most of 20 poorest countries in the world have experienced violent conflict in the past decade. In Africa, 29 from 45 of UNDP programme countries are experiencing politic and civil war. This reflects that the countries affected by conflict must be signed as an essential part of Global Governance strategy. Second, Development and humanitarian concern can affect one another. It might cause the longlasting social, economic and environmental impacts. As its stresses in the report, there should be no ignorance on development concerns by Global Governance in their unique role as a neutral. Long-term partner with the developing countries must be always present and active all the times, both crisis or conflict and in peace. Third, The nature of a crisis or post-conflict situation demands quick and decisive action where the transformation must be done rapidly because there is a little time to lose. Since the countries affected by conflict has lost anything due to the violent conflict, the presence of Global Governance has to reinforce their capacity to respond and serve as a valuable partner. (Kulessa, 2000)

From those report, it seems impossible for a country in the post-conflict situation can stand alone to

re-develop their nation-state. It reflects the state affected by conflict have less capacity to overcome all problems and challenges that came up after the conflict de-escalation. In the document cited from UNDP on SDG Ready stated that, when a country in fragile situation targetted for development to overcome the post-conflict critical challenges, there must be coherently mobilization on the national and international support.

## C. Global Governance, The Hope for Peace and Development

The years of violent, conflict, and war has come to a solution and strategy by the end of 2015. United Nations have urged and designed for an indestructible agreement on prevention as well as more extensive investments towards comprehensive, sustainable, and inclusive peace in all aspects of development specifically in the context of conflict aftermath. Peace, just, and inclusive society has been designed in the new development agenda along with other 16 goals which expected to be achieved in 2030. All actor from governmental and non-governmental has committed to promotes the goal and target where all UN member states have to adopt and adapt it to their national strategic development plan.

The efficiency on development process and healthy investment in post-conflict countries can directly and indirectly influences the rapid achievement of each goal listed in the sustainable development declaration which could benefited the country, state, and county community in the post-conflict area, and can lead to the positive growth and change of their economic and social aspect, and political opportunities.

As they ready themselves to lead in implementing the SDGs and UN coordinator for global development, UNDP has committed to backbone the target and the implementation of national development in more than 170 countries around the world especially the countries affected by conflict. UNDP congregated with a multiple of resources, tools, and expertise to support the countries affected by conflict efforts in re-developing their nation from the deleterious effect of a conflict and war.

Since the 1990s, UNDP has played an important role in assisting the country in a conflict-affected area. There are various kinds of assistance that taken into account during their involvement including mines clearing from the area, re-creating income, producing and generating opportunities, enhancing the capacity of governments and communities to plan a development in their National Sustainable Development Strategies (NSDS), coordinate and enforce the resettlement program and rehabilitation schema. These can be specified into three main categories which are economic and social assistance for recovery on war-affected communities, reintegration support for specific target, technical assistance and capacity building for peace recovery programme (Kulessa, 2000).

***Area-based economic and social assistance***

This category is a trademark of UNDP as a multisector response toward economic and social rehabilitation in conflict-affected countries. UNDP area-based programmes is an effective and an appropriate support that serves as the centerpiece of UNDP response in the selected areas such as (a) the high density of war-affected populations; (b) the need

for rehabilitation of economic and social infrastructure (roads, bridges, schools, health posts, water sources); (c) the need for initiating peace maintenance activities; and (d) discussions with the parties to the conflict, government, United Nations agencies and other important partners.

***Reintegration support for the specific target***

UNDP is not merely exclusive on one specific target, it depends on the needs of the population in the context of security, economic, politic, and social processes that required rehabilitation. Based on their experiences, UNDP has been asked to support and assist the demobilization needs of a sensitive political group, ex-combatants, and displaced person.

***Technical and capacity-building assistance for peace recovery***

In accordance with the peace agreements, there will always phenomena of the downsizing of military forces, where can be noted as a responsibility of the civilian departments to secure public safety in a stable situation. As one of the traditional approach of UNDP in post-conflict countries, assistance and capacity building become one of the larger portions of contribution in the recovery strategy. UNDP is responsible to help affected countries deal with the obstacle landmines pose for the resumption of normal economic activity for addressing the socio-economic consequences of landmines. UNDP also have to undertake the role of supporting national and local capacity building.

In 2001, Bureau of Conflict Prevention and Recovery (BCPR) established by UNDP to coordinate the strategies in supporting the post-conflict countries toward peace, just, and inclusive society (United

Nations Development Programme, 2012). Since that time, BCPR has worked to provide the best practices and understand the situation of armed conflict. BPCR has also promoted resiliency, unified governments, sustainable economic and social system, as well as security transformation. Since then, demobilization, disarmament, and reintegration efforts remained strong in more than 20 countries where UNDP supported programmes reaching more 100.000 member os ex-combatant.

To advanced the investment and reconstruction efforts, through BPCR, UNDP created HOPE agenda which highlighted the aspect of health, opportunities to the most vulnerable group, protect the civilian from violence, and empower young man and women to take part as a playmaker for their country's recovery process. In this point, UNDP also collaborating with other international agencies and NGOs from country respective to create the practical guide of multilateral needs, prioritization, identification, and financing of early recovery in post-conflict situations such as World Bank and ILO.

In entering post-conflict situations, during the early years, UNDP had also faced various challenges. In the very beginning of their presence, their office even being forced to close due to the unprecedented number of countries entangled internal and or beyond the border in a tragic suffering, deaths, and violent conflict. UNDP found their self on the situation which calls as unfamiliar terrain, where they cannot use their full advantage as a global governance in the post-conflict countries as their objectives expected, because at that time by proposing interventions to the government, it could have a disempowering effect on local administrative capacity.

During the early periods of post-conflict assistance, there was lack of coordination among the global governance and international agencies. They came together in mightily charged situations and in unprecedented proximity, where inter-agency tensions, creating rivalries, perceptions of mandates clashed, and sometimes distrust among organizations tended to become heightened during crises. (Kulessa, 2000)

However, out of that challenges and problems, UNDP has done many successful programmes in some countries that affected by conflict. Currently, that countries have shown significant transformation and progress toward peace, just, and inclusive society. They work with UNDP closely, collaboratively, and cooperatively in making a draft and a concept, as well as in implementing peace, just, and inclusive society after conflict under their NSDS.

## D. UNDP's Best Practice Programme

It is commonly understood that development and recovery process often happens at various times after the conflict, sometimes between the ceasefire and the return to normalization. For the purposes of these strategies in recent times, normalization is reached when three of these aspects are well achieved:

- No more extraordinary intervention from outside (It can be a state, NGO, and Global Governance)
- Governance system and economic activity process largely handle on both basis of a self-determined and self-sustaining
- Internal and external relations conducted under the universal norms
- Positive progress in Human Development Index (HDI) and Global Peace Index (GPI)

The follows countries bellow had been examined as the best sample of the success stories of UNDP's intervention in post-conflict countries under their program of conflict prevention, peacebuilding, and development toward peace, just and inclusive society. Those countries have shown a significant progress on their governance system and the rule of lowe, have a good cooperation with the external, there is rapid growth on economic, as well as the positive flow of HDI and GPI.

**1. Lebanon**

150,000 were killed, tens of thousands of people wounded in the political violence, and hundreds of thousands being displaced and left destitute due to the tremendous effect of 15 years of deadliest civil war of modern history (Wenger, 1990). The war started in the early 1975s and came to an end in the latest 1990s. However, conflict still occurs during the aftermath of the civil war among the political groups and armed fictions which cost long period of instability that brought the Lebanese state to near collapse.

Lebanon civil war was not typically the same as much other civil war because the Lebanese civil war contained religious element significantly, and also brought together many wars into one. It was a Muslim versus Christian war in the beginning, but then it turned into a combination of inter-Muslim wars and inter-Christian wars. The Palestinians were there, followed by the Syrian afterward, and the Israeli was never far away from the ground.

***Conflict Background***

The turmoil arose in Lebanon by the presence of the Palestinian refugees in the early 1970s after an Arab-Israeli war in 1967s and black September hostilities 1970s in Jordan (Aljazeera, 2009). Time after time difficulties turned to conflict and came to a complex bloodiest civil war which contained many actors involved. Many issues were spread to explain the conflict core problem (Wenger, 1990). First, the Christian overrepresented in the dominant class, while Muslims overrepresented among the minority as working classes. Second issues were about the unequal distribution, where Christian political elite assumed more power compared to Muslim as the majority in the number of population. Third issues related to an identity of three majority perspective. Some believe that they are part of the Arab world which should support Arab unity. Other part felt they are the inseparable part of Muslim world. While the last group proclaims they are part of unique nations of minorities where sensibility of the people was the source of the Lebanese being distinctive.

Palestinian refugees became one of another issue that caused a conflict in Lebanon which led to an external intervention from Israel. Foreign Interference from Israel, Syrian, Iraq, and Iran claim their hegemony in Lebanon territory where they could conduct political and military campaigns by using proxies of Lebanese. While Libya and Saudi Arabia supported the Lebanese and Palestinian factions with the military troops. Another superpower country such as United State, France, and the Soviet Union have also played a big role in a different phase of power during the period

of Lebanon Civil War. However, the civil war in Lebanon was not merely about religious belief, but rather a sectarian and or territorial group loyalties conflict. Christian against other Christian groups, Muslims plays the same in battles for respective communities power.

***Target of Programmes***

UNDP has been operational in times of war and peace. It has been nearly five decades since 1960 and following the Lebanese Civil War since 1975 until 1990 where invasions and military occupation were happening. As a global governance, UNDP has to continually evolve at any time to help the country find their national needs objectives and priorities for long-term development and security agenda setting. UNDP must be able to advance the ability and resilience of the Lebanese to adapt to any kind of development challenges including warfare situation.

After the Civil War came to the end, UNDP focus to support the government and its people to recover from the civil war by building a lasting peace, generate growth of sustainable and equitable, as well as mobilize donors from other actors. There some aspects that can be specified into four major main focus of UNDP's work in Lebanon that are correlated toward the achievement of peace, just, and inclusive society in a conflict aftermath which are democratic governance and institutional development, social and local development, conflict prevention and peacebuilding, and Syrian crisis response (UNDP Lebanon, 2015).

For the improvement of governance system and institutional capacity, UNDP focus in providing the technical support for the institutional development as well as on formulation and implementation of economic, administrative, and financial reforms. It also promotes empowerment, inclusive participation, and improved governance. While in the topic of social and local development, UNDP works on policy and operational support which mainly through the donor, in collaboration with the Ministry of Social Affairs, Ministry of Agriculture, Ministry of Health, Ministry Municipalities, Ministry of Education, and Council for Development and Reconstruction.

Conflict prevention and peacebuilding are the ones that UNDP prioritize in Lebanon since this country is in the process of recovery after conflict-affected. However, building peaceful, just, and inclusive society is one of the key development challenges of UNDP in Lebanon. A range of intervention such spaces for dialogue, working with media for promotion of peace agenda, enhancing justice and security for fragile groups were developed by UNDP to extract the target and process of sustainable development in the country re-development process. The last one is the response to the Syrian crisis due to Syrian refugees that entered Lebanon that caused by the conflict. In this focus, UNDP operated the Stabilization and Recovery Programme (SRP), which aims to assist vulnerable communities including Syrian refugees in Lebanon and help to guide the country in achieving the NSDS for prosperous future. This programme helps Lebanon in overcoming the challenges and problems that possibly emerge by the existence of refugees in country development.

***Projects, Programmes, and Initiatives***

In order to find the objectives of each focus of work, UNDP runs several projects that could touch the core of the problems and challenges of Lebanon NSDS after conflict (UNDP Lebanon, 2015). In the democratic governance and institutional development, UNDP has launched a set of programmes, projects, and initiative that related to the technical support to the office of the minister of state for women affairs, institutional support for economic stabilization and trade development, support to civil service reform and management capacity of public administration, support office for consensus building, civil peace, and constitutional strengthening, institutional and technical support to the ministry of education and higher education towards accessible and quality education

In another pool, UNDP upgrade several things that could reach the target in the aspect of social and local development such as reviving farmers' livelihood in south Lebanon, and regional development programme in Akkar. Support programme also released in the economic and social fund for development and giving support to the Lebanese host communities affected by the Syrian crisis. The same as the other two focuses, in term of conflict prevention and peacebuilding, UNDP established projects that could protect the transition process toward more peace, just, and inclusive by enhancing the capacity of the Lebanon mine action center, launched the UNDP peacebuilding project (2006-2011), strengthening the community security and access to justice joint with UNHCR, improving living conditions in

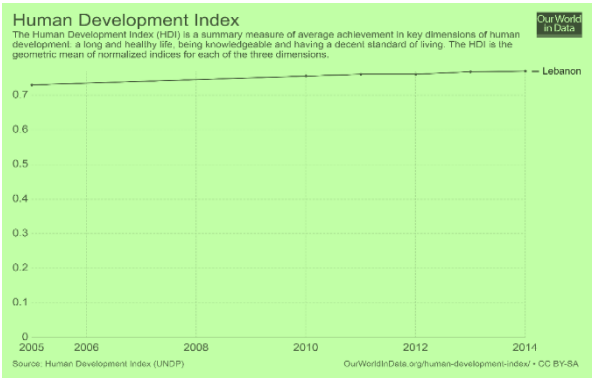
Palestinian gatherings host communities: towards more comprehensive and sustainable solutions, continue the peacebuilding in Lebanon phase 3: strengthening tripoli's social cohesion.

As a response to the Syrian crisis UNDP trying to enhance the stability and resilience of vulnerable communities by giving support on key public institutions to develop their capacity for crisis management, and coordinate stabilization and recovery activities throughout Lebanon. Also developing a culture of peace through behavioral change and building resilient public institutions for all people.

***Transformation and Sustainability Result***

Since UNDP's involvement with their projects, programmes, and initiatives, they have brought a good progress toward the achievement of peace, just, and inclusive society in Lebanon post-conflict recovery and development phase process. The progress can be seen through a recent data that shows a positive change in Lebanon Human Development Index (HDI) and their Global Peace Index (GPI). UNDP reported under the indicators of health, education, security, and standard of living, Lebanon HDI reaches the highest point 0.8 since 2005 (UNDP Human Development Team, 2016). While under GPI indicates Lebanon more peaceful in 2016 compared to 2008 (Institute of Economics and Peace, 2016).

**Chart 1 2.1 Lebanon Human Development Index 2005-2014**




Source: Max Roser (2016) - "Human Development Index (HDI)". *Published online at OurWorldInData.org.* Retrieved from: https://ourworldindata.org/human-development-index [online source]

**Chart 2 2.2 Lebanon Global Peace Index 2008-2016**

Source: Draxel Pooja (2016) - "The Global Peace Index (GPI)". *Published online at public.tableau.com.* Retrieved from: https://public.tableau.com/views/GlobalPeaceIndex2008-2016 [online source]

## 2. Sierra Leone

Sierra Leone has been destroyed by an extreme civil war that involved multiple ethnic

groups which lasted 11 years from 1991 to 2002, where 70.000 people were killed, nearly 2.6 million were displaced from their homes (Global Security , 2010). The war has been recorded as one of the most brutality in the modern history which involved hideous atrocities on all sides against civilians, including widespread execution, amputation of body's part, decapitation and gang rape. Children were forced to fight against the armed group by injecting them with drugs and alcohol. UNDP evaluation office release some factor that led the civil war occurs included mineral rents, structural adjustment impact, youth exclusion, the availability of small arms, repressive predatory of state, and neighbors interference (Mary & Vincet, 2006).

***Conflict Background***

Sierra Leone had been trapped in a civil war when a group of rebels covered by Revolutionary United Front (RUF) tried to trundle the reigning regime in the governments. The war became more grave since the rebels got support from foreign countries. Some researcher found that the involvement of foreign countries was the competition to control a diamond in Sierra Leone because Sierra Leone was a country with a massive lucrative diamond reserve in the region. Ibrahim Kamara stated on his speech in the United Nations General Assembly (UNGA) that the conflict was not about ideology, tribal or regional differences, but rather was a reminder to diamonds, diamonds, and diamonds (New York Times, 2000). Besides this factor, there are other causes of Sierra Leone Civil War that circulated in international organization report and evaluation as well as being highlighted by researchers as a point of discussion

included the legacy of British colonial, state collapse, and the marginalization of the young generation (Jang, 2012).

Sierra Leone got independence from Britain on 27 April 1961. Under British rule, Sierra Leone was separate and disparate development into two areas, the Crown Colony and the Protectorate. The British colonial investment in Sierra Leone concentrated on the Crown Colony and its predominant residents. Britain recognized only the Crown Colony as part of the British Empire while dividing the Protectorate into many small ‘chiefdoms' and then controlling them indirectly. The chiefdoms system has created a brutal and violent competition among rival ruling families in every area of Protectorate because chief has a role and power to control their economic development and the indigenous people by enforcing the customary rights.

The government capacity was eroded by the war. The government legitimacy, security, and rule of law in Sierra Leone remains weak. The reasons include endemic corruption, lack of justice (due to the collapse of the legal system and corruption), poor service delivery, especially of basics like water, electricity, transport, or health, and lack of transparency. This situation made foreign involvement become easy to control the internal affairs of the state which could possibly raise the tension of conflict.

The younger generation emerged from the war jobless and without skills because they missed years of schooling, having been both agents and victims of horrifying behavior. This created a

general understanding that the student is enabled to do protest and being recruited or join the armed group. In Sierra Leone, the numbers of young people are calculated on 1.6 million or 34 percent of the population, and the fact was 70% of the combatants were people aged between 12 and 35 and only 5 percent were literate.

***Target of Programmes***

UNDP has been working in collaboration with the Government and people in Sierra Leone Since 1965 in two specific areas which are effective and inclusive democratic governance and inclusive growth and sustainability (UNDP Sierra Leone, 2017).

One of the focus of UNDP in Sierra Leone cannot be far from the long-term development and peace consolidation. Since by strengthening good governance and promoting democracy are essential for the recovery process from conflict toward the achievement of lasting peace and development, UNDP put this target as one of their priority under their involvement. This target has aligned with the Sierra Leone national recovery programme as a critical support for capacity development at the level of leadership and institution. This assistance primarily focuses on increasing access to justice, promoting peace, establishing a leaner and performance-oriented civil service, as well as supporting a credible and inclusive constitutional review process.

UNDP has also been a vital supporter of inclusive growth and sustainability in Sierra Leone since the of the civil war. Inclusive growth and sustainability of economic and social life are

necessary for the country in transition from conflict and warfare situation toward lasting peace and long-term development, because economic is one of the primers need that can lead the process of development of another aspect of the state. If economic established and running stable, the government can be easy to arrange the development in their areas of control. It can increase the human development and contribute to the creation of sustainable livelihoods and greater income. These two areas are expected could enhance the process of lasting peace, access to justice, and improving the people inclusiveness in Siera Leone.

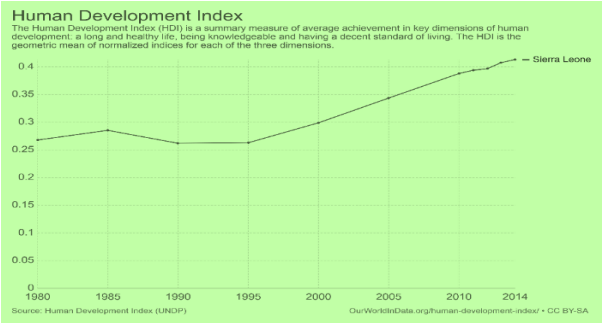
***Projects, Programmes, and Initiatives***

UNDP runs some projects, programmes, and initiatives in order to achieve their goal in Sierra Leone on the two areas of governance effectiveness and inclusiveness, and inclusive growth and sustainability. Conflict prevention and peace preservation stand one of the top priority, following by ensuring democratic governance of the sector security, constitutional review project, media development, and support to the judiciary of Sierra Leone. In the sector of economic growth and sustainability, UNDP focus on the joint programme with local government for governance and development system, as well as working in private sector, youth empowerment and employment programme, and also aid coordination and poverty reduction. Through these projects, initiatives, and programme, UNDP is expected to pursue and push the target in finding the objectives toward peace, just, and inclusive society. (UNDP Sierra Leone, 2017).

***Transformation and Sustainability Result***

Human security and development in Sierra Leone have now improved due to conflict deterioration and of the presence of global governance and the international community. The UNDP has played a pivotal role both in strategic coordination and in filling gaps that other agencies are unable or unwilling to fill with targeted interventions. At the beginning of their intervention, UNDP has a focus in three main areas including recovery and peacebuilding. However now as has mentioned in the previous part, UNDP diminish their focus into two areas where recovery and peacebuilding no more separated as a specific target but rather inserted within the two main targets. This decision can be concluded that UNDP in partner with Sierra Leone government and its people had been successfully recovery their state from the effect of civil war 1991-2002. This statement proved by data of HDI and GPI that show a positive development and significant changes in all indicators throughout the year since the civil war.

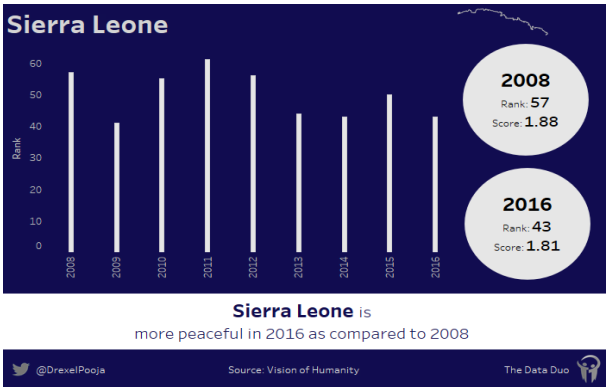
**Chart 3 2.3 Sierra Leone Human Development Index 1980-2014**



Source: Max Roser (2016) - "Human Development Index (HDI)". *Published online at OurWorldInData.org.* Retrieved from: https://ourworldindata.org/human-development-index [online source]

The chart 3 shows that the development index of Sierra Leone since 1980, and fell down in the year of civil war 1991-2002. However, after the year of conflict, it is prominently increased to points 0.4 in 2014. Sierra Leone recorded by UNDP as one of the fastest growing in term of development in human index indicators including human security, educational achievement, gender, national income and composition resources, infrastructure, economic, technology, and political aspect.

**Chart 4 2.4 Sierra Leone Global Peace Index 2008-2016**




Source: Draxel Pooja (2016) - "The Global Peace Index (GPI)". *Published online at public.tableau.com.* Retrieved from: https://public.tableau.com/views/GlobalPeaceIndex2008-2016 [Online Source]

The data from Institute of Economics and Peace exhibit Sierra Leone more peaceful in the recent year compared to 2008. The Sierra Leone rating is included in the best rank in 43 out of 165

countries, which is very astonishing for a country that affected by conflict can develop and recovery toward peace, just, and inclusive society in only less than 16 years.

## E. The Evaluation and Effectiveness of UNDP's Involvement

Conflict arises from a set of interconnected issues that could lead the situation into complex problems. The more complex of a conflict, the more difficult to deal with, and the greater impact it creates. In both cases in Lebanon and Sierra Leone, it is identified as a complex conflict where many actors involved and the impact was very huge. This must become the big challenges for each country as well as another international supporter including global governance (UNDP) in their recovery programme.

The progress in each country may have a different output based on the situation after the conflict, and the collaboration that made between UNDP and respective country. However, this doesn't big matters for the involvement of UNDP since their existence does bring a hope toward the agenda of peacebuilding, social transformation, and the development process.

I can conclude that the operations of the UNDP in the Lebanon and Sierra Leone demonstrate that this Global Governance does have the capacity to proactively modify the environment in which it operates. Furthermore, it illustrates how such proactive intervention is fundamental to resolving the multiple problems that become evident as one attempts to rebuild a failed state and recover the effect of conflict into more peace, just, and inclusive society.