



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Human Security and Post-crisis Rehabilitation



INCLUSIVE AND SUSTAINABLE INDUSTRIAL DEVELOPMENT

A UNIDO/Department of Agribusiness Services Delivery Overview

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Context



The outcome of recovery efforts in post-crisis situations is largely determined by the degree of success in making the transition from the initial stage of emergency aid to rehabilitation and reconstruction and ultimately to development.

Today, more countries are experiencing violent conflict than at any other time in the past 30 years. The Organization for Economic Cooperation and Development (OECD) estimates that, of the 836 million people living in extreme poverty, nearly half live in fragile conditions, and this proportion is expected to rise to 80 per cent by 2030. As fragility and conflict continue to increase, the number of globally displaced is also growing, reaching almost 80 million in 2019; more than double that of 20 years ago.¹ In an environment of turmoil and deprivation, the rapid deterioration of human security, in particular among the most marginalized populations, results in significant damage to the social and economic fabric of communities, forcing the dislocation of large numbers of people.

The outcome of recovery efforts in post-crisis situations is largely determined by the degree of success in making the transition from the initial

stage of emergency aid to rehabilitation and reconstruction and ultimately to development. The economic damage and disruptions associated with conflict also play a major role in post-crisis recovery, often superseding physical devastation: significantly diminished economic connectivity, reduced financial incentives, and broken economic and social networks and supply chains all create major barriers to reviving the institutions, markets, enterprises and infrastructure necessary to restart economic life and return to stability.

Post-crisis assistance is often geared towards short-term humanitarian relief without a medium to long-term development plan in place. This can lead to relapses into crises, especially in the increasingly prevalent protracted crisis situations where much of the infrastructure and many productive assets in the industrial sector are destroyed or damaged or have become obsolete.

¹ <https://www.unhcr.org/figures-at-a-glance.html>

Nearly 50% of the
836 million
people living in
extreme poverty live
in fragile conditions

The number of
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Challenges to Successful Post-crisis Rehabilitation



To rebuild during crises, enterprises require a wide range of assistance, particularly in accessing technology, skills training, business development and entrepreneurial support services, together with access to finance

In post-crisis contexts, governments may not be fully operational and may not have the immediate capacity to restore and rehabilitate industry, nor are they normally aware of the policies and techniques needed to rebuild in a resilient and inclusive manner in order to avoid future relapses into crises.

Livelihoods, jobs and businesses may have been disrupted or even permanently lost, increasing the vulnerability of those affected and worsening the social instability of their communities, potentially leading to the mass dislocation of populations.

During crises, local micro, small and medium-sized enterprises, industries, supply chains, skills training centres and business

development service providers are destroyed and dysfunctional, diminishing the productive capacity of entire populations. For micro, small and medium-sized enterprises, often the engines of economic recovery, rebuilding is a daunting task that is often impossible without external assistance. This is the reality faced by many small – often family-owned – agro-industrial businesses that suffer severe damage as a result of crisis and instability. To rebuild, these enterprises require a wide range of assistance, including assistance in accessing technology, skills training, business development and entrepreneurial support services, together with access to finance.



UNIDO and Post-crisis Rehabilitation

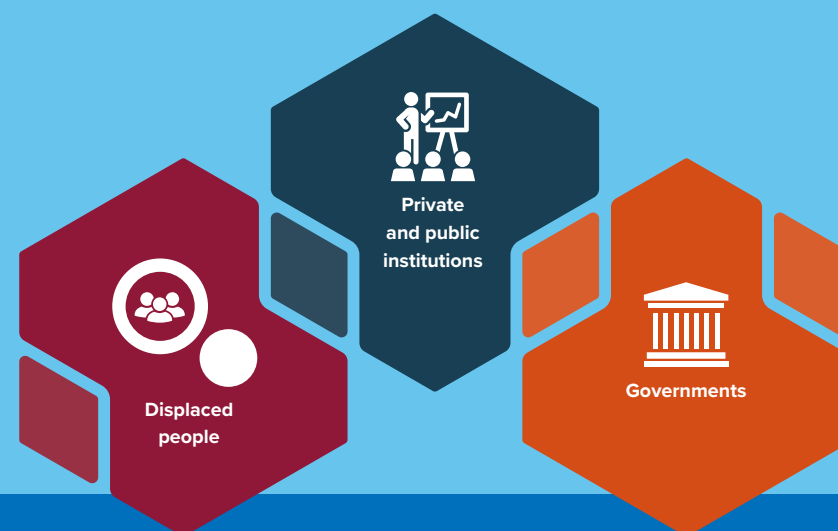
UNIDO takes a human security and a human rights-based approach to industrialization in carrying out its inclusive and sustainable industrial development mandate, and places a special focus on economic recovery in post-crisis situations.

Fine-tuned over the past ten years by successive resolutions of the United Nations General Assembly, the UNIDO approach for post-crisis interventions is to secure, restore and develop productive capacities through mitigating risks, threats and vulnerabilities in livelihoods and productive activities. A key objective of the overall assistance provided by UNIDO is to benefit primarily the most vulnerable populations: women and youth, refugees and returnees, internally displaced people, ex-combatants and smallholder farmers.

In the last 10 years, UNIDO has worked in more than 30 countries to provide a cross-cutting approach to support post-crisis rehabilitation by mobilizing its international expertise in a diverse array of areas, including private sector development, technical

and vocational educational and training, and the re-building of institutional capacity, all with a focus on mainstreaming youth and female participation. Drawing on its specialized divisions across the Organization, UNIDO offers a range of tools and methodologies to customize a solution fit to crisis-affected situations.

UNIDO is a neutral broker between the private and public sectors, which uses its strategic position to establish common ground and build synergies for mutual benefit. The private sector – from small local businesses to large multinational firms – has an interest in supporting post-crisis rehabilitation. UNIDO brings these stakeholders to the table along with the public sector to develop innovative solutions that respond to local needs and market priorities.



UNIDO'S MULTIPLE-LEVEL APPROACH TO FACILITATE POST-CRISIS REHABILITATION

UNIDO solutions use a holistic approach that aims to engage stakeholders at multiple levels over an extended period as a country transitions from early recovery to long-term development. In its interventions in the livelihood recovery and stabilization phases, when the government and the private sector are not yet fully functioning, UNIDO works directly with internally displaced people, refugees, returnees and host communities, and also with micro and small enterprises to build back the technical and business skills lost, in order to support rehabilitation. As the situation further stabilizes, UNIDO engages with private and public institutions, such as business service providers, vocational training centres and universities, to upgrade the level of services provided to the sector and to build knowledge to support industrial rehabilitation and reconstruction. In the transition to the development phase, UNIDO supports governments in developing a policy and regulatory environment that seeks to strengthen inclusive and sustainable growth and build more resilient systems.

Tailored Approach by UNIDO



UNIDO delivers modular and comprehensive solutions to improve human security and facilitate post-crisis rehabilitation with a view to building back stronger. This highly adaptable model is structured in the form of individual and customizable building-blocks to respond to the particular challenges and requirements of each crisis-affected community, supporting every step of the process from stabilization to rebuilding and development.

In the **EARLY RECOVERY AND RESILIENCE PHASE**, UNIDO assesses the recovery and rehabilitation needs for the rebuilding of livelihoods in crisis-affected communities and among displaced people and provides rapid-impact and customized vocational and technical training services, including support for business start-ups and entrepreneurship training to kick-start the economy



In the **TRANSITION TO DEVELOPMENT PHASE**, UNIDO supports the industrial sector in its efforts to build back stronger for long-term development. UNIDO provides technical assistance in post-crisis contexts in the drafting and adoption of inclusive industrial policies and instruments based on the building back better principle.² UNIDO assists in the development of inclusive national technical and vocational educational and training policies, qualification frameworks and corresponding curricula that are responsive to both market and future skill needs. It also supports building back stronger by refurbishing equipment and facilities, providing training-of-trainer courses, and introducing new curricula and training content. UNIDO also assists in the development of inclusive sectoral value chain policies and provides training on certification, technology, quality management and industry best practices.



In the **RECONSTRUCTION PHASE**, UNIDO continues to work with micro, small and medium-sized enterprises, but also engages with institutions, such as business development service providers and vocational training centres, to build back support infrastructure needed to foster growth.

Where **GLOBAL POLICY** is concerned, UNIDO assists policymakers at country, regional and international levels in integrating the inclusive and sustainable industrial development mandate of the Organization to contribute to accelerating achievement of the triple nexus between the humanitarian, development and peace sectors, the building blocks of lasting peace and stability.



² For more on building back better, see https://www.unisdr.org/files/53213_bbb.pdf

UNIDO, Post-crisis Rehabilitation and the Sustainable Development Goals



UNIDO interventions are also designed for scaling up. While individual projects have tangible impacts at the local level, by widening interventions it is possible to achieve a larger development impact at the country level, contributing to national and international development objectives, such as the Sustainable Development Goals, through at-scale partnerships with the private sector, international financial institutions and other development partners. The UNIDO post-crisis rehabilitation interventions play a critical role in giving effect to the central and transformative promise of the 2030 Agenda, to ensure that no one is left behind. The Organization's human security and post-crisis rehabilitation interventions also contribute directly to the following individual Goals:



Project Spotlight: Liberia



AT A GLANCE

Title:	Reintegration for Liberian returnees through skills training and job creation
Partners:	Liberian Refugee Repatriation and Resettlement Commission (LRRRC), Ministry of Commerce and Industry, Ministry of Youth and Sport, UNHCR Liberia
Donor:	Japan
Budget:	\$1.5 million
Country:	Liberia
Duration:	2013 - 2014
Objective:	Socioeconomic reintegration of Liberian returnees through the provision of market-driven vocational skills training, entrepreneurship training and other related services.

CONTEXT

Following a decade of peace in Liberia, cessation clauses were invoked in June 2012 ending the refugee status of more than 750,000 Liberians who had sought shelter in neighbouring countries during the two civil wars between 1989 and 2003. By the end of 2012, 23 years after the start of the civil war, the Office of the United Nations High Commissioner for Refugees (UNHCR) had completed the voluntary repatriation of more than 155,000 Liberians.

Reintegrating the returnees and providing them with opportunities to secure viable livelihoods places an enormous burden on the country, which is in transition from a phase of post-conflict stabilization to long-term development. With high unemployment rates in the country, where 70 per cent of the population is under 30, this undertaking not only poses a challenge for the social and economic stability of the country, but is also a perceived source of insecurity for the Government of Liberia and for the region at large.

APPROACH

The project was aimed at bolstering the efforts of the Liberian Government to help the returnees to reintegrate socially and, at the same time, contributing to the economic recovery of the country. Capitalizing on the lessons learned from the previous UNIDO interventions in the

area of skills training and livelihood recovery in conflict-affected environments, the project worked with the Liberian Refugee Repatriation and Resettlement Commission (LRRRC), training institutions and directly with returnees to provide flexible short-term training.

RESULTS AND IMPACT

The project supported the socioeconomic reintegration of Liberian returnees by enhancing their employability on the job market and by promoting self-employment initiatives. For this, at the institutional level, the project introduced the UNIDO Entrepreneurship Development Programme (EDP) for Liberia and worked on building the capacity of LRRRC and the Returnee Reintegration Training Centre managed by LRRRC. The project also built the capacity of vocational training institutions through small equipment support and training of trainers, who would then provide vocational and technical skills training to Liberian returnees. These interventions institutionalized the assistance provided to returnees registered with LRRRC and ensured that partner institutions had the capacity to conduct entrepreneurship training and other skills training programmes to enhance self-reliance among returnees.

More specifically, at the end of its implementation, the project achieved the following:

- ✓ **658** beneficiaries trained in entrepreneurship development, 426 of these being returnees and 232 from local communities. Among them, at least 60 of the EDP trainees were able to start a business during the course of the training.
- ✓ Among the 658 beneficiaries, **257** graduates benefited from business mentoring services through the learning circles;
- ✓ **97** graduates who participated in the learning circles established eight self-help groups to resource start-ups and operate businesses;
- ✓ **327** beneficiaries were provided vocational and technical skills training and equipment toolkits to start their own income-generating activities. Of these, 262 were returnees and 65 from the local community.

In addition, after the project in 2016, UNIDO carried out an impact study with the Refugee Studies Centre of the University of Oxford to assess how UNIDO interventions had assisted the economic reintegration of the Liberian returnees. The study confirmed that 76 per cent of the sampled returnees had commenced some form of job or income-generating activity, and 64 per cent of those confirmed that the UNIDO training had contributed to their search for a job or their engagement in an income-generating activity. The study also collected a number of case studies to assess the process of the returnees' economic reintegration through in-depth individual interviews.

More information may be found in UNIDO Working Paper WP10/2017, available at:

www.unido.org/publications/follow-study-role-unidos-training-economic-reintegration-repatriated-refugees-liberia.pdf, and in the following article on the UNIDO website under "Stories": www.unido.org/stories/new-beginning-after-war-reintegration-liberian-returnees.

Project Spotlight: Iraq



AT A GLANCE

Title:	Operations and Industrial Maintenance Training Academy in Erbil, Iraq
Partners:	SIDA; Scania CV AB; Ministry of Labour and Social Affairs of the Kurdistan Regional Government
Donors:	Swedish International Development Cooperation Agency (SIDA); Scania CV AB; Ministry of Labour and Social Affairs of the Kurdistan Regional Government
Budget:	\$2.8 million (SIDA); \$1.45 million (Scania); \$ 1.35 million (Kurdistan Regional Government in-kind contribution)
Country:	Iraq
Objective:	To establish an operations and industrial maintenance training academy in Erbil/Iraq.

CONTEXT

Despite decades of turmoil in Iraq, the Kurdistan region has enjoyed a large degree of autonomy since the 1990 Gulf War, and economic growth was boosted by funds from the United Nations oil-for-food programme, which ended in 2003. Thanks to the stable security environment in the Kurdistan region – which was largely absent in the rest of Iraq – economic growth continued into the 2010s. It was within this favourable economic environment that truck manufacturer Scania decided to re-enter the Iraqi market. The lack of qualified mechanics to service vehicles was recognized from the outset as an issue that needed to be addressed.

UNIDO approached Scania with the idea of a public-private development partnership for a training facility. The pre-existing UNIDO micro-industry support projects in five Iraqi governorates were engaged to train instructors from the Ministry of Labour and Social Affairs who could then be assigned to the truck maintenance training project.

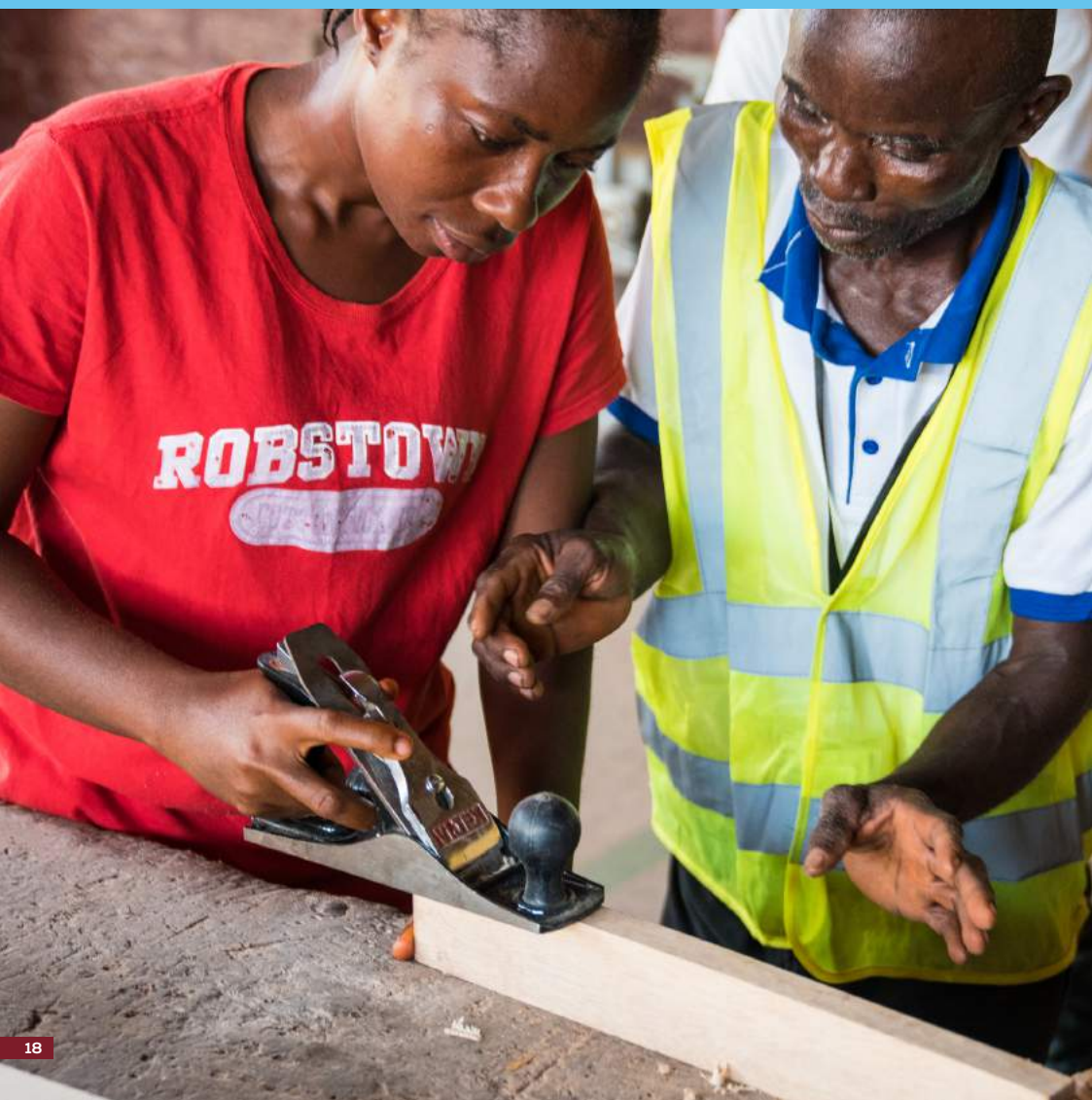
APPROACH

A vocational training academy was established in Erbil through a public-private development cooperation with Scania, which possesses the required technical expertise in the field of truck engineering. Equipment was provided and courses were organized to allow intensive training for instructors and to educate students and workers in truck engineering, English, information technology (IT) and driving skills.

RESULTS AND IMPACT

- ✓ Total of **865** people trained (48 per cent female);
- ✓ **490** students trained in English (53 per cent female);
- ✓ **145** students trained in truck engineering (16 per cent female);
- ✓ **230** students trained in IT (60 per cent female);
- ✓ **14** per cent of women and 25 per cent of men reported gaining better jobs after training;
- ✓ Trainee unemployment rate fell **from 58 to 34** per cent;
- ✓ Full-time employment rate rose **from 8 to 30** per cent.

Project Spotlight: Côte d'Ivoire



AT A GLANCE

Title:	Projet d'appui à la formation professionnelle et à l'insertion des jeunes en Côte d'Ivoire (PROFORME)
Partners:	Ministry of National Education, Technical Education and Vocational Training; Autorité pour le désarmement, la démobilisation et la réintégration
Donor:	European Union
Budget:	€28.5 million
Duration:	2012 - 2018
Country:	Côte d'Ivoire
Objective:	Capacity-building of vocational training centres and agricultural colleges in Côte d'Ivoire.

CONTEXT

The project started after the second civil war in Côte d'Ivoire (2010–2011) and was aimed at reforming the technical and vocational training system to help ex-combatants and young people to develop the capacity to sustain themselves in the post-conflict environment. Since the project's inception in 2012, UNIDO, in cooperation with the Ministry of Employment, Social Affairs and Vocational Training, has provided over 4,000 young people with certified training in line with market demand and helped with the capacity-building of governmental officials and management personnel in pilot vocational centres.

APPROACH

A total of 11 vocational training centres throughout the country are to be rehabilitated through the combined efforts of the Ministry of National Education, Technical Education and Vocational Training, the Ivorian Agency for Disarmament, Demobilization and Reintegration and the United Nations Office in Côte d'Ivoire. The private sector has also been involved in all stages of the programme, from the design of effective tools to their implementation.

RESULTS AND IMPACT

- ✓ 11 vocational training centres and agricultural colleges in Côte d'Ivoire rehabilitated and make operational;
- ✓ 1,830 young people and 190 ex-combatants completed vocational training;
- ✓ 2,525 ex-combatants are currently being trained;
- ✓ Institutional planning and vocational centre management improved;
- ✓ Awareness of vocational training opportunities raised.

Acronyms

EDP	(UNIDO) Entrepreneurship Development Programme
IT	Information Technology
LRRRC	Liberian Refugee Repatriation and Resettlement Commission
OECD	Organization for Economic Cooperation and Development
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization

Further information

Further information about this project and its activities is available on the UNIDO website: www.unido.org

This publication may be downloaded free of charge from the website.

UNIDO in brief

UNIDO is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability.

As of 1 April 2019, 170 States are Members of UNIDO. They regularly discuss and decide UNIDO's guiding principles and policies in the sessions of the Policy Making Organs. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States.

UNIDO maintains a field network comprising of 48 regional and country offices around the world.



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INDUSTRIAL DEVELOPMENT ORGANIZATION

United Nations Industrial Development Organization
Vienna International Centre
P.O. Box 300, 1400 Vienna, Austria
Telephone +43 1 260260
www.unido.org

