




## First Year at BCPR

Key highlights and way forward

By Kathleen Cravero, Director, BCPR

It has been just over a year since I began my tenure as Director of UNDP's Bureau for Crisis Prevention and Recovery (BCPR). During this time, global attention on response to both armed conflict and natural disasters has increased steadily. BCPR worked to keep up with a constant stream of new developments and the growing demands of our Country Offices (COs). Highlights of the last 12 months include: ■ The arrival of the new Administrator and Associate Administrator, both of whom are committed to strengthening UNDP's capacity to respond to crisis and support recovery efforts; with their support, this issue received unprecedented attention at the UNDP Global Management Team Meeting in February 2006; ■ Progress in establishing a Peacebuilding Commission and a Peacebuilding Support Office, two of the key gains from the 2005 World Summit; ■ Designation of UNDP as a lead agency for early recovery, as part of the reform of the humanitarian coordination system; and ■ Establishment of the International Recovery Platform, a global centre of excellence for disaster risk reduction and recovery.

In this context, BCPR began a visioning and strategic planning process. Through a series of in-house consultations, we defined our core purpose, values and goals. Next, we developed a strategic framework, which benefited from the input of partners, and was discussed at the first BCPR global staff retreat last January. The framework identifies two main outcome areas for BCPR's work: prevention and risk reduction, and recovery. It also sets out a number of approaches that will guide us to these outcomes. Key among these are mainstreaming gender, increasing the operational capacity of UNDP COs, and strengthening the Bureau's role as a thought leader on CPR issues. Within the next six months, we will move from the framework to a comprehensive strategy for 2007-2009. The next issue of this newsletter will preview the three-year strategy and implementation plans. In the meantime, BCPR will continue to fulfill its most important role: supporting UNDP COs in their crisis prevention and recovery efforts.

When I took this post, a number of people told me: "Great team—hard job." After a year, I agree on both counts. The challenges are formidable but it is a pleasure to work with the first rate staff in BCPR. 

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## Post-disaster Recovery in Iran

Using community-based information management

By Victoria Kianpour, UNDP Iran and Debanjali Chakraborti, BCPR

On 26 December 2003, a devastating earthquake struck Iran's southeastern city of Bam, claiming more than 30,000 lives and causing immense destruction to houses, infrastructure and livelihoods. In the aftermath, rehabilitation of survivors and reconstruction of infrastructure was a complex task.

Information on the needs of the affected communities was often scarce and inaccurate, and communicating to the affected people about the government's relief and rehabilitation packages and their entitlements was a major challenge. Without having access to information on reconstruction and housing policies, it was difficult for survivors to make decisions about rebuilding their houses. To bridge this gap, UNDP coordinated a UN response to achieve participatory reconstruction planning for Bam.

Initiating a community-based information and communication strategy was a crucial component of UNDP's commitment to the government of Iran and the people of Bam. The aim of the initiative was to empower the affected communities through better access to information on disaster recovery and reconstruction programmes, using various information and communication technologies. The production of a bi-weekly community newsletter for Bam ►

## What's New



### Survivors of the Tsunami: A New UNDP Book

One year has passed since the Indian Ocean Tsunami on 26 December 2004. The magnitude of the disaster was unprecedented and so was

the scale of generosity of international society. In total, \$13.6 billion has been pledged. While the daunting challenges of mid-term recovery and longer-term reconstruction will remain for at least several more years, the book *Survivors of the Tsunami: One Year Later*, provides a snapshot of UNDP's response to this disaster in the past year and highlights our efforts to support survivors in rebuilding their lives.

**Snapshot of UNDP Support:** UNDP requested \$177 million in the Flash Appeal; \$120 million was mobilized and \$75 million was delivered in the first 10 months. *Survivors of the Tsunami* highlights how this assistance was translated into concrete efforts to coordinate UN relief and recovery efforts; assist affected communities in generating job opportunities; re-establish basic infrastructure; rehabilitate hard-hit tourism fishery sectors; build government and local capacities for recovery and reconstruction; promote consultation with local communities; and develop early warning systems. In particular, the book highlights how UNDP's support of tsunami survivors played a key role in designing recovery. Because the outpouring of generosity raised expectations for accountability and transparency, UNDP has helped the tsunami-affected governments establish the Development Assistance Database to track incoming resources, trace where funds have been allocated, and see whether the tsunami projects are achieving their goals.

**Maintaining the Momentum:** "The one-year mark is hardly an endpoint on the road to full recovery," said UNDP Tsunami Task Force Chairperson Hafiz A. Pasha (RBAP Director). "Many homes still need building, roads and ports need repairing, and better livelihoods and safer living conditions need to be developed." We need to keep this momentum and help mainstream community-based disaster risk reduction strategies and lessons learned into the longer-term reconstruction process. Our challenge now is to get this job done.

For more information on this book or *UNDP Maldives: One Year After the Tsunami*, which takes stock of challenges in five areas: shelter and internally displaced people, universal access to quality health and education, rehabilitation of livelihoods, reconstruction of infrastructure, and environmental sustainability and disaster management, contact [iori.kato@undp.org](mailto:iori.kato@undp.org).

### Post-disaster Recovery in Iran (continued)

with a circulation of 10,000 was one of the first steps taken. A group of local volunteers, who were trained on reporting and journalism by UNDP, have been involved in producing the newsletter and disseminating it through kiosks. The newsletter provides information to communities about government policies on house and land entitlements, and the procedures to get them. It also provides information about job opportunities, safety, health and risk reduction. Simultaneously, the newsletter offers the community a chance to voice their concerns about these programs.

In addition to providing communities with increased information about recovery programs, the newsletter has had ripple effects. Some participants have started their own sectoral news sheets and bulletins. There has been a wider campaign for enhancing public awareness on natural disaster risk. Awareness campaigns have been launched with specific themes, and posters and pamphlets are regularly circulated. Radio and television programmes make people aware of the various types of disasters in the country, and methods of disaster risk reduction are debated in interviews with national and provincial authorities, scientists, scholars and policy makers.


To maintain this present momentum of information exchange and awareness, UNDP hopes to consolidate the strategy through the Country Programme for 2005-2009, where improving access to information on disasters and risk management figures as a key component. In the aftermath of the Zarand earthquake of 2005, which occurred in the same province as Bam, attempts have been made to extend Bam's information and communication strategy to the entire province. Through the Country Programme, UNDP will begin to share information on different aspects of disaster risk management via "information portals" for the province. Information on disaster risks will also be analyzed by creating a system to continually track existing and emerging patterns of disaster risk over time. These efforts will result in the compilation of a National Disaster Risk Report for Iran—a crucial tool that will guide ongoing and future recovery and risk reduction efforts. 



Photo By: UNDP Iran

## Promoting Conflict Prevention with Dialogue

Building multi-stakeholder consensus

By Celine Moyroud, Conflict Prevention Advisor, BCPR

The United Nation's experience in peace building has shown that democratic governance is central to lasting peace. Participatory, accountable and transparent institutions and processes are vital to the peaceful and lasting management of internal disputes and tensions. As such, the need for multi-stakeholder consensus on critical issues has never been greater and, increasingly, leaders are turning to dialogue as an important tool to strengthen governance and consolidate peace. For instance, in the context of economic and social crisis in Argentina, dialogue was instrumental in reducing tensions in the country. In Afghanistan, support for a participatory, nationally owned process to build consensus on a new system of governance led to the country's first legitimate constitution and



Photo By: UNDP Indonesia

government since 1973. In Mauritania, a civic dialogue centered on the achievement of the Millennium Development Goals provided the framework to develop a common vision of Mauritania's future and opened deeper discussion of issues related to democratic values and citizenship.

These examples emphasize the importance of processes that build multi-stakeholder consensus (such as national, civic, and constitutional dialogues) in preventing conflict, sustaining peace and furthering reconciliation. Dialogues have been particularly effective in strengthening governance in conflict-prone settings by creating new bases for respect and collaboration among key segments of society, increasing national capacity to constructively resolve issues, and developing a collective knowledge base that surpasses individual approaches. In this context, building on its capacity to provide a neutral forum to engage key actors, UNDP has facilitated or supported multi-stakeholder dialogues on potentially divisive issues. In particular, this has meant: ■ Convening and facilitating (as appropriate, with the support of the UN system, and in collaboration with the UN Department of

## What's New

### A New Support Network for Democratic Dialogue

In December 2005, practitioners met in Buenos Aires, Argentina to launch UNDP's Regional Support Network for Democratic Dialogue Processes. The new mechanism, which benefits from the support of Canada and Spain, will provide technical assistance to national processes supported by UNDP's Country Offices (COs) in the Latin American and Caribbean region. It offers technical support in the design, organization, facilitation and evaluation of dialogue processes. It also proposes capacity building initiatives for staff and counterparts. The network was launched in response to demands for targeted, tailor-made support to improve the quality and impact of dialogue processes. Dialogue processes are used to address complex societal problems that are not tackled adequately by existing institutions. Their goal is to create conditions of trust essential for shared solutions, reduce tensions leading to violent conflict, and improve democratic governance. The network, which is an integral part of the Regional Project on Democratic Dialogue, brings together a group of skilled practitioners from the region with experience in supporting dialogue processes. The network has been shaped by CO demands and the experience of delivering support in more than 10 countries during the last two years. The network offers a structured way of delivering support, provides a platform for learning between practitioners, and guarantees rapid response to COs. It draws on a group of practitioners who can both contribute and benefit from their involvement in the network while maintaining their relations and work with other institutions. With the creation of this network, UNDP affirms its commitment to supporting dialogue as a crucial tool for conflict prevention and development. For more information, contact [francisco.diez@undp.org](mailto:francisco.diez@undp.org) or [marc-andré.franche@undp.org](mailto:marc-andré.franche@undp.org).

Political Affairs and the UN Department of Economic and Social Affairs) multi-actor dialogues to build consensus on national priorities, development policy, or frameworks for governance in conflict prone settings; and ■ Supporting participants in dialogue processes with acquiring the necessary conflict transformation skills and in establishing joint mechanisms for the implementation of the dialogue outcomes.

Increasingly, UNDP has adopted a dialogic approach to the design and implementation of conflict analysis processes on the ground. For instance, UNDP Indonesia developed an innovative approach to conflict analysis that focused on creating dialogue on peace and development as a specific outcome of this process. This initiative was designed not only to formulate a developmental response to post-conflict contexts, but also as a tool to address the causes of violence and build sustainable peace. **CPR**

# Who's Who in CPR

*Highlighting staff who contribute to crisis prevention and recovery efforts*



**Lawrence Lachmansingh**  
Programme Manager,  
Social Cohesion Programme,  
UNDP Guyana

As Programme Manager of the Social Cohesion Programme, Lawrence supports national efforts to address sensitive issues in Guyana, where political and social tensions, economic frustration, and crime are at worrisome levels. Since May 2003, Lawrence has managed activities to build local capacities for the peaceful resolution of disputes and promote the rule of law and democratic governance. Working with national partners, he leads a six-member unit in developing and executing programmatic strategies and activities that seek to reduce the risk of Guyana falling into violent conflict. Between 2000 and 2002, Lawrence was the Deputy Director of Asia Programmes at the National Democratic Institute (NDI) in Washington DC, where he managed programmes to promote democracy through the monitoring of elections and the development of political parties, legislatures, civil society organizations and local authorities. These programmes were located in more than 12 countries including Bangladesh, China, Cambodia, Indonesia, Malaysia, Sri Lanka, Thailand and Timor Leste. As Deputy Mission Director at the NDI Office in Indonesia (1998-2000), Lawrence worked with local groups to recruit, train and deploy more than 600,000 local observers for national elections. Earlier (1991-1998), he volunteered with and eventually headed the local election observer group – the Electoral Assistance Bureau – in his native Guyana. Lawrence has an MBA from Dalhousie University in Halifax (Canada) and a BA in Theology from the University of the West Indies (Jamaica).



**Hodan Addou**  
Regional Peace and Security  
Advisor, UNDP/UNIFEM Kenya

As the Regional Peace and Security Advisor for East and Southern Africa since 2002, Hodan provides substantive policy and operational guidance to ensure women, peace and security issues are effectively tackled under UNIFEM's Africa Peace and Security Programme. Bringing together female ex-combatants in Rwanda to discuss gender specific challenges in reintegration, or strengthening capacity to engender the Somali National Reconciliation Conference are just few examples of how Hodan has worked to mainstream women's perspectives on peace and security into programmes. Enhancing women's access to post-conflict justice reforms and engendering early warning and response are also initiatives Hodan has supported at the national and regional levels. Hodan has more than 10 years of field experience in Africa, working directly on crisis and post-crisis situations. Since joining UNIFEM in Nairobi, Kenya as a Project Manager in 1993, Hodan has worked as a Programme Officer on women and emergency situations (1994-1995), as a Regional Programme Officer on building capacity of women's peace movements in Eastern and Central Africa (1996-1999), and as a Regional Peace Programme Coordinator (2000-2002) on engendering the mainstream peace-building and mediation processes in East and Central Africa. Hodan has a BA in History from American University, Washington, DC, an MA from Teacher's College and a Master's of International Affairs from the School of International and Public Affairs from Columbia University, and she is pursuing a joint PhD in Economics and Education.

## Events

### **Building National Capacities for Conflict Prevention and Transformation, 6-8 March 2006, Istanbul**

The workshop *Building National Capacities for Conflict Prevention and Transformation* took place on 6-8 March 2006 in Istanbul, Turkey. Hosted by UNDP and the UN Department of Political Affairs (DPA), with the assistance of the UN Department of Economic and Social Affairs, the governments of Canada, Denmark, and Sweden, and the Folke Bernadotte Academy of Sweden, this meeting was an opportunity to review the progress achieved by the Joint UNDP-DPA Programme initiated in 2003. This programme is a joint effort to build national stakeholders' capacities for conflict prevention. The meeting brought together 14 countries from around the world and benefited from the participation of government representatives, civil society organizations, UN staff members, academics and bilateral partners. Practitioners shared experiences and lessons learned. A number of challenges with regard to conflict prevention were raised – from the need to improve coordination at all levels to the identification of mechanisms to engage national stakeholders in cultivating ownership and effective resource mobilization, while being able to adapt to evolving political situations. Follow up actions include: a) Collectively identifying indicators to more efficiently measure the impact of conflict prevention programmes; b) Strengthening UN support to ongoing and new conflict prevention programmes through the provision of additional human, financial and knowledge resources; c) Generating a user-friendly platform for conflict prevention practitioners to exchange ideas; and d) Developing the joint UNDP-DPA project into a programming framework for countries interested in developing conflict prevention strategies. For more information, contact [chetan.kumar@undp.org](mailto:chetan.kumar@undp.org).

To submit feedback, a news item or an event to the CPR Newsletter, contact: [elisabeth.diaz@undp.org](mailto:elisabeth.diaz@undp.org).