



Preventing Crisis Enabling Recovery

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2010 Annual Report

**Bureau for Crisis Prevention and Recovery
United Nations Development Programme**

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Foreword

by Helen Clark

Empowered lives. Resilient nations.

A more just and equitable world is one which will be more stable and secure. Recent events in the Arab states remind us that economic and political exclusion can be a combustible combination.

The United Nations Development Programme (UNDP) works with countries to reduce poverty, promote democratic governance, prevent and recover from crises, and protect the environment and combat climate change.

Our Bureau for Crisis Prevention and Recovery (BCPR) has a critical role in supporting all of UNDP to meet these responsibilities by strengthening the capacities of countries to prevent and recover from crises. It assists countries to move from immediate recovery to longer-term development, as early as possible during and after crises, thus providing the essential foundation for sustained rapid human development.

Crises, whether generated by conflict or disaster, cause trauma and suffering. They impose human, social and economic costs which can last for generations, and set back hard won development goals. BCPR supports countries to build the capacity for recovery through the formulation of disaster risk reduction and crisis response strategies, and promoting early recovery. This support is instrumental in providing hope to the poorest, isolated, and most vulnerable population groups, who are often the most at risk from violence and the most seriously affected by disasters.

BCPR's role in crisis settings, its partnerships on behalf of UNDP with other UN agencies, and its ability to engage the development community more broadly, ensure that assistance can be provided rapidly, in the appropriate places, and with the maximum impact for those most in need. In that context, the Thematic Trust Fund for Crisis Prevention and Recovery, if adequately resourced, provides for a rapid and effective response at the country level, where time is of the essence and where other funding mechanisms can take time to be put in place.

At the end of last year, I approved a transformation plan for BCPR designed to strengthen the Bureau to respond even more effectively to the increasing demand for its services from Country Offices. As part of an overall UNDP effort, the Bureau will work especially hard to scale up our prevention work—helping governments, communities, and civil society to find solutions to tensions and conflict on the basis of consensus, and strengthening readiness for disaster. As was proved time and again in 2010, modest investments in prevention and preparedness do save lives.

Looking ahead, BCPR will be instrumental in UNDP's efforts to improve the security, rebuild the livelihoods, and restore the hope and dignity of the disrupted and displaced. This enables UNDP to fulfil its mandate to empower lives and build resilient nations.

Helen Clark



UNDP Administrator

Introduction

by Jordan Ryan

As part of UNDP, and working through the UN system as a whole, BCPR is responsible for advancing peace and development by strengthening capacities of countries to prevent and recover from crisis and regenerating the well-being and livelihoods of those affected by natural disaster and armed violence. In our work, we are guided by a concept of 'HOPE', which seeks to restore 'healthy' societies after crisis; provide 'opportunities' for the poorest and most vulnerable; 'protect' communities from violence; and 'empower' women to contribute to their country's recovery. This annual report of BCPR describes our progress in meeting these responsibilities during 2010.

Our principal task at BCPR is to respond effectively and efficiently to requests for crisis prevention and recovery services by UNDP Country Offices. Their requirements during 2010 were many and varied. BCPR and its partners provided experts and programmatic support on rule of law, justice and security; small arms and mine action; disarmament, demobilization and reintegration; women's empowerment in crisis; disaster risk reduction; and livelihoods and employment creation.

In Burundi, for example, BCPR support led to increased political participation of women. In Kenya, efforts by UNDP Kenya, with assistance from BCPR, recovered and destroyed small arms and developed mechanisms to identify and defuse violence in advance of the referendum on the Constitution. UNDP's support for national and local dialogue and conflict management efforts in Kenya, Kyrgyzstan and Solomon Islands helped create the conditions for a non-violent outcome following elections. BCPR assisted 21 countries to create safe, stable settings as part of disarmament, demobilization and reintegration programmes. In Colombia and Sri Lanka, women's organizations were engaged to plan, implement and monitor community-based projects, and Peace and Development Advisors and similar specialists were deployed in 35 countries to support national actors in addressing emerging tensions, and building consensus around critical priorities.

Natural disasters often dramatically reverse development gains. Accordingly, BCPR made a major effort during 2010 to help reduce and mitigate the risks of disasters. It is difficult to anticipate disasters, such as the impact of the earthquake in Haiti (with over 300,000 killed) or floods in Pakistan (with more than 18 million people affected). Yet, the preparations made by BCPR and other partners in the UN system with respect to the Fast Track Policies and Procedures (FTP) proved to be extremely valuable. Within hours of both disasters the FTP mechanism had been activated and SURGE teams, composed of UNDP staff members redeployed to help UNDP country offices foster better recovery and development opportunities for people affected by crisis, were responding. BCPR mobilized 58 experts during January and May to support disaster mitigation and recovery in Haiti. In addition to expertise, BCPR also provided funding and programmatic support to the UNDP Country Office. An especially noteworthy outcome was the Fast Track support provided for cash-for-work and other emergency employment schemes. These initiatives served the displaced, helped resettle those affected, with women and youth specifically targeted for assistance.

Crisis and post-crisis situations are especially dangerous for women and girls and place special demands on prevention and recovery actors such as BCPR. Several achievements in 2010 made notable contributions to reducing sexual assault and holding accountable those responsible for sexual and gender-based

violence (SGBV). They included the provision of legal aid services, the extension of mobile courts, the referral of SGBV cases to formal courts, gender-sensitive training of police, and the provision of special security to protect internally displaced persons, especially women and children. Disaster risk reduction planning is now gender-sensitive, and women's organizations are directly involved in crisis prevention activities and community-based development projects.

The strategic review of BCPR was completed in early 2010. The review emphasized the need to better integrate Crisis Prevention and Recovery within UNDP and the UN system, to be more strategic, results-oriented, and to provide more thorough and timely analysis and technical support in the areas of conflict prevention, disaster risk reduction, and early recovery. We now have a new operational structure, with most BCPR support organized in New York and a strong Liaison Office in Geneva. Work continues to better align BCPR's activities with the priorities of UNDP's regional bureaus. The reorganization of human resources is proceeding, senior managers have been appointed, and the operations of the Liaison Office in Geneva have been streamlined. A key dimension of the transformation has been the adoption of a Multi-year Results Framework that is supported by comprehensive agency-wide monitoring and evaluation of our activities. The transformation will continue into 2011 and early 2012 with the development of a monitoring and evaluation strategy, special emphasis on improving financial performance, expanding and deepening our partnerships, and further upgrading our information and knowledge management. Each of these will be boosted by additional support for senior management and leadership training.

A fundamental feature of BCPR's operations is cooperation and collaboration through a range of partnerships both within the UN system and with other development agencies. Several new partnerships emerged in 2010 and many of the existing partnerships were strengthened. Our relationship with the European Commission continued to evolve in constructive ways. BCPR has also deepened its cooperation with the World Bank. Current efforts involve a pilot study to improve governance and administration in post-conflict societies. The 2011 World Development Report on *Conflict, Security, and Development* provides a number of entry points through which UNDP can expand its cooperation with the World Bank. BCPR is actively supporting this effort.

Our work in BCPR confirms on a daily basis the harsh toll that disaster and crises take on regions and countries, and their people. All too frequently, it is the poorest and most vulnerable, particularly women, children and youth, who suffer the most. It is also these groups who tend to have the fewest capacities for recovery from crises. This is why we place so much emphasis on disaster risk reduction, being prepared to respond immediately when disasters or crises occur, and creating the partnerships and connections that ensure that early recovery efforts are well-organized and well-funded and deliver results. Through our partnerships both within and outside the UN system, we have accomplished a great deal over the last year, and indeed, in the decade since the Bureau's formation. Many challenges remain and I am confident that BCPR's transformation is taking the Bureau in the right direction to ensure we are better placed within UNDP to meet them.

Jordan Ryan


Assistant Administrator
and Director, BCPR, UNDP

