



*A farmer spreads fertilizer on his newly planted wheat fields that have replaced his poppy crop in Mian Poshteh, Helmand Province, Afghanistan. UNDP supports initiatives that contribute to the socio-economic recovery of people such as the increased production of food and cash crops.*



# 6

## Conclusion

The events and accomplishments of 2010 challenged and strengthened BCPR and overall highlighted the importance of the crisis prevention and recovery practice within UNDP. As this Annual Report has shown, BCPR has in large part stepped up to the challenges of supporting UNDP Country Offices, preventing and mitigating the effects of crises around the globe, and developing the partnerships and approaches that enhance UNDP's effectiveness and efficiency overall.

### **BCPR's noteworthy achievements during 2010 include:**

- Deploying SURGE teams in more than 20 countries, the most challenging being Haiti where 58 experts were mobilized.
- Ensuring UNDP internal Fast Track Policies and Procedures reduced response times in crisis countries. First used in Haiti, 21 Country Offices applied FTP in 2010.
- Supporting 1,800 ex-combatants to be discharged under DDR arrangements in Nepal with livelihood packages and training.
- Facilitating the establishment of a system in Somaliland to refer sexual assault cases to formal courts.
- Expanding legal-aid services and enabling Sri Lanka to repair six court houses, strengthening village-level paralegal capacities, and training 700 village heads in legal issues including SGBV.
- Supporting the Government of Southern Sudan to assess the core functions of statehood as part of the preparations for the January 2011 referendum.
- Mobilizing a team of 50 facilitators to conduct household surveys and conduct focus-group discussions to assess impacts on people and recovery needs as part of a Human Needs Recovery Assessment in response to the eruption of the Merapi Volcano (Indonesia).

- Providing relief assistance to 19,500 families of IDPs in the Philippines and, working with local authorities, devising programmes to assist recovery efforts in 42 communities of return.
- Enabling over 24,000 people to gain self-employment through establishment of viable small and micro-enterprises in crisis and post-crisis countries;
- Supporting national actors to take concrete steps to ensure peaceful referendums in Kenya and Tanzania, and violence-free elections in Kyrgyzstan, Solomon Islands, and Togo.
- Supporting cash-for-work initiatives to restore community infrastructure schemes and clear rubble and debris in the wake of disasters in Pakistan and Haiti.
- Facilitating gender-responsive DRR in the Democratic Republic of the Congo through the economic integration of 1,056 female ex-combatants/formerly associated members.
- Helping create emergency jobs and longer-term employment for 25,000 male and more than 7,300 female ex-combatants in nine countries.
- Preparing for DDR programmes in eight additional countries.
- Assisting governments in 31 countries to work on reducing both the demand for and supply of small arms.
- Strengthening collaboration across the UN for implementation of UN Security Council Resolution 1888 (conflict-related sexual violence) to enhance gender-inclusive and sustainable peace, security and development.
- Stepping up action in 31 countries to implement armed violence-prevention programmes and supporting a further 40 states with national mine action initiatives.
- Promoting efforts in several countries to work with young people to defuse tensions created by economic rivalry, lack of employment opportunities, and inter-ethnic tensions.
- Building upon BCPR's leadership role in the Cluster Working Group on Early Recovery to promote the activation of early recovery co-ordination mechanisms in 32 countries.
- Working with the UN System, the World Bank and European Commission to assist governments develop the institutional agreements on the formulation of Post Disaster Needs Assessments.



*A fisherman prepares his boat for a night of fishing on Lake Tanganyika in the northern Zambian town of Mpulungu. UNDP supports livelihoods and economic opportunities for people living in post-conflict situations.*

## Looking Ahead

### Crisis Prevention and Recovery Results are Development Results

BCPR has existed within UNDP as a dedicated bureau for one decade. In this time more than 100 countries have been supported throughout numerous crises with the fielding of staff, programmatic advice and a total budget of approximately \$1.3 billion. As a direct result, UNDP has managed to keep focused on its mandate—promoting human development—when stronger humanitarian and security agendas often prevail. Moreover, the skills, experience and resources that BCPR brings to UNDP have ensured much closer partnerships within the UN at large—promoting the organization’s overall effectiveness in preventing and responding to violent conflicts and natural disasters.

These achievements have been possible with the dedicated, specialized capacity that BCPR brings to UNDP. In response to the Strategic Review, as BCPR’s new structure, capacities and systems continue to take shape throughout 2011, operations will become increasingly strategic and results-oriented. Targeted Crisis Prevention and Recovery support will better align with ongoing UNDP and UN development actions in response to national priorities. Increasing the capacity of BCPR Technical Teams in New York will help ensure coherence within UNDP and the UN on policy and programming. Working more closely with UNDP’s regional and substantive bureaus will also ensure much more efficient and strategic alignment of Crisis Prevention and Recovery inputs into country programmes and links to longer-term development policy.

The World Bank’s 2011 World Development Report on *Conflict, Security and Development* highlights the challenges organized violence poses to the advancement of less-developed societies. This important policy piece, along with the UN’s ongoing work on defining ‘Civilian Capacity’ requirements in post-conflict and

peacekeeping settings, will guide much of the formulation of UNDP’s Crisis Prevention and Recovery response into the near future.

The vision of BCPR into 2011 and beyond also aligns well with UNDP’s overall ‘Agenda for Change’—working to promote the increasing incorporation of Crisis Prevention and Recovery within UNDP country programmes as a fundamental foundation empowering people and ensuring resilience in nations.

### Early Warning and Analytical Programming

UNDP’s preparedness and response capacity will be bolstered in 2011 with early warning systems—which will help BCPR and UNDP Country Offices provide timely assistance to UNDP programme countries facing crises. An increasing frequency of disasters involving natural hazards also underscores the need to combine response with preventative action for natural disasters—as climate change combines with the effects of growing urbanization and natural resource depletion to enhance the vulnerability of many. Growing disparities between the rich and poor, accompanied with the rise of access to information through social media, points towards much of UNDP’s work this decade being driven by opportunities to accompany national transitions to democracy.

### Immediate Crisis Response

Although crisis risks may persist over years and decades, the exact timing of crisis events cannot always be anticipated. Haiti’s earthquake in January 2010 was one such notable disaster from a little-known, natural hazard. Although not a humanitarian agency per se, UNDP must maintain a certain capacity for immediate response to ensure Country Offices receive capacity support and can, thus, remain during crises as an advocate for human development and as a competent partner with humanitarian and security-driven actors. BCPR in 2011 will move ahead with UNDP’s overall ability to respond, including through the



IRIN - Kate Holt, Nepal

*A woman at her home near Rupandehi, Nepal. UNDP made progress in protecting, empowering and improving the prospects of women and girls in crisis and post-crisis settings in 2010.*

development of 'signature products' that can be quickly rolled out through UNDP Country Offices in a post-crisis environment. Some products, such as community-based recovery, will bolster UNDP's role as an actor in early recovery. UNDP's official role as coordinator of the 'Early Recovery' humanitarian cluster will also be strengthened by clarifying UNDP's policy in this regard and tightening links with UN Resident and Humanitarian Coordinators globally. The extension of collaborative agreements and partnerships will be looked into, along with in-house capacity, aiming to ensure early recovery support is appropriately focused and timely.

#### **Women in Crisis and Post-Crisis Response**

In crisis, the needs and potential contributions of women are taken seriously. Whether crisis is triggered by armed conflict or natural disaster, women bear the brunt of it. UNDP's gender policy and BCPR's specific 'Eight-Point Gender Action Plan' help ensure UNDP's actions in crisis serve

to maximize the protection of women and their empowerment through the vital role they play in prevention and recovery. Throughout 2011 these efforts will be continued and strengthened—including through collaboration with UN Women to identify strategies and formulate options for creating mechanisms that empower women, especially in the aftermath of disasters and violence.

#### **Conflict Prevention**

As a core part of the 'Prevention Agenda', UNDP's support to national and local initiatives to build resilience to threats of violent conflict or potentially violent tensions will remain a key focus for BCPR. BCPR's transformation throughout 2011 will see additional capacity built in this area, with partnerships strengthened with PBSO on conflict analysis to support better peacebuilding strategies, and with DPA through the Joint Programme on Building National Capacities for Conflict Prevention, and the Inter-agency Framework Team on Preventive Action.

### Climate Risk Management and Disaster Risk Reduction

BCPR will continue to promote detailed analysis of the implications for DRR strategies relating to a projected impact of environmental threats in the short term and climate change over the longer term. A priority will be determining what capacity needs to be developed to institutionalize DRR and build in-country capacity to analyse, prevent and manage risks related to climate variability and climate change and to identify climate risk-management solutions. Overall the DRR team will also be strengthened with rededicated capacity in New York and more robust linkages to the World Bank's Global Facility for Disaster Risk Reduction.

### Post-Crisis Governance and the Rule of Law

As experience in much of the Middle East from late 2010 showed, the need to support national development priorities with improved democratic governance systems and capacities is likely to gain ground this decade. Immediate support to governance in the post-crisis context will be a key area of BCPR delivery into the future—teamed up with the experts on 'Democratic Governance' in the longer term through UNDP's Bureau for Development Policy. Rule of Law, Justice and Security needs will equally be important with UNDP building capacity on this front throughout 2011, and likewise has many links to the larger UN system such as DPKO and other security-related actors.

### Livelihoods and Economic Recovery

As many post-crisis responses show, and further highlighted by ongoing events in the Middle East, the need to engage youth in recovery and preventative action is paramount. 'Emergency Employment' as a key UNDP signature product in crisis will be a fitting complement to UNDP's already-established work in reintegration and community-based, small-scale economic recovery.

BCPR will be building up significant capacity in this area throughout 2011 and beyond, as well as strengthening partnerships such as with the ILO and the World Bank.

### Monitoring, Evaluation and Knowledge Management

BCPR is committed to substantial improvements in both the design overview and reporting of results achieved with a major thrust planned in this area over the next two years. Requisite monitoring and evaluation capacity will be bolstered—as well as the 'consciousness of results' being mainstreamed throughout.

BCPR is fully cognizant of the fact that output level results—such as the number of workshops held or people trained—are of little real interest when evaluating the impact of interventions. BCPR is seized with the need to work with UNDP Country Offices overall to ensure accountability and make the absolutely best of scarce resources. A specific independent portfolio review of many BCPR-supported interventions will be undertaken in 2011—shedding light on approaches that are proving effective or otherwise. Partnerships and communities of practice will be fortified throughout with a proactive approach to knowledge management as lessons are learnt and these successes built upon.

---

*BCPR is committed to substantial improvements in both the design overview and reporting of results achieved with a major thrust planned in this area over the next two years.*

---