

UNDP'S CRISIS OFFER

A framework for development solutions to crisis and fragility



1. A world of colliding crises

In a world of radical uncertainty and volatility, UNDP supports countries to anticipate, prevent, respond to, and recover from the impacts of shocks and crises on progress towards the Sustainable Development Goals (SDGs).

In doing so, UNDP supports the structural transformations required across society, economy, and environment to address crisis risks with urgent decisions required today to avoid lock-in towards escalating impacts tomorrow.

These efforts seek to reduce countries' reliance on external humanitarian relief and peace-keeping interventions, while risk-informing development planning for now and future. UNDP's unparalleled programmatic experience on the ground feeds its global thought leadership on new development solutions for crisis and fragile contexts.

Today,
approximately

15%

of the world's total
population live in
conflict-affected areas.

Disasters affected
**4.2 BILLION
PEOPLE**
over the past two decades



**OVER
300
MILLION PEOPLE**
could face acute hunger
this year.



More than
**100
MILLION**
people have been forcibly
displaced, a record number
in human history.



**71 MILLION
PEOPLE**

in the world have fallen
into poverty as a direct
consequence of global
food and energy
price surges
catalyzed by
the war in
Ukraine.



Progress towards the Sustainable Development Goals (SDGs) and 2030 Agenda is facing severe disruption.

Major crises across the globe, from Afghanistan, to Haiti, Myanmar, Ukraine, Yemen, and beyond, have resulted in significant, sometimes generational, setbacks to development progress. People living in these contexts are falling rapidly behind and face an increasingly uncertain future.

Today, approximately 15 percent of the world's total population – or 1.2 billion people – live in conflict-affected areas. Disaster losses for communities continue to rise sharply: disasters affected 4.2 billion people over the past two decades, a sharp increase compared the period prior. Over 300 million people could face acute hunger this year, and more than 100 million have been forcibly displaced, a record number in human history. Seventy-one million people have fallen into poverty as a direct consequence of global food and energy price surges catalyzed by the war in Ukraine alone.

A broader collision of crises is impacting the future of development. Compounded by the COVID-19 pandemic, the climate crisis, narrowing fiscal space, the debt crisis, increased cost of living, demographic challenges, social upheaval, political polarization, the erosion of the rule of law and human rights protections, and challenged multilateralism: a perfect storm is gathering. In the face of this significant disruption, actors across the humanitarian-development-peace (HDP) nexus are struggling to meet ever-growing need and vulnerability. **This perfect storm is testing the limits of our current paradigms.**

A significant change of course is necessary. Life-saving humanitarian assistance, and external peace interventions, while incontestably necessary, are insufficient to address the structural and underlying causes of this complexity. Crises are becoming increasingly protracted and cyclical. **Crises, so often rooted in multidimensional development deficits, are ultimately development emergencies requiring integrated development solutions. The nature of uncertainty and the magnitude of complexity does not lend itself to traditional forms of crisis response and recovery processes. Moving from crisis to crisis without addressing root development causes cannot meet the scale of crisis in the world today or the challenges of the global uncertainty complex.**

All evidence demonstrates that investing in development is the best way to prevent crises, and that without development investments complementing humanitarian and peace responses, the sustainability of emergence from crises is seriously diminished. UNDP's Crisis Offer takes a systems-lens, drawing on the whole of UNDP's substantive capabilities and its SDG integrator role. Its focus is on integrated approaches that sustain development gains, prevent losses, and resume progress towards development goals as rapidly as possible. It connects the analytical dots between macro-economic and fiscal challenges, political instability and governance-related challenges, climate change-induced disasters, impacts of the energy transition, risks of unrest, violent conflict, extremism, and other multidimensional risks.

This complexity requires policy and programme alternatives and solutions that reimagine our crisis prevention and response tools, with a dedicated focus on the most vulnerable populations An end to crisis is for our common good and should be our common goal.



UNDP IN CRISIS AND FRAGILE SETTINGS

Crisis prevention and recovery have been a core part of UNDP's development mandate for over 20 years. More than half of UNDP's total annual budget is delivered in fragile and crisis settings, and nine out of ten of our largest Country Offices are likewise in such contexts. We are present on the ground in all 57 countries categorized by the OECD-DAC as fragile.

UNDP is present in programme countries from far before the advent of crises, building on decades of partnerships and experience in-country, working with local, national and international partners to bring a development and longer-term lens to crisis risks. From Afghanistan to the Sahel and beyond, UNDP has shown the moral imperative and the practical effectiveness of investing in development amid the shattering consequences of crisis.

A people-centered approach drives UNDP's work and our commitment to strengthen the governance foundations for effective social contracts and more resilient and stable societies. People need to survive, but also need to do so in dignity, free from want and fear, and with respect for their fundamental human rights. We are investing in people's agency through the hardest time of their lives.

UNDP stays and delivers to save people's livelihoods, safeguard socio-economic progress and institutional service delivery systems – from jobs to justice – so they can build hope beyond handouts. By “staying and delivering” in crisis, UNDP has already supported the return of millions of Internally Displaced People, provided solutions for the payments of tens of thousands of frontline workers, built capacities that helped reduce the impact of disasters, reduced the risk of violence in a multitude of countries, and helped tens of millions of people retain their livelihoods, access basic social, security and justice services, and build back better lives after crises.

In the process, UNDP has empowered women and youth, promoted inclusive institutions, including for the rule of law and respect for human rights, and strengthened social cohesion for more peaceful, just and sustainable human development.



2. New development solutions to crisis and fragility

UNDP invests in development solutions throughout crises, to prevent loss of development gains, and to find sustainable pathways from crisis and vulnerability. UNDP is boosting prevention efforts and anticipatory investments based on foresight, horizon scanning and early warning. UNDP supports countries in protracted crisis and fragility to move out of fragility through multidimensional risk analysis and integrated systems approaches.

Our approach helps ensure that vulnerable and fragile communities are strengthened before, during and after crises, to contribute to more peaceful, resilient and sustainable societies. UNDP, through the course of crisis, maintains a development lens and promotes coherence with humanitarian and peacebuilding actions.

UNDP AND THE NEXUS

Following the outcomes of the 2016 World Humanitarian Summit, and subsequent elaboration by the UN Secretary-General, the Humanitarian-Development-Peace nexus is intended to ensure strong cooperation, collaboration and coordination between humanitarian, development and peacebuilding efforts at the national level to ensure collective outcomes on the basis of joined-up, coherent, complementary and risk-informed analysis, planning and action.

UNDP operates fully in this space with strong commitments to ensure development approaches address underlying causes of humanitarian and peacebuilding needs; and in leading relevant international deliberative fora and inter-agency mechanisms to ensure development perspectives are ingrained deeply in our joint approaches to resolving the causes and consequences of crises. (see more in 3. System-wide Coherence and Partnerships section).

UNDP is prioritizing the following three sets of development solutions and programmatic approaches:



Anticipation and Prevention



Response and Recovery



Fragile and Protracted Contexts

Development solutions in crisis and fragile settings are tailored to each context and are applicable to regions, programme countries or subnational areas within countries. Our programmatic contexts can often include overlapping elements of all three sets of solutions in the same locales, so they are not mutually exclusive. Depending on the context, UNDP country offices adopt various approaches – stabilization, area-based development, governance-based engagement, resilience programmes – often combining several of the proposed interventions in this Offer. These programmatic approaches form part of integrated country programme portfolios bringing the different components together.

UNDP's Strategic Plan 2022-2025 forms the backbone of this Crisis Offer, its guiding principles and approaches. *The Strategic Plan's Six Signature Solutions* – o poverty, governance, resilience, environment, energy, and gender – represent the breadth of UNDP's development mandate and are fully applicable in fragile and crisis contexts. Likewise, key corporate enablers for success and scalability include i) strategic innovation, ii) digital technology, iii) innovative development finance, and iv) partnerships.

i. Anticipation and Prevention



UNDP develops specific programmes to reduce the risks of crisis, and address drivers and root causes of conflicts, disasters, and other types of crisis. Prevention is at the heart of UNDP's development mandate, anchored in its mission to reduce development deficits, fight inequalities, and foster inclusion. While this can apply broadly to all programme countries, the focus is on contexts where risks of conflict and other man-made shocks are increasing, or which are exposed to high levels of recurrent risk.

What UNDP offers: UNDP is boosting prevention efforts and anticipatory investments to support innovative programming addressing the causes and drivers of conflict, disasters, and multi-dimensional risk.

- Bolstered risk anticipation capacities, with direct link to decision-making on deployable support and investment
- Integrated programme and policy solutions to shocks and disruptions to prevent escalation
- Risk-informing development plans and programmes, with focus on systems/integrated approaches
- New Conflict Prevention Offer, including preventing violent extremism and the climate-security nexus
- Enhanced support for inclusive and rights-based political transitions

UNDP's broader aim is to move from a culture of reaction to one of prevention. Investment in prevention and protection from risks is the only way out of a world of deepening inequality and compounding insecurities.

Our approach to risk-informed development (RID) is an organization-wide effort that is deeply rooted in risk governance, systems thinking, risk management and context-specific solutions. It results in reduced levels of vulnerability and hazard exposure, and thus contributes to prevention and resilience-building.

UNDP contributes to prevention through risk-informing its work across its Signature Solutions, including poverty reduction, governance, and environment/climate, and gender programmes. These prevention-related interventions aim at addressing the root causes of potential conflicts and disasters by increasing preparedness, reducing inequalities, including gender inequalities, exclusion, and vulnerabilities. These efforts strengthen the social contract between people and the state, and build resilience to shocks and crisis. In these settings, UNDP country offices conduct political economic analysis to ensure that their programmes address grievances, reduce crisis risks, identify the right beneficiaries, and do not contribute to existing conflict and disaster dynamics or vulnerabilities.

Fundamentally, the UNDP Strategic Plan's Signature Solution on Resilience is grounded in a systems approach, translating into programmable interventions for transformational change by: (i) building resilience to a wide range of shocks and threats, including conflict, climate change, disasters and epidemics; (ii) achieving a deeper understanding of the multi-dimensional nature of the challenges; and (iii) advancing risk-informed, rights-based, gender-responsive and conflict-sensitive development.

UNDP's support to countries is guided and focused on the following key interventions: (i) supporting the evidence base through analysis, research and local knowledge; (ii) supporting risk-informed policy development; (iii) supporting capacity development for risk-informed development implementation; and (iv) ensuring RID is people-centered and no-one is left behind.

A new offer on conflict prevention seeks to address root and structural causes of conflict through programming that protects and accelerates development trajectories, powered by data, analysis, early warning and early action. UNDP is boosting prevention by investing in conflict sensitivity, conflict analysis and evidence generation to support innovating programming to address conflict drivers and impacts of conflicts. Interventions include, but are not limited to, supporting capacities for **preventive diplomacy** and supporting **social cohesion** through inclusive dialogue and mediation processes, networks and infrastructures for peace, and promotion of the important role of **women and youth in conflict prevention**. UNDP's strong focus is additionally on **preventing violent extremism** and on integrated solutions addressing **the impacts of the climate emergency on conflict**. This builds on broad UNDP support to UN Country Teams through the UN Joint Programme on Conflict Prevention which deploys **Peace and Development Advisors (PDAs)**, now benefitting some 120 countries.

At the regional level, UNDP is developing regional prevention and peacebuilding strategies in all five of our regions to inform cross-regional programmes targeting cross-border conflict systems. At the global level, UNDP has strengthened its leadership role on prevention, peacebuilding, and the rule of law, and increased internal capacities and innovative responses to emerging challenges to predict and respond to conflict dynamics through prevention programming. As the largest deliverer of Peace-Building Fund (PBF) resources, UNDP plays a significant role both in the global dialogue on the UN's peacebuilding architecture and its delivery on the ground.

In contexts where risks are rapidly increasing, including unfolding socio-economic and political crises, especially those which escalate risks of violent conflict, UNDP works with local, national and international partners to reduce the risks of potential future crises. UNDP draws on the strength of its broad capacity across its Global Policy Network (GPN), representing substantive capability across all its Signature Solutions, including its Economists' Network, to undertake analysis, present viable policy options to national and international counterparts and partners, as well as propose and implement development solutions to mitigate risks.

Risk Anticipation

UNDP's supports **Crisis Risk Dashboards (CRDs)** currently at global level and in 41 countries and regional hubs, serving both UNDP offices and UN Country Teams. These provide data aggregation and visualization for risk analysis, and to inform decision-making processes on policy and programme priorities and solutions. Features include hotspot mapping, trends in violent incidents, hate speech, human rights concerns and protests. These crisis risk capacities are being consolidated into a new **Risk Anticipation Hub**, for data engineering and sensemaking, and to inform fast and effective decision-making on anticipatory and preventive actions and programming to address crisis risks.

Conflict prevention in practice

In **Kenya**, a holistic approach to electoral support reduced the risk of electoral violence through data collection, early warning, and dialogue processes. In **Lebanon**, a *Tensions Monitoring System* has been established to collect data, analyse and provide feedback and recommendations on addressing community tensions. In the **Philippines**, UNDP accompanied national counterparts throughout the peace process. In **Nigeria**, UNDP contributed to the creation of the national peace commission. In **Guatemala**, UNDP's engagement with insider mediation has helped mitigate tensions with indigenous communities. In the **South Caucasus**, UNDP reduced inter-community tensions through the restoration of cultural heritage sites.

ii. Response and Recovery



In the midst of crisis, UNDP aims to sustain development assistance, supporting local authorities and affected communities. We also initiate early recovery processes, with a focus on green and equitable recovery pathways, bridging towards longer-term structural transformation, resilience-building and sustainable development. Well-planned crisis response can provide an opportunity to transform the development road map of a given country and overcome even pre-existing development gaps and vulnerabilities.

What UNDP offers: UNDP acts to sustain the delivery of development throughout the occurrence of crises, from early assessments to recovery planning and financing, in full complementarity to humanitarian and peace actors. New tools include integrated cross-practice approaches to recovery assessments and programming:

- Socio-economic impact assessments on the costs and consequences of crisis
- Integrated recovery policy and support, including focus on green and inclusive recovery pathways
- Focus on sustaining service delivery and social protections systems throughout crises
- Risk finance and insurance to protect livelihoods when crisis strikes
- Integrated support for stabilization

In the midst of sudden-onset crises, working hand in hand with humanitarians, UNDP mobilizes development assistance and resources to prevent loss of development gains, and support the earliest possible recovery trajectory. UNDP's **Crisis Response Packages** include strengthening government response capacity, supporting local actors to deliver key basic services to affected people, cash-for-work programmes, cash transfers through employment guarantee schemes, debris removal, rehabilitating housing and infrastructure, and other similar early interventions, underpinned by transformative approaches.

As a member of the Inter-Agency Standing Committee, UNDP participates in the Humanitarian Country Team (HCT) and relevant clusters bringing development expertise, networks, capability, and funding to support the response to the crisis, and critically encourages stronger linkages between national and international coordination systems and capacities. If required, UNDP can support the establishment of an early recovery cluster or ad-hoc working group, reporting to the HCT.

As early as possible, UNDP takes the lead in supporting national partners to mobilize development resources for early, medium- and longer-term recovery. UNDP collects data and provides early assessments of the socio-economic impact of the crisis, to mobilize development support in parallel and in addition to humanitarian resources. UNDP supports the Resident Coordinator in the activation of the tri-partite agreement with the European Union and the World Bank on Post-Disaster Needs Assessments (PDNAs) and Recovery and Peace-Building Assessments (RPBAs). UNDP assists governments in mobilizing resources for recovery and leads mobilization of development actors in international pledging conferences.

Socio-economic impacts of crisis

In response to the **COVID-19 pandemic**, UNDP served as the UN's technical lead for socio-economic impact assessments (SEIAs), supporting over 130 SEIAs covering 100+ countries. In **Afghanistan**, a study released a few weeks after the Taliban takeover showed that the country was on brink of universal poverty. In **Ukraine**, initial projections were released three weeks after the crisis highlighting potential costs of the war. In **Yemen**, the "Impact of War" series published every year raises alarm on the long-term impact of the war. These appraisals alert on the long-term impact of crisis on sustainable development and advocate for development support during the crisis.

In parallel, UNDP develops ambitious programmes for a more inclusive, greener, and sustainable recovery over the medium and longer-term. UNDP supports the recovery of communities through its portfolio of signature recovery solutions, focusing on livelihoods and economic recovery, community infrastructure, local governance and peacebuilding. The focus is on recovery interventions that build or strengthen resilience and capacities and that help to lay the foundations for sustainable recovery and towards transformative – greener, more inclusive and equitable – longer-term sustainable development pathways.

UNDP is also rolling out new innovative approaches to risk finance and insurance to build resilience and protect livelihoods when crises strike. Through its Insurance and Risk Finance Facility, UNDP is focusing on five interrelated workstreams: Integrating the analytical capacity and expertise of the insurance industry into development; protecting communities through broadening insurance inclusion; providing countries with assistance to deliver risk finance solutions across development, recovery and humanitarian settings; investing in risk and resilience that protect natural assets while decreasing community vulnerability; and pivoting insurance investors towards SDG-aligned projects in developing countries.

In contexts where political settlements or changes in conflict dynamics have established a basic level of security, UNDP supports the expansion of state presence and services to stabilize communities and create conditions in which a development responses becomes possible again. UNDP can contribute to stabilization through time-bound, localized, integrated, civilian programmes with the primary purpose of building trust between communities and legitimate authorities. This **stabilization approach** focuses on i) contributing to minimum security conditions through liaison with security forces and local authorities, and supporting their deployment; ii) rehabilitating social and productive infrastructure and iii) boosting local economies through immediate livelihood opportunities, focusing on those most left behind.

Stabilization Facilities

In **Iraq**, UNDP delivered more than USD 1 billion in three years through 2,600 projects to stabilize area previously under ISIS control. More than 4 million IDPs returned to their hometowns once the areas stabilized. This successful approach has now been customized for local contexts in **Libya**, the **Lake Chad Basin**, the **Liptako Gourma Region**, and **Mozambique**.

iii. Protracted and Fragile Contexts



As a development actor present before and throughout protracted crisis and fragility, UNDP brings a long-term view towards the governance and socio-economic conditions necessary for countries to exit from fragility and resume progress towards the SDGs and 2030 Agenda. UNDP's engagements aim to address the underlying and root causes of protracted crises and fragility, strengthening the social contract and promoting risk-informed, resilient recovery for the furthest behind, leading to more sustainable pathways from fragility.

What UNDP offers: UNDP conducts multidimensional risk analyses to inform strategies and programmatic approaches to help countries move out of protracted crises and fragility. In countries facing extraordinary circumstances, where it may not be possible to deliver through traditional means, UNDP is able to implement area- and community-based development programmes at-scale to reach the most vulnerable directly, focusing on addressing inequalities and exclusions which often underlie crises. This includes:

- Conducting multidimensional risk analysis to develop systems-based 'out-of-fragility' strategies.
- Delivery of at-scale area- and community-based development programmes
- Innovative development financing solutions, including finance guarantees, securities and insurance schemes
- Economic revitalization, regional integration, trade and supply chains
- Development solutions for forced displacement

UNDP seeks to achieve transformative changes in protracted crises and fragile contexts through context-specific, systems-based development solutions that are ambitious, relevant, principled and at-scale. From Afghanistan to Haiti, Myanmar and Yemen and beyond, the collapse of institutional systems, lack of access, exclusion of certain groups, banking and liquidity issues, and sometimes the implementation of sanctions disrupt the delivery of basic services by the state, reduce livelihoods opportunities and constrain the capacity of international actors to operate. These disruptions can perpetuate fragility through exacerbating feelings of distrust toward the state, eroding the social contract, fueling violent extremism, forced displacement and irregular migration, and other ripple-effects – perpetuating cycles of dependence on humanitarian relief.

UNDP is upscaling its support in protracted and fragile settings, prioritizing countries for provision of sustained multi-year corporate support and technical accompaniment. UNDP undertakes multidimensional risk and capacity analysis in each priority country; reviews Country Office portfolios and designs new tailored and integrated development solutions to address root causes of protracted fragility. This includes strengthening the governance and rule of law foundations necessary for stable societies, strengthening the social contract and providing development benefits to the furthest behind. UNDP seed funds these programmes and actively supports resource mobilization for their scale-up.

In contexts of integrated UN peacekeeping and political missions, UNDP works closely with missions in the delivery of Security Council mandates, as aligned to its own development, governance and resilience mandates. This includes integrated and joint programming on key political and peace deliverables such as political transitions, elections, constitutional review processes, insider mediation, rule of law/security/policing and demobilization-disarmament-reintegration.

In countries facing exceptional circumstances, such as a lack of clear unified authorities, or situations of irregular governance transitions, which risk disinvestment in development, and which itself would risk increasing humanitarian case-loads for the future, UNDP has flexibility in its implementation modalities to ensure it is fit for purpose in such environments. UNDP seeks to sustain developmental engagements and prevent the collapse of local systems, including through ambitious at-scale area- and community-based development programmes, targeting direct support to those most vulnerable.

UNDP focuses in particular on the need to revitalize local and inclusive economies, through market systems recovery and development, strengthening new and existing micro-, small- and medium-sized enterprises (SMEs), and livelihoods and job creation in the private sector. This support is linked to transition to healthier, resource-efficient green and circular economies. UNDP is also rolling out efforts to revitalize economies and revive banking sectors through guarantee schemes for SMEs, as well as securities and insurance schemes. Regional cooperation on trade policy coordinates and harmonizes trade measures that impact on supply chains and connectivity, and contributes to lowering the cost of addressing crisis and setting the stage for quicker economic recovery, while ensuring that trade policy initiatives “do no harm.”

In situations of protracted displacement resulting from crisis and fragility, UNDP delivers development-oriented solutions to address the needs of both those who are displaced and communities hosting them, in particular through strengthening local governance, municipal or local spatial planning, service delivery systems, livelihoods and access to justice. From a lens of “leaving no-one behind,” UNDP works with humanitarian and peacebuilding partners such as UNHCR and IOM, within key global frameworks such as the Global Compact on Refugees, and the Secretary General's Action Agenda on Internal Displacement. UNDP is also supporting the current mandate of the UN Secretary General's Special Advisor on Internal Displacement to strengthen development solutions to protracted IDP situations, as follow up to the recommendations of the SG's High-Level Panel on Internal Displacement.

Area-based development

In **Yemen**, the SIERY programme scaled-up support to the Yemeni formal local governance systems, to ensure that citizens continue to have access to basic services, and that economic recovery processes are in place for communities. In **Afghanistan**, the ABADEI programme delivers assistance to beneficiaries directly, to safeguard the economy and protect development gains. UNDP has in one year reached more than 5 million people through various initiatives, including cash for work, support to small farmers, traders and women-led small enterprises, access to health facilities and the provision of community level clean energy.

3. System-wide Coherence and Partnerships

UNDP works in close cooperation with the humanitarian system, and across the development, peace and human rights pillars of the UN system – and beyond – to facilitate more joined up common and coherent approaches to address risks on the horizon, prevent development losses in the midst of crisis, and to build more sustainable resilience and stable societies for the future. UNDP advocates for system change and adaptation to address systemic bottlenecks to effective collaboration across the humanitarian-peace-development nexus.



UN Cross-Pillar Coherence

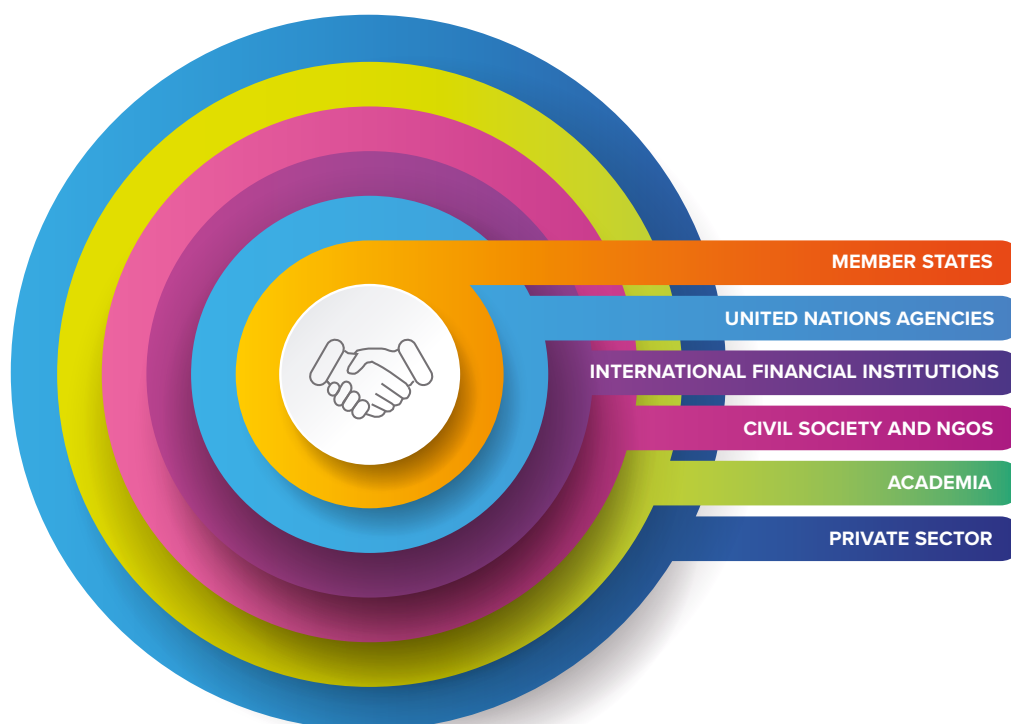
Humanitarian	Development	Peace & Security	Human Rights
UNDP is a member of the Inter-Agency Standing Committee on Humanitarian Affairs (IASC), the DAC-UN Dialogue, and co-chairs the Joint Steering Committee (JSC), to strengthen joint delivery of the Humanitarian Development Peace (HDP) nexus in action on the ground. UNDP's engagement has led to the delivery of a new multi-stakeholder Nexus Academy rolled out in 2022. UNDP is also a member of Humanitarian Country Teams where present, and participates in relevant humanitarian clusters.	UNDP's Administrator serves as Vice-Chair of the UN Sustainable Development Group (UNSDG). UNDP facilitated the formulation of the <i>UN Common Guidance on Helping Build Resilient Societies</i> and is developing system-wide learning on resilience. UNDP is represented in the UN Senior Leadership Group on Disaster Risk Reduction for Resilience, which strengthens UN system-wide coherence on implementation of a risk-informed 2030 Agenda, the Sendai Framework, Paris Agreement on Climate Change, and other key international agreements. UNDP is a core partner to the Secretary General's new Action Agenda on Internal Displacement.	Partnering with the UN Department of Political and Peacebuilding Affairs (DPPA) through the Joint Programme on Building National Capacities for Conflict Prevention, and the Climate Security Mechanism; with the Department of Peace Operations (DPO) through co-chairing the Global Focal Point for the Rule of Law and the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (IAWG-DDR); with the UN Office of Counterterrorism (UNOCT) co-leading on Preventing Violent Extremism; and advancing the WPS agenda, as a member of the WPS Humanitarian Action Coalition.	UNDP co-chairs the Regional Monthly Reviews (RMR), established under "Human Rights Up Front" initiative, and contributes recommendations to the UN Executive Committee/Deputies Committee (EC/DC) processes. UNDP's works with OHCHR and the UN Human Rights Mainstreaming Mechanism, answering the Secretary-General's Call to Action for Human Rights. UNDP is putting in place its first corporate strategy and action plan for human rights and development across the organization.



External Partnerships

Bilateral & Multilateral Partners	International Financial Institutions	Private Sector, Civil Society & Academia
<p>UNDP relies on close partnerships with bilateral and multi-lateral partners, both on alignment of strategies, plans and priorities, as well as for funding relationships. UNDP is investing in ensuring strategic alignment with key partners, such as the EU (UNDP's largest donor for crisis), through convening global fora and exchanges on prevention, peacebuilding, stabilization; and others, such as the US government, as it rolls out its Global Fragility Act in priority countries.</p>	<p>UNDP has broad partnerships with IFIs in more than 20 crisis and fragile and conflict-affected states, including with the African Development Bank, Asian Development Bank, Inter-American Development Bank, Islamic Development Bank, World Bank, and others. Cooperation ranges across issues of policy, strategy, planning, programming and financing. UNDP has recently prepared a new Engagement Strategy for partnering with IFIs that is being rolled out.</p>	<p>Delivering results at the speed and scale needed to support crisis contexts to reach Agenda 2030 depends on collective action beyond UNDP and the UN system. UNDP's convening power and reputation as a trusted partner of choice enables it to bring partners together, re-think solutions to crises, facilitate knowledge-sharing across sectors, and channel global attention and resources towards local action in high risk and crisis contexts.</p>

As outlined in UNDP's Strategic Plan 2022-2025, the organisation's longstanding partnerships leverage the diverse capabilities, resources and knowledge of our partners:



4. Agile and Adaptive Capacity to Deliver

UNDP's extensive presence across 170 countries and territories means that it is present on the ground before, during and after crisis. UNDP also often serves as operational backbone for other parts of the UN system, especially the office of the Resident/Humanitarian Coordinator, and those agencies newly entering a country following a crisis, in terms of facilities, HR and finance services, etc.. When Country Offices face extraordinary needs, UNDP has a range of tried-and-tested as well as new mechanisms to support COs to deliver:

Crisis Standard Operating Procedures (SOPs)	UNDP has established SOPs for responding to crises , and for mobilizing corporate support to countries facing extraordinary circumstances. These have been updated on a regular basis, and are currently being updated to ensure corporate mobilization for prevention contexts, based on horizon scanning, and for ensuring sustained support to longer-term engagements in contexts of protracted fragility. Prioritization of countries in these categories is done jointly between Regional Bureaux and the Crisis Bureau on an Annual or as-needed basis.
Rapid-deployment SURGE capacity	Through its Global Policy Network, and its outposted hubs in each programme region, UNDP facilitates locally appropriate and integrated support to Country Offices in real time. UNDP provides rapid-deployment SURGE capacity , including through staff and roster deployments, catalytic funding, and technical accompaniment. UNDP's corporate SURGE roster (380+ UNDP SURGE Advisors active) and ExpRes Roster capacities have enabled deployment of over 5,700 advisors and experts to 167 offices in the 2018-2021 Strategic Plan period. UNDP has also undertaken the first organization-wide capacity mapping using artificial intelligence, in order ensure that UNDP has the right people in the right place at the right time, harnessing the vast expertise and experience of UNDP's global workforce, in line with the People for 2030 strategy. As an additional asset, the UN Volunteers (UNV) Programme offers various categories of national and international UNVs, with over 100 professional profiles with diverse expertise and language skills to support UNDP in the delivery of its crisis offer.
Country Office Delivery Capacity	To support COs to adapt and be more agile in response to complex challenges in fast-evolving contexts, UNDP's Crisis Bureau has supported Adaptive Management Pilots in five country offices since 2021. To address operational bottlenecks when CO delivery needs to rapidly increase in response to crises, the Crisis Bureau has rolled out SURGE Delivery Labs , with 10 country office engagements since 2020. These Labs have identified procedural, capacity, and other impediments to efficient delivery, and have introduced solutions including digitization and reengineering of business processes, and retooling of CO capacities.
Knowledge & Learning	To ensure UNDP's global network of staff are fit for purpose for engagements in crisis and fragile environments, UNDP's Crisis Academy delivers robust people-centered knowledge and learning systems are being put in place to enhance readiness of country-level leadership and practitioners to deal with the complexity of high-risk crisis contexts. The Crisis Academy is providing offerings in areas such as SURGE support, the Humanitarian-Development-Peace nexus, stabilization and prevention, and also continuous opportunities for peer learning and networking within UNDP, as well as across the UN system and beyond. This will not only build new skills but also contribute to a new culture that embraces complexity and actively manages risk and continually adapts, especially in complex political contexts. The Crisis Academy focuses on providing an atmosphere of learning that is representative of diverse identities and varied perspectives, and values and respects unique experiences by understanding that identity is multi-dimensional and intersectional.
Funding & Financing	UNDP's core resources enable rapid start-up funding of immediate assessments and crisis response and recovery efforts, as well as up-front catalytic investments in preparedness and prevention. UNDP's thematic Funding Windows likewise directly support the delivery of the Crisis Offer, and its varied thematic priorities. UNDP also supports pooled-funding solutions to ensure more integrated multi-agency responses to crisis prevention and recovery; and works with financing partners to put in place broader financing frameworks for recovery based on multi-partner assessment processes, such as Post-Disaster Needs Assessments (PDNAs), Recovery and Peacebuilding Assessments (RPBAs), etc. UNDP, through its Finance Sector Hub, has also established an Insurance and Risk Finance Facility, to build resilience and protect livelihoods when impacted by increasingly interconnected crises.

UNDP Crisis Offer: Technical Annexes

Annex 1: Programmatic Service Offers

1.1. Offer for Anticipation and Prevention	
Risk Anticipation	Building on UNDP's Crisis Risk Dashboards (CRDs), a global Risk Anticipation Hub is being established to produce futures-informed decision intelligence applied to decision-making on crisis-related risks and uncertainties that are likely to impact on countries' development trajectories. The hub will offer: i) data collection and visualization; ii) analysis, sensemaking and foresight, and iii) clear links into rapid decision-making on investment priorities and anticipatory programme actions. This will enable the organization to respond with agility and to course correct, and to be more risk-informed and adaptive. Building on the established country-specific CRDs, the Hub will support country offices and partners upon request, including development practitioners, policy makers, programme countries and other partners, as well as supporting decision-intelligence systems at regional and global levels.
Preventing Disasters and Reducing Risk	UNDP supports countries to (i) develop disaster and multi-risk informed development plans and strategies; (ii) strengthen disaster risk governance to manage disaster risk; (iii) invest in disaster reduction for resilience; (iv) enhance early warning and preparedness in the realm of disasters from hazards such as earthquakes, floods, droughts, cyclones, etc.; and (v) strengthening pre-disaster recovery capacities and post disaster recovery for building resilience. This includes UNDP's engagement in the Capacity for Disaster Reduction Initiative (CADRI), a global partnership that helps countries reduce disaster and climate risks through providing access to a unique pool of multidisciplinary expertise in various socio-economic sectors.
Disaster and Climate Risk Governance	UNDP provides practical guidance to strengthen the institutional, legal and policy environment for disaster and climate risk management, for example by supporting risk governance assessments to analyze capacities and gaps, strengthening institutional and regulatory systems, or fostering urban and community-based disaster/climate risk management.
Conflict Analysis and Sensitivity	UNDP support national capacities for conflict analysis, conflict sensitivity and impact measurement. UNDP will significantly expand its capacity to support county office to analyze conflicts, review existing portfolios and develop new programmes targeting the root causes of the conflicts and/or mitigating conflict drivers. The Joint UNDP-UN Department of Political and Peacebuilding Affairs (DPPA) Programme on Building National Capacities for Conflict Prevention deploys PDA at county and regional level supporting UN Country Teams in some 120 countries with support on conflict analysis and sensitivity.
Capacity Building for Conflict Prevention and Peacebuilding	UNDP strengthens capacities for conflict prevention and peacebuilding at regional, national and sub-national levels and across borders. The Joint UNDP-DPPA Programme likewise supports UNCTs and national stakeholders on conflict prevention and sustaining peace: e.g. capacities for mediation, dialogue and consensus building, social cohesion, conflict prevention and peacebuilding and community resilience to address psychosocial support, hate speech and information pollution, with a particular focus on the role of youth as peace-builders; Includes cross-border, regional, national, and sub-national policies, strategies, and action plans. UNDP has also launched a new Prevention Academy within its Crisis Academy.
Political Transitions	UNDP supports countries through designing and implementing transitional program in democratic governance, social cohesion and justice; (ii) support to electoral processes; (iii) support for security governance and consolidation of security sector reform; and iv) establishing infrastructures for peace that include early warning systems for monitoring community conflicts and violence likely to have an impact. In contexts where irregular or non-constitutional transitions have happened, UNDP supports participatory transitions back to constitutional order, in close consultation with DPPA, through electoral and other means.
Strengthening the Rule of Law, Security and Human Rights for Sustainable Peace	Through the Blueprint for Transformation: Global Programme for Strengthening the Rule of Law and Human Rights Phase IV provide support for the rule of law, access to justice and people-centered security systems; fundamental prerequisites to preventing crisis, widespread abuse, and atrocities. These efforts seek to build accountable and inclusive institutions, able to protect human rights, including capacity building of national human rights institutions and civil society, which in turn help prevent governance crises, such as unconstitutional change of government. Another important intervention on prevention which could be made explicit is.

Prevention of Violent Extremism	UNDP has supported evidence building and research on the prevention of violent extremism (PVE) including through groundbreaking studies in Africa and in Asia. Based on these studies, UNDP has designed PVE interventions promoting diversity and tolerance, addressing the specific needs and challenges of youth, supporting return and reintegration of former fighters, and developing data monitoring systems to track hate speech and social cohesion online.
Strengthening Climate Security	UNDP works to support conflict-affected and fragile countries through integrated solutions that address the impacts of the climate emergency on conflict. This is done through UNDP's engagement in the Climate Security Mechanism, together with DPPA and UNEP, but also through UNDP's programmatic support to government's work on climate security with emphasis on climate-proofing conflict prevention and peacebuilding, and ensuring that nature, climate and energy efforts not only do no harm, but also contribute positively to peace. Under the Climate Promise, UNDP is on-the-ground in 46 conflict-affected and fragile contexts pursuing work to this end. Climate-induced displacement is also an area where UNDP offer integrated approaches linking human mobility, climate adaptation, urbanisation, local development, and conflict lenses.
Social Cohesion	UNDP fosters and strengthens social cohesion at local and/or national levels and strengthens local and national institutions that promote conflict prevention and peace. Social cohesion is defined as the extent of trust in local, provincial, or national government, as well as horizontally within and amongst communities, and between displaced groups and host communities. UNDP supports governments and citizens to address the distrust and challenges of managing difference and diversity.
Women and Peacebuilding	UNDP supports the Women, Peace and Security (WPS) agenda by ensuring that all conflict prevention and peacebuilding programming, policy and analysis is gender responsive, addressing gender inequality as a root cause of crisis and conflict and advocating for the participation and leadership of women in prevention and peacebuilding efforts across all levels.

1.2. Offer for Response and Recovery

Crisis Response Packages	Based on its experience and comparative, UNDP has developed the crisis response packages that can be deployed quickly during the early phase of a crisis: i) Emergency livelihoods, employment and enterprise recovery projects; ii) Community infrastructure projects; iii) Debris management support; and iv) Cash-based interventions. In addition, UNDP can provide local governance support during the early phase of a crisis to strengthen the capacity of local government authorities in planning, coordinating, and implementing early response and recovery programmes. Specific programmatic packages were also developed for disaster recovery. All of UNDP's engagements focus on women's and girl's informed engagement and differential needs, address gender inequalities in recovery, and integrate GBV prevention in responses.
Recovery Assessments and Plans	UNDP supports countries to undertake gender-sensitive socio-economic recovery assessments, including PDNAs, RPBAs and COVID-19 Recovery Needs Assessment (CRNAs), to help decisions on forward looking priority national and regional recovery plans. This includes economic impacts (human, physical, environmental, financial and natural capital; economic factors that heighten the risk of crisis recurrence, and the role of the state/ institutions in facilitating economic recovery and development in crisis and post crisis countries) of wars, conflicts, disasters including pandemics. Where buildings and businesses are damaged and affected, the Household Building Damage Assessment (HBDA) tool can assess and quantify infrastructure, economic and social damages early on. For example, UNDP has been the technical lead on the socio-economic response to COVID-19 (governance, social protection, the green economy and digital disruption and innovation) within the UN System, leading on the socioeconomic response in over 130 countries. PDNAs and RPBAs are conducted jointly with the EU and the World Bank following the tripartite agreement for post-crisis assessments.
National and Sub-national Capacities for Management of Recovery Processes	UNDP leads international recovery coordination in close collaboration with humanitarian, development and peace actors (when relevant). UNDP supports governments in their recovery assessments, planning, and mobilizing the required financing. UNDP supports the institutional and regulatory systems for recovery, for example the government's capacity to lead recovery and reconstruction. Important areas of support include clarifying legal mandates, supporting multi-level coordination mechanisms, setting up recovery aid management systems, and ensuring oversight functions of the recovery process.

Stabilization Facilities	UNDP supports expansion of state presence and services to stabilize communities, and create conditions in which a development responses becomes possible again. In contexts where political settlements or change in conflict dynamics have established a basic level of security, UNDP can contribute to stabilization through time-bound, localized, integrated, civilian programmes with the primary purpose of building trust between communities and legitimate authorities. The stabilization approach focuses on i) contributing to minimum security conditions through liaison with security forces and local authorities, and supporting their deployment; ii) rehabilitating social and productive infrastructure and iii) boosting local economy through immediate livelihood opportunities, focusing on those most left behind.
Sustaining or Restoring Core Government Functions, Public Services, the Rule of Law and Human Rights	UNDP supports core government functions, including the following three support areas : i) restore public administrative capacity to resume the delivery of essential service delivery like power or water and sanitation; ii) strengthening the outreach to law enforcement, justice and security services to protect security and safety of affected individuals and their property; iii) reshape the social dialogue by investing in dialogue, mediation and peaceful resolution of conflicts (see Anticipation and Prevention section). UNDP supports local governance capacities to increase effectiveness, accountability, inclusion, resilience, delivery of core government functions and delivery of basic services to meet citizens' expectations. UNDP supports countries to strengthen justice, human rights and security systems for service delivery, accountability and effectiveness and empowers rights holders to claim rights, in a protected and inclusive civic space.
Digital Transformation	UNDP supports countries to leverage digital transformation to spark innovation and accelerate resilient response and recovery. This includes supporting public and private sector organizations to offer transformative technologies for next generation: assisting governments to develop investment and innovation strategies that help leverage the benefits of digital technology; unlock digital employment opportunities; and strengthen their capacities to develop digital policies and regulatory frameworks that are gender-sensitive and inclusive. There is currently ongoing UNDP support to countries on e-commerce, e-governance, digital livelihoods, connectivity, e-transfers, amongst a range of other areas.
Re/Building Local Economies, Green Jobs and Livelihoods, and Basic Services	UNDP supports countries to build local economies and provide 'green' jobs and livelihoods, as well as basic services, in order for the states to regain the confidence of the population and rebuild trust. For communities and local government that means revenue sharing, institutional strengthening and relative fiscal autonomy; while for business it means political stability, clearly articulated economic policies and a commitment to rebuilding investment-enabling institutions. Emergency employment e.g. cash for work, enterprise recovery, short cycle skills training, etc., is a good start but not an end to itself.
Development Solutions to Displacement	UNDP works with humanitarian and development partners such as the World Bank and UNHCR to address the wide range of needs of refugees, IDPs, migrants and host countries affected by the protracted crisis, by investing in national systems, economies and capacities. UNDP supports local municipal bodies to upscale basic services, provide access to legal services and skills training, and create jobs and livelihoods opportunities to support displaced families in the crisis context. In some contexts, UNDP also supports inclusive social protection systems for migrants and host communities.
Mine Action	UNDP works on helping countries become mine-free and contributing to mine risk-free recovery and sustainable development. UNDP's development approach to Mine Action focuses on integrating mine clearance and victim assistance in recovery and peacebuilding processes, and strengthening capacities of national institutions to manage the mine clearance, land release, land utilization for development, and advocacy. UNDP also helps countries to comply with international norms and adhere to international treaties, such as Anti-Personnel Mine Ban Convention and Convention on Cluster Munition.
Reintegration of Former Members of Armed Forces and Groups	UNDP engages with national and regional stakeholders to facilitate the social and economic reintegration of former members of armed forces and groups, including youth, women and persons with disability into communities., addressing drivers of conflict linked to financial exclusion. Reintegration is supported whether spontaneous exits from armed groups take place or as part of official processes: i) disarmament, demobilization and reintegration (DDR) for state security forces and non-state armed groups which sign peace agreements; ii) prosecution, rehabilitation and reintegration (PRR) strategies as called upon by the UN Security Council for armed groups designated as terrorist organizations; iii) complementing security sector reform (SSR) following rightsizing of security forces, weapons and ammunition management (WAM), community violence reduction (CVR) and/or mediation initiatives.

Private Sector Development	UNDP supports countries to create an enabling environment for businesses and local markets to continue and to thrive in times of crisis and post crisis while working to adapt the labour force to the needs of the future, e.g. future of work. UNDP programmes aim to create an enabling environment for the local private sector - often consisting of micro, small and medium-enterprises (MSMEs) - to thrive and prepare it for crises or post crisis environments as well as to accelerate recovery and a more inclusive economy. UNDP also invests in repairing broken value chain gaps to ensure strong catalytic effects on restoring livelihoods and creating new opportunities to access and develop markets, particularly in the context of cross-border agreements. The private sector is also a partner in developing that strategies to advance digital-related livelihoods by looking at access to Internet connectivity as a public good, and addressing digital gaps in rural areas, which limit the ability of many to generate livelihoods.
Social Protection and Other Transfers	UNDP supports countries to develop social protection systems and offer large scale cash transfers and financial inclusion options, Temporary Basic Income and Universal Basic Income. These are parts of a renewed social contract, the future of work, social protection measures and fiscal stimuli that reflect the care economy and are inclusive, reaching domestic and informal workers, people with disabilities, IDPs, women migrants and other groups, working with and many other partners.
Promoting Renewable Energy for Recovery	UNDP supports promotion of decentralized renewable energy systems including mini and micro solar grids, stand-alone solar systems, micro-, and pico-hydro initiatives or local biomass systems through its recovery interventions. These energy solutions support livelihoods, restore energy for provision of health, education, agriculture, and water services, sustain commercial activities and businesses.
Support Health Coverage and Health Care Systems/ Services	Together with WHO and other partners, UNDP promotes advancement of universal health coverage and supports countries to strengthen health care systems and services, including for key populations and people living with HIV. This includes displaced groups, irregular migrants, and refugees, who have limited access to health services, as demonstrated during the COVID-19 pandemic, where the exclusion of specific vulnerable groups exacerbated the health-related risks. During crises, UNDP supported health systems can rapidly pivot to support the needs of crisis contexts, i.e. during the COVID-19 pandemic, UNDP is supporting governments to improve access to vaccines, and other data and monitoring of affected people.

1.3. Offer for Protracted and Fragile Contexts

Multidimensional Risk and Resilience Analyses	UNDP supports countries on multidimensional risk, fragility, and resilience analyses, including conflict, disaster, climate and other multidimensional risks. These risk-informed analyses and assessments are made available to national actors to advance policy dialogue, policy making, as well as leveraged to develop and implement integrated risk-informed development solutions whether in terms of prevention, response, or recovery. In priority countries, UNDP conducts multidimensional analysis across the six signature solutions.
Out-of-Fragility Strategies	UNDP supports governments and key partners in priority countries to develop and implement 'Out of Fragility Strategies'. Each 2030 Out of Fragility strategy will be context-specific, multidimensional and provide an integrated approach bringing together the six Signature Solutions of poverty and inequality, governance, resilience, energy, environment, governance, and gender equality. The strategy will aim to build the foundations of stable societies and provide choice and opportunity. The out of fragility strategies include programming entry points, expected results, financing strategy and partnerships.
Delivery of Security Council Peace and Political Mandates	UNDP actively works with peace and political missions in the delivery of Security Council mandates, in particular through integrated programming on key mission deliverables such as elections, political transitions, constitutions, insider mediation, rule of law/security/ policing, DDR, etc.

Area-Based Development	In most protracted crisis and fragile settings, development challenges are complex, multidimensional, and often inter-related. Adopting sector-specific approaches is rarely sufficient, and a holistic approach is required to address root causes and deliver sustainable solution to the people. In these contexts, UNDP can target specific geographic areas directly with an integrated, inclusive, participatory and flexible approach. Programmatic interventions can take various forms depending on the context, but usually include a livelihood component, a local-level institutional component, social cohesion interventions and resilience building. The design of these intervention is informed by the multidimensional analysis. Due to the interconnectedness of the current and future threats, area-based development programmes offer integrated solutions which can include large scale employment programmes in particular for those furthest behind, climate change adaptation/mitigation, access to clean and renewable energy, rebuilding of local economies and markets, access to health in fighting pandemics, access to legal aid and support to SGBV. In extraordinary programming environments, or contexts of contested state legitimacy where UNDP is not able to work directly with national governments, such as Afghanistan and Myanmar, UNDP has developed means of delivering area-and community-based programmes directly in support of affected communities, through non-state, civil society and other means.
Core Government Functions and Local Governance	In protracted crisis and fragile contexts, UNDP plays a central role in ensuring that core government functions are strengthened, and that local governance is responsive inclusive and resilient. Interventions includes extending local government presence, support citizen voice and participation, ensure appropriate land and natural resources governance, strengthen local political processes and establish local conflict management and security structures.
Justice, Security and Human Rights	Weak rule of law, impunity, inequality and injustice are at the root of most protracted conflicts. UNDP provides assistance in the following areas: rule of law and human rights promotion, constitutional support, anti-discrimination, people-centered justice and security, transitional justice, armed violence reduction, accountability, and support to human rights defenders and national human rights systems.
Displaced Population and Host Community Support	UNDP supports public authorities in the design and implementation of a range of inclusive and gender-responsive measures to foster the socio-economic integration and reintegration of people on the move. UNDP helps provide services with durable development solutions to IDPs, refugees, and returnees by supporting the formulation of national and local strategies, providing access to basic services, housing, social protection and sustainable energy; helping create livelihood and job opportunities, including through digitally enabled livelihoods, and building the capacity of local community leaders for integration and preparedness.
Re/Building Economic Services	UNDP supports countries to re/build inclusive local economies through market systems recovery and development, strengthening new and existing micro-, small and medium enterprises, and livelihoods and job creation in the private sector. This support is linked to strengthening economic drivers (infrastructure, trade, financial services, skills, opportunities, services, institutions, governance, rule of law, care facilities, etc.) and includes support to community infrastructure re/construction, and a transition to a healthier, resource efficient green and circular economy, founded on sustainable consumption and production patterns anchored to sustainable value chains.
Trade Policies that Enhance Supply Chains and Connectivity	UNDP supports regional cooperation on trade policy to coordinate and harmonize trade measures that impact on supply chains and connectivity and contribute to lowering the cost of fighting the crisis and set the stage for a quicker economic recovery, while ensuring that trade policy initiatives "do no harm." This highlights the potential of regional platforms, such as Africa's Continental Free Trade Area (AfCFTA) and the Pan Arab FTA, to generate significant economic gains and contribute to structural transformation and rebuilding economies, including through the opportunities they provide for pooled procurement, for example. UNDP is also conducting a Regional Connectivity Study between Pakistan, Afghanistan, and Iran, to identify cross-borders value chains where jobs and livelihoods can be generated for Afghan refugees and host communities across the three countries.
Women's Leadership in Protracted Crisis	Through its new <i>Gender and Crisis Engagement Facility</i> , and working closely with UN Women and other partners, UNDP supports implementation of the Women Peace and Security agenda, and Security Council Resolution 1325, to support countries to implement policies and programmes that better focus on women's leadership, economic empowerment, human rights and access to justice. The Facility opens new avenues for collective social and economic empowerment, strengthening understanding and response to intersectional inequalities, including how gender equality, climate and security are linked. The Facility has developed a new 10 Point Action Agenda (10PAA) for gender equality in crisis contexts (see Annex 2).

Annex 2: The New Ten Point Action Agenda for Gender Equality in Crisis Contexts (10PAA)

1. Stop the brutal trends in conflict-related sexual violence and the pervasiveness of gender-based violence in crisis
2. Claim women's agency as leaders of peace processes and political institutions: women must be at the table
3. Ensure women's access to justice and security, and their full rights as citizens
4. Promote the participation and leadership of women and women's organizations in crisis and recovery
5. Value women's unique knowledge and capacities in resilience-building, risk reduction, and climate action
6. Promote transformative and gender responsive livelihoods and economic recovery
7. Transform government to deliver equally for all
8. Work with men and boys to challenge violent masculinities
9. Prioritize gender data in analysis of risk, crisis, and conflict: data is not, anymore, a choice
10. Increase funding for gender equality and the empowerment of women: get the numbers right



Cover image: The populations of Hadjer Lamis and the Lake region of Chad have been significantly impacted by the rise of violent extremism and the Boko Haram sect. Insecurity, chronic poverty and the influx of displaced people expose communities to recurrent humanitarian crises, exacerbating their vulnerability and affecting their resilience. UNDP is working to strengthen community security, local governance and reconciliation and reintegrate former combatants. Photo: Aurélia Rusek/UNDP.

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