

UNITED NATIONS DEVELOPMENT PROGRAMME BUREAU FOR CRISIS  
PREVENTION AND RECOVERY (BCPR)  
OVERVIEW <sup>1</sup>

## **I. OBJECTIVE**

As mandated by the UN General Assembly, within its broad development mandate the United Nations Development Programme (UNDP) works in areas where natural disasters and violent conflicts undermine sustainable development. The Bureau for Crisis Prevention and Recovery (BCPR) supports efforts to reduce the impact of natural disasters, prevent armed conflicts, and assist in recovery from crises when they occur. BCPR is also responsible for consolidating UNDP's crisis prevention and recovery knowledge and experience, providing a bridge between humanitarian response and the development work of UNDP, and advocating for crisis sensitivity in the context of development policy.

## **II. OVERVIEW**

In 2001, UNDP's Executive Board strengthened the work of UNDP in crisis situations by creating the Bureau for Crisis Prevention and Recovery (BCPR). One of nine bureaux, BCPR serves as the practice leader for crisis prevention and recovery within UNDP. A repository for tools, methods, and experience, BCPR supports country offices and advises UNDP Senior Management on issues related to conflict prevention and recovery, natural disaster risk reduction and recovery, and cross-cutting issues, such as early recovery and gender equality.

BCPR works closely with UNDP country offices, and through them, their national counterparts, providing technical assistance, best practices and financial resources in support of their prevention and recovery activities. BCPR works to ensure that UNDP long-term development policies and programmes incorporate opportunities for disaster reduction and conflict prevention. BCPR is also responsible for ensuring that UNDP's commitment to gender equality is reflected throughout its crisis prevention and recovery work.

## **III. BCPR STRUCTURE**

The structure of the Bureau has recently been reconfigured to preserve BCPR's technical expertise, while at the same time strengthening operational support to country offices. Under the new design, BCPR consists of the Directorate and three clusters:

- § Central Strategy and Policy
- § Programme and Operations Support
- § Technical Advisory Services

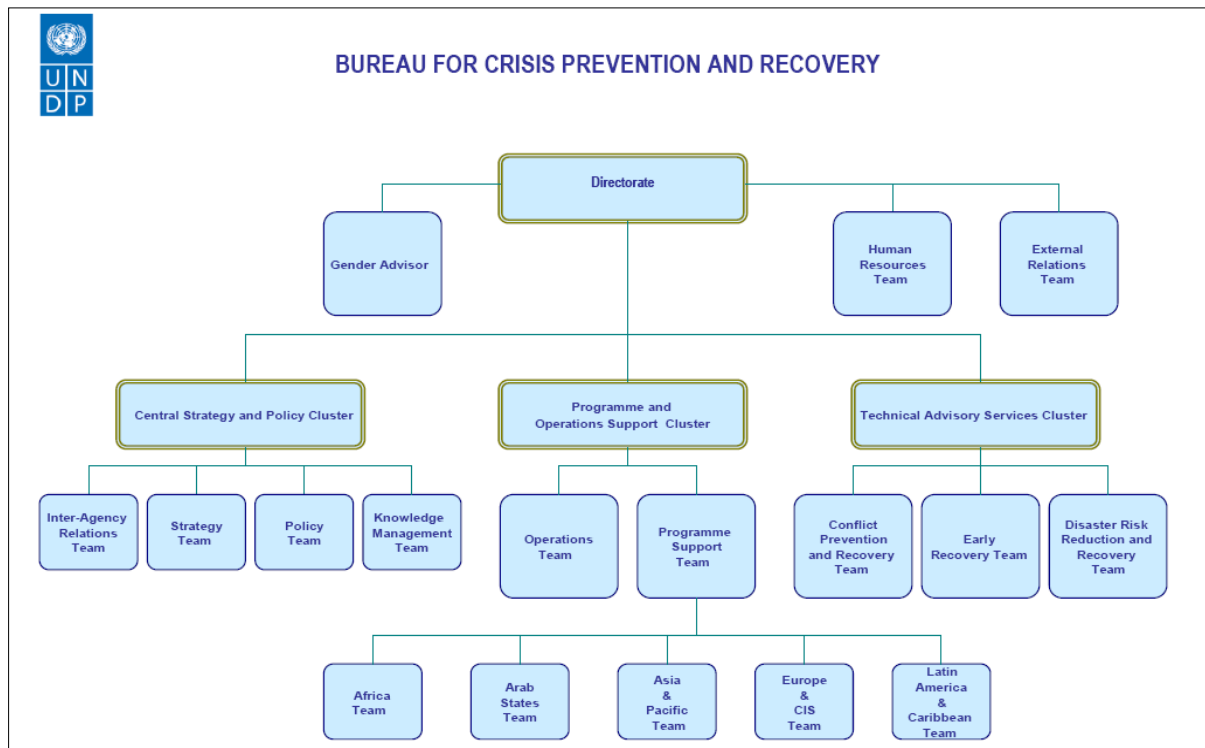
### Directorate

The BCPR Directorate consists of the offices and staff of the Director, the Senior Deputy Director and the Deputy Director; the External Relations Team; the Human Resources Team; and the Gender Advisor.

*Director and Deputy Directors (EXG).* The Director and Deputy Directors make up the Executive Group (EXG). The EXG provides executive leadership and management for the Bureau, supports the overall goals of UNDP and the UN system, and sets BCPR's strategic direction. The EXG leads relevant inter-agency coordination and joint work planning on behalf of UNDP and, where assigned, on behalf of the UN system. The EXG advocates for crisis prevention and recovery priorities in inter-agency settings, and leads practice management for crisis prevention and recovery within UNDP. The EXG is also responsible for Bureau management, and oversight of TRAC3 and the Thematic Trust Fund for Crisis Prevention and Recovery resources.

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<sup>1</sup> From United Nations Development Programme, Bureau for Crisis Prevention and Recovery (BCPR), <http://www.undp.org/cpr/documents/bcpr-overview.pdf> .



*External Relations Team (EXR).* The External Relations Team manages communications with donors, partners, the media and the general public, increasing awareness and support for UNDP's crisis prevention and recovery work. EXR is also responsible for resource mobilization serving as BCPR's interface with donors, managing funding requests, information exchanges, reporting and related follow-up.

*Human Resources Team (HRT).* The Human Resources Team focuses on staff capacity, recruitment and talent management, advisory services, staff well-being, and performance management.

*Gender Equality.* Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. Achieving gender equality is a priority for BCPR in 2008. The presence of a Gender Advisor in the Directorate reflects the Bureau's commitment to this issue.

#### Central Strategy and Policy Cluster (CSPC)

The newly-created Central Strategy and Policy Cluster (CSPC) consists of four teams:

- § Strategy Team
- § Policy Team
- § Knowledge Management Team
- § Inter-Agency Team

*Strategy Team.* Strategy Team develops the strategic framework, criteria, and priorities to guide implementation of the Bureau Strategy and its linkages with the UNDP Strategic Plan, including the identification of annual priorities and targets, the articulation of monitoring and evaluation plans, and substantive progress reporting. The team also works with POSC to develop and monitor the annual work plans and ensure coherence between annual planning and multi-year objectives.

*Policy Team.* Policy Team develops and coordinates policy guidance on issues that cut across UNDP practice areas; develops policy positions in new and emerging areas related to CPR inside and outside UNDP; represents UNDP in various CPR and cross-practice policy fora; ensures BCPR's alignment with existing and newly emerging practice-related policies and structures; provides policy and cross-practice support for the integration of gender

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equality priorities into UNDP's work in CPR; and positions and represents UNDP/BCPR and the CPR practice in the external policy arena.

*Knowledge Management Team.* Knowledge Management coordinates the planning, codification and dissemination of lessons and knowledge related to CPR; establishes guidelines for documenting UNDP's crisis prevention and recovery experience; ensures coherence of knowledge management approach, network and products with corporate norms and standards; clears and assists with finalization and dissemination of practice notes, how-to guides and other knowledge-related materials throughout the community of practice; advises on communities of practice; runs the CPRP network and develops related products.

*Inter-Agency Team.* BCPR's work involves extensive engagement, consultation and collaboration at a UN system-wide level and with key external partners. The team ensures articulation and coherence of UNDP positions related to crisis prevention and recovery in UN system fora; drives, trouble-shoots and supports inter-agency partnerships in CPR areas; identifies key advocacy and system coherence/CO impact opportunities in UN System fora and designs approaches to optimize them; and represents UNDP/BCPR in system-wide fora notably ECPS, ECHA, UNGG, PBSO, DPKO, and supports many others. Particular substantive areas of focus include gender equality, peacebuilding, integrated mission planning, WB partnership, and OECD/DAC Fragile States Group.

#### The Programme and Operations Support Cluster (POSC)

The Programme and Operations Support Cluster (POSC) consists of two teams:

- § Operations
- § Programme Support

**Operations Team.** The Operations Team supports BCPR and country offices by managing BCPR financial resources; delivering technology services; and supporting procurement, administration and logistical operations.

**Programme Support Team.** The Programme Support Team is organized by five geographic regions (Africa, Arab States, Asia and the Pacific, Europe and the CIS, and Latin America and the Caribbean). These regional teams serve as focal points for country offices requiring technical assistance and financial resources to design and implement crisis prevention and recovery programmes. In addition, the Programme Support Team ensures that BCPR global policy and knowledge management products are informed by practical experience at the country level.

POSC is also responsible for developing and managing the SURGE Project, UNDP's new approach for immediate crisis response. During the design and launch phase, the initiative resides within BCPR. After 2007, once the tools and systems to facilitate immediate crisis response are fully imbedded throughout UNDP, the dedicated BCPR project will conclude.

#### Technical Advisory Service Cluster (TASC):

TASC provides technical support for programme design, leads on policy formulation, contributes to knowledge management and global advocacy, develops practice tools, and undertakes global projects to enhance UNDP's crisis prevention and recovery programming. TASC is designed to recognize the distinct differences between the fields of disaster risk reduction and recovery and conflict prevention and recovery, while at the same time exploiting their synergies. TASC consists of three teams:

- § Conflict Prevention and Recovery
- § Early Recovery
- § Disaster Risk Reduction and Recovery

**Conflict Prevention and Recovery Team (CFT).** The Conflict Prevention and Recovery Team contributes to securing development, peace and justice for all by helping to prevent and reduce the incidence of armed violence; mainstreaming conflict prevention and recovery into national development processes; and strengthening national capacities to prevent and recover from violent conflict. As part of this work, CFT hosts the secretariat of the UN

Interdepartmental Framework Team for Co-ordination on Early Warning and Preventive Action. CFT is built around four key work areas.

- § Conflict Prevention and Peacebuilding. The structural causes of violent conflict can be addressed through programmes that promote participation, dispute resolution and gender equality. Interventions support integrating conflict prevention into development programmes; strengthening national conflict management capabilities; and building consensus through multi-stakeholder dialogues.
- § Disarmament, Demobilization and Reintegration (DDR). DDR programmes assist with the disarmament, demobilization and reintegration of ex-combatants; provide support to help communities with the reintegration of ex-combatants; address the availability and misuse of weapons; and reduce the incidence of armed violence.
- § Justice and Security Sector Reform (JSSR). JSSR supports capacity- and confidence building in the Justice & Security Sector, strengthening the rule of law and respect for human rights in crisis and post-crisis situations. This entails providing technical support to enhancing access to justice and capacity building of rule of law institutions, including the judiciary, justice, law-enforcement, security and customary law mechanisms.
- § Mine Action and Small Arms. Addressing the impacts of landmines and explosive remnants of war, and working to prevent and reduce armed violence helps create a secure environment for development.

**Early Recovery Team (ERT).** The Early Recovery Team provides support to UNDP early recovery programmes in post-crisis countries and is responsible for ensuring an integrated, comprehensive approach on early recovery issues across UNDP. Early recovery is defined as recovery that begins early in a humanitarian setting. Early recovery is a multi-dimensional process, guided by development principles. It aims to generate self-sustaining nationally-owned and resilient processes for post-crisis recovery. Early recovery encompasses livelihoods, shelter, governance, environment and social dimensions, including the reintegration of displaced populations. Representing UNDP in its lead role on early recovery in the Inter-Agency Standing Committee (IASC) cluster system, ERT provides the framework and guidance for global inter-agency support to post-crisis countries. ERT also hosts the secretariat of the IASC Cluster Working Group for Early Recovery.

**Disaster Risk Reduction and Recovery Team (DRT).** The Disaster Risk Reduction and Recovery Team helps advance development by strengthening capacities to reduce disaster risk and to recover from disasters. DRT contributes to this goal by: strengthening coordinated global efforts for disaster risk reduction; building technical expertise in key areas; focusing strategic support to high risk / low capacity countries; and mainstreaming disaster risk reduction and recovery into development programming. DRT focuses on several key work areas.

- § ISDR Strengthening. The International Strategy for Disaster Reduction (ISDR) system has overall responsibility for coordination, information sharing, and working with national, regional and international partners to implement and strengthen disaster risk reduction in accordance with the Hyogo Framework of Action (HFA). Support for strengthening the ISDR system includes joint work planning, managing thematic platforms, and support to the global governance of the system.
- § Disaster Recovery. Established to support the recovery aspects of the HFA, the International Recovery Platform (IRP) is a coordinating mechanism where members share information about how to integrate risk reduction into post-disaster recovery. The IRP enhances post-disaster recovery operations through the development of tools, capacities and knowledge.

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- § Urban Risk and Other Emerging Issues. New tools are being developed to address urban risk, the impact of climate change, and other emerging issues in disaster risk reduction and recovery.
- § Risk Identification and Assessment. Work on risk identification consists of capacity strengthening projects, enhanced data and analysis, a global risk update, and demonstration projects linking risk and loss information to decision-making.
- § Mainstreaming and Governance. Strengthening national institutions and legislative systems for disaster risk reduction and recovery, and integrating these concerns into development planning instruments is described as "mainstreaming".
- § Capacity Development. As part of part of its work in capacity development, DRT supports the Capacity for Disaster Reduction Initiative (CADRI).
- § Climate change. UNDP is working with the International Research Institute for Climate and Society at the Earth Institute of Columbia University to strengthen the ability of countries at risk to manage climate variability.