Expert Group Meeting
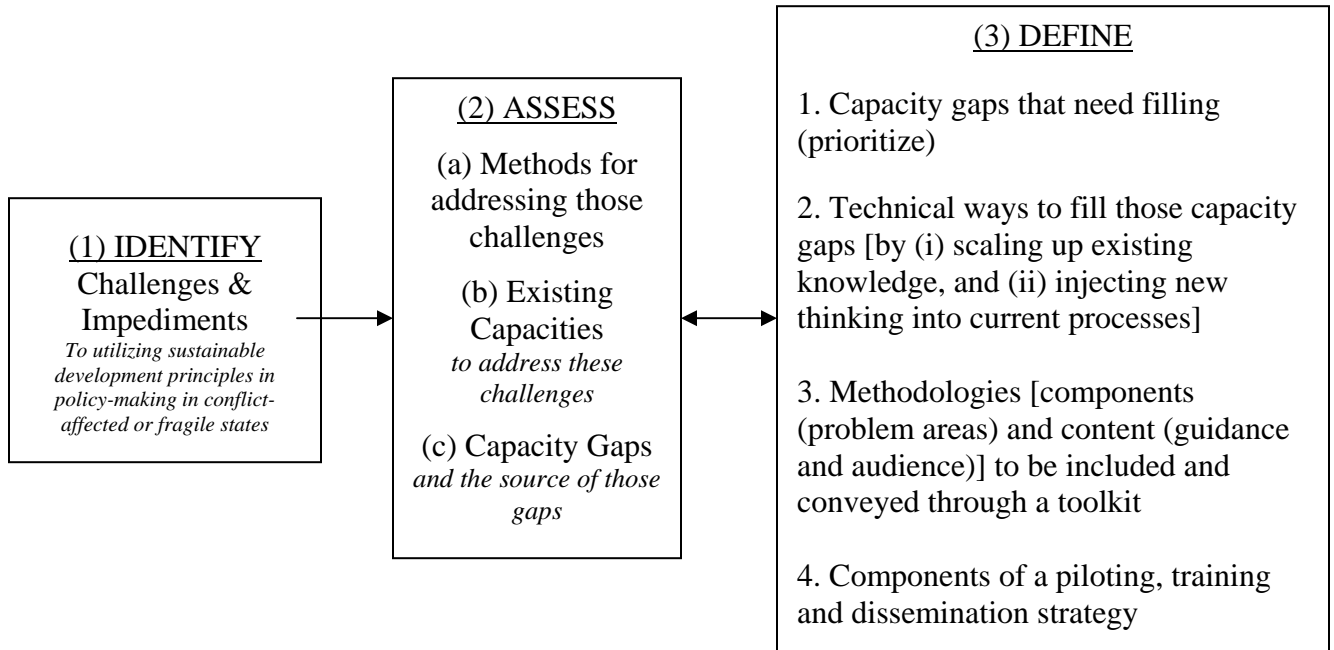## Strengthening national capacity for the integration of sustainable development principles into development strategies in countries emerging from conflict

ANNEX 4 - Background Report Methodology and Preliminary Outline Hand-out

Primary Questions	
A) Review of <u>NSDS principles and associated challenges</u> to sustainable development planning in post-conflict countries.	A1) What are the most salient development-related linkages with conflict and security?
	A2) What makes conflict-effected contexts uniquely difficult in terms of sustainable development programming?
	A3) What are the common challenges and blockages that hinder the application of NSDS guidelines in conflict-affected contexts?
	A4) What has worked well in addressing those challenges? Why?
B) <u>Critical gaps</u> in NSDS guidelines and comprehensive development planning in post-conflict contexts.	B1) What kinds of guidance and tools currently exist that are useful in helping address these considerations and meet these challenges?
	B2) What kind of guidance and other forms of support for sustainable development planning in conflict-affected contexts are lacking?
	B3) What are the technical support and knowledge gaps in our toolboxes? What guidance is missing from our repertoire?
	B4) How could these gaps be filled to help improve development planning and implementation?
C) <u>Success models</u> for integrating sustainable development principles in overall development strategies in countries emerging from conflict.	C1) Considering identified "challenges" and "blockages" discussed earlier, what are some examples of success in addressing those? What where the keys to these successes?
	C2) What are other options for addressing these blockages?
	C3) How can these success stories be translated into models for future application?
D) <u>Tools and mechanisms</u> for more effective integration of sustainable development principles into national development strategies in conflict affected countries.	D1) What existing tools are there to support the implementation of these principles in conflict-affected countries?
	D2) What tools do you find useful? Why?
	D3) What additional tools would help improve planning and development effectiveness?
E) <u>Strengthening capacities</u> to utilize sustainable development principles in policy-making in countries emerging from conflict.	E1) Given all that we know, what are the most urgent lessons with regard to building capacity for sustainable development planning?
	E2) What are important criteria for determining pilot countries where methodologies for improving capacity can be tested?
	E3) What countries might be good examples for piloting? Why?
	E4) What would you like to learn from the case studies?
F) <u>Priority setting and next steps</u> for the three-year program.	F1) What kind of guidance (toolkit, trainings, etc.) should be prepared to support improvement in these areas? What needs are most urgent?
	F2) What audiences should be targeted?
	F3) What should be the dissemination and engagement strategies?

Methodology Flow Chart

(1) IDENTIFY
Challenges &
Impediments
To utilizing sustainable development principles in policy-making in conflict-affected or fragile states

(2) ASSESS

(a) Methods for addressing those challenges

(b) Existing Capacities
to address these challenges

(c) Capacity Gaps
and the source of those gaps

(3) DEFINE

1. Capacity gaps that need filling (prioritize)

2. Technical ways to fill those capacity gaps [by (i) scaling up existing knowledge, and (ii) injecting new thinking into current processes]

3. Methodologies [components (problem areas) and content (guidance and audience)] to be included and conveyed through a toolkit

4. Components of a piloting, training and dissemination strategy

Preliminary Paper Outline

0. Executive Summary
1. Introduction
    a. Abstract
    b. Project background and objectives
    c. Methodology of report (data sources, review process)
2. **Challenges and Impediments**
    a. Review NSDS principles
        i. "Coordinated, participatory and iterative process of thoughts and actions to achieve, economic, environmental and social objectives in a balanced and integrated manner at national and local levels."
        ii. *Integration* of economic, social and environmental objectives and ensuring *balance* across sector, territories and generations
        iii. Ensuring *broad participation* and *effective partnerships*
        iv. Improving *access to information* tools and inter-organizational coordination to support decision-making.
        v. Fostering *country ownership* and commitment
        vi. Developing capacity and an enabling environment *throughout the process*
        vii. Focusing on *outcomes* and *means of implementation*
    b. Key (complementary) challenges and impediments (What and why) [A1-3]
        i. Shortsighted and poorly integrated national vision
        ii. Organizational fragmentation
        iii. Lack of information and poor information management
        iv. Limited integrated and applied policy analysis (incl. M&E)
        v. Political instability, poor governance, corruption
        vi. Ineffective systems of law, order, dispute resolution and justice
        vii. Weak leadership
        viii. Low ownership and participation
        ix. Disparity, militarization and social fragility (regional imbalances, fear, distrust)
        x. Vulnerability and insecurity (near and long term)
        xi. Poor economic performance and "war damage"
        xii. Private sector influence
        xiii. "External" forces (regional violence, instability and crime, diaspora involvement)
        xiv. Donor dependence
3. **Meeting the Challenges: Capacities and Critical Gaps**
    a. "How can we meet these challenges and address these impediments?" [B2-3] "How are these challenges currently addressed by practitioners in the field?" [A4, B1, D1-2] "What are the gaps and how could these gaps be better filled?" [B4, C1-3, D3]
        i. Fostering a holistic vision for peace, security and development
            1. Transition from negative peace to positive peace
            2. Capitalize on peacebuilding opportunities through the development process
            3. Ten general sectoral issue areas combine to facilitate multi-sectoral re/development:

  a. governance/institutional capacity development (inclusive of policy-making and implementation, service delivery and security);

  b. poverty alleviation and livelihood development;

  c. repatriation and resettlement;

  d. public safety and security;

  e. infrastructure recovery;

  f. food security and agricultural rehabilitation;

  g. natural resource rehabilitation and management;

  h. health, education, and social welfare needs;

  i. governance and civil society; and

  j. macroeconomic stabilization and growth.

 4. Raise profile of frequently marginalized sub-sectors, such as environment and natural resources.

ii. <u>Coordinating goals and synthesizing multiple efforts</u>

 1. Identify common opportunities: actors, analysis, initiatives

 2. Coordinate around common objectives (e.g. environmental security, sustainable development)

 3. Build on and link with appropriate existing national strategies, policies and processes

 4. Reduce the burden on country resources

 5. Work ethic: be flexible but have a plan, a timeline

iii. <u>Sequencing a strategy for the long term</u>

 1. Institutionalize planning process

 2. Consider overlapping phases:

  a. Phase I: "Quick wins" and capacity building;

  b. Phase II: Re-establishing a legitimate state (transition to normal public service delivery) and larger reconstruction works; and

  c. Phase III: Normalizing development and poverty reduction.[1]

 3. Transition from short term to long term (logistics and thinking/attitudes)

 4. "Peace dividends" and creating momentum

 5. Regional/global integration

 6. Establish an engine (e.g., secretariat) to drive the process

iv. <u>Building leadership</u>

 1. Empower "champions of change"

 2. Promote progressive qualities: holistic vision, principles of equity, forward looking, innovative and risk-taking, influential

 3. Invest in young leaders

 4. Build support around and manage political sensitivities around key issues (e.g. inequality, social conflict, consequences of war, env/resource exploitation)

v. <u>Promoting organizational coherence</u>

 1. Improve administrative mechanisms and communication

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[1] Sarah Cliffe and Markus Kostner, 20 April 2004, World Bank Conflict and Development Workshop presentation entitled "The Planning and Management of Post-Conflict Reconstruction", <http://lnweb18.worldbank.org/ESSD/sdvext.nsf/67ByDocName/ConflictandDevelopment> (20 April 2004).

  2. Support incentives for inter-ministerial and central-local government cooperation

  3. Coordinate within international/donor community (IGOs, NGOs, CSOs, governmental institutions)

 vi. <u>Ensuring integrated and applied policy analysis</u>

  1. Manage and rectify data gaps

  2. Navigate and effectively address continuously changing conditions

  3. Conduct and build upon pre-agreement needs assessments

  4. Conserve resources by coordinating acquisition and deployment of resources

  5. Tap existing resources and tools (PCNA, PCIA, CAF, PSIA, PE)

  6. Combine social, environmental and economic concerns

  7. Build performance indicators into all processes

  8. Enforce assessment policies (oversight)

  9. Train and build analysis and M&E human resources at country level

  10. Empower beneficiaries by employing participatory methods

 vii. <u>Improving government organizational capacity, oversight and accountability</u>

  1. Navigate political instability and manage change

  2. Analyze and manage political economy and powerful interests

  3. Modernize public administration

  4. Incorporate counter-corruption strategies

  5. Improve resource regulation (natural and financial resources)

  6. Focus civil service development (e.g. professional tracks) and reform

  7. Develop legitimacy, broaden civic engagement and strengthen social contract with government

  8. Improve information management, dissemination and transparency (decision-making, finances)

  9. Strengthen checks and balances (e.g., parliamentary capacity to monitor executive branch)

  10. Develop auditing, ombudsman and dispute arbitration services

  11. Improve connections between central authorities and remote areas, local institutions

  12. Devolve authority to localities (while keeping link with the center)

  13. Improve elections systems

  14. Raise the profile of key issues in policy circles (e.g. environmental security, equity, pro-poor policies)

 viii. <u>Developing meaningful opportunities for participation</u>

  1. Improve social cohesion to a productive level (consideration of psycho-social dimensions)

  2. Incorporate stakeholders in planning, implementation, supervision, management and evaluation of development programs and local services (ownership)

  3. Improve information about participation opportunities

4. Synthesize multi-layered participation
5. Incorporate environmental and renewable natural resource concerns (including climate change) into the planning process in a meaningful way
6. Capitalize on learning opportunities to raise the profile of cross-cutting concerns (e.g. environmental sustainability, climate change, empowering vulnerable groups)
7. Balance building on local knowledge and injecting novel ideas
8. Strengthen CSO/NGO sector
9. Expansion of opportunity to disenfranchised or marginalized groups
10. Decentralize planning and management (e.g. utilize community-driven development and recovery models)

ix. <u>Improving reliability and availability of information and data</u>
1. Develop information infrastructure
2. Build and improve national information systems (incl. statistics, M&E)
3. Implement and enforce transparency policies
4. Aggregate and streamline information collection and dissemination activities
5. Prioritize media development
6. Promote networking among actors

x. <u>Reducing vulnerability</u>
1. Link near and long term issues and pro-poor approaches
2. Target participation of vulnerable groups (policy development, community planning, economic activities)
3. Incorporate special needs into plans: gender, disabilities, climate change adaptation, de-mining
4. Build capacity of social sectors/social welfare (health, education)
5. Implement violent reduction strategies
6. Address refugee and IDP movements in development plans
7. Incorporate livelihoods, professional development and income diversification components
8. Improve and increase accessibility of vocational, technical, entrepreneurship and management training
9. Food security, natural resource management and rehabilitation
10. Disarmament, demobilization, rehabilitation and reintegration
11. Improve equitable service delivery and access to credit
12. Develop emergency preparedness to mitigate risk against environmental insecurity

xi. <u>Improving social equality, opportunity and cohesion</u>
1. Mitigate differential policy impacts, political economy and influence of powerful interests
2. Capitalize on local peacebuilding opportunities through development planning and implementation
3. Address demographic stresses (re/integration, "villagization", cohabitation)
4. Mobilize media, CSO networks, leadership and youth to change perceptions of marginalized groups and adversaries

5. Foster community capacity to manage localized conflict
6. Formulate and implement programs and policies based on human rights approach
7. Engage host countries on human rights (manage political obstacles)
8. Consider gender dimensions (men and women)

xii. <u>Strengthening security sector and conflict resolution systems</u>
1. Professionalize security and strengthen police
2. Extend security service mandate to: rehabilitation of infrastructure (military engineering), management of natural disasters, firefighting, environmental protection (reforestation), assistance to health sector (access to care and immunization)
3. Institutionalize rule of law and equal access to justice
4. Facilitate access to legal services and information on rights
5. Address property disputes (overlapping claims, returnees, inheritance laws)
6. Strengthen legal and institutional capacities for promotion and protection of human rights
7. Consolidate the judicial system according to democratic values
8. Promote complementarity of and linkages between "traditional" and "formal" conflict resolution and justice systems
9. Develop alternate dispute resolution and mediation organizational capabilities
10. Preserve human rights of prisoners, reintegration
11. Build security infrastructure
12. Improve border control and customs

xiii. <u>Facilitating economic recovery and growth</u>
1. Infrastructure investments with a triple bottom line
2. Conflict-sensitive poverty reduction strategies
3. Improve budget planning and performance, linked with NSDS
4. Economic reform
5. Rural development and market integration
6. Ensure equity in economic opportunity and competition
7. Environmental/natural resource rehabilitation and management
8. Transition from subsistence to a fair market economy

xiv. <u>Building corporate responsibility and the role of the private sector</u>
1. Understand and mitigate socio-economic and conflict risks associated with economic reform and privatization
2. Make the private sector a partner in national development processes, peacebuilding
3. Develop local private sector
4. Improve access to credit, marketing
5. Attract private investment

b. Box: Particularly useful guidance, practical tools and human resources [D1-2]
c. Box: Models of success (e.g. cases in boxes) [C3]

4. **Recommendations for the Way Forward**
a. Building capacity to meet project objectives [F1-3, E1]

7

   i. <u>Products (publications, training, other categories), audience, dissemination</u>
     1. Guidance and practical tools (developing bibliography)
     2. Human resources (staffing, skills and training)
     3. Examples
       a. Website/portal with printed resources, TORs, analytical tools, data and information management
       b. Tool kit to (1) synthesize and disseminate existing resources, and (2) to develop new knowledge to fill gaps.
       c. South-south learning (study tours, e-learning)
       d. Skill building (short courses, e-learning)
       e. Publications (guidance notes, good practice papers, newslettes)
       f. Staffing investments (Peace and Development Officers, TOKTEN program, other staff, young professionals)
       g. Information sharing and networking arrangements
       h. Mechanisms for involving local capacity in all stages of implementation (opportunities and access to information)
       i. Coordination and technical working groups
       j. Trust fund to support these country activities (i.e. targeted support to countries with a certain indication of commitment)
       k. UN/external partner "free-trade" training network (to tap into pre-existing training programs)
  ii. Priorities and urgent needs
 b. Piloting new methods [E2-4]
   i. Country criteria
   ii. Options/recommendations
5. Bibliography
6. Annexes

Challenge/Impediment	Filling the Gap
1. Shortsighted and poorly integrated national vision	o Fostering a holistic vision for peace, security and development o Coordinating goals and synthesizing multiple efforts o Sequencing a strategy for the long term
2. Organizational fragmentation	o Promoting organizational coherence o Coordinating goals and synthesizing multiple efforts
3. Lack of information and poor information management	o Improving reliability and availability of information and data
4. Limited integrated and applied policy analysis	o Ensuring integrated and applied policy analysis o Improve reliability and availability of information and data
5. Political instability, poor governance and corruption	o Improving government organizational capacity, oversight and accountability
6. Ineffective systems of law, order, dispute resolution and justice	o Strengthening security sector and conflict resolution systems
7. Weak leadership	o Building leadership
8. Low ownership and participation	o Developing meaningful opportunities for participation o Improving social equality, opportunity and cohesion o Building leadership
9. Disparity, militarization and social fragility	o Improving social equality and cohesion o Reducing vulnerability o Improving reliability and availability of information and data
10. Vulnerability and insecurity	o Reducing vulnerability o Improving social equality, opportunity and cohesion
11. Poor economic performance and "war damage"	o Facilitating economic recovery and growth o Reducing vulnerability
12. Private sector influence	o Building corporate responsibility and the role of the private sector o Improving government organizational capacity, oversight and accountability
13. "External" forces	o Strengthening security sector and conflict resolution systems o Improving government organizational capacity, oversight and accountability
14. Donor dependence	o Facilitating economic recovery and growth o Building leadership o Improving government organizational capacity, oversight and accountability o Developing meaningful opportunities for participation