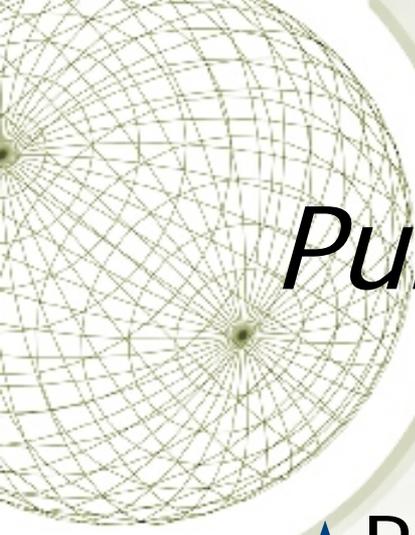


National Sustainable Development Strategies in Countries Emerging from Conflict

Preliminary Outline
Background Report

18 November 2009
Nairobi, Kenya



Purpose of the Presentation

- ★ Review preliminary components of the background/scoping paper
- ★ Get your feedback:
 - What challenges/capacities/gaps to add, drop, disaggregate, modify

Methodology

(1) IDENTIFY

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

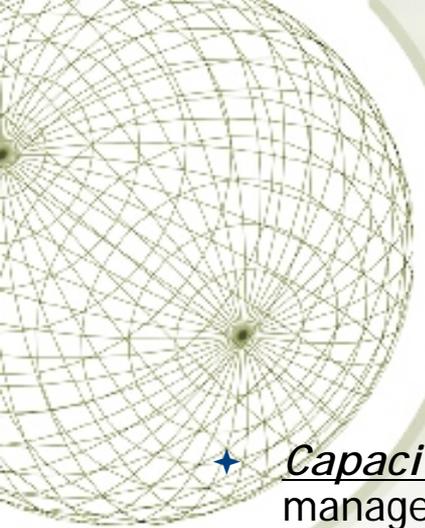
(2) ASSESS

- (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. Elements of a piloting, training and dissemination strategy

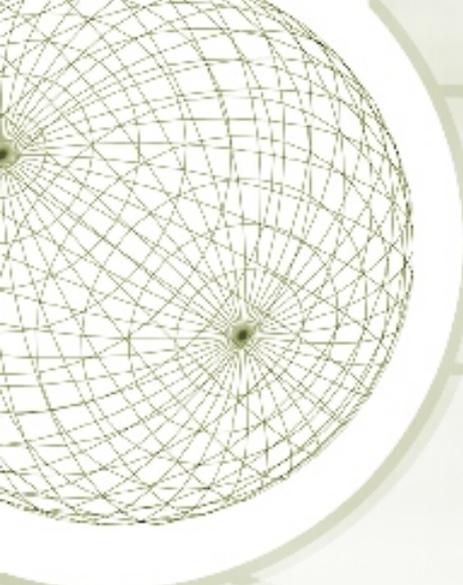
<p>A) <u>Review of NSDS principles and associated challenges</u> to sustainable development planning in post-conflict countries.</p>	<p>A1) What are the most salient development-related linkages with conflict and security? A2) What makes conflict-affected contexts uniquely difficult in terms of sustainable 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?</p>
<p>B) <u>Critical gaps</u> in NSDS guidelines and comprehensive development planning in post-conflict contexts.</p>	<p>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?</p>
<p>C) <u>Success models</u> for integrating sustainable development principles in overall development strategies in countries emerging from conflict.</p>	<p>C1) Considering identified “challenges” and “blockages” discussed earlier, what are some examples of success in addressing those? What were 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?</p>
<p>D) <u>Tools and mechanisms</u> for more effective integration of sustainable development principles into national development strategies in conflict affected countries.</p>	<p>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?</p>
<p>E) <u>Strengthening capacities</u> to utilize sustainable development principles in policy-making in countries emerging from conflict.</p>	<p>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?</p>
<p>F) <u>Priority setting and next steps</u> for the three-year program.</p>	<p>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?</p>



Definitional Issues: Capacity Building

- ★ Capacity = the ability of people, organizations and society as a whole to manage their affairs successfully
- ★ Not only human resource development, but integral parts of the concept are **sustainability, national ownership, policy-level impacts, organizational development and the systemic/enabling environment.**
- ★ Not only through technical assistance, but also evolution of tools, **guidelines and mechanisms.**
- ★ Not just outputs, but also processes that lead to outputs.
- ★ Embedded in **national development strategies as well as sub-national development plans.**
- ★ Capacity development = the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time

(UNDG Capacity Assessment Methodology: User Guide, 2007)

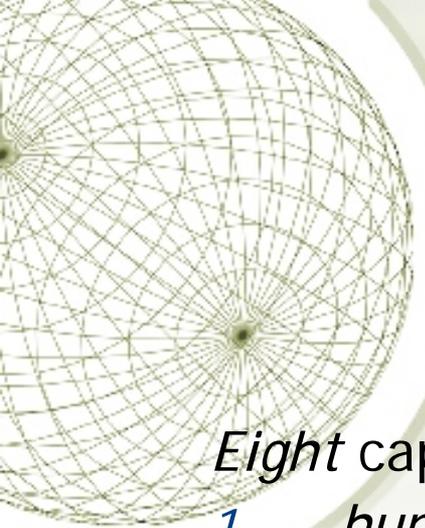


Definitional Issues: Capacity Building

“Points of entry” for analyzing capacity:

1. Enabling environment (“institutions”)
2. Organizations
3. Individual

(UNDG Capacity Assessment Methodology: User Guide, 2007)

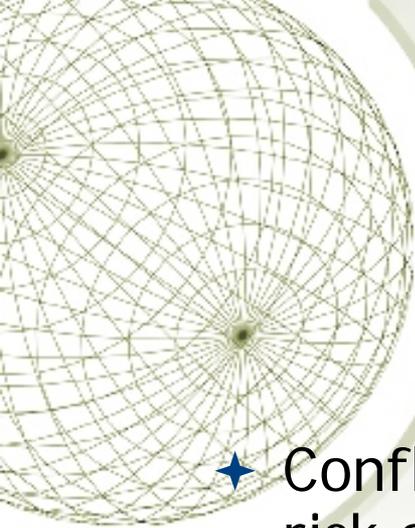


Definitional Issues: Capacity Building

Eight capacity components in NSDS are:

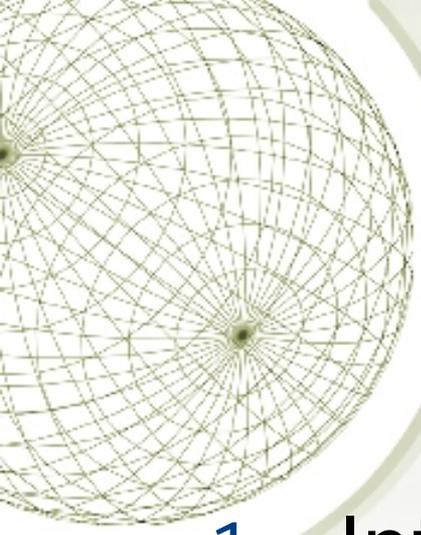
- 1. human resources*
- 2. public sector accountability*
- 3. access to information development, knowledge and technology*
- 4. inclusion, participation, equity and empowerment*
- 5. financial resources*
- 6. material resources*
- 7. environmental resources*
- 8. external/international relations*

(UNDG Capacity Assessment Methodology: User Guide, 2007)



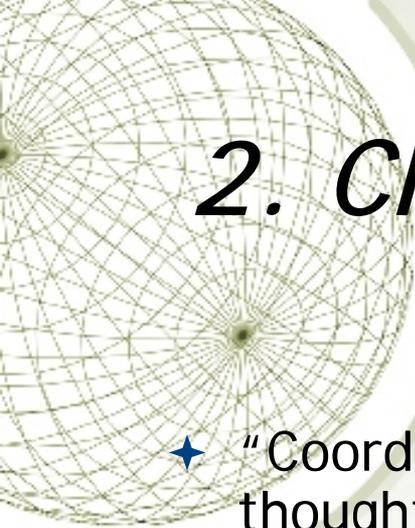
Definitional Issues: Pre/During/Post Conflict

- ✦ Conflict is a continuum, a social process where the risk of violence ebbs and flows
- ✦ “Conflict-affected and fragile”?
- ✦ Regional, country, local levels
- ✦ Work program considers how to manage conflict risks to development planning through “peacebuilding” (improving capacity to manage conflict)
- ✦ Sustainability, resiliency, conflict prevention
- ✦ These lessons on sustainability have implications for all countries, not just “post-conflict”



Paper Structure

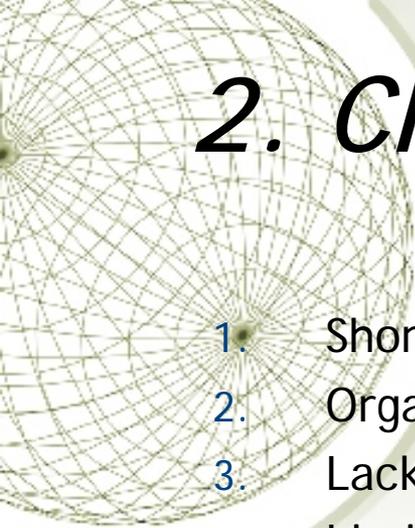
1. Introduction
2. Challenges and Impediments
3. Capacities and Critical Gaps
4. Recommendations for the Way Forward



2. *Challenges and Impediments*

NSDS Principles

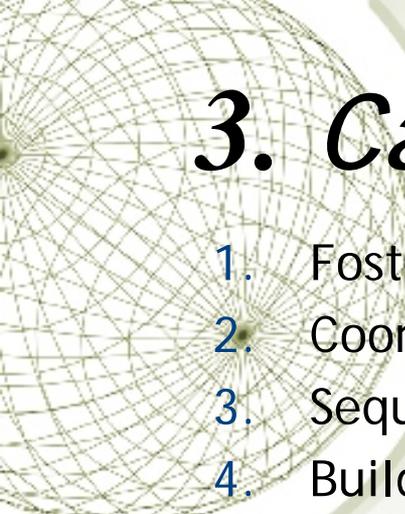
- ★ “Coordinated, participatory and iterative process of thoughts and actions to achieve, economic, environmental and social objectives in a balanced and integrated manner at national and local levels.”
- ★ Integration of economic, social and environmental objectives and ensuring balance across sector, territories and generations
- ★ Ensuring broad participation and effective partnerships
- ★ Improving access to information tools and inter-organizational coordination to support decision-making.
- ★ Fostering country ownership and commitment
- ★ Developing capacity and an enabling environment throughout the process
- ★ Focusing on outcomes and *means of implementation*



2. Challenges and Impediments

Key Issues

1. Shortsighted and poorly integrated national vision
2. Organizational fragmentation
3. Lack of information and poor information management
4. Limited integrated and applied policy analysis (incl. M&E)
5. Poor governance and corruption
6. Ineffective systems of law, order, dispute resolution and justice
7. Weak leadership
8. Low ownership and participation
9. Disparity, militarization and social fragility (regional imbalances, fear, distrust)
10. Vulnerability and insecurity (near and long term)
11. Poor economic performance and “war damage”
12. Private sector influence
13. “External” forces (regional violence, instability and crime, diaspora involvement)
14. Donor dependence

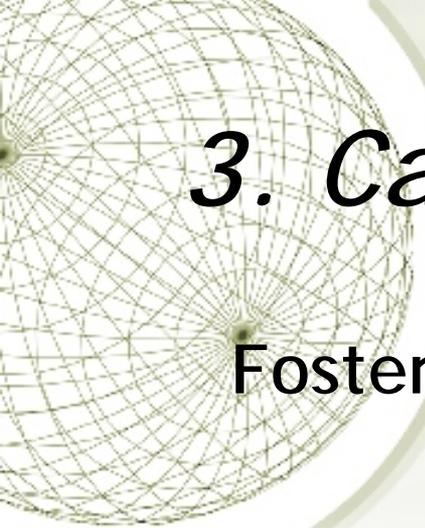


3. Capacities and Critical Gaps

1. Fostering a holistic vision for peace, security and development
2. Coordinating goals and synthesizing multiple efforts
3. Sequencing a strategy for the long term
4. Building leadership
5. Promoting organizational coherence
6. Ensuring integrated and applied policy analysis
7. Improving government organizational capacity, oversight and accountability
8. Developing meaningful opportunities for participation
9. Improving reliability and availability of information and data
10. Reducing vulnerability
11. Improving social equality, opportunity and cohesion
12. Strengthening security sector and conflict resolution systems
13. Facilitating economic recovery and growth
14. Building corporate responsibility and the role of the private sector

3. Capacities and Critical Gaps

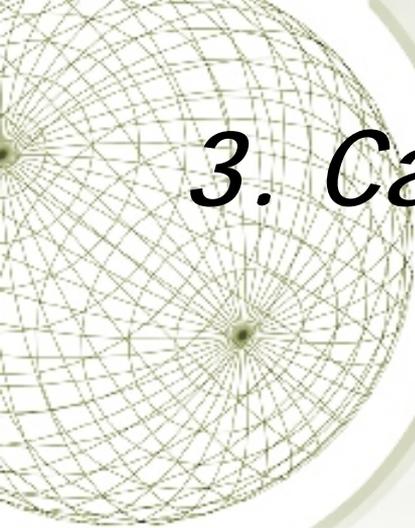
Challenge/Impediment	Filling the Gap
1. Shortsighted and poorly integrated national vision	<ul style="list-style-type: none"> ○ Fostering a holistic vision for peace, security and development ○ Coordinating goals and synthesizing multiple efforts ○ Sequencing a strategy for the long term
2. Organizational fragmentation	<ul style="list-style-type: none"> ○ Promoting organizational coherence ○ Coordinating goals and synthesizing multiple efforts
3. Lack of information and poor information management	<ul style="list-style-type: none"> ○ Improving reliability and availability of information and data
4. Limited integrated and applied policy analysis	<ul style="list-style-type: none"> ○ Ensuring integrated and applied policy analysis ○ Improve reliability and availability of information and data
5. Ineffective governance and corruption	<ul style="list-style-type: none"> ○ Improving government organizational capacity, oversight and accountability
6. Ineffective systems of law, order, dispute resolution and justice	<ul style="list-style-type: none"> ○ Strengthening security sector and conflict resolution systems
7. Weak leadership	<ul style="list-style-type: none"> ○ Building leadership
8. Low ownership and participation	<ul style="list-style-type: none"> ○ Developing meaningful opportunities for participation ○ Improving social equality, opportunity and cohesion ○ Building leadership
9. Disparity, militarization and social fragility	<ul style="list-style-type: none"> ○ Improving social equality and cohesion ○ Reducing vulnerability ○ Improving reliability and availability of information and data
10. Vulnerability and insecurity	<ul style="list-style-type: none"> ○ Reducing vulnerability ○ Improving social equality, opportunity and cohesion
11. Poor economic performance and war damage	<ul style="list-style-type: none"> ○ Facilitating economic recovery and growth ○ Reducing vulnerability
12. Private sector influence	<ul style="list-style-type: none"> ○ Building corporate responsibility and the role of the private sector ○ Improving government organizational capacity, oversight and accountability
13. External forces	<ul style="list-style-type: none"> ○ Strengthening security sector and conflict resolution systems ○ Improving government organizational capacity, oversight and accountability
14. Donor dependence	<ul style="list-style-type: none"> ○ Facilitating economic recovery and growth ○ Building leadership ○ Improving government organizational capacity, oversight and accountability ○ Developing meaningful opportunities for participation



3. Capacities and Critical Gaps

Fostering a holistic vision for peace, security and development

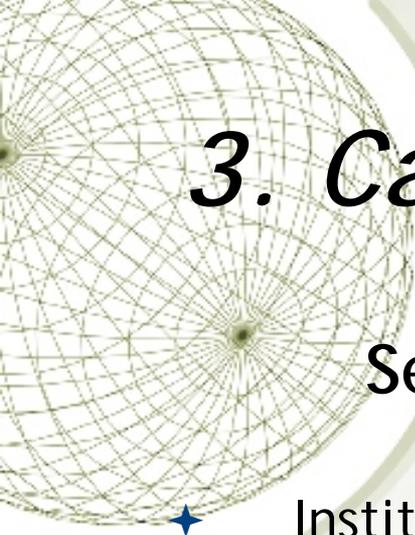
- ★ Transition from negative peace to positive peace
- ★ Capitalize on peacebuilding opportunities throughout the development process
- ★ Envision multi-sectoral re/development
- ★ Raise profile of frequently marginalized sub-sectors, such as environment and natural resources



3. Capacities and Critical Gaps

Coordinating goals and synthesizing multiple efforts

- ★ Identify common opportunities: actors, analysis, initiatives
- ★ Coordinate around common objectives (e.g. environmental security, sustainable development)
- ★ Build on and link with appropriate existing national strategies, policies and processes
- ★ Reduce burden on country resources
- ★ Work ethic: be flexible but have a plan, a timeline



3. *Capacities and Critical Gaps*

Sequencing a strategy for the long term

- ◆ Institutionalize planning process
- ◆ Consider overlapping phases
- ◆ Transition from short term to long term
(logistics *and* thinking/attitudes)
- ◆ Build “peace dividends” and create momentum
- ◆ Work toward regional/global integration
- ◆ Establish an engine (e.g., secretariat) to drive the process



3. Capacities and Critical Gaps

Building leadership

- ◆ Empower “champions of change”
- ◆ Promote progressive qualities: holistic vision, principles of equity, forward looking, innovative and risk-taking, influential
- ◆ Build support around and manage political sensitivities around key issues (e.g. inequality, social conflict, consequences of war, environmental/resource exploitation)
- ◆ Invest in young leaders



3. Capacities and Critical Gaps

Promoting organizational coherence

- ★ Improve administrative mechanisms and communication
- ★ Support incentives for inter-ministerial and central-local government cooperation
- ★ Coordinate within international/donor community (IGOs, NGOs, CSOs, governmental institutions)



3. Capacities and Critical Gaps

Ensuring integrated and applied policy analysis

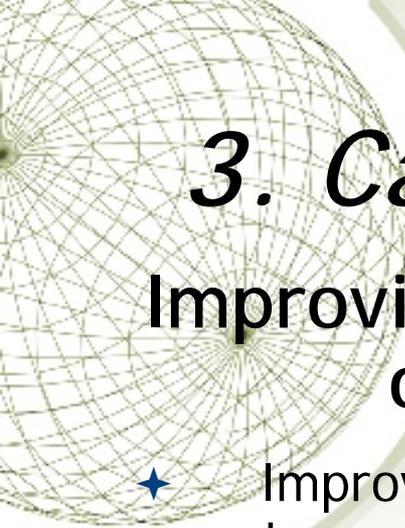
- ★ Manage and rectify data gaps
- ★ Conduct and build upon pre-agreement needs assessments
- ★ Conserve resources by coordinating acquisition and deployment of resources
- ★ Tap existing resources and tools (PCNA, PCIA, CAF, PSIA, PE)
- ★ Combine social, environmental and economic concerns
- ★ Build performance indicators into all processes
- ★ Enforce assessment policies (oversight)
- ★ Train and build analysis and M&E human resources at country level
- ★ Empower beneficiaries by employing participatory methods
- ★ Navigate and effectively address continuously changing conditions



3. Capacities and Critical Gaps

Improving government organizational capacity, oversight and accountability

- ★ Navigate political instability and manage change
- ★ Analyze and manage political economy and powerful interests
- ★ Modernize public administration
- ★ Incorporate counter-corruption strategies
- ★ Improve resource regulation (natural and financial resources)
- ★ Focus civil service development (e.g. professional tracks) and reform
- ★ Develop legitimacy, broaden civic engagement and strengthen social contract with government



3. Capacities and Critical Gaps

Improving government organizational capacity, oversight and accountability (cont'd)

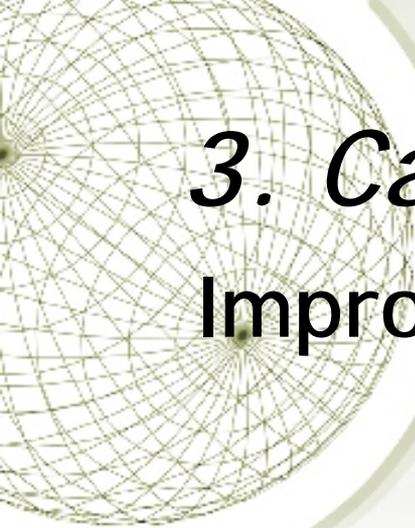
- ◆ Improve information management, dissemination and transparency (decision-making, finances)
- ◆ Strengthen checks and balances (e.g., parliamentary capacity to monitor executive branch)
- ◆ Develop auditing, ombudsman and dispute arbitration services
- ◆ Improve connections between central authorities and remote areas, local institutions
- ◆ Devolve authority to localities (while keeping link with the center)
- ◆ Improve elections systems
- ◆ Raise the profile of key issues in policy circles (e.g. environmental security, equity, pro-poor policies)



3. Capacities and Critical Gaps

Developing meaningful opportunities for participation

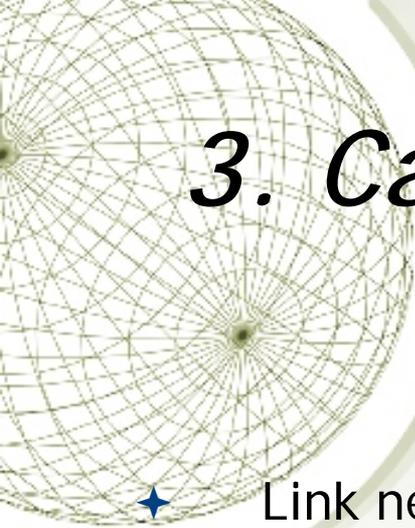
- ★ Improve social cohesion to a productive level (consideration of psycho-social dimensions)
- ★ Incorporate stakeholders in planning, implementation, supervision, management and evaluation of development programs and local services (ownership)
- ★ Improve information about opportunities for participation
- ★ Synthesize multi-layered participation
- ★ Incorporate environmental and renewable natural resource concerns (including climate change) into the planning process in a meaningful way
- ★ Capitalize on learning opportunities to raise the profile of cross-cutting concerns (e.g. environmental sustainability, climate change, empowering vulnerable groups)
- ★ Balance building on local knowledge and injecting novel ideas
- ★ Strengthen CSO/NGO sector
- ★ Expansion of opportunity to disenfranchised or marginalized groups
- ★ Decentralize planning and management (e.g. utilize community-driven development and recovery models)



3. Capacities and Critical Gaps

Improving reliability and availability of information and data

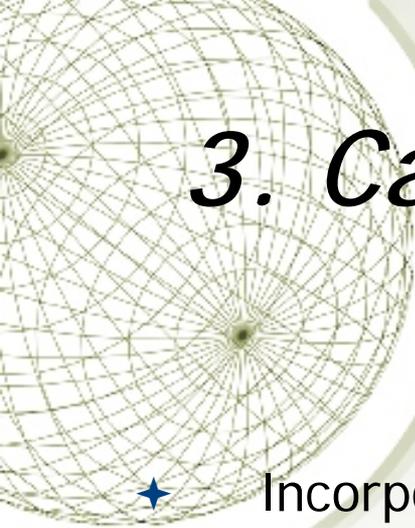
- ✦ Develop information infrastructure
- ✦ Aggregate and streamline information collection and dissemination activities
- ✦ Promote networking among actors
- ✦ Build and improve national information systems (incl. statistics, M&E)
- ✦ Implement and enforce transparency policies
- ✦ Prioritize media development



3. Capacities and Critical Gaps

Reducing vulnerability

- ◆ Link near and long term issues and pro-poor approaches
- ◆ Target participation of vulnerable groups (policy development, community planning, economic activities)
- ◆ Incorporate special needs into plans: gender, disabilities, climate change adaptation, de-mining
- ◆ Build capacity of social sectors/social welfare (health, education)
- ◆ Implement violence reduction strategies



3. Capacities and Critical Gaps

Reducing vulnerability (cont'd)

- ★ Incorporate livelihoods, professional development and income diversification components
- ★ Improve and increase accessibility of vocational, technical, entrepreneurship and management training
- ★ Improve equitable service delivery and access to credit
- ★ Develop emergency preparedness to mitigate risk against environmental insecurity
- ★ Food security, natural resource management and rehabilitation
- ★ Address refugee and IDP movements in development plans
Disarmament, demobilization, rehabilitation and reintegration



3. Capacities and Critical Gaps

Improving social equality, opportunity and cohesion

- ✦ Mitigate differential policy impacts, political economy and influence of powerful interests
- ✦ Capitalize on local peacebuilding opportunities through development planning and implementation
- ✦ Foster community capacity to manage localized conflict
- ✦ Formulate and implement programs and policies based on human rights approach
- ✦ Engage host countries on human rights (manage political obstacles)
- ✦ Consider gender dimensions (men and women)
- ✦ Address demographic stresses (re/integration, "villagization", cohabitation)
- ✦ Mobilize media, CSO networks, leadership and youth to change perceptions of marginalized groups and adversaries



3. Capacities and Critical Gaps

Strengthening security sector and conflict resolution systems

- ★ Institutionalize rule of law and equal access to justice
- ★ Professionalize security and strengthen police
- ★ Facilitate access to legal services and information on rights
- ★ Strengthen legal and institutional capacities for promotion and protection of human rights
- ★ Address property disputes (overlapping claims, returnees, inheritance laws)
- ★ 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. Capacities and Critical Gaps

Strengthening security sector and conflict resolution systems (cont'd)

- ★ Consolidate the judicial system according to democratic values
- ★ Promote complementarity of and linkages between “traditional” and “formal” conflict resolution and justice systems
- ★ Develop alternate dispute resolution and mediation organizational capabilities
- ★ Preserve human rights of prisoners, reintegration
- ★ Build security infrastructure
- ★ Improve border control and customs



3. Capacities and Critical Gaps

Facilitating economic recovery and growth

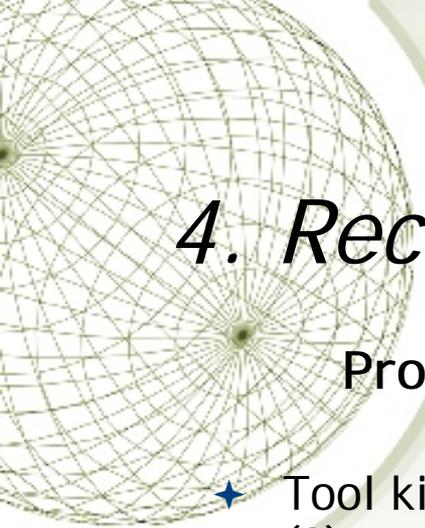
- ★ Infrastructure investments with a triple bottom line
- ★ Conflict-sensitive poverty reduction strategies
- ★ Improve budget planning and performance, linked with NSDS
- ★ Economic reform
- ★ Rural development and market integration
- ★ Ensure equity in economic opportunity and competition
- ★ Environmental/natural resource rehabilitation and management
- ★ Transition from subsistence to a fair market economy



3. Capacities and Critical Gaps

Building corporate responsibility and the role of the private sector

- ✦ Make the private sector a partner in national development processes, peacebuilding
- ✦ Understand and mitigate socio-economic and conflict risks associated with economic reform and privatization
- ✦ Improve access to credit, marketing
- ✦ Develop local private sector
- ✦ Attract private investment



4. *Recommendations: The Way Forward*

Products (publications, training, other categories),
audience, dissemination

- ★ Tool kit to (1) synthesize and disseminate existing resources, and (2) to develop new knowledge to fill gaps
- ★ Other publications (guidance and good practice notes, newsletters)
- ★ Website/portal with printed resources, TORs, analytical tools, data and information management, practical bibliography
- ★ Learning and skill building: short courses, e-learning, study tours, UN/external partner “free-trade” training network, south-south learning
- ★ Information sharing and networking arrangements
- ★ Coordination and technical working groups
- ★ Staffing investments (Peace and Development Officers, TOKTEN program, other staff, young leaders and civil servants)
- ★ Trust fund to support these country activities (i.e. targeted support to countries with a certain indication of commitment)

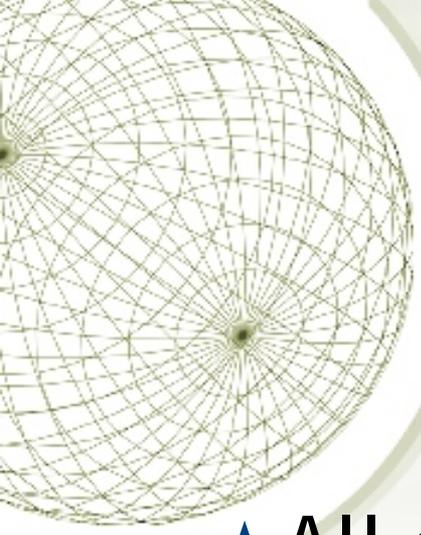
Priorities and urgent needs?



4. Recommendations: The Way Forward

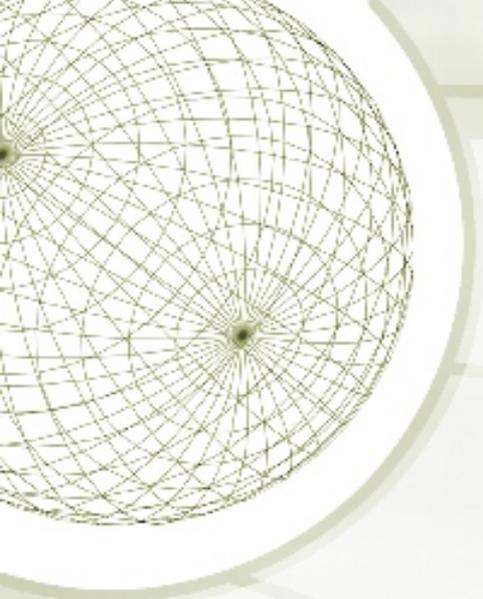
Piloting new methods

- ✦ Country criteria
- ✦ Options/recommendations



During the EGM

- ★ All of your input and guidance is critical
- ★ Recorded outcomes will be important reference material for the background paper, and next steps in the work program



THANK YOU