Slide 1



These Guidance Notes provide suggestions on how to improve your existing

development plans

This is PROCESS guidance to support existing development plans – not guidance to build

a new plan

Slide 2

## The "Five Elements"

- Element 1: Understanding the Conflict
- Element 2: Linking Development and Peacebuilding
- Element 3: Managing Sustainable Development Processes in Conflict-Affected Countries
- Elements 4: Building Capacities for Sustainable Development in Conflict-Affected Countries
- Element 5: Sequencing and Prioritizing Policy Reforms in Conflict-Affected Countries
- Entry Points for Sustainable Development in Conflict-Affected Countries

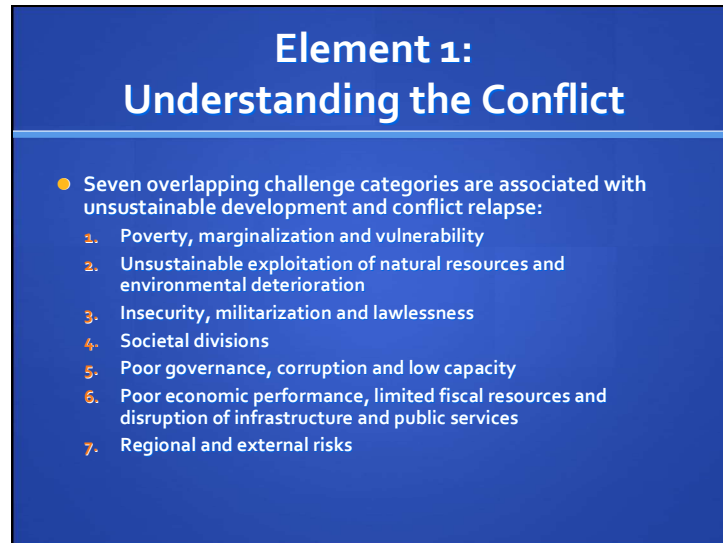Listed on this slide are the components of the Guidance Notes

These Guidance Notes provide general recommendations

The Notes also suggest other reading for more specific guidance

The real value of these Notes is in the participants application of them

Participants should use the Notes to identify their development challenges and

opportunities, and find solutions for progress – USE THE NOTES FOR BRAINSTORMING

Slide 3



Element 1 of the Guidance Notes reviews these seven overlapping challenges of the
Guidance Notes.

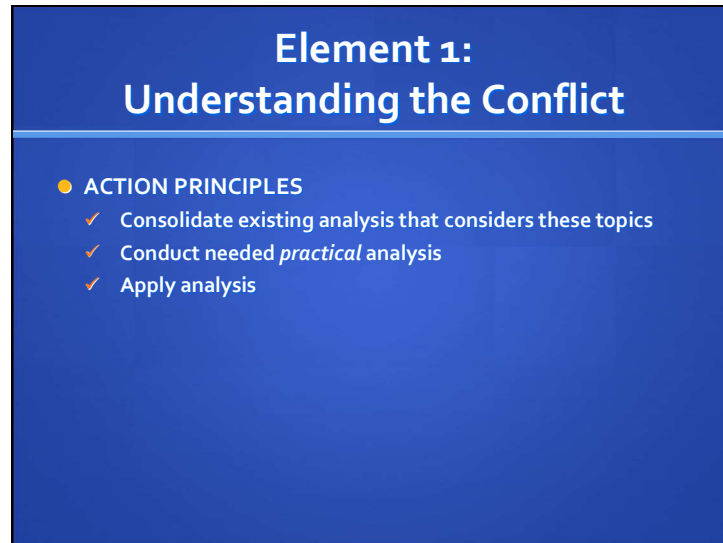These seven challenges are categories of challenges

The actual challenges that a country experiences are unique

Participants can use this list and the descriptionS in the Guidance Notes as a
brainstorming tool

THESE CAN BE A PRE-EXISTING PROBLEM OR CAN BE ENABLED BY DEVELOPMENT PLANS

1. These are security, social, economic, environmental challenges – cross-sectoral,
overlapping (which is why we want to work across sectors in these discussions and
learn)

2. Addressing these challenges can help prevent conflict escalation or relapse

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**Element 1:
Understanding the Conflict**

● ACTION PRINCIPLES
✓ Consolidate existing analysis that considers these topics
✓ Conduct needed *practical* analysis
✓ Apply analysis

Steps participants can take to make their development strategies more effective in mitigating conflict and supporting peacebuilding:

Consolidate existing analysis on these topics: Survey what analysis the government or external organizations have done on these issues (e.g., Post-Conflict Needs Assessments for the sectors, other conflict analysis)

Conduct needed practical analysis: What hasn't been analyzed should be?  For example, participants might see land as a major source of conflict in their country, but no conflict analysis or land management assessment has been conducted. In this case, they might want to find a way to do analysis on these topics.

Apply the analysis: Lots of studies are done and then put on a bookshelf.  All this analysis the donors and governments do is only useful when we APPLY IT TO OUR DEVELOPMENT WORK.
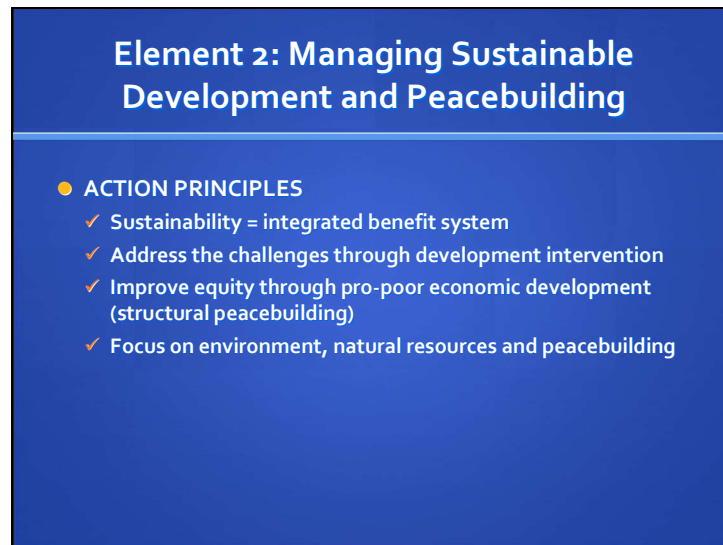
Slide 5



These are general principles of sustainable development that are also important in conflict contexts.

Equity and access can, in particular, be conflict drivers, making them very important for participants to think about. Citizens may resort to violence if they feel they do not have equal access to financial opportunity. They may also become violent if they do not have fair access to food, water or education.

The triple bottom line of sustainable development can be implemented through a multi-sectoral development plan that considers the seven challenges

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Steps participants can take to make their development strategies more effective in mitigating conflict and supporting peacebuilding:

Uphold the triple bottom line through a multi-sectoral development plan and this can support an INTEGRATED SYSTEM OF BENEFITS FOR ALL CITIZENS

Go through the list of challenges and make plans to address them through your development plan

Make sure that all citizens benefit from development, as this will reinforce peacebuilding across society

DON'T FORGET THAT ENVIRONMENT IS LINKED TO ALL PARTS OF DEVELOPMENT – e.g., livelihoods recovery, water services, agriculture economy. Environmental management and rehabilitation often falls  at the bottom of the priority list for development, especially in the aftermath of violent conflict.  Country policy makers need to keep this issue at the top of the list.

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**Element 3: Managing Sustainable Development Processes in Conflict-Affected Countries**

● **Process qualities that support peacebuilding**
  ● <u>Participation</u> = Builds relationships and social contract, grows existing knowledge, improves understanding of interests and expectations, leading to efficiency and trust
  ● <u>Long-term perspective</u> = Identifies and avoids unintended impacts and entrenching problems, ensures policy coherence, unifies goals
  ● <u>Iteration and improvement</u> = Enables action learning with analysis, policy, action plans, implementation, review; focuses on goals rather than producing a fixed plan

These three activities support peacebuilding:

In Lebanon, experts and stakeholders with different perspectives and sector backgrounds came together for planning.  This helped build relationships (trust) and knowledge between them; manage expectations; improve efficiency of work.

In Liberia, policy makers, community leaders and other stakeholders came together to plan their Poverty Reduction Strategy for the next 5 years.  This was also nested within a 20 year National Vision Plan.  In this planning process they could plan forward and then assess their plans for: unintended impacts, coherence across policies and sectors, unified objectives.

As the earlier slides have pointed out, the planning process requires input from different kinds of parties. The country will change during throughout the development planning process.  Planners should keep an eye on development and peacebuilding goals and not on a static or rigid plan that could become irrelevant.

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Element 3: Managing Sustainable Development Processes in Conflict-Affected Countries

ACTION PRINCIPLES
- Have inclusive and meaningful participation
- Address long-term impacts in short-term plans
- Have mechanisms (procedures and organizational roles) to iterate and improve plans

Steps participants can take to make their development strategies more effective in mitigating conflict and supporting peacebuilding:

Have inclusive and meaningful participation

Address long-term impacts in short-term plans

Have mechanisms (procedures and organizational roles) to iterate and improve plans

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Capacity of all kinds can be low when stability is low or after violent conflict

These four areas can be especially problematic, but important for effective development planning

Data and data processing allow for *informed* policy making, monitoring and evaluation of transformation processes – WHEN THE STATE IS WEAK, COLLAPSED OR AT WAR DATA (NECESSARY FOR DEVELOPMENT PLANNING) WON'T BE COLLECTED OR MANAGED

Functional institutional linkages (within government, between state and civil society) allow knowledge and human talent to be shared formally and informally – WHEN REBUILDING OR STRENGTHENING INSTITUTIONS INTER-INSTITUTIONAL LINKAGES ALSO NEED TO BE BUILT. E.G., SO THAT THEY EXCHANGE INFORMATION AND COORDINATE INFORMED POLICIES

Accountability mechanisms hold governments and donors responsible for their actions helps reduce risk (a multitude of organizations active in post-conflict countries can enable corruption, rent-seeking, inequality) – FOR GOOD GOVERNANCE AND TO BUILD TRUST WITH CITIZENS THERE NEEDS TO BE TRANPARENCY (E.G., IN DECISIONS, INVESTMENTS)

<u>Visionary leadership</u> is a tool for change – forward thinkers can be catalysts and guarantors of peace/stability/development; they can build coalitions for change) – IN A TIME OF TRANSITION SOME TRUSTED, INFLUENTIAL PERSONALITIES CAN FACILITATE CHANGE (THIS GOES BEYOND THE TOP LEADERSHIP)

Slide 10



Steps participants can take to make their development strategies more effective in mitigating conflict and supporting peacebuilding:

Improve data collection, analysis, use

Foster better institutional linkages for information and other resource sharing

Have proactive government role in allocating and managing aid

Build leadership for change

Slide 11



Donors have tried to compartmentalize development planning, but many countries day that it is not this easy and simple

Transformation is not linear – these phases can happen simultaneously to different people, places, sector:

People: A wealthy group in a country might recover or develop faster than a poor, marginalized or insurgent group; a refugee or IDP population might dominate one part of the country at the same time when rich neighborhoods in the capital or in tourist areas also exist

Places: Urban areas often benefit from development and reconstruction earlier that rural, remote areas

Sectors: Infrastructure is often rebuilt first, and other human services can take longer to put in place (e.g., education)

Each of these have challenges and successes, and development planning needs to be appropriately adjusted

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Element 5: Sequencing and Prioritizing Policy Reforms in Conflict-Affected Countries

● ACTION PRINCIPLES

Operationalize the other ACTION PRINCIPLES, but narrow in and adjust to DIFFERENT CONDITIONS

✓ Identify and address Phase I opportunities
(e.g., consider challenges, sector, people, place)
✓ Identify and address Phase II opportunities
(e.g., consider challenges, sector, people, place)
✓ Identify and address Phase III opportunities
(e.g., consider challenges, sector, people, place)

Steps participants can take to make their development strategies more effective in mitigating conflict and supporting peacebuilding:

Don't think of these phases rigidly across one country

When doing development planning, adjust to different conditions at the sector, location and person level

Slide 13



Entry Points for Sustainable Development in Conflict-Affected Countries

- National Visions
- Poverty Reduction Strategies
- Other development planning efforts

For example, the original project's pilot countries used the following entry points for future planning:

In Liberia, project participants worked on the Poverty Reduction Strategy (PRS) that they were preparing.  So, this workshop, its exercises, and the post-workshop follow-up focused on incorporating lessons from the Guidance Notes into the PRS.

In Lebanon, the country had several sector-based strategies that had not been integrated into a whole national strategy because of government transition. So, this workshop, its exercises, and the post-workshop follow-up supported exchange between the different sector professionals who worked on these strategies.  In turn, this mutually supported the integration of these strategies into a holistic strategy and the incorporation of Guidance Notes recommendations.