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Policies and Programming in the Fragile State Context: Moving Towards Resilient Development

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USAID Overview

- USAID provides social and economic development and humanitarian assistance around the world.
- Complex humanitarian emergencies of the 1990s = establishment of the Office of Conflict Management and Mitigation (CMM) in 2002

CMM's Mission statement:

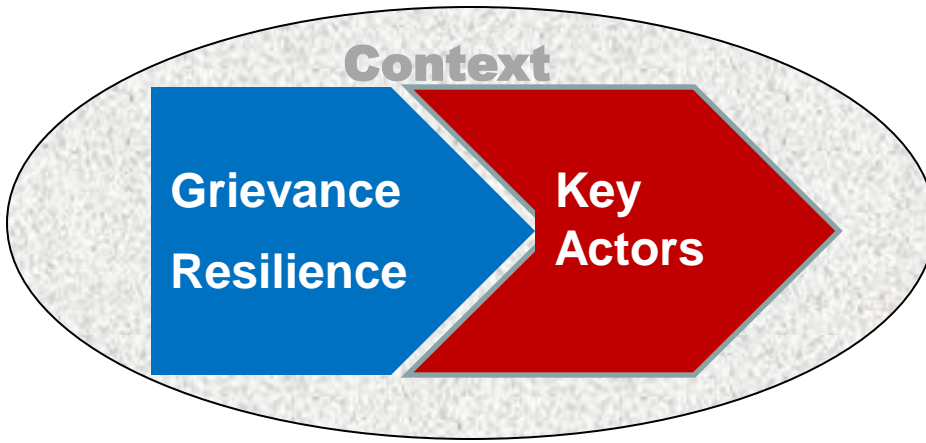
CMM leads USAID's efforts to identify and analyze sources of conflict; supports early responses to address the causes and consequences of instability, violent conflict and extremism; and seeks to integrate conflict mitigation and management into USAID's analysis, strategies and programs.



Diagnosis

Conflict Dynamics

Trajectories



Conflict dynamics describe the interplay between:

- Latent **grievances** and **resiliencies**
- **Key actors** active in mobilizing them

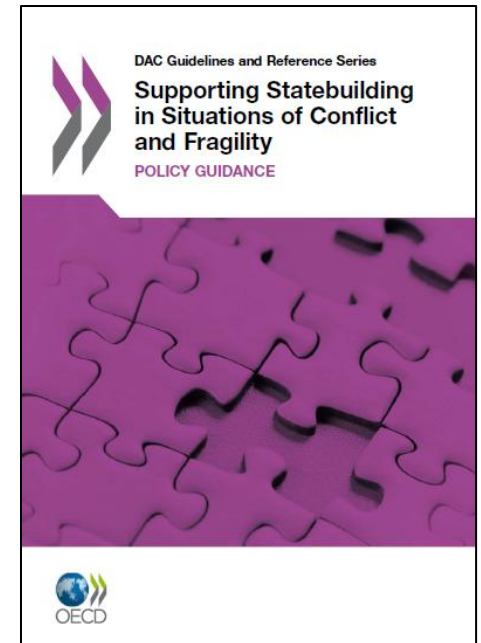
These dynamics occur within a specific **context**



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Definition: Resilience

- **Resilient states** “are capable of absorbing shocks and transforming and channeling radical change or challenges while maintaining political stability and preventing violence.”
- Another definition: **Resilience** refers to the **capacity** to:
 - **Absorb** (create openings for the inclusion of new populations, ideas, values)
 - **Change** (create mechanisms to allow institutional change to occur more easily)
 - **Accommodate the unexpected** (planning and policy frameworks that allow for planning the „unplannable’ and that enable regular review in light of the unexpected) (*Simone Gross, 2010*)

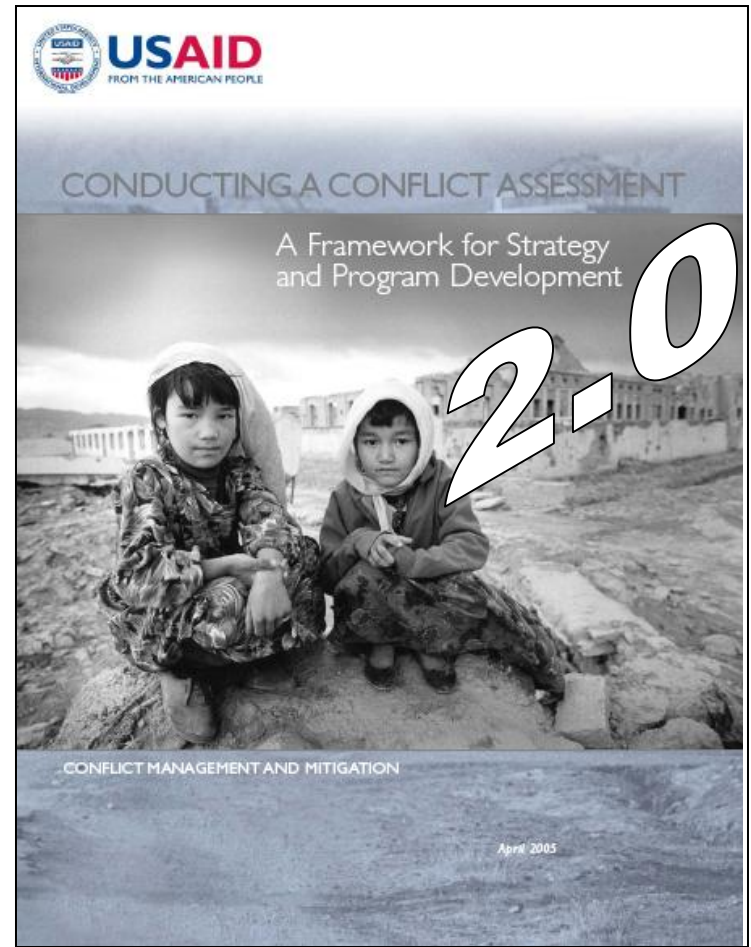




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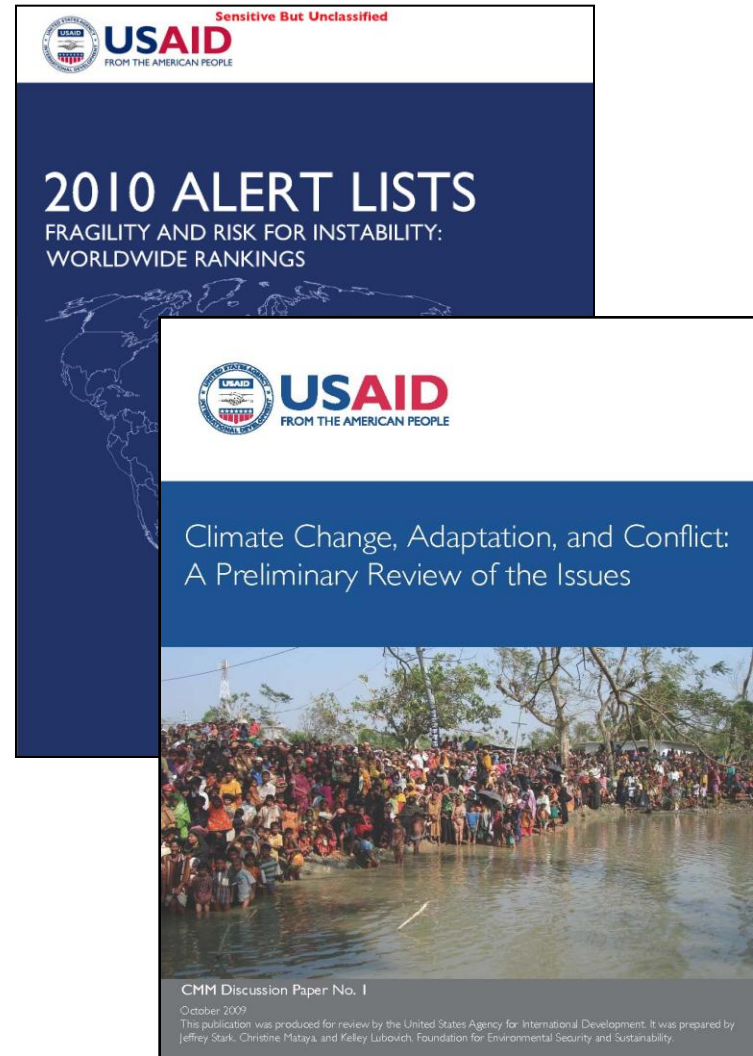
Climate change and security: USAID's Agenda

1. Analysis
2. Programming
3. Policy/Advocacy





- **Analysis**
 - Discussion paper on *Climate Change, Adaptation and Conflict* (2009)
 - 3 field-based case studies (2010-2011): Uganda, Ethiopia, Peru
 - Instability and Conflict Risk Country Rankings (2010 and 2011 USAID *Alert Lists*)

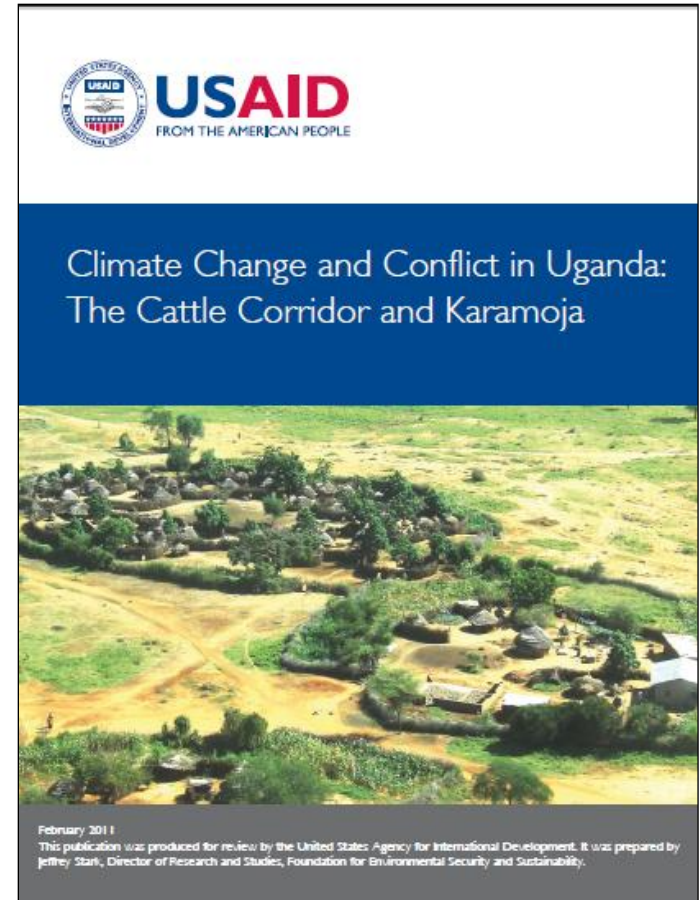




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Programming

- **Programming**
 - International Alert – Niger Basin Study
 - New project in South Asia
 - Climate Change and Conflict Guidance (*forthcoming*)
 - Case study follow-up with USAID missions





Conflict Assessment Framework

- Links diagnosis to possible responses

Theories of Change

- Links responses to credible theory

Effective Peacebuilding

- Links responses to best practices

Bright Spots

- Links responses to what has been working



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Programming: Initial Recommendations

Key Recommendations: Climate Change and Peacebuilding*

- Adaptation to climate change needs to be conflict sensitive
- Peacebuilding needs to be climate proof
- Low-carbon shifts must be supportive of development and peace
- Strengthen social capacity to understand and manage climate and conflict risks
- Recognize and support local adaptation mechanisms

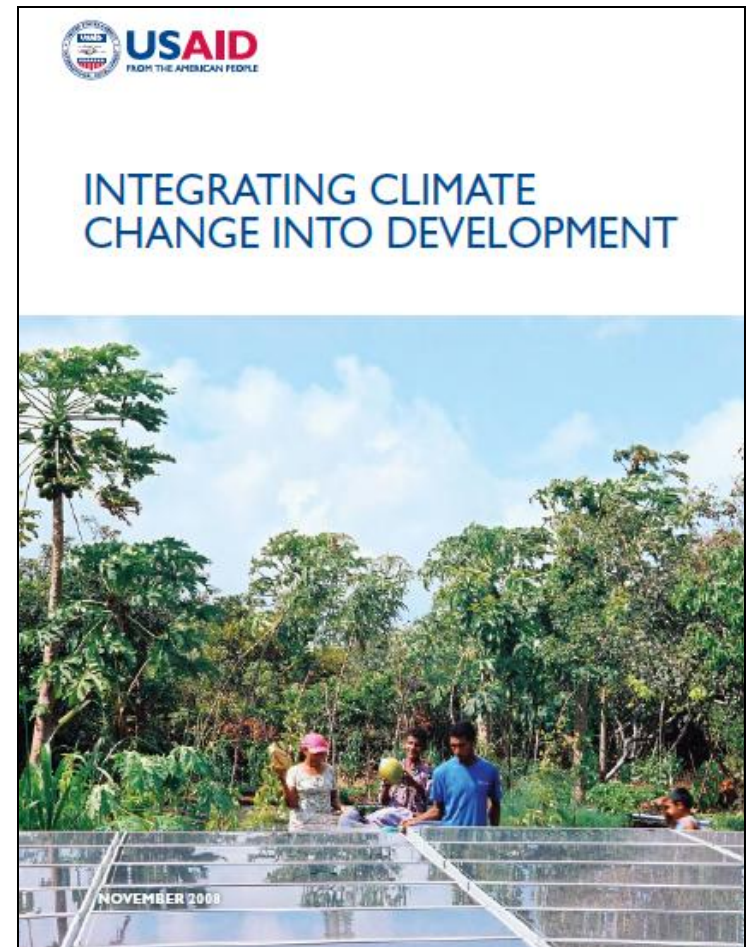
**Sources: International Alert and Saferworld*



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Policy/Advocacy

- **Policy/Advocacy**
 - Integration: USAID GCC strategies, frameworks and tools
 - Collaboration within the USG (3Ds) and with partners
 - Wilson Center partnership





Keys to Success:

- Seize the opportunities
- Follow emerging trends/Stay ahead of the curve
- Think cross-sectorally
- The “how” is as important as the “what”
- Partnership is paramount

Barriers to Success:

- Competing priorities
- Limited resources (human and financial)
- A tendency toward reaction rather than prevention
- Tradition of sectorally focused bilateral programming
- The challenge of measuring impact



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Where we need help

- Actionable information – the who, what, where and why underlying identified patterns and trends
- Sub-regional and local level data collection and analysis
- Comparative global trend information to help narrow the set of questions we need to ask
- Connecting early warning to response mechanisms
- Integration of conflict sensitivity with key initiatives (climate change, food security, water & global health)
- Transboundary analysis to inform strategies/programs
- Cross-sectoral analytical tools and program designs (AND lessons learned from the field)
- Conflict sensitive financing mechanisms



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Resources for More Information

**U.S. Agency for International Development
Office of Conflict Management and Mitigation
1300 Pennsylvania Avenue, NW
Washington, D.C. 20523**

CMM's Website:

http://www.usaid.gov/our_work/cross-cutting_programs/conflict/

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Back-up Slides



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Future may not look like the past

- **Black Swan**
- **Moving from *prediction* to *anticipatory awareness***





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Lessons from EcoGov (USAID/Philippines)

- Build on shared interests and concerns
- The “how” is more important than the “what”
- Include the right indicators for program monitoring and evaluation
- Engage potential spoilers as well as peace advocates