



USAID
FROM THE AMERICAN PEOPLE

Module 3 Overview: Implementing Integrated Programs

Presenter: Diane Russell

**Treasure, Turf and Turmoil: The Dirty Dynamics
of Land and Natural Resource Conflict**

February 2011

Objectives of the module

- Identify entry points for and constraints to integrated programs
- Work through issues related to sequencing of integrated programs in conflict environments
- Learn about specific M&E approaches and tools
- Delve into key themes and country situations



USAID
FROM THE AMERICAN PEOPLE

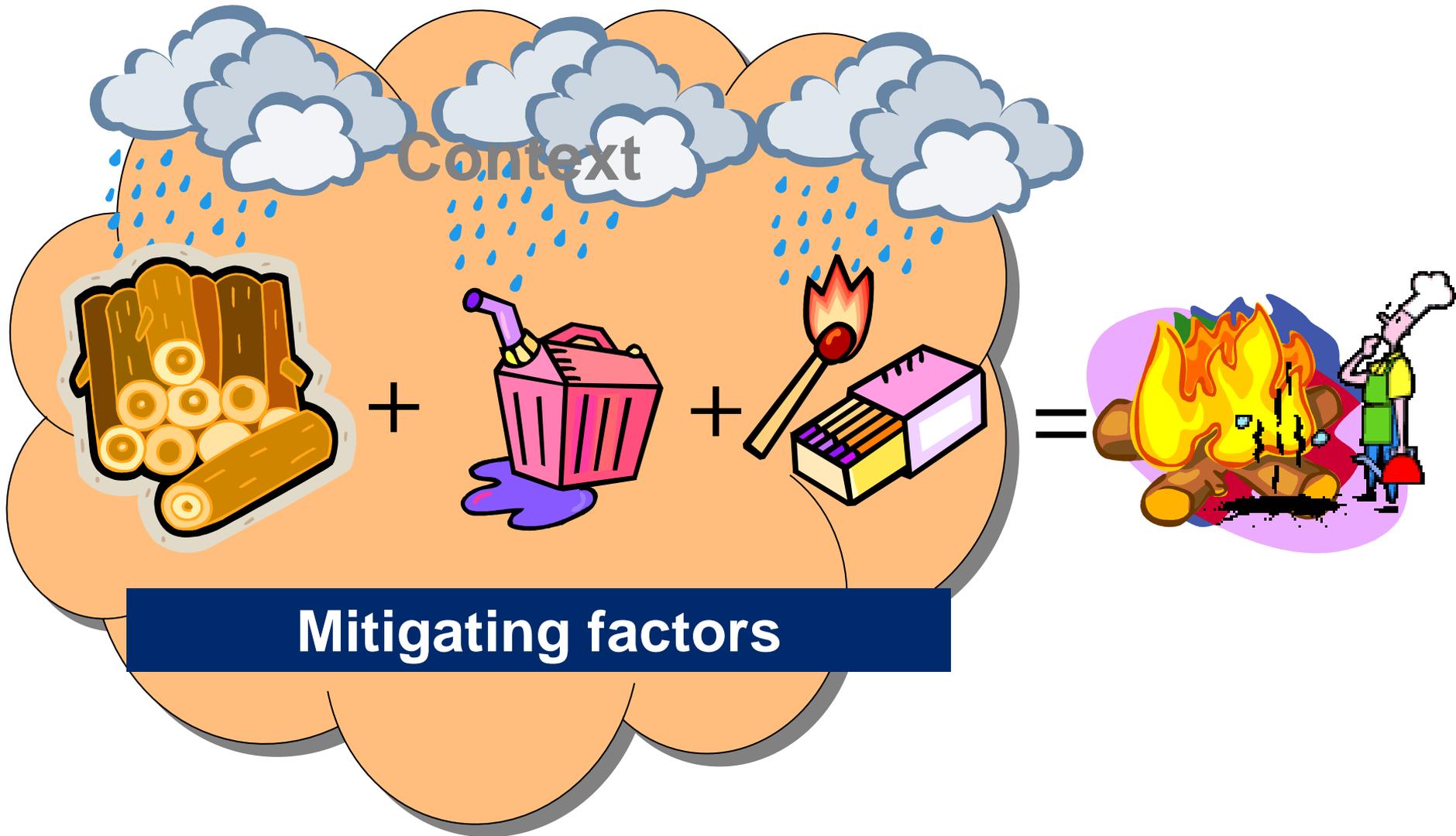
Integrated programming in USAID: Entry points and challenges

Presenter: Diane Russell

**Treasure, Turf and Turmoil: The Dirty Dynamics
of Land and Natural Resource Conflict**

February 2011

The conflict equation again



Conflict scenarios: “theory of change”

- An “*if....., then.....*” **statement** that makes explicit how an intervention will lead to desired changes
- Informs strategy/program design
- Used to develop meaningful change (performance) indicators
- Focuses monitoring, learning, and evaluation

How to build a strong theory of change: Focus on “what” needs to change (Step 1)

- **Examine** conflict analysis findings
- **Ask:** What needs to change to reduce conflict?
 - Examine each element in the “conflict equation”
 - What drivers of conflict need to be addressed?
 - What areas of resilience need to be strengthened?
- **Focus your theory on that needed change**

How to build a strong theory of change: Focus on “what” needs to change (Step 2)

Formulate an “if..., then....” statement about HOW that change will happen in that particular context:

- Be specific about the **type of change**
- Be specific about the **target of change**
- **Draw the theory of change** to check coherence, comprehensiveness

Theory of change is a CMM tool, but principles are relevant to NRM and LTPR entry points

Conflict-sensitive programming

- Minimize negative impacts and maximize positive impacts: conflict analysis is essential
- Key program goals are sectoral
- Takes into account conflict dynamics; but does not focus on *changing* those dynamics



Programming for conflict management

- Key goal: influence the dynamics of conflict and peace
- EITHER sectoral programming with strong conflict focus OR a stand-alone program.
- Based on in-depth conflict diagnosis
- Diagnosis results used to uphold “do no harm” principles



Conflict as opportunity

- Conflict highlights inequalities and grievances and provides opportunities to address them
- Post-conflict: opportunities for rebuilding and moving in new directions
- But it is not a blank slate: building on existing histories
- Planning processes as a means of bringing disparate actors together

“Safe” themes as entry points

Programming in other sectors that addresses conflict increases safety

But particular resources, or land claims, may be politically off-limits

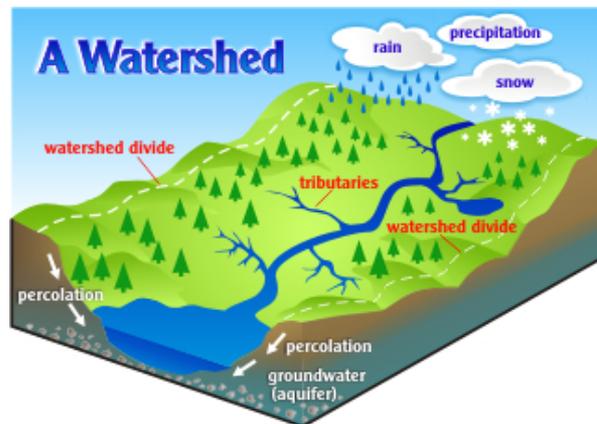
- Identify politically acceptable entry points for integrated programming
- Gain credibility through successful technical interventions
- Gradually open processes to include more actors and address conflicts more directly

NRM entry points: risks and opportunities

- Drivers of resource degradation—blaming victims or fighting corruption?
- Conflict over protected areas and wildlife—escalating violence or improving livelihoods?
- Decentralized NRM—exacerbating or improving the process?
- Land use planning and zoning—elite capture or opportunity to improve LTPR for vulnerable?

NRM programming approaches

- Environmental governance (identify and attack **perverse incentives**)
- Foster collective action at watershed and landscape levels
 - Participatory planning and action
 - Landcare/ecoagriculture approaches



LTPR entry points

- LTPR as key conflict driver
 - Land grabbing
 - High value resources
 - Displacement
 - Uncertain or overlapping claims to land
- Linchpin for better NRM and conflict management
- Security of tenure as a key factor in investment, access to credit, economic growth, and reducing vulnerability of women and marginalized populations

LTPR programming approaches

LTPR analysis may uncover needs for.....

- Legal and judicial sector reform
- Support to civil society/advocacy
- Land titling and registration
- Land conflict mitigation & dispute resolution
- Institutional strengthening
- Tailored interventions on property rights to specific natural resources

Challenges

- Earmarks and earmark reporting
- Mission and Office expertise and experience
- Political sensitivities and concerns
- Timeframes
- Where is the economic/livelihood result?

What about new Agency initiatives?

What are your experiences?

Think about projects you have worked on...

- What were the entry points for a cross-sectoral approach?
- Challenges?
- Methods?
- Lessons?