





# Statebuilding in fragile contexts

## Characteristics of political systems in fragile contexts:

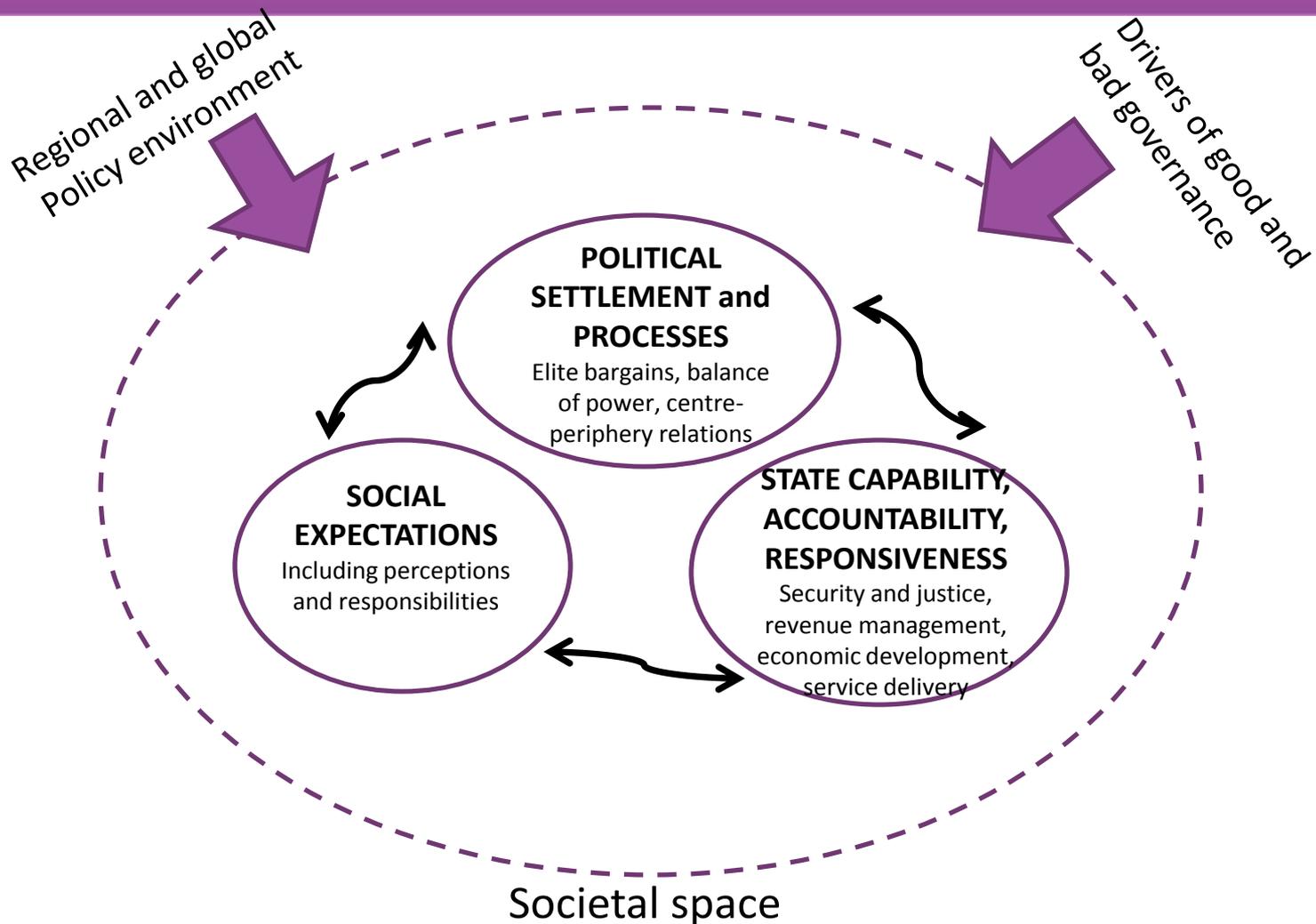
- Lack of institutionalisation, disregards for rules and procedures
- Resort to personal solutions and patronage
- Competition between elites
- Co-existence of parallel systems (“hybrid political orders”)
  - Formal (government agencies, parliaments, police, ...)
  - Informal (elite groupings, patronage networks, ...)
  - Traditional (*shuras*, elders/chiefs, “tribal police”, ...)
  - International (parallel systems for the delivery of assistance)
  - Criminal (smuggler networks, gangs, drug traders, ...)



# What is statebuilding?

*“**Statebuilding** is an endogenous process to enhance capacity, institutions and legitimacy of the state driven by state-society relations.”*

# Three critical aspects of statebuilding





# Three critical aspects of statebuilding (II)

- **Political settlement** (agreement among elites on “rules of the game” and distribution of power) **and processes** that facilitate constructive state-society relations
- **Capability/Responsiveness** of the state to fulfill functions:
  - provide security, enforce the law and protect citizens
  - make laws, provide justice and resolve conflict
  - raise revenue and manage it to deliver services that meet peoples expectations
  - facilitate economic development and employment
- **Social expectations and perceptions** about what the state should (and should not) do and ability of society to articulate demands



# Implications for overall strategy

## Making strategic choices

- Understand context and local statebuilding processes and dynamics
  - Political economy analysis and conflict analysis
  - Starting point for framing strategic approach
- Understand your own role and clarify your objectives in relation to SB
  - Consider a variety of roles, including as facilitators or convenors
  - Consider feasibility of change/scope for engagement (be realistic!)
  - Clarify objectives and identify and manage conflicts and trade offs between different objectives
  - Understand impact on statebuilding and commit to do no harm



# Implications for overall strategy (II)

- Consider who you can work with, and where to work
  - Engage with a broad range of actors, including non-state
  - But understand their interests/legitimacy in contributing to SB
- Work towards greater coherence across government/system, including through joint analysis, common objectives and joint strategies
- Recognise the regional and global dimension of SB and combine support to SB at country level with action at regional/global level



# Implications for country programme design

## **Identify and agree with government and key partners on key priorities**

- Challenges: lack of a shared vision for change, proliferation of plans and strategic frameworks, fluid environment

## **Design integrated interventions to foster constructive state-society relations**

- Support local conflict management/resolution mechanisms
- Look for opportunities to support an inclusive political settlement
- Support political processes to strengthen state-society interaction
- Prioritise support for principal state functions
  - Security and justice
  - Revenue and expenditure management
  - Service delivery
  - Management of economic development and employment



# Implications for aid delivery and TA

## **Align aid modalities with SB objectives**

- Understand how aid modalities impact on SB process
- Prioritise the use of jointly managed and pooled funds and adapt them to a changing environment
- Beware of bypassing mainstream government institutions
- Adopt gradual strategies to deliver sector-wide and budget support and provide early assistance to build capacities and safeguards

## **Align technical assistance with SB objectives**

- Recognise that TA can negatively impact SB process and legitimacy
- Pay more attention to balance between short-term and long-term TA
- Make TA co-ordination a high priority
- Balance the need for immediate capacity with efforts to create capacity within the state



# Implications for donor operations

## Implementing “a statebuilding approach”

- Staffing and staff capacity (strategic vs. implementation functions)
- Organisational set up
- Set incentives for collaboration and whole of gov’t cooperation
- Remove incentives (e.g. disbursement pressure, supply driven approaches)
- Risk management and learning from failures
- Review procedures and regulations in the light of SB objectives
  - Dilution of visibility
  - Hiring and procurement procedures
  - Selection of contractors



# Statebuilding and gender

- SB approaches need to be informed by strong gender analysis (historical dimension, formal/informal rules, ...)
- Understand tensions and trade offs between objectives and be realistic about role of outside intervention
- Identify opportunities (e.g. transitional contexts) to encourage engagement of women in statebuilding and conflict resolution
- Work with a broad range of actors, incl. women's organisations but consider who they represent
- Integrate gender perspective into programming (security, transitional justice, PFM, ...)