



African Development Bank Group (AfDB)

Resettlement in a Post-Conflict Situation: Critical Success Factors

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Context

The African Development Bank (AfDB) finances both public sector operations and private sector operations. In showcasing critical success factors, this presentation:

- focuses on collective practices and lessons emerging from our operations in diverse sectors in Africa;
- builds upon AfDB's experiences in addressing resettlement impacts of varying scales;
- shares insights from implementing our resettlement standards (previously our *Involuntary Resettlement Policy* and currently our *Integrated Safeguards System*);
- integrates AfDB's knowledge from operational and safeguards perspectives (social due diligence and social safeguards); and
- acknowledges that post-conflict situations are best examined as "fragile situations" given the evolving nature of fragility in Africa.



Context

Africa has and continues to be plagued by a wide range of conflicts due to social, political, economic, and other circumstances.

However, Africa and African countries should not be characterized as conflict prone in the design, implementation, and monitoring of resettlement programs.

Embarking on the design, implementation, and monitoring and evaluation of resettlement programs in post-conflict situations within Africa must equally be informed by this understanding and by meaningfully integrating “critical success factors.”



Critical Success Factors

Critical success factors encompass a diversity of considerations that environmental and social (E&S) practitioners and other professionals should apply in their resettlement work and/or analyses of resettlement work in post-conflict situations.

- AfDB's experiences as captured in this presentation can be applied regionally and internationally.
- Critical success factors should be rooted in practicality, innovation, and flexibility.
- Adaptive management strategies should underpin the application of the critical success factors.



General Critical Success Factors

Draw upon international best practices and standards

Designate resettlement assessment/ study teams with the appropriate expertise and experience

- Sensitivity to gender representation within the team.
- Knowledge of and experience with fragile situations.
- Ability to tap into social capital within the local communities.

Strive for achieving livelihood improvement as the main objective of the resettlement program (not livelihood restoration)

- Livelihood improvement provides for a more holistic approach to addressing fundamental considerations impacting PAPs and their respective communities in fragile situations.



General Critical Success Factors

Prioritize the needs and interests of PAPs in post-conflict situations

- Devote more attention what the PAPs say and what the PAPs think.
- Gauge PAPs' needs in fragile situations further by consulting at length with diverse stakeholders locally and nationally.

Engage proactively with government borrowers and/or private sector borrowers to do the “right thing”

- Address how they mistakenly embarked on past resettlement.
- Incentivize them to consider economic displacement seriously.

Earmark sufficient resources in order to apply relevant “critical success factors.”

Resettlement and post-conflict situations must be treated uniquely!!!



Detailed Critical Success Factors

Define and understand the entire nature of the conflict

- Assess the contributing political, social, and other elements.
- Differentiate between the conflict stage vs. the post-conflict stage.
- Understand prevailing elements in post-conflict situations and the varying impacts on stakeholders.
- Determine the duration and magnitude of these impacts and their linkages to potential resettlement effects for post-conflict scenarios.



Detailed Critical Success Factors

Reflect further upon the “fragility” inherent in post-conflict situations and make appropriate linkages to resettlement

- Single or multiple sources of fragility.
- Levels of risk with institutional failures.
- The inability to fully tap into social capital.
- The continuation of armed conflict and/or other forms of violence (gender-based violence).
- Changes in the composition of societies.
- Spill over effects into neighboring communities and/or countries.



Detailed Critical Success Factors

Identify and tackle challenges

Addressing involuntary resettlement and post-conflict situations simultaneously entails distinct challenges. These challenges are influenced, for instance, by:

- Socio-cultural considerations;
- Gender dynamics;
- Fragility factors;
- Country and/or regional context;
- Resource capacities; and
- Stakeholder expectations.

The challenges can seem insurmountable. However, the opportunities to significantly improve livelihoods are the true rewards.



Detailed Critical Success Factors

Employ a tailored vulnerability lens towards the PAPs

- Establish a tailored vulnerability criteria (i.e. social vulnerability, economic vulnerability, political vulnerability, etc.) to be employed in identifying relevant vulnerable groups.
- Identify groups that are not traditionally visible in resettlement programs (i.e. internally displaced persons, ex-combatants, previously resettled families).
- Identify “extremely vulnerable groups” amongst the broader vulnerable groups (i.e. migrants, foreign nationals).
- Apply the vulnerability lens in distinguishing children and youth amongst the larger PAP population.
- Develop incentives and/or initiatives within resettlement assistance schemes based on the tailored vulnerability analysis.



Detailed Critical Success Factors

Conduct a comprehensive gender analysis

- Assess gender roles, relations, dynamics, inequalities, and inequities to facilitate a greater understanding of PAPs, the local communities, and the host communities.
- Analyze positive and negative changes in gender considerations created by the emergence and prevalence of conflict.
- Deconstruct “women” into concrete and differentiated categories based on age, class, ethnicity, religion, etc.
- Directly and indirectly link these gender considerations to features of the proposed resettlement program, including but not limited to the socio-economic baseline and monitoring and evaluation mechanisms.
- Devise a strategy for minimizing gender risks and leveraging gender opportunities as a cornerstone of the resettlement program.



Detailed Critical Success Factors

Develop an extremely inclusive and gender responsive stakeholder engagement process

- Integrate participatory methodologies (formal and informal ones) aimed at cultivating participation at all levels, including alleged perpetrators of conflict and victims of conflict.
- Integrate gender sensitivities appropriately.
- Design measures for obtaining perspectives from non-traditional stakeholders and channeling them into the design and implementation modalities of resettlement schemes.
- Encourage verbal communication (i.e. oral histories) and seek non-intrusive means for documenting concerns raised through it for the benefit of resettlement programs.



Detailed Critical Success Factors

Reinforce social assessments with enhanced socio-cultural considerations linked to conflict dynamics.

- Understand migration trends.
- Understand the full composition of the family and household.
- Determine culturally appropriate approaches for addressing and mediating conflicts.
- Understand coping mechanisms (traditional and emerging) in use for adapting to individual and community needs.

Evaluate fully the implications of “informality” and its linkages the conflict(s) that transpired

- Informal settlements/ arrangements
- Informal economic livelihoods



Detailed Critical Success Factors

Determine previous displacements/ resettlement experiences that have occurred in the project area

- Evaluate to what extent and how the project proponent can address them (within the resettlement program or beyond).
- Devise measures to address past concerns that would create challenges for the resettlement programs (i.e. establishment of village boundaries).
- Tailor compensation and/or resettlement assistance schemes to address them.
- Tailor community investments, CSR, community trust funds, and other initiatives to address them.



Detailed Critical Success Factors

Gain a holistic assessment of the host community's willingness and capacity to integrate the PAPs

- Identify any potential hostilities brought on by the conflict(s).
- Undertake a short term and long term needs assessment of the host communities before and after absorbing the PAPs.
- Understand the cultural implications and changes that would result.
- Identify additional considerations which the host communities want before their “buy in” can be granted.
- Remain conscious of the quality and quantity of assets being given to PAPs as compared to impoverished persons within the host communities.



Detailed Critical Success Factors

Factor in inheritance, tenancy, and leasing arrangements by custom and in practice since the conflict(s) erupted in land tenure system assessments.

- Establish new structures and systems to address inheritance and other rights.
- Ensure that vulnerability and gender considerations are integrated.
- Include traditional and other leaders, civil society organizations, organizations/ associations representing gender interests, etc.

Ensure that asset valuation methodologies are expanded to include additional factors.

- Determine an approach to cater for “lost assets” (assets lost due to conflicts).
- Augment the significance of spiritual and cultural values for assets.
- Reach a consensus with diverse stakeholders.



Detailed Critical Success Factors

Carefully unmask “masked” livelihoods

- Seek to understand primary and secondary livelihoods being carried out by PAPs on a temporary, seasonal, permanent, or other basis as a result of the conflict(s).
- Determine “masked” livelihoods that are being engaged in due to the lack of social acceptability or the desire not to reveal all income sources.
- Understand the extremely vulnerable groups that are participating in and/or coerced into “masked” livelihoods.

Determine the market feasibility of alternative economic livelihoods that are being proposed.

- Undertake market and other assessments to determine if alternative livelihoods will result in concrete incomes.



Detailed Critical Success Factors

Promote in-kind compensation to the extent possible and minimize cash compensation

- Develop a distinct communication strategy for promoting in-kind compensation.
- Make provisions for household practices of payments based on cultural hierarchy (to senior family members, male household members, chiefs, etc.) that alienate PAPs.

Design compensation and/or resettlement assistance options seeking to foster sustainability rather than dependency

- Assess what other actors/ organizations are providing within the project area.
- Determine successful and unsuccessful practices in similar post-conflict zones nationally or regionally.



Detailed Critical Success Factors

Develop a more robust and localized grievance redress mechanism

- Ensure that it is greatly localized and decentralized in nature.
- Integrate strong conflict resolution approaches.

Develop comprehensive monitoring and evaluation (M&E) mechanisms as part of the resettlement programs

- Examine the use of compensation and/or resettlement assistance by PAPs in the short, medium, and long term.
- Craft qualitative and quantitative socio-economic indicators to support the M&E efforts.
- Determine if livelihoods have been improved and, if necessary, introduce additional measures in the course of implementing the resettlement programs to attain livelihood improvement.



Detailed Critical Success Factors

Allocate greater amounts of time in resettlement planning schedules

- Accommodate for changes in preferences by PAPs and the capabilities of implementing agencies.
- Factor in possible cycles for the reoccurrence of conflicts.

Determine the scale and nature of the dynamics and interactions between the PAPs, local communities, and local/national authorities

- Factor these dynamics and interactions into the proposed implementation arrangements.
- Account for devolved government structures.



Detailed Critical Success Factors

Address political dimensions in dealing with government agencies

- Carefully manage expectations— private borrowers cannot do it all under the umbrella of resettlement programs.
- Seek alternative resource mobilization strategies that can fund activities that would compliment resettlement schemes.
- Negotiate approaches for handling transitional governments.

Build and/or enhance the capacities of implementing agencies and/or partner organizations

- Conduct skills audits, training initiatives, and other measures.
- Adapt these measures specifically for post-conflict circumstances and challenges.
- Allocate financial resources for technical assistance and/or support.



Detailed Critical Success Factors

Address proactively “survivor” mentality or “victim” mentality amongst the PAPs and their local communities

- Conduct household and other surveys with that understanding.
- Seek to contain suspicion and fears.

Include psychological, psychiatric, and/or counseling services

- These services will support PAPs, local communities, and host communities in dealing with trauma and psychological impacts.

Introduce and/or strengthen health related components

- Health services and campaigns offering preventive care and treatment should be strengthened. This will augment the physical welfare of PAPs and their family members especially.



Detailed Critical Success Factors

Promote cultural preservation and maintaining cultural linkages throughout the design and implementation of resettlement programs

- Safeguard a sense of well-being for the PAPs despite the upheaval brought on by conflict(s).
- Understand where PAPs' true sense of identity lies (ethnic identity vs. national identity).
- Introduce complimentary cultural activities under the resettlement program.

Most importantly, we must seek to greatly identify with the PAPs to understand their realities and address them under resettlement programs for post-conflict and fragile situations.



Thank you for your time
and attention.