

Relationships and Resources

Quality of relationships as an indicator in peace-building
and capacity building



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Introduction



Main message

- Good governance and peace-building both need good relationships
- Measurement of relationships means support to these objectives can be better designed and the impact better evaluated
- UNEP's Sudan programme uses an approach developed in partnership with the Relationship Foundation / Relationship Global

Origins of this work for UNEP Sudan

- Darfur 's Water Sector – has huge distortions on the basis of a quarter of the population (2M) receiving humanitarian assistance – ultimately the three Es of sustainable development will need to be balanced.
- Darfur – three levels of conflict; control of natural resources one aspect.
- UNEP's Sudan project aim is: *To promote sustainable and equitable governance, management and use of environmental resources.*

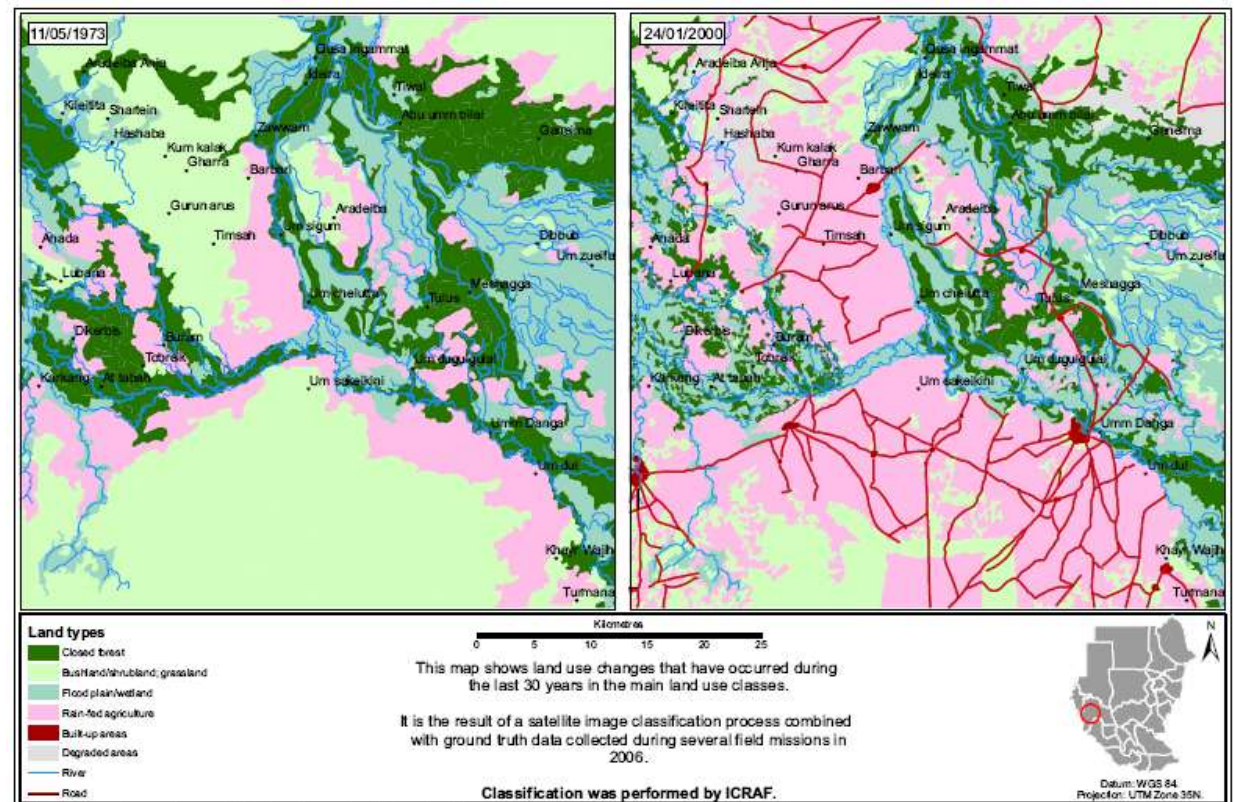
Outline

- Context and rationale
 - Adapt livelihoods – adapt governance – build new relationships
 - 3 categories of relationships
- How do we measure relationships?
 - 5 dimensions of a relationship
 - A progression in collaboration
- Does it work?
 - Practical examples
 - Theory of change



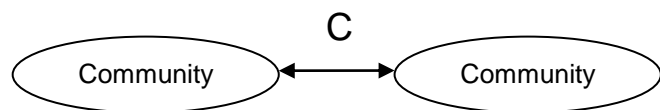
Um Cheluta, South Darfur 1973 - 2000

Livelihoods Governance and Change

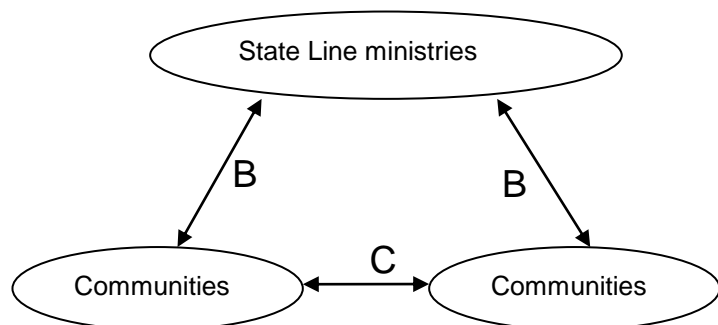


The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

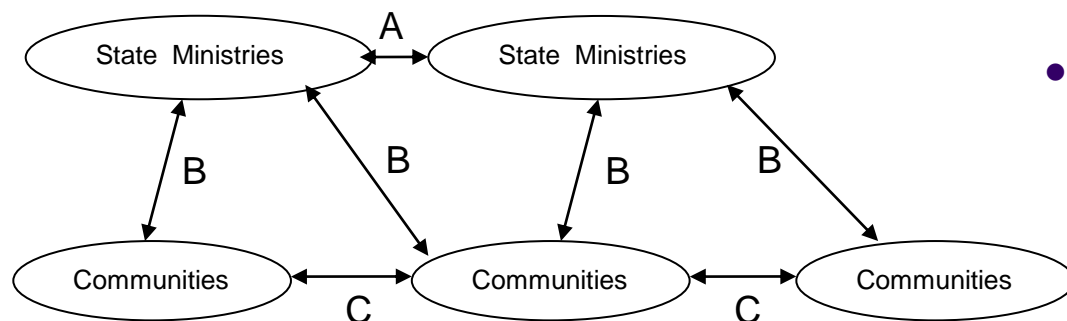
Establishing a relational lens: mapping and categorising relationships



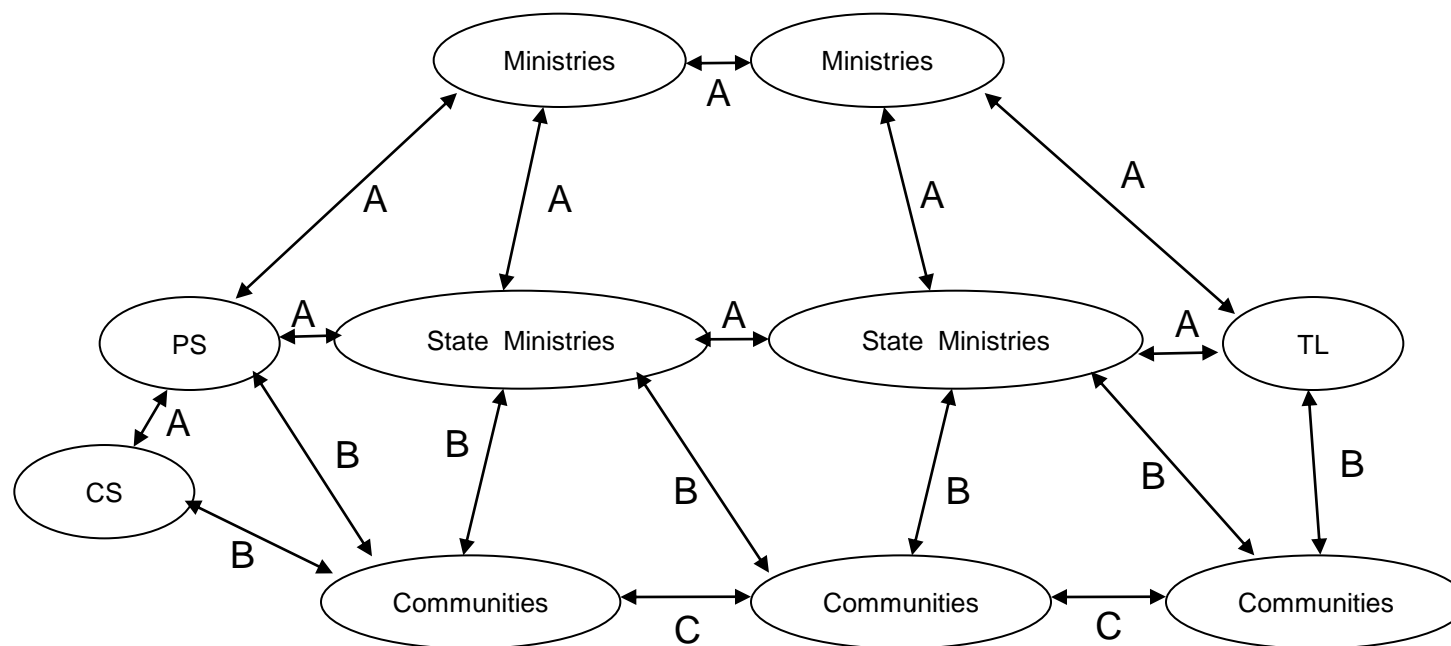
- Community peace-building, co-management of resources



- Addressing governance as well as peace-building



- Integrated and coordinated governance



Theory of change

- Improving A enables potential to improve B and C
- Improved policy and practice within ministries enables them to improve B and directly and indirectly C

Context and sector specific

- Co-management contexts, focus on C. Service delivery – focus on B

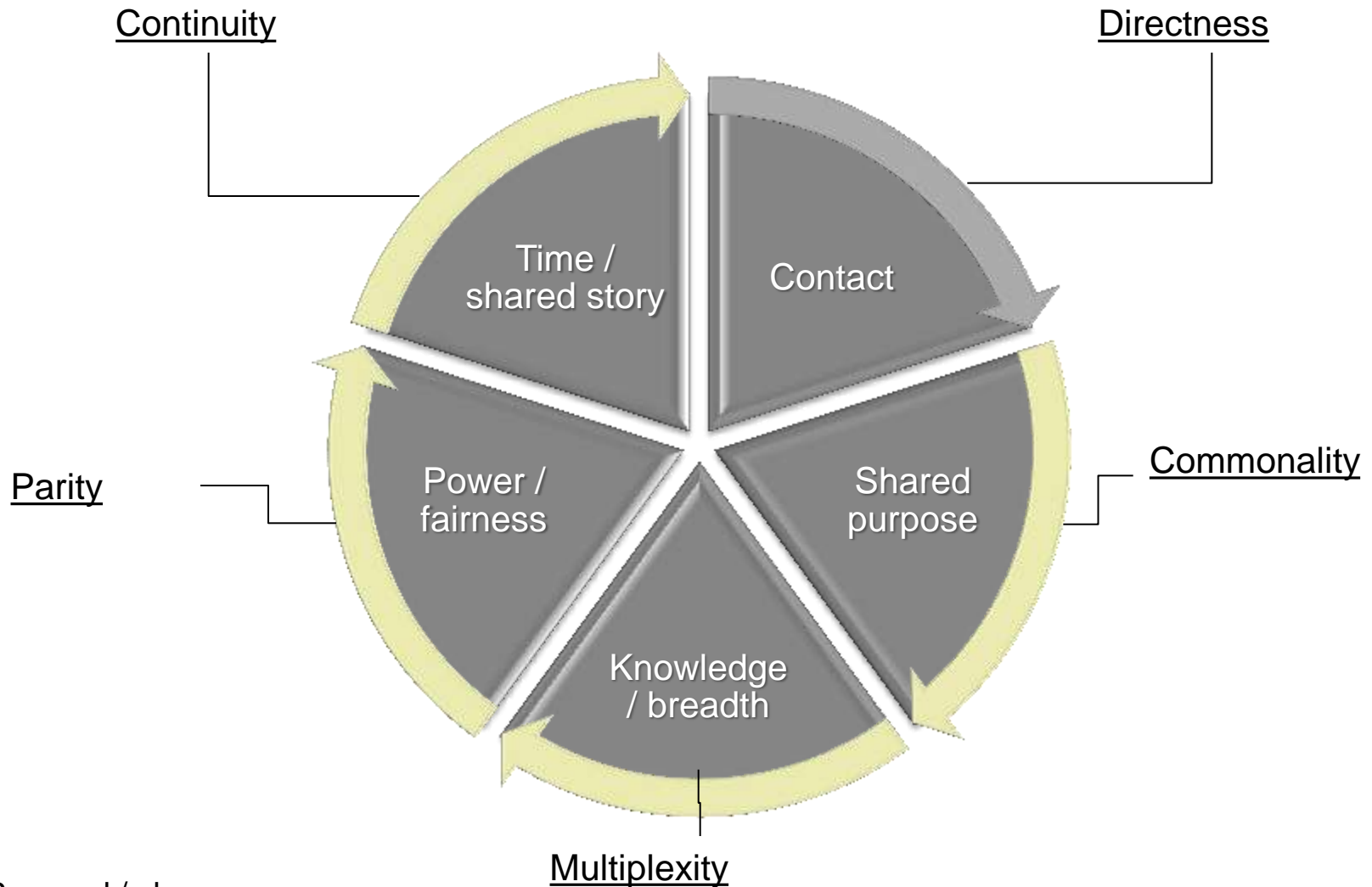
Markers of relationships

Category	A Institutional relationships	B Institutions with communities	C Inter-community relationships
Potential indicators	<p>Meetings - frequency, representation</p> <p>Appointment of focal points</p> <p>Joint research</p> <p>Workshops</p> <p>Joint vision statement / document</p> <p>Joint visits / study tours</p> <p>Formal agreements</p> <p>Joint implementation – budget, staffing</p> <p>Cash transfer</p> <p>Relational impact on policy and institutional reform</p>	<p>Representation</p> <p>Meetings</p> <p>Dialogue</p> <p>Project implementation</p> <p>Project management and maintenance</p> <p>Assessments</p> <p>Communications</p> <p>Campaigns</p> <p>Voting</p>	<p>Trade</p> <p>Ad-hoc agreements</p> <p>Natural resource management</p> <p>Blood money and restitution</p> <p>Agreement frameworks</p> <p>Traditional agreements</p> <p>Role of mediators</p> <p>Marriages</p> <p>Cultural</p> <p>Security</p>

Relational Metrics: Introduction

- Relationships Foundation, Relationships Global
- Social policy think tank / advocacy group
- Relationships provides a lens to improve social policy, business, peace-building
- Reporting on stakeholder relationships in South Africa in the content of their new corporate governance code. (King III).
- Early work in the UK relating to healthcare and prisons
 - E.g. the relationships between public health and primary care were relating as evidence in the relationships between directors of public health and lead GPs part of the NHS reforms of the late 1990s.
- The core of the tools is a set of 5 metrics of a relationship: Relational proximity model

Five parameters of relationships



The parameters enable relationships to be better described

- The Nile Basin Initiative deploys team leaders in each country from one of the other Nile Basin states – promoting directness, multiplexity, and with a 6 year process, continuity
- The groundwater depletion in Darfur occurred in the context of weak relationships in the coordination of programming – indicators and cash flow strongly favoured water abstraction rather than resource management – a lack of parity compounded by a lack of directness

Relational phases

Type A – Institution to institution (LPG example)



D Directness, M Multiplexity, P Parity, Cm Commonality, Cn Continuity

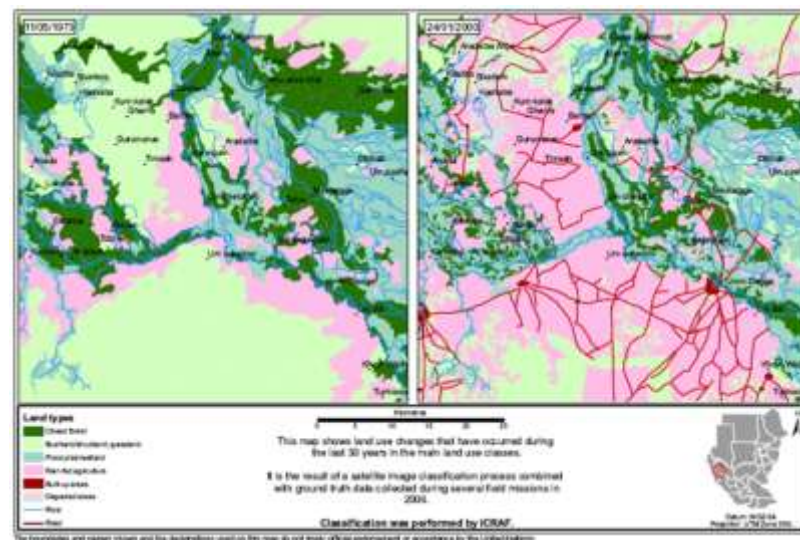
1. Limited contact	Few or no meetings of staff No alignment of policy, mandates, strategy	Relational Metric advanced – features that define that step in bold
2. Approach	Meetings commence - frequency, representation Appointment of focal points	D starts Cm Assessed – Is there a shared objective?
3. Engaging	Joint action includes evaluation , workshops, study tours. Working towards a shared vision.	D grows, Cm defined in greater detail, P Assessed Preconditions (P, Cm particularly) identified
4. Developing	Preparing for the establishment of a joint project or programme , formal project agreements, cash transfer, joint account. Working to a joint vision statement / document.	Preconditions in process of being established – P, Cm focus, growth of D, M, Cn
5. Activated/ Effective	Successful one-off joint action for shared objective , MOU established.	Cn – a shared story of success now exists Preconditions confirmed through implementation
6. Functional/ Established/ Improving	Repeated joint action for shared objective or diversification of action to second shared objective	Cn, through repetition M – through diversification Others grow/refined
7. Mature/ Enhanced	Complementarity in alignment policy, mandate, strategy, activities. Evidence of difficulties encountered and resolved	All refined Particularly M through enhanced reciprocity

Kass peace-building example



1. Limited contact	Relational Process	Process
2. Approach	D starts Cm Assessed	Prolonged period in which brokering was used
3. Engaging	Preconditions identified (P, Cm particularly)	
4. Developing	Preconditions established – P, Cm – growth of D, M, Cn	
5. Activated/ Effective	Joint Action Cn – a shared story of success now exists	Projects first delivered
6. Functional/ Established / Improving	Cn, through repetition M – through diversification Others grow/refined	Repeat project work – Cn Peace committees functional in addition to VDC - M
7. Mature/ Enhanced	M, Cn grow, All fine tuned	

- Care international peace-building work
- Forerunner of the Darfur Community Peace and Stability Fund pilot project
- Parity a key criteria in the context of conflict



Development of Type A relationships around IWRM in Darfur



1. Limited contact	Relational Process	Process
2. Approach	D starts Cm Assessed	Groundwater monitoring starts – ie some dialogue between supply and resource managers. IWRM unclear concept. Arguments over what IWRM comprised.
3. Engaging	Preconditions identified (P, Cm particularly)	Darfur wide representation 2 rounds of study tours – second at increasing seniority, D,M important at personal level
4. Developing	Preconditions established – P, Cm – growth of D, M, Cn	IWRM reflected in planning documents (e.g. DIWC) 30% funding for IWRM. Funding for Wadi El Ku Endorsed in strategy documents
5. Activated/ Effective	Joint Action Cn – a shared story of success now exists	Major catchment management project is established
6. Functional/ Established / Improving	Cn, through repetition M – through diversification Others grow/refined	Repeat project work – growth Additional catchments
7. Mature/ Enhanced	M, Cn grow, All fine tuned	Widespread adoption of catchment management, legal frameworks established.

- South Africa Study tours and vision statements
- Development of commonality a key factor – a new process
- Parity important in some key aspects





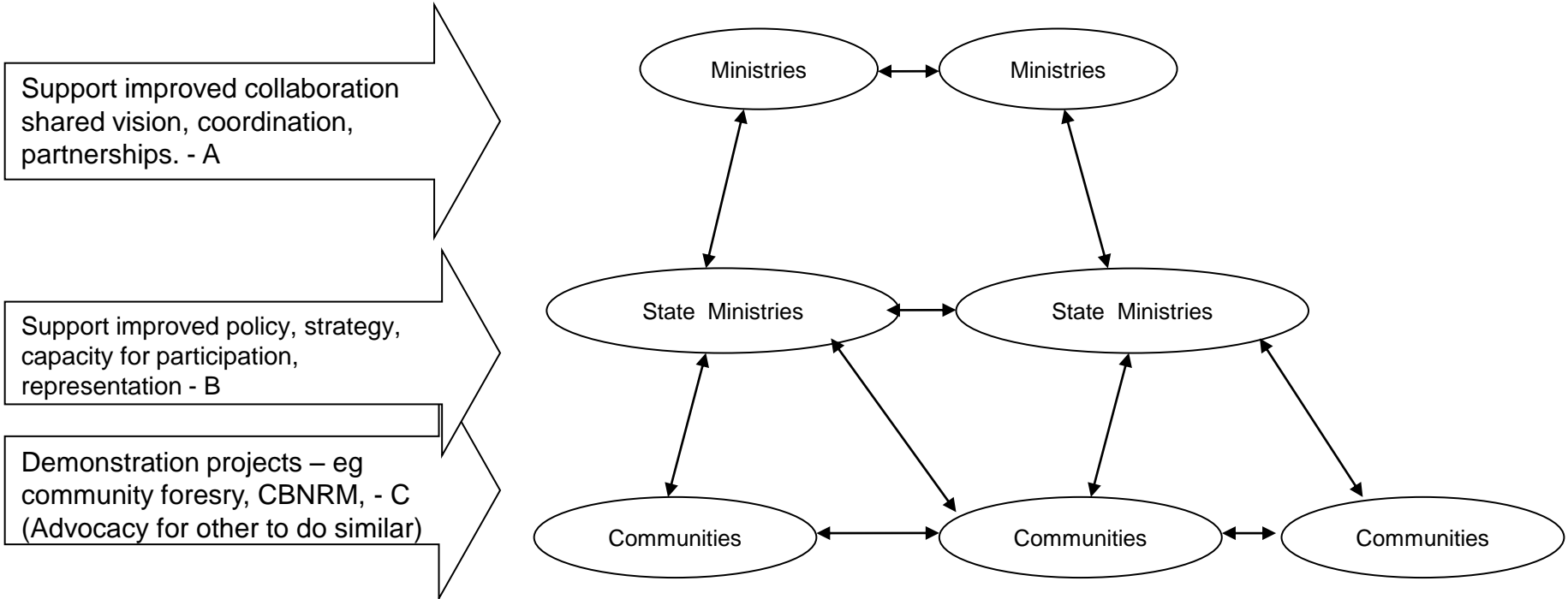
Improving relationships within the IWRM agenda

- Federal and state collaboration
- Darfur International Water Conference extended the collaboration
- National vision building process – collaboration across 11 ministries
- GWWD promoted to general directorate – greater focus on non-Nile water
- Environmental mainstreaming across government
MEFPD, MWR collaboration, MOU, - also MOP, MARFR, HCENR

Theory of change



Potential areas of activity/output – training, consultancies, advocacy etc.



- Relationships analysis is used here in the overall framework. UNEP Sudan also uses it as a quality criteria in projects framed with other rationales



Conclusions

- Peace-building in resource related conflict needs to address governance in addition to resources.
- The relationships framework allows relationships to be measured and thereby interventions to be better designed and better evaluated.

Next steps

- Briefing note online, – report to come January - www.unep.org/sudan
- Sign up online for the mailing list for notification – including information on the IWRM vision process and for the other 2 reports on environmental governance
- For more information on the project – see the poster
- **Collaboration with partners interested in exploring these approaches**
- Particularly to consider more detailed analysis of the challenges facing water governance in South Africa...