



USAID
FROM THE AMERICAN PEOPLE

Planning for Integrated Programs within USAID program cycles

Overview

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

February 2011

Objectives of module 2

By the end of this module, participants will be able to:

- Describe the program cycle
- Understand the important role that integrated assessment and analysis plays as the starting point for programming
- Use selected assessment tools



What is an “integrated approach”?

A combination and synthesis of concepts, tools, objectives and theories from different fields

Integration can take different forms, e.g.

- Tools and methodologies from each field may be used separately, then the results combined
- Special integrated tools and methodologies can be designed

Works best if activities are integrated right from the start.

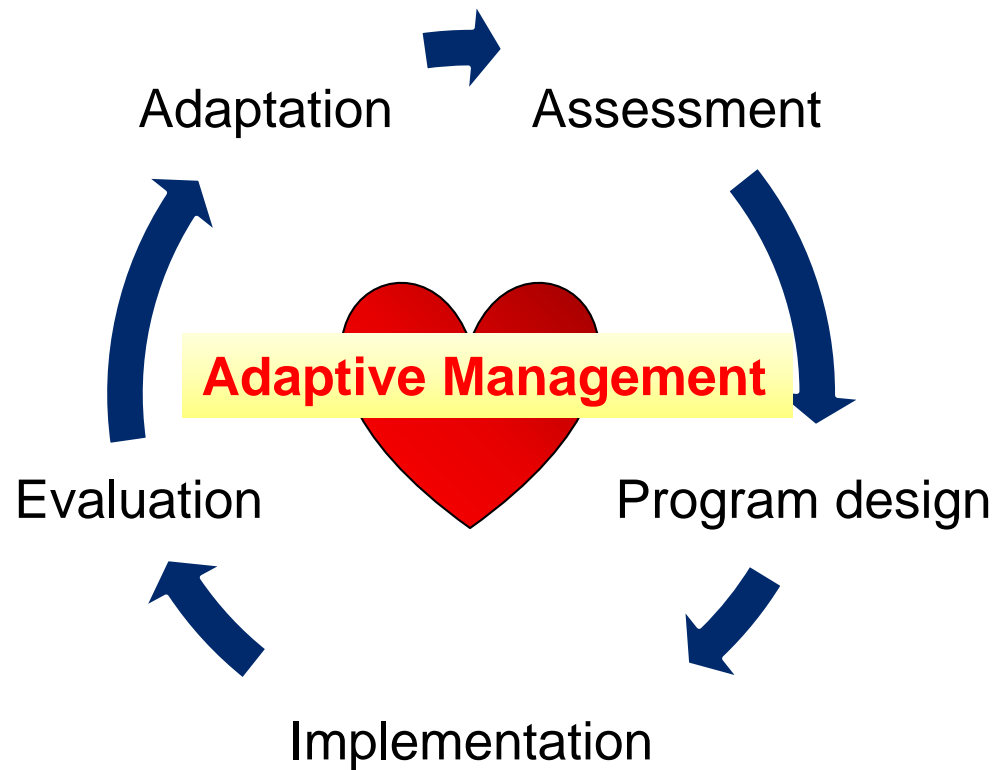
Integrated programming overview

The fundamentals:

- Get the right mix of people and skills
- Expect debates and trade-offs: integration isn't easy
- Integration is an ongoing process, not an event
- There are tools and approaches but no blueprints: adapt as necessary



The program cycle



Integrated programming: The assessment phase

- Sets the tone and often the parameters for future programming
- It **MUST** therefore integrate different sectors and perspectives
- Should take a broad view, rather than narrowing down too quickly
- Preliminary mapping of context, issues, and actors

The assessment phase

- Desk-based or field-based
- “Cast a wide net”
- If field-based, consult with key actors from the start
- An assessment should be a chance to learn, not just provide opinions



Integrate for success!

- Ensures that programming addresses key drivers of change and root causes of conflict
- Technical fixes that ignore drivers and root causes will be quickly undermined

Failure to integrate is expensive

- Wasted resources
- Negative impacts on other USAID programs
- Potential criticism and negative evaluations
- Time and money involved in bringing in new actors late in the program cycle
- Risks of exacerbating existing conflict dynamics



A cautionary tale

Cambodia LMAP land tenure project:

- National-scale land tenure reform
- Didn't secure indigenous rights
- Didn't properly classify forest resources

Resulted in land grabbing, displacement,
environmental degradation

The Good News!

- There are plenty of tools, principles and approaches to guide integrated assessment and programming

