

Peacebuilding Commission -Working Group on Lessons Learned

Implementing Local Governance and Decentralization Efforts

- d. The stated objective of decentralization should be to strengthen the platform for development, not to institute power sharing. Donors often emphasize power-sharing as an objective of decentralization, but this undermines those efforts since having power-sharing as a goal leads to a competition for power as an end in

- f. Quick results versus sustainable action, since all short term efforts have long term effect, particularly in the immediate post-war phase. Turbulence in post-conflict can lead to hasty decision-making, undue focus on high visibility areas at the expense of other places, and lack of coordination among implementing agencies.
 - g. Deciding whether to reform or rebuild local governance structures, taking into account the specific situation and whether the old system was a major contributor to the conflict.
 - h. Capacity of local governance structures to deliver aid and the tendency of donors to outsource these services to NGOs rather than strengthening local capacity from the outset. Local structures sometimes have a narrow purview, and limited control and capacity over local service delivery and may not be able to sustain an infusion of resource. However, this means that their capacity must be built and strengthened.
 - i. The effects of short term cash infusions and how it can create tensions among local actors. These and other unintended consequences should be considered carefully and planned for, by thinking through all possible trajectories related to interventions.
 - j. The length of the conflict and its relation to the challenges faced, because long conflicts affect social cohesion, result in sustained collapse of institutions, and require greater efforts to create basic conditions for capacity development.
4. The members of the Working Group on Lessons Learned concluded that this issue has significant practical relevance to the issues before the PBC and asked that the knowledge gained be applied specifically to the PBC's current work. As such, it was decided that the Chair would consult with the Chair of the PBC and the Organizational Committee to see how the lessons could be integrated into the work of the Country-Specific Meetings on Burundi, Sierra Leone, and other countries as appropriate. The Chair further indicated her desire to see that these lessons be incorporated into guidelines, and asked that the members provide specific suggestions on how to integrate systematically the