



microNOTE #34

Tools for Economic Recovery: A Brief Literature Review

I. Introduction

A country emerging from civil war faces a 44% chance of returning to conflict within five years if economic growth does not take off.¹ This statistic along with other empirical research supporting the importance of economic development in countries affected by conflict, has renewed focus on improving emergency and development aid. Practitioners and donors are seeking ways to improve the effectiveness of programs that meet short term needs while building the foundation for long term growth.

USAID's AMAP Knowledge Generation project² sponsored two workshops for U.S. government partners and agencies to address the difficulty of transitioning from relief to development. Participants discussed what is known and what still needs to be learned to strengthen and improve economic recovery programming in conflict-affected countries. Participants agreed that an inventory of currently available tools for post-conflict economic growth programming would be a useful next step. As an initiative of USAID's Microenterprise Development Office, activities under the AMAP Knowledge Generation project address micro- or small-scale economic activities, rather than broad macroeconomic initiatives.

This microNote is intended for practitioners, donors, governments,

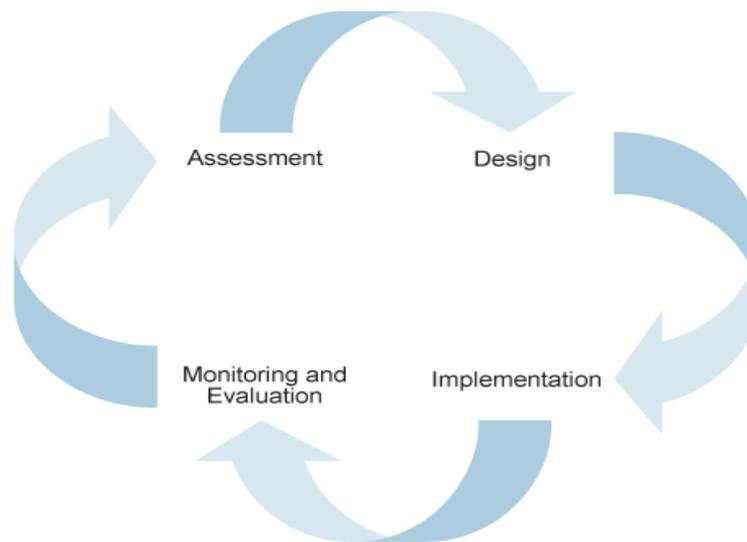
JULY, 2007

This publication was produced for review by the U.S. Agency for International Development. It was prepared by Mayada El-Zoghbi of Banyan Global and Monica Matts of Chemonics International, Inc.

¹ Collier, Paul; "Breaking the Conflict Trap – Civil War and Development Policy." The World Bank and Oxford University Press; Washington, DC. 2003.

² For more information and documentation, see http://www.microlinks.org/ev_en.php?ID=I200_201&ID2=DO_TOPIC

Figure 1. Program Cycle Framework



and business representatives working on economic recovery in conflict-affected countries. It serves as a reference for guidance and best practices on programming for conflict-affected countries. First it outlines the definitions and methodology used in the literature review then provides a brief summary of each tool and an index of the tools reviewed.

II. Methodology

The AMAP workshops served as an initial source for the tools covered in this microNote. Internet searches and a review of the literature on related publications then followed. Information was also exchanged with several research initiatives, including the Women's Commission on Refugee Women and Children, International Alert, and the United States Institute of Peace.

Only the most relevant documents from the review are in-

cluded here. Also, while a substantial effort was made to be comprehensive, this review is not exhaustive. The AMAP project welcomes any referrals to relevant tools in its ongoing efforts to advance the state of the practice on economic recovery programming after conflicts.³

III. Definitions

In order to ensure that all practitioners using this microNote are using the same set of assumptions, definitions of frequently used terms are listed below.

Tool: This note focuses on available tools, rather than theoretical or empirical discussions on economic recovery

³ Please send references to Chemonics International, m-matts@chemonics.com.

after conflicts. A tool has a variety of connotations including:

- Something used in performing an operation or necessary in the practice of a vocation or profession;⁴
- Something used in the performance of an operation; an instrument;⁵
- Something regarded as necessary to the carrying out of one's occupation or profession.⁶

A number of publications define tools as "frameworks" or "guidelines." These types of documents have been included as they function as "instruments to help one do work."

Programming Cycle: The standard programming cycle is

⁴ <http://www.m-w.com/cgi-bin/dictionary>

⁵ <http://www.answers.com>

⁶ www.thefreedictionary.com

illustrated in Figure 1 and includes four stages: assessment, design, implementation, and monitoring and evaluation. We use this cycle to help structure the tools as is a common process used among relief and development donors and practitioners.

Economic Recovery Activities: In post-conflict environments, numerous initiatives fall under the “economic recovery” rubric. They include short term projects—cash or food for work, business development grants, vocational or business training, for example—that precede or overlap with long term programs such as enterprise development and microfinance. We use five categories, which have come to be standard and distinct areas within the field of economic development, to distinguish between the different types of activities. This categorization has evolved over time and reflects how programs self-identify. In this method of categorization, the primary distinguishing characteristic is the activity itself and whether it is sustainable or able to continue without external subsidies.

1. **Grant-based activities** include food for work, cash grants, in-kind grants or other similar activities in which no repayment is anticipated.
2. **Livelihood and employment based activities** are defined as those which aim to

support a client/beneficiaries’ ability to sustain his/her livelihood, whether by income generation or employment.

3. **Microfinance** refers to financial services targeting poor and low-income households, designed in a sustainable manner, adhering to international best practices.
4. **Market development programs** are defined as those that attempt “to reduce market distortion, and use the power of markets to move communities more rapidly from relief dependency to independent livelihood security.”⁷
5. **Business/private sector focused activities** are primarily initiatives focused on the private-sector. In conflict contexts, this implies initiatives led by multinational firms investing in their core business activities as well as activities that focus on the domestic private sector such as

micro-, small- and medium-enterprises.

IV. Findings

Despite the extensive experience of practitioners and donors working on economic recovery in conflict-affected countries, there is surprisingly little available in terms of documented tools. Table I provides an overview of where the available tools fit within the programming cycle framework.

It is striking to note that no tools were found that dealt with grant-based activities such as food for work, grants or other similar programming. One publication covered in the review provides a model for grants within a stepped program that eventually offers loans (ARC’s SAIL model). While several of the tools address microfinance and market development, it is striking that so few are tailored to the conflict environment.⁸

It is clear that a great deal of work is needed to better

⁷ Nourse, Tim et al. Market Development in Crisis-Affected Environments: Emerging Lessons for Achieving Pro-Poor Economic Reconstruction, SEEP Network,

⁸ There is, however, a plethora of tools available on these topics which have not been adapted for conflict settings. For enterprise development tools, please see www.MicroLinks.org. For microfinance tools, please see www.microfinancegateway.com

Table 1: Activities in Economic Recovery

	General	Assessment	Design	Management	Monitoring & Evaluation	Total
Grant based activities	0	0	0	0	0	0
Livelihood and Employment based activities	0	5	7	6	0	18
Corporate Investments	2	4	4	3	3	16
Microfinance	0	2	2	2	2	8
Market Development	3	0	0	0	0	3
Number of Tools Available	5	11	13	11	5	45

inform the emergency aid and development communities on how to assess, design, manage and evaluate programs that focus on economic recovery after conflict. It is especially important to point out that evaluation is an area with particularly lim-

ited tools. This has broader implications for all programming in conflict areas. With limited understanding and documentation on the impact of economic recovery programs, there is little for the development community to build upon. Lessons

learned to date have been drawn primarily from existing initiatives by the practitioners themselves, rather than objective research or formal, external evaluations.

V.Tool Summaries

Business and Decent Work in Conflict Zones: A "Why?" and "How?" Guide. L. de Luca, International Labour Organization (ILO). 2003. www.ilo.org/public/english/employment/crisis/download/busguide.pdf	
Audience	<input type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This training guide, one in a series of tools developed by the ILO Programme on Crisis Response and Reconstruction, provides information for companies interested in operating in areas affected by conflict. It outlines the ILO's Decent Work principle and explains how businesses can impact conflict zones. The guide provides checklists to: assess the context's labor-related risks to operations; establish company policies for Decent Work and peacebuilding; and, develop a Decent Work culture among stakeholders.
Relevance	The guide provides basic assessment and design guidance for companies interested in establishing businesses in conflict areas. Beyond the checklist, however, the guide does not provide technical advice on applying Decent Work principles and developing a Decent Work culture.

Business, Conflict, and Peacebuilding: An Operational Framework. P. Kanagaretnam, S. Brown, Pearson Peacekeeping Centre. August 2005. http://cpr.web.cern.ch/cpr/library/Tools/Bus_Conf_PB_Frmwk.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate
Summary	This paper provides the rationale for why multi-national corporations (MNCs) should be concerned with business practices that promote peace rather than providing additional fuel for war. It lays the foundation for the importance of MNCs in their ability and capacity to promote peace and calls on donors and governments to work with MNCs toward the goal of peacebuilding. The paper provides a framework in the form of a table which breaks down the elements that MNCs must address in fragile states including: security and safety, governance, legal issues and broader economic concerns
Relevance	This document provides a solid rationale and background on the role of MNCs in rebuilding fragile states. The framework is broad and provides a set of actions which donors and the larger aid community can embark upon to promote the peacebuilding process.

Conflict-Sensitive Business Practice: Guidance for Extractive Industries. International Alert. March 2005. http://www.iisd.org/pdf/2005/security_conflict_sensitive_business.pdf	
Audience	<input type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate

Summary	This tool addresses a variety of issues of interest to corporations in the extractive industries in areas of conflict. The aim of this and other International Alert publications on these issues is to support multinational engagement using a conflict-sensitive and awareness lens. The publication begins with an introduction which sets the tone, highlighting that corporations have an interest in peace and thus should be engaged in ensuring that it is reached and sustained. The document includes a screening tool, a macro-level conflict risk and impact assessment tool, a project-level conflict risk and impact assessment tool, and a series of Flashpoint Issues. These Flashpoint Issue papers include stakeholder engagement, resettlement, compensation, indigenous people, social investment, armed groups, security, human rights, corruption and transparency. Within each of the flashpoints issues, the document provides a business case for why this issue matters, discusses how this issue can impact the conflict, and provides businesses with a set of options and alternatives to deal with the issue.
Relevance	While this document is written for and tailored to corporations, many of the key principles and guidelines apply to any firm working in a conflict environment. Practitioners designing programs or supporting local and international businesses in these environments can benefit from the analysis and business practices highlighted in this document.

Crisis Response: Rapid Needs Assessment Manual. ILO. 2002.	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type*	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This is a manual designed for ILO staff and consultants who are tasked with conducting rapid needs assessments in conflict-affected environments. The manual presents ILO's general crises response then delves into the planning, methodology, and information needed to begin a field-based assessment. The manual presents a series of questions or assessment guides that support data collection on the causes of the crises, the regions that are affected, the individuals affected, the level of infrastructure both pre- and post-crises, the broader economy both pre- and post-crises, the human rights and political climate, the education sector, the legal system, and the type and level of assistance on the ground. A second set of interview guides is presented to assess institutional partner capacities' including government agencies, NGOs, vocational training institutes, BDS providers and other potential ILO partners. Sector based assessments are the third area of focus and include interview guides for the general labor market, employment services, social protection, vocational training, social dialogue, Small and Medium Enterprises and Business Development Services assistance, microfinance as well as other areas the ILO views as its areas of comparative advantage. Finally, the assessment guide also covers the specific needs of vulnerable groups.
Relevance	This manual has relevance for other donors or practitioners who are conducting rapid assessments in areas affected by crises. While the focus of the manual is the sectors that concern the ILO, the methodology and some of the question guides may be adapted to the needs of other organizations.

Conducting a Conflict Assessment: A Framework for Strategy and Program Development. USAID, Conflict Management and Mitigation. April 2005.	
http://www.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMM_ConflAssessFrmwrk_8-17-	

04.pdf	
Audience	<input type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type*	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	Conflict assessments are "diagnostic tools" designed to help USAID Missions developing their country strategies to identify the causes and consequences of conflict and understand how development projects interact with them. The causes of conflict are considered along four categories: incentives, access to resources, institutional capacity and response, regional and global dynamics, and windows of opportunity. Next, development projects are mapped against noted causes of conflict to identify existing gaps and suggest new interventions. An annex provides a list of questions for those conducting a conflict analysis to consider.
Relevance	As with the World Bank's Conflict Analysis Framework (summarized below), this tool is designed to affect country-level strategy and programming and would be less useful for practitioners working on a smaller scale. It is not necessarily geared toward economic growth-related projects. However, the guidance it provides on undertaking an assessment and following up on results is comprehensive.

Conducting Conflict Assessments: Guidance Notes. UK Department for International Development (DFID), January 2002. http://www.dfid.gov.uk/pubs/files/conflictassessmentguidance.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type*	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This guide outlines DFID's conflict assessment strategy and framework. The assessment aims to provide DFID and its partners with a better understanding of conflict and develop appropriate options for conflict-sensitive programming. Conflict assessments may be used at the regional, country, or project level. DFID's methodology analyzes structures, actors, dynamics, and international responses. Finally, it provides guidance on developing appropriate conflict-sensitive donor and programming options.
Relevance	DFID's methodology addresses development programming in general but does not provide specific guidance on economic growth projects. While the guide offers an illustrative list of programming options, there is little guidance on choosing among the options.

The Conflict Analysis Framework: Identifying Conflict-related Obstacles to Development. World Bank, Conflict Prevention and Reconstruction Unit. October 2002. http://lnweb18.worldbank.org/ESSD/sdvext.nsf/67ByDocName/TheConflictAnalysisFramework CAF-identifyingConflict-relatedObstaclestoDevelopment/\$FILE/CPR+5+final+legal.pdf	
Audience	<input type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation

Activity Type*	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This dissemination note describes the World Bank's Conflict Analysis Framework (CAF), a mandated step for integrating conflict sensitivity into the Bank's development programming. The CAF is a country-level analysis that can be used as a stand-alone tool, or as part of a broader social analysis. Six categories of variables are analyzed to develop a prioritized list of factors affecting conflict in that country. Based on the results, programming can be adjusted to positively influence these factors.
Relevance	The framework is designed to affect country-level strategy and programming. For practitioners working on a smaller scale, it would be less useful. Additionally, the note provides a brief list of steps to follow in order to analyze the named variables, but direction on collecting and analyzing data is limited.

Demand Driven Approaches to Livelihood Support in Post-War Contexts. P. Goovaerts, M. Gasser, A. Belman Inbal, ILO, World Bank. October 2005. http://siteresources.worldbank.org/INTCDD/214574-1107382173398/20877452/WP29_Web.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input checked="" type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This paper identifies key lessons learned from a joint ILO-World Bank study on their use of demand driven approaches in post-conflict recovery contexts. The paper provides contextual background on the issues relevant for livelihoods in conflict affected areas, then provides the rationale for demand driven models of livelihoods support, and eight key principles or "best practices" for designing demand driven models of livelihoods programming.
Relevance	This paper is an excellent background document or primer for those interested in understanding the context of sustainable livelihoods programming in conflict affected environments. The paper does not provide specific tools which could be used or adapted by practitioners or donors.

Enabling Corporate Investment in Peace: An Assessment of Voluntary Initiatives Addressing Business and Violent Conflict and a Framework for Policy Decision-Making. J. Switzer, H. Ward, International Institute for Sustainable Development, International Institute for Environment and Development. February 2004. www.iisd.org/pdf/2004/envsec_corp_investment.pdf	
Audience	<input type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle*	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate
Summary	This paper reviews existing voluntary codes and guidelines pertaining to business and conflict. The paper identifies the need for government engagement to fund research and develop appropriate public policy addressing business and conflict.
Relevance	This research is a broad overview of all the major initiatives that have been undertaken to promote corporate investments in conflict zones. It can be used as a primer for all international codes, guidelines and initiatives

	that address business in conflict zones.
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Global Compact Business Guide for Conflict Impact Assessment and Risk Management. Global Compact. June 2002. http://www.union-network.org/uniindep.nsf/f8dff9d20fb56a28c1256bf9002e1d31/c550f48211dccaaccb1256c31002013c5/\$FILE/BusinessGuide.pdf	
Audience	<input type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate
Summary	<p>The Guide aims to provide companies with assistance in assessing the potential impact of investing in conflict areas and guidance on minimizing the negative and accentuating the positive aspects of investment. The tool is based on a conflict impact assessment model, followed by a risk assessment model and includes stakeholder analysis, human rights, environmental, labor, and humanitarian law impact assessments.</p> <p>The Guide helps businesses analyze how their operations can influence existing tensions and conflicts and how the impacts of these conflicts can in turn affect the sustainability of their business operations. The Guide also helps businesses analyze and mitigate risk in conflict zones at the pre-investment and operational stages of doing business. Specific tools covered include:</p> <ul style="list-style-type: none"> - Matrix of risk assessment and management questions - Stakeholder analysis (who are they, what are their interests and relation to the company, how to engage them) - Impact assessment in areas of human rights, international humanitarian law, labor, and environment
Relevance	This tool has many practical and relevant applications both to corporate entities working in conflict zones as well as organizations implementing economic recovery programs in conflict-affected areas, as many of the principles apply to both actors. Relief and development actors can utilize these tools for their own operations as well as when partnering with private sector firms. For example, when choosing to partner with local firms, practitioners and donors may ask themselves similar sets of questions that are presented in the guide for internal assessment for large corporations. Donors and practitioners should assess whether such a partnership would be seen as complicit in any human rights, labor law, corruption or other abuses.

A Guide for Integrating Human Rights into Business Management. Business Leaders Initiative on Human Rights, UN High Commissioner for Human Rights, Global Impact. http://www.blihr.org/Pdfs/GIHRBM.pdf	
Audience	<input type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input checked="" type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate
Summary	The Guide is a technical manual and a hands-on tool for companies to integrate human rights practices within their operations. In addition to standard international human rights protocols (Universal Declaration of Human Rights; International Covenant on Economic, Social and Cultural Rights; International Covenant on Civil and Political Rights), the guide also addresses conflict-affected areas and the importance of corporate

	<p>responsibilities with regard to international humanitarian laws. Specific attention is given to the notion of complicity in human rights abuses and how corporations can measure and ensure their direct and indirect compliance with international human rights protocols.</p> <p>The Guide consists of seven elements that make up existing management systems: strategy, policy, processes and procedures, communications, training, measuring impact and auditing, and reporting. The paper provides a Human Rights Matrix which companies can use to identify gaps in their systems with regard to human rights. It also provides numerous checklists for the quick assessment of the main elements and questions that should be asked when establishing corporate strategies, policies, procedures, communications training and impact measurement and reporting systems. It provides examples of corporate responses on each of the seven elements of business management covered.</p>
Relevance	<p>While this publication is written for a corporate audience, its messages, examples and tools may be adapted and used by donors and practitioners working on private sector development issues in conflict-affected countries. For example, when designing programs that support medium and small enterprises, practitioners and donors should consider raising the same levels of awareness on human rights issues among their partner firms. The manual identifies several areas in the business process where a firm may integrate human rights issues such as in policies and procedures and in its communication with employees and the public.</p>

<p>Guidelines for Employment and Skills Training in Conflict-affected Countries. ILO. 2000. http://www.ilo.org/public/english/employment/skills/training/publ/pub21.htm</p>	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input checked="" type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	<p>These guidelines analyze the key issues involved in designing and implementing employment and livelihoods projects in conflict affected areas. Programming guidelines are also provided. It contains an overview of the major issues facing development in conflict-affected areas and a general framework for the design and implementation of livelihoods programs post-conflict. Guidelines are provided for: assessment of the labor market, employment-intensive works projects, vocational training and life skills, and supporting small and micro-enterprises.</p>
Relevance	<p>ILO's general framework gives a basic overview of best practices for development, in general, and for conflict-affected areas in particular, including using inclusive practices and fostering coordination between donors and other actors. The guidelines section contains concrete and specific guidance on assessing the local labor market, but the remaining topics receive briefer treatment, with country case studies included.</p>

<p>ILO's Generic Crisis Response Modules. ILO. September 2001. http://www.ilo.org/public/english/employment/crisis/download/modules.pdf</p>	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation

Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	These modules are designed to promote consistency in ILO's response to crises and provide staff and consultants with information on the role ILO can play and its comparative advantage. In addition to armed conflict, modules cover natural disasters, financial downturns, and political and social transitions. Each module covers the characteristics of the crisis, causes of the crisis, societal impact, and broader context of the response, and deals with four stages of the ILO's response including: pre-crisis preparedness, response at the time of crisis, short term and medium/long term response.
Relevance	The modules are designed for internal organizational use, and several sections (for example the list of roles and responsibilities for ILO staff in crisis situations) may not be useful outside the organization. However, the crisis-specific modules provide constructive information on a variety of programmatic responses to the issues created by crisis. The modules' annexes also contain valuable information for implementers and donors, such as a list of 'early warning' resources and a checklist for medium term actions and activities after natural disasters.

Introduction to Microfinance in Conflict-Affected Communities: A training manual. ILO. 2002.	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input checked="" type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This is a basic training manual on microfinance that is tailored for a relief audience. The manual is written to accompany a five-day course which follows the programming cycle: assessment, design, implementation, monitoring and evaluation. The course and accompanying manual are primarily focused on microfinance however other economic growth tools are discussed.
Relevance	This manual is not intended for use as a stand-alone document, and thus relief workers interested in using microfinance will require additional training and materials. Accompanied by the course, it provides the basic skills set for relief practitioners to assess the use of microfinance as a programming tool in a specific contexts. Participants learn the basics of microfinance, including methodologies and market segmentation, for example. Participants are better equipped to design appropriate microfinance programs, partner with relevant organizations and/or consider other livelihood programming options.

Livelihoods & Conflict: A Toolkit for Intervention. USAID, Conflict Management and Mitigation, 2005. http://www.usaid.gov/our_work/cross-cutting_programs/conflict/publications/docs/CMM_Livelihoods_and_Conflict_Dec_2005.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This toolkit is designed for use in conjunction with USAID's Conflict Assessment framework and explores how development assistance programs can address conflict. The tool provides an overview of the links between

	conflict and livelihoods and introduces the Household Economy Analysis methodology, developed by Save the Children. The toolkit includes lessons learned and programming options, based on case study examples.
Relevance	Used with the conflict assessment framework, this toolkit provides donors and practitioners with programming guidance from the early stages of project design through implementation. However, the tool is focused on USAID Missions and contractors, with its list of resources primarily containing USAID personnel and contracting mechanisms.

Local Business, Local Peace: the Peacebuilding Potential of the Domestic Private Sector. J. Banfield, C. Gunduz and N. Killick, International Alert. 2006.	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input checked="" type="checkbox"/> Corporate
Summary	This publication is one of the few that addresses the role of the domestic private sector in building peace. The book begins with the role of local businesses in peace negotiations and then addresses the economic dimension of peacebuilding, the role of business in providing security, the role of women entrepreneurs and understanding and strengthening peace entrepreneurship. The book then presents a series of chapters with specific examples of the use of local business in various conflict and peacebuilding efforts around the world including in Afghanistan, Bosnia and Herzegovina, Burundi, Colombia, Cyprus, Democratic Republic of Congo, El Salvador, Guatemala, Israel and Palestine, Kosovo, Nepal, Nigeria, Northern Ireland, Philippines, Sierra Leone, Somalia, South Caucasus, and Sri Lanka.
Relevance	While this publication is not a tool that can be used and applied to projects focused on economic recovery, it is an important piece of literature on the role of business in the peacebuilding process. The concrete examples provided in the numerous case studies are useful to donors and practitioners designing similar initiatives.

Managing Risk, Improving Livelihoods: Program Guidelines for Conditions of Chronic Vulnerability. CARE East and Central Africa Regional Management Unit, TANGO International. April 2003. http://www.kcenter.com/phIs/2003CVGuidelines.PDF	
Audience	<input checked="" type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	These guidelines, designed for CARE program staff working in areas of chronic vulnerability, are broken into three sections. The guidelines provide a conceptual overview of CARE's rights-based approach to relief and development. The final two sections provide programming strategies for development projects in chronic vulnerability and guidelines for advocacy for improvements in chronic vulnerability.
Relevance	The lengthy guidelines are designed to serve as a reference tool for project staff, rather than to be read straight through. Although designed for a particular relief and development organization, they could prove

	useful for other practitioners, but only one of the four sections on programming strategies specifically address conflict situations; the others deal specifically with livelihood vulnerability.
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Manual of Training and Employment Options for Ex-Combatants. ILO. 1997. http://www.ilo.org/public/english/employment/crisis/download/excombe.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input checked="" type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This manual contains general information on options for employment promotion programming for ex-combatants and guidelines for assessing and planning job promotion projects, including training, employment-intensive public works, and small enterprise development programs. One section is devoted to programming for special populations (female ex-combatants, former child soldiers, and ex-combatants with disabilities). Finally, a 'practical guide' provides a listing of suggested programming for demobilization and re-integration.
Relevance	The manual provides a comprehensive overview of employment generation programming options for ex-combatants, from gathering labor market information to assessing employment needs of ex-combatants. It includes a sample needs assessment survey, training feasibility methodology, and key informant surveys for labor market analyses. While the manual is too lengthy to be practical for quick reference, certain sections may be useful for donors and practitioners planning and implementing economic growth programs including this population.

Market Development in Crisis-Affected Environments: Emerging Lessons for Achieving Pro-Poor Economic Reconstruction. T. Gerstle, T. Nourse, A. Snelgrove, D. Rinck, M. McVay, SEEP Network Market Development Working Group. 2006. http://www.bdsknowledge.org/dyn/bds/docs/591/SEEP,%20Mkt%20Dev%20In%20Crisis-Affected%20Environ,%202007.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input checked="" type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This paper contains case studies on market development projects in conflict and crisis-affected environments. Using information drawn from 13 case studies in a variety of countries, the paper outlines the challenges of adapting market development programs to these environments. It ends with a lessons learned section covering: timing, effectiveness, funding, market assessments, grants, importance of political economy, and capacity building.
Relevance	This paper provides a thorough introduction to the issues involved in coordinating economic recovery projects and relief programming, including recent examples of practitioner experience. The paper does not provide specific tools which can be used and adapted by practitioners or donors but contains a list of issues to consider and lessons learned thus far.

A Measure of Peace: Peace and Conflict Impact Assessment (PCIA) of Development Projects in Conflict Zones. K. Bush, Peacebuilding and Reconstruction Program Initiative, International Development Research Centre. 1998. http://conflictsensitivity.org/files/publib/Measure_of_Peace.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type*	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This paper presents a framework and methodology for conducting peace and conflict impact assessments (PCIA). PCIA's evaluate and anticipate the impact of development projects on the local political and social environment. The paper reviews where and when PCIA's should be utilized then describes the considerations for pre-project assessment and post-project evaluation. Finally, the report reviews five peace and conflict areas that may be impacted by development projects: institutional capacity to manage conflict, military and human security, political structures and processes, economic structures and processes, and social reconstruction and empowerment.
Relevance	The paper "does not seek to develop the definitive evaluation tool for assessing or anticipating the impact of development projects," but does provide a solid introduction and guidance on conducting PCIA's, including sample questions in the pre, post, and impact area sections. However, the paper acknowledges that it contains little guidance on next steps and making use of the assessment/evaluation findings.

OECD Risk Awareness Tool for Multinational Enterprises in Weak Governance Zones. Organisation for Economic Cooperation and Development (OECD). 2005. http://www.oecd.org/dataoecd/26/21/36885821.pdf	
Audience	<input type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input checked="" type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This risk management tool is designed for companies considering investment in areas with 'weak governance,' i.e. areas where the government cannot or will not enforce rights or provide public services. The tool provides a series of questions for investors to consider. The questions cover: obeying the law, heightened managerial care, political activities, knowing clients and business partners, speaking out about wrong-doing, and business roles in weak governance societies.
Relevance	This document is intended for corporations seeking to make investments in weak governance areas. Many of the issues raised apply to any organization operating in these environments, and as such it serves as a checklist on what organizations should consider before making the decision to operate in these areas.

Options for Aid in Conflict: Lessons from Field Experience. M. Anderson, Collaborative for Development Action. December 2000. http://www.cdainc.com/publications/dnh/options/OptionsManual.pdf	
Audience	<input checked="" type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government

Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This manual provides programming strategies for implementing the 'do no harm' approach in conflict situations. The manual is organized into ten sections, covering "the range of programming decisions that international aid agencies face when they initiate and implement aid programs in conflict settings" and the who, what, and how of aid. The eight appendices include several tools and frameworks, such as an implementation framework, case study exercise, and a tool for assessing project proposals.
Relevance	The manual does not intend to be prescriptive, but instead provides a descriptive method of understanding and analyzing conflicts. The programming sections consist primarily of lessons learned and quotations from practitioners who tested the 'Do No Harm' approach during three years of experimentation. Practitioners may find the tools and frameworks in the appendices more valuable for practical assistance.

Reintegration of Ex-Combatants through Microenterprise: An Operational Framework. T. Body, S. Brown, Pearson Peacekeeping Centre. August 2005.

<http://cpr.web.cern.ch/cpr/library/Tools/ReintEx-ComMicroEnt.pdf>

Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input checked="" type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input checked="" type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This is a short operational framework that explores the use of microenterprise development in the reintegration phase of Disarmament, Demobilization and Reintegration (DDR) programs that work with demobilized soldiers. The framework provides a decision tree of options for organizations assisting demobilized soldiers. The framework guides the selection of programming tools from training to wage employment and self-employment. Key lessons learned and observations on economic reintegration are provided as are examples of successful micro-enterprise development programs (grants, microfinance, and training).
Relevance	This is a broad overview that highlights key best practices and some lessons when designing and implementing enterprise development programs targeting demobilized soldiers. This is a good foundation for anyone interested in learning about the topic. Additional training and information would be required to appropriately design enterprise development programs (financial and non-financial) that integrate demobilized soldiers.

Relief to Market Development in Crises-Affected Situations in *Implementing Sustainable Private Sector Development: Striving for Tangible Results for the Poor*. Chapter 7 in 2006 Reader." A. Miehlsbradt, M. McVay, ILO.

Audience	<input checked="" type="checkbox"/> Practitioner <input checked="" type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input checked="" type="checkbox"/> General <input type="checkbox"/> Assessment <input type="checkbox"/> Design <input type="checkbox"/> Implementation <input type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input type="checkbox"/> Microfinance <input checked="" type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This is a chapter in the annually produced ILO Reader which accompanies the ILO's annual Business Development Services Seminar. The chapter focuses on market development in crises-affected situations and provides some of the latest thinking and short case studies on how organizations have developed market

	development programs for relief or post relief activities. The paper covers examples of programs that use a market development approach including input vouchers, cash transfers, locally or regionally purchased relief commodities, business environment programs, value chain development and market facilitation.
Relevance	The chapter is a good primer and introduction to the latest trends and emerging best practices with regard to the use of market development approaches within a relief or crises setting. The chapter does not provide specific tools which can be used or adapted by practitioners, however, contact information is provided for each of the cases presented.

The Stepped Approach for Improving Livelihoods (SAIL): An Implementation Manual for Refugee Camp and Post-Conflict Environment Programs. American Refugee Committee (ARC). 2006.	
Audience	<input checked="" type="checkbox"/> Practitioner <input type="checkbox"/> Donor <input type="checkbox"/> Private Sector <input type="checkbox"/> Government
Project Cycle	<input type="checkbox"/> General <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Design <input checked="" type="checkbox"/> Implementation <input checked="" type="checkbox"/> Monitoring and Evaluation
Activity Type	<input type="checkbox"/> Grant-based <input type="checkbox"/> Livelihood, Employment <input checked="" type="checkbox"/> Microfinance <input type="checkbox"/> Market Development <input type="checkbox"/> Corporate
Summary	This is an internal manual developed for ARC field personnel who are exploring the implementation of the SAIL program in refugee camps and other locations to serve refugees and the internally displaced. The manual provides information on assessing, designing, and monitoring the stepped approach that provides grants and then loans to refugees in camps and upon their return to their home countries.
Relevance	This manual is appropriate for training personnel tasked with developing livelihood programs in camp situations. The focus is on small scale cash grants, in-kind grants and basic business loans. The manual provides detailed tools such as assessment instruments, recommended staffing and skills for implementing the program, job descriptions, grant and loan application forms and agreements, and monitoring tools.

*Certain tools do not apply to any particular activity type.

V. Index

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Business, Conflict, and Peacebuilding: An Operational Framework.

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Guidelines for Employment and Skills Training in Conflict-affected Countries.

ILO's Generic Crisis Response Modules.

Introduction to Microfinance in Conflict-Affected Communities: A training manual.

Livelihoods & Conflict: A Toolkit for Intervention.

Local Business, Local Peace: the Peacebuilding Potential of the Domestic Private Sector.

Managing Risk, Improving Livelihoods: Program Guidelines for Conditions of Chronic Vulnerability.

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Business, Conflict, and Peacebuilding: An Operational Framework.

Conflict-Sensitive Business Practice: Guidance for Extractive Industries.

Enabling Corporate Investment in Peace: An Assessment of Voluntary Initiatives Addressing Business and Violent Conflict and a Framework for Policy Decision-Making.

Global Compact Business Guide for Conflict Impact Assessment and Risk Management. Global Compact. June 2002.

A Guide for Integrating Human Rights into Business Management.

OECD Risk Awareness Tool for Multinational Enterprises in Weak Governance Zones.

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Local Business, Local Peace: the Peacebuilding Potential of the Domestic Private Sector.

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