

1. Supporting Local Ownership

- Supporting local ownership is key to being a successful advisor and to developing sustainable solutions.
- Ownership is best achieved when local methods of consultation and decision-making are used from the start
- The goal is to get everyone committed and personally invested in the success of the initiative

2. Sustainability

- **STEP 1:** Assess capacity—This step establishes the baseline by identifying existing capacity assets as well as the desired level of capacity anticipated to achieve INL's objective.
- **STEP 2:** Formulate a capacity development program—A good capacity development program builds on existing capacity assets to address the gaps identified in Step 1. Most stakeholders prefer to build upon their strengths—what they are doing right—to do other things better. The program should be designed to contain a combination of quick-impact initiatives (less than one-year) and short-to-medium term initiatives (one year or longer).
- **STEP 3:** Implement a capacity development response—Here, the thinking, planning, assessing, and designing are tested in the real world. To encourage shareholders to feel a strong sense of ownership, the response should be built around strengthening procedures and systems that are already in place. The response should also include an exit strategy that allows advisors to hand over management of the project to counterparts.
- **STEP 4:** Evaluate capacity development—Measuring capacity development success must focus on changes in performance, which can be measured in terms of improved efficiency and effectiveness.

3. Doing No Harm

- Advisors and international assistance programs can inadvertently do harm when the resources they provide or the reforms they support weaken rather than strengthen the state or exacerbate rather than mitigate violent conflict.
- Outside assistance can disrupt the political settlement that underpins the state if the history and power dynamics of that state are not understood.
- Provide support that promotes:
 - Inclusive political process
 - State legitimacy
 - Constructive state-society relations
 - Social expectations that push states to do more, but not substantially more than states could reasonably accomplish
 - Development of sustainable capacities to carry out state functions

4. Exhibiting Positive Behavior

- How we interact with partners, counterparts, beneficiaries, and others has a definite impact on the success of a program.
- Positive behaviors build trust, relationships, and effective programming, and negative behaviors destroy them.

		Negative Behavior	Positive Behavior
PRINCIPLE	Respect	<ul style="list-style-type: none"> • Anger • Competition • Suspicion • Indifference 	<ul style="list-style-type: none"> • Calmness • Collaboration • Trust • Sensitivity to local concerns
	Accountability	<ul style="list-style-type: none"> • Ignore concerns and questions • Allow corruption • Use power or force 	<ul style="list-style-type: none"> • Listen and investigate • Take action against corruption • Negotiate and engage in partnership
	Fairness	<ul style="list-style-type: none"> • Value/respond to specific groups 	<ul style="list-style-type: none"> • Value/respond to needs equitably