

Checklist : Conflict sensitivity and prevention

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Required proof (standards)

1. Does the institution/expert have experience conducting conflict sensitivity analysis?
2. What replies were given to the five Do No Harm Framework questions? (see page 3, Do No Harm Framework)
3. When it comes to conflict prevention, how thorough is the conflict analysis? How relevant is the running hypothesis? Is the expertise adequate?

What does the analysis seek to accomplish? a) examine the interactions between a "normal" project (e.g. relief, reconstruction, etc.) and a given (possibly conflictual) project setting or b) prevent or resolve a given conflict? The more emphasis is placed on the latter, the more analysis and expertise will be needed.

Relating to the project

		Tools for assessment/sources
Project aims	Does the project seek to prevent conflict or simply provide assistance? Have project aims been checked to make sure that they will not become potential sources of tension? How compatible are project aims (construction, agriculture, etc.) with conflict prevention?	Documentation relating to the project
Type of analysis	Is it a Do No Harm analysis, a conflict analysis, or other type of analysis? Do the type and scope of analysis match project aims?	Standard documentation
Expertise/Training	How qualified are the personnel within the organization? Is there a training program? Will qualified expatriate personnel be needed?	Personnel qualification certificates, training program
Project setting	Have all of the main schisms and capacities for violence been identified and considered? Have the main stakeholders been identified and if so, does the project take them into account? Have the various connectors and dividers been identified and if so, how does the project take them into account? Is analysis sufficient or is more in-depth analysis needed?	Analysis of the project setting, stakeholder analysis, analysis of connectors and dividers, monitoring system
Project ramifications	Have the various ramifications of resource transfer and implicit ethical messages been identified and considered? Have steps been taken to ensure that aspects of the project that may exacerbate conflicts are monitored? Is the analysis sufficient or is more in-depth analysis needed?	Do No Harm analysis, monitoring system
Project alternatives	Has analysis produced any project alternatives? Are there enough resources available to implement these alternatives? Is there any conflict resolution expertise?	Documentation relating to the project, resource planning
Alliances for peace	Does the project develop and build on constructive dynamics that have helped settle conflicts in the past? Does the project encourage civilian groups to become involved and play an active role? Does it encourage cooperation and networking?	Do No Harm analysis, agreements and contracts
Peacebuilding	Does the Swiss relief organization have the necessary expertise and competencies? Does the conflict analysis take all relevant factors into account? (Phases, levels, stakeholders, etc.)?	

Relating to beneficiaries

		Tools for assessment/sources
Target group	<p>What criteria are used to select target groups?</p> <p>How objective and clear is the selection process?</p> <p>Do both men and women in the target group benefit from the program and if so, to what extent?</p> <p>In the event of a conflict, do they still benefit? Why or why not?</p> <p>Who benefits from the project and who is excluded?</p>	Documented criteria
Motivation to make a personal contribution	<p>Do the beneficiaries show enough interest and commitment to take personal initiative?</p> <p>Are the beneficiaries ready for conflict resolution?</p>	Documented personal contribution
Needs & capacities	<p>What are the needs, interests and viewpoints?</p> <p>Who gets involved?</p> <p>What capacities and resources are available to beneficiaries?</p> <p>Are the beneficiaries ready for conflict resolution?</p>	Needs analysis
Protection	<p>Will the project have unintended consequences for the beneficiaries?</p> <p>How will the beneficiaries be protected from violence (domestic & sexual)?</p>	Protective measures, monitoring system

Relating to local partners

		Tools for assessment/sources
Conflicting aims & viewpoints	<p>How compatible are project aims, conflict resolution aims and organizational strategy? What are the different viewpoints?</p>	Policy implemented by the organization
Structure	<p>Who represents the organization? Who controls the organization?</p> <p>How reputable is the organization? How well-structured is it? What is its legal form? Who drives the organization?</p>	Organization's by-laws, mission statement, organizational chart
Transparency & Monitoring	<p>Is there reliable reporting that enables early detection of problems and conflicts?</p> <p>Has current conflict analysis already been done?</p> <p>Is there any detailed information on potential sources of tension?</p>	Reports
Implementation of Do No Harm principles	<p>What specific steps have been taken to apply "Do No Harm" principles within the organization?</p> <p>Do we have a list with the names of employees?</p> <p>How are employees recruited? How are conflicts resolved within the team/organization?</p>	Mission statement, organizational chart, organization's by-laws
Auditing	<p>Who handles internal and external auditing and what auditing procedures have been set up?</p>	Organizational chart, auditor's report
Ownership & responsibility	<p>Is it clear who owns, uses and is responsible for project resources?</p>	Organization's by-laws, contracts
Competencies	<p>What qualifications certificates does the organization have (how long have they had them)?</p> <p>What were their previous activities?</p> <p>Are they competent?</p> <p>What expertise and training do they have?</p>	Key data, transparency, support
Capacity	<p>What human resources and infrastructures are available? How structured and quick is the decision-making process?</p>	Information regarding personnel and facilities
Coordination	<p>Is there any cooperation with local/national authorities?</p> <p>Is there any networking with other institutions/stakeholders?</p>	Contracts, information regarding division of labour

Relating to power (physical, economic, political and administrative)

Tools for assessment/sources

Legitimation	Who does the project legitimate? Whose position will the project strengthen and what consequences will this have? Will the project heighten tensions or relieve them?	
Power structure	Does the disaster/conflict alter the power structure (i.e. who controls land and resources, who makes decisions, etc.)? Does the project make it more difficult or easier to reach a position of power?	Power analysis
Market	Does the project have an impact on the local market, wages, interest rates and prices? What mechanisms can be used to keep major fluctuations in check? Does the target group have access to financial services?	Market analysis
Gender	How does the project influence the balance of power between women and men (better prospects or more obstacles)? To what extent does the project strengthen or weaken the role of women? What basic ideas/vision of gender equality does the project seek to promote?	Information regarding balance of power between the sexes, gender budgeting.

Relating to traditional values

Tools for assessment/sources

Thought patterns	Is the concept of "conflict" clearly defined? Does the local concept of "conflict" match ours? Does the local concept of "conflict resolution" match ours? What forms of conflict resolution are accepted and used by the locals? Do they respect the concept of "personal property"?	Do No Harm analysis
Traditions	What traditional forms of conflict resolution, mediation and reconciliation exist? What symbols and traditional values do the various stakeholders share?	
Diverse local viewpoints	How do local groups view conflict in general? How do they justify it? Has the project identified and considered these different viewpoints?	Participative assessment methods

Do No Harm Framework

What is the Do No Harm Framework?

By far, the most important framework for conflict-sensitive project management is the one devised by Mary B. Anderson, generally known as the “Do No Harm” rule. According to this principle, unintended consequences of humanitarian aid and project work must be critically examined to identify, avoid and ease unwanted conflict-exacerbating impacts. In order to properly assess the content and operational aspects of project work, the following aspects need to be taken into account: Do specific project-related actions/circumstances heighten or ease tensions? What specific project-related actions/circumstances would increase the likelihood of heightened tensions? What are the positive and negative ramifications of specific project-related actions/circumstances?

To this end, each and every aspect of the project has to be carefully examined during the project planning phase, taking into account the Do No Harm Framework, implicit ethical messages and all factors that may heighten or ease tensions. Whenever project flaws are identified, then the project must be adjusted and readjusted accordingly.

At the very least, the following five factors should be considered when assessing the project:

- 1. Project setting:** What are the (potentially) relevant dividers and connectors in the project setting?
- 2. Interaction between project and project setting:** What impact will the project have on the above-mentioned dividers and connectors? And inversely, what impact will these potential dividers and connectors have on the project?
- 3. Impact of the project on connectors:** Does the project reinforce connectors that lead to new alliances for peace and room for dialogue – and if so, how?
- 4. Impact of the project on dividers:** Does the project reinforce (potential) dividers that lead to a heightening of (potential) tension between groups – and if so, how?
- 5. Project adjustment and readjustment:** If the project exacerbates dividers, how can it be adjusted or readjusted to avoid doing so?

These questions are based on Conflict-Sensitive Program Management (CSPM) used by the SDC.

When does it apply?

Mainly when planning projects in conflict settings. The aim is to ensure that the project will not have unintended consequences leading to a heightening of tensions in the field. Adjustments are made to existing projects whenever project flaws are identified.

A needs and problem analysis is carried out in the project planning phase as part of the project cycle management procedure. A Do No Harm analysis can also be carried out at any time to further verify that the project will not have any unintended consequences. In other words, the Do No Harm analysis becomes a part of project cycle management.

Cooperation with local partner organizations

Conflict-sensitive project management carried out with the help of local partner organizations:

- Local groups can clarify their organization’s position and objectives regarding humanitarian needs and political interests, peace and justice, quick response and capacity building;
- Initial and continuous training for greater awareness of project staff’s conflict sensitivity;
- Funding of relevant activities (personnel, transport, etc.).

Decision criteria

- Mainly used when implementing projects in conflict settings but also used as part of project cycle management;
- Extent of interest and need felt by the target group to become involved and apply Do No Harm Framework principles in their project work.

Requirements

- Partner organization must have a solid organizational structure
- Partner organization must be willing to apply Do No Harm Framework principles (in many cases, local partner organizations are not composed of a mix of different ethnic and religious backgrounds, which makes project implementation more difficult);
- Partner organizations or institutions must be able to improve their qualifications through training.

Conflict analysis

What is conflict analysis?

The term “conflict” has different meanings depending on the project setting and target group. Conflicts are complex and a necessary component of social change. In times of socioeconomic and political upheaval, conflicts can give rise to crises and violence affecting all of society. This is especially true when a redistribution of resources and authority gives certain groups greater chances of survival and power than others.

Conflict analysis provides a pragmatic assessment of the causes and dynamics of a conflict and serves as the starting point for the peaceful settlement of disputes.

There are many different methods and tools used to carry out conflict analysis, not just one. The choice depends on which methods and tools are best suited to project aims, the project setting, phase of the project cycle and workload.

When does it apply?

Conflict analysis seeks to understand the parties to the conflict (their motivation, needs and interests), the causes of the conflict and the specific projects that organizations have implemented to promote peace. Conflict analysis can be carried out at the local, regional and national level and the depth of analysis varies. For local project work, conflict analysis at the local level usually suffices.

Cooperation with local partner organizations

- Sharing of conflict analysis expertise;
- Carrying out conflict analysis;
- Initial and continuous training for greater project staff awareness;
- Funding of relevant activities (personnel, transport, equipment etc.).

Decision criteria

- How willing are Swiss relief organizations to lend support to a comprehensive conflict analysis?
- How willing are partner organizations to join alliances for peace?
- Are project aims (construction, agriculture, health, etc.) compatible and in sync with conflict resolution and peacebuilding aims?
- What is the likelihood that the given project will have a positive outcome?

Requirements

- Partner organizations must be firmly established in the given region;
- Partner organizations must have a solid organizational structure;
- Partner organizations must be willing to apply Do No Harm Framework principles (in many cases, local partner organizations are not composed of a mix of different ethnic and religious backgrounds, which makes conflict resolution more difficult);
- Partner organizations or institutions must be able to improve their qualifications through training;
- Partner organizations must show respect for and apply human rights principles.