Annex 8: Steps for the Elaboration of Cooperation Programmes in Fragile Contexts

Switzerland uses the OECD/DAC fragility framework and its regularly updated list of fragile countries as reference for its engagement in fragile contexts (link). Notwithstanding this overview, Annex 8 is recommended in all contexts where issues of fragility hinder development and humanitarian mandates. For the development of a new Cooperation Programme in a fragile context - or in a context having become fragile - the following specific planning and elaboration steps are recommended. These stand out from the frequent continuation of an existing Cooperation Programme by focusing on analysis of the fragility, its causes and its management. To support individual steps, working tools are developed and made available via the SDC Field Handbook or thematic websites. The Fragility, Conflict and Human Rights network provides advice.

Chapter 1

- Context and conflict analysis: main issues and main causes of the conflict are analysed. including political conflicts and violence. Joint fragility assessments (donors, partner country) shall be used, and where relevant in a nexus logic. Levers and pivots, accelerators and bottlenecks for change are identified in order to facilitate prioritisation. Violations of human rights are analysed as part of the root causes of conflict and violence.
- Development of scenarios: a most likely, a worst and a best scenario to be identified.

Chapter 2

- Reference to the country-specific fragility framework if available
- Reference to international fragility framework or integrated approaches to peaceful, just and inclusive societies (SDG 16+).
- Donor mapping, including mapping of joint analysis/programming efforts (UNI, IFI, EU, etc…).

Chapter 3

- Evaluation of previous Swiss contributions to stabilisation, prevention and reduction of fragility, conflict and violence

Chapter 4

- Description of how Switzerland, in the light of the analysis of the previous chapters, can contribute - in addition to the contribution to poverty reduction - to the stabilisation, prevention and reduction of fragility, conflict and violence. What are the consequences for the new Cooperation Programme: How can development interventions contribute to a reduction of conflict and fragility? To peace and state-building goals? How should underlying social conflicts and political conflicts be addressed? How can Switzerland contribute to this?

Chapter 5

- Priorities and objectives are based on the levers and pivots, accelerators and bottlenecks identified in the context analysis, taking into account the Swiss comparative advantage and the mix of instruments available (nexus logic).
- Impact hypothesis and theory of change underline how the interventions prioritised in the different Portfolio Outcomes will contribute to stabilisation, prevention and transformation of fragility, conflict and violence.
- Poverty reduction and respect of human rights to be considered as an important contribution to stabilisation
- Specific management and performance results are included into the RF regarding 1) CSPM implementation and 2) policy contribution aid for stability/peace are defined.

Chapter 6

- What kind of portfolio mix contributes to stabilisation, prevention and reduction of fragility and allows to continue working in all scenarios.
- Sound risk assessment and mitigation measures, with special attention to security issues. Assessment of options for remote monitoring, third party monitoring.
- Implementation following an adaptive management logic.
- CSPM skills as compulsory in fragile and conflict affected contexts.

Chapter 7

- More frequent MERVs analysis
- Adaptation to scenarios: How will the cooperation programme implementation change along scenarios? Adaptation of Portfolio Outcome activities and aid modalities / implementation modalities in each respective scenario

Appendix: Results Framework
Thematic Reference Indicators on Fragility, Conflict and Human Rights (ARI, TRI FCHR) are mandatory for Cooperation Programmes covering countries categorised as fragile. The binding list of FCHR ARI/TRI (link) is to be examined and indicators selected if they are relevant and make sense in the concerned situation. FCHR ARI/TRI should help when preparing scenarios and programme implications, which are triggered if a country slips into fragility and enters into the list of fragile states. In such a case, it is strongly recommended reviewing the Results Framework and adding relevant FCHR ARI/TRI.