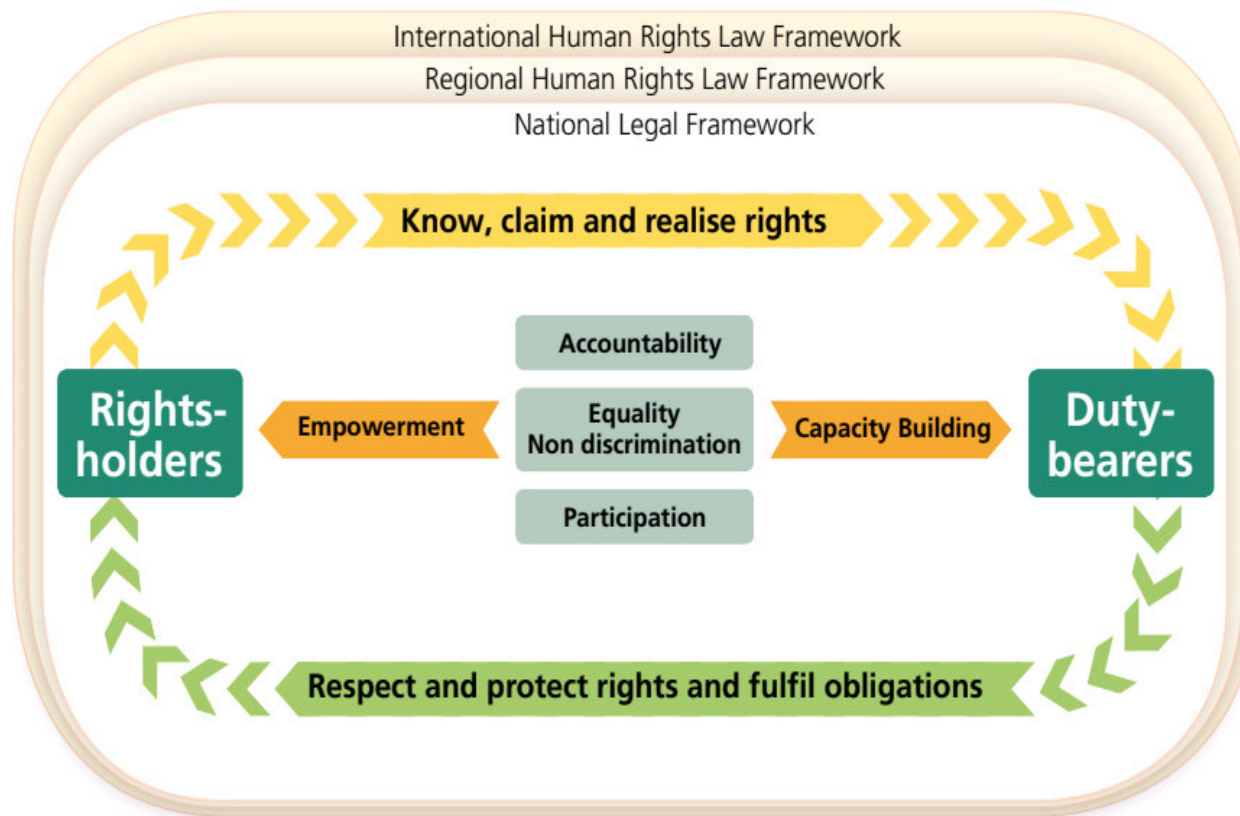




HRBA to Context Analysis



HRBA to Context Analysis

- 1. What are the key development problem(s)? the root causes, triggering/driving factors & consequences of the problem?**
- 2. What are the applicable human rights norms (civil, cultural, economic political & social)?**
- 3. Who are the relevant rights-holders & duty-bearers? Who is denying/holding/denied power? Spoilers/Champions/Change Agents?**
- 4. Who is particularly affected by identified challenges, disempowered, vulnerable, at risk of being left behind? For what reasons?**

HRBA to Context Analysis

5. **Are the necessary laws, policies, institutions in place, functioning & resourced to prevent human rights violations & provide redress where they occur?**
6. **What are the capacities and gaps of relevant duty-bearers?**
7. **What are the relevant capacities and gaps of rights-holders and civil society organisations? Are they human rights based, representative of all?**

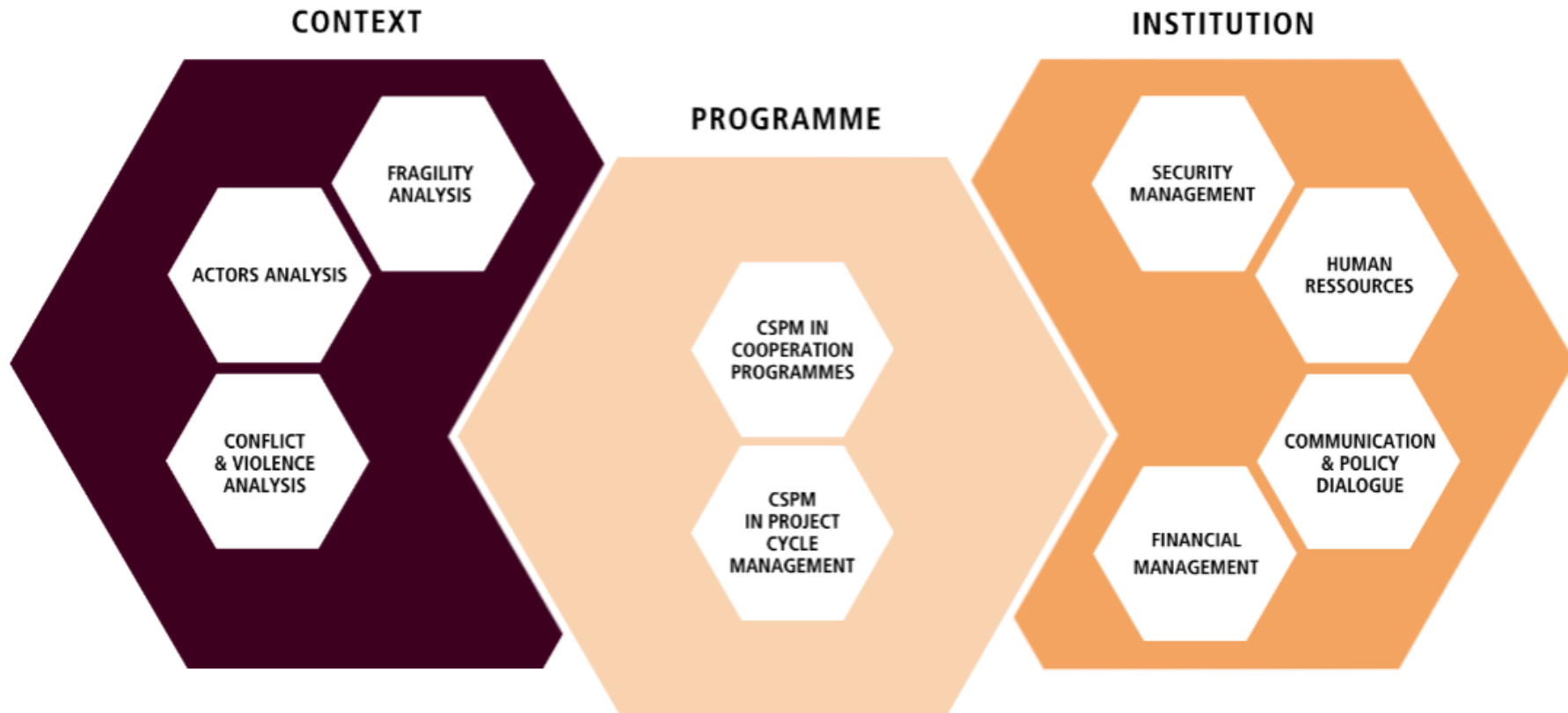


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Tool Box CSPM

Conflict Sensitive Programme Management





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Fragility Analysis:

(1) Fragility Assessment Tool



(1) Fragility Assessment Tool

**Vulnerability to political processes, events or decisions
(political inclusiveness, corruption repression)**

**Vulnerability to inequalities between groups (social / cultural)
affecting social cohesion**

**Vulnerability to weak economic foundations and low human
capital**

Vulnerability to environmental, climatic and health risks

Vulnerability to violence and crime





(1) Fragility Assessment Tool

FRAGILITY ASSESSMENT				
Political fragility				
<i>Fields of observation (FO)</i>	<i>What are the issues at stake and related risks (impact, effects of fragility) in the FO?</i>	<i>What are the root causes of fragility in the FO?</i>	<i>What are existing coping capacities in the FO?</i>	<i>What are entry points for Switzerland to reduce or mitigate risks and strengthen coping capacities in the FO?</i>
Governance and state institutions: accountability of public institutions (duty bearers), existence of oversight mechanisms as well as availability, accessibility, affordability and quality of public services				
Human rights[†], justice and rule of law: Respect for international human rights norms and standards and the prevalence of rule of law (e.g. separation of powers; independence of judiciary; access to justice and equality before the law; public oversight; access to remedies and effective responses to rights violations.)				
Gender equality and LNOB: meaningful participation of all relevant stakeholders, incl. marginalized groups, in political, economic, social and cultural affairs and decision making				

Introducing CSPM Actors Analysis Tools:

- (1) Tool Actors' Mapping**
- (2) 4 A's Analysis**
- (3) Tool Connectors & Dividers**



(1) Actors' Mapping and the 4 A's

Tool Actors' Mapping and the 4 A's – Actors, Agendas, Arena, Alliances

(1) Actors' Mapping & Analysis

Background: in order to conduct a thorough conflict-sensitive context analysis, operational colleagues in the SDC Cooperation Offices / Swiss Representations abroad can use 3 complementary tools from the [CSPM Tool Box](#) in a modular way: (a) Fragility Assessment; (b) Actors Mapping and the 4A's; (c) Connectors & Dividers. Each of these tools provide guidance on specific analysis steps and questions to ask.

Objective of Actors' Mapping exercise: identify key actors/stakeholders related to a specific issue, sector of intervention or territory of relevance for the Swiss international cooperation mandate and **analyse** the characteristics of their interrelations.

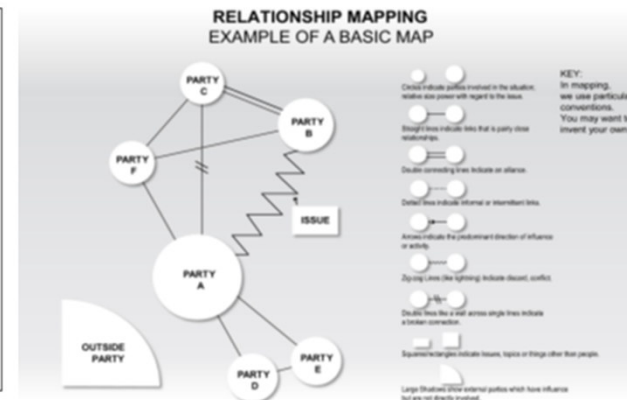
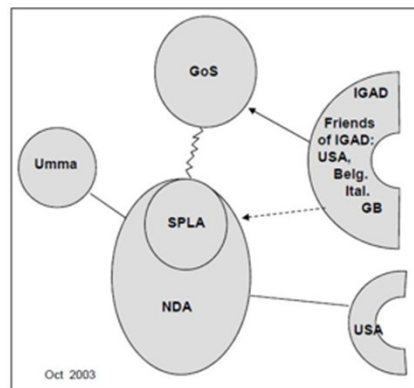
Process: a comprehensive Actors' Mapping exercise should be realized at the beginning of any new programme / project design or new phase. It is recommended that such exercise be realised jointly with SDC's representatives, alongside with current/new implementing partners, other funding partners and the civil society (whenever relevant).

Questions to ask in the group:

- Who are the main actors – rights-holders and duty-bearers – in a specific sector of intervention and/or around a specific issue hindering development? Note that donors, including Switzerland are actors to be considered in the mapping
- What are the actors' different roles (positive/negative; active/inactive) in relation to the given issue, theme, sector, territory?]
- What are the relationships between all the actors (collaborative/conflictive; connected/disconnected, etc.)?
- What are key issues between the actors that should be made explicit?

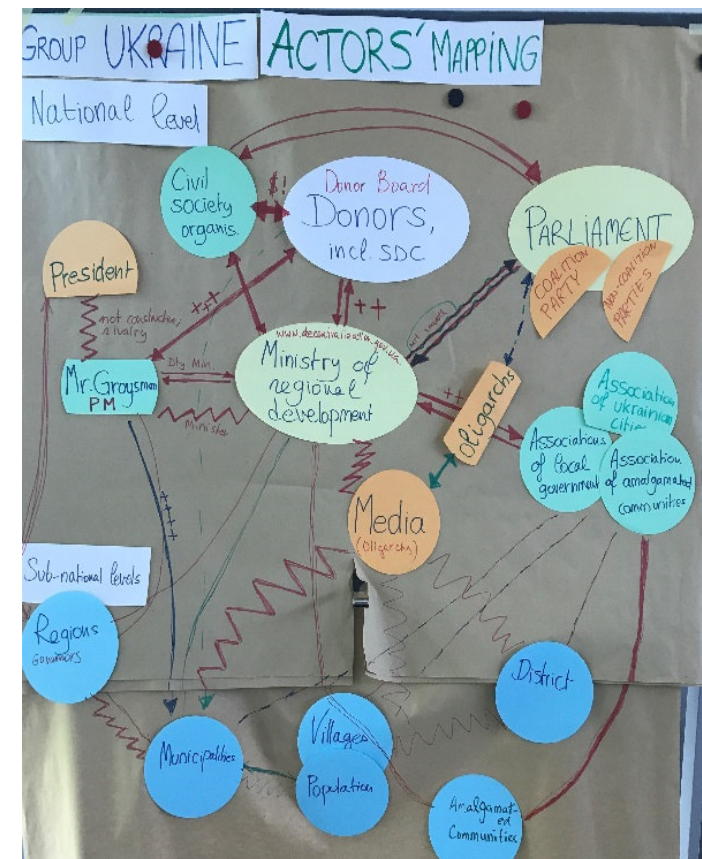
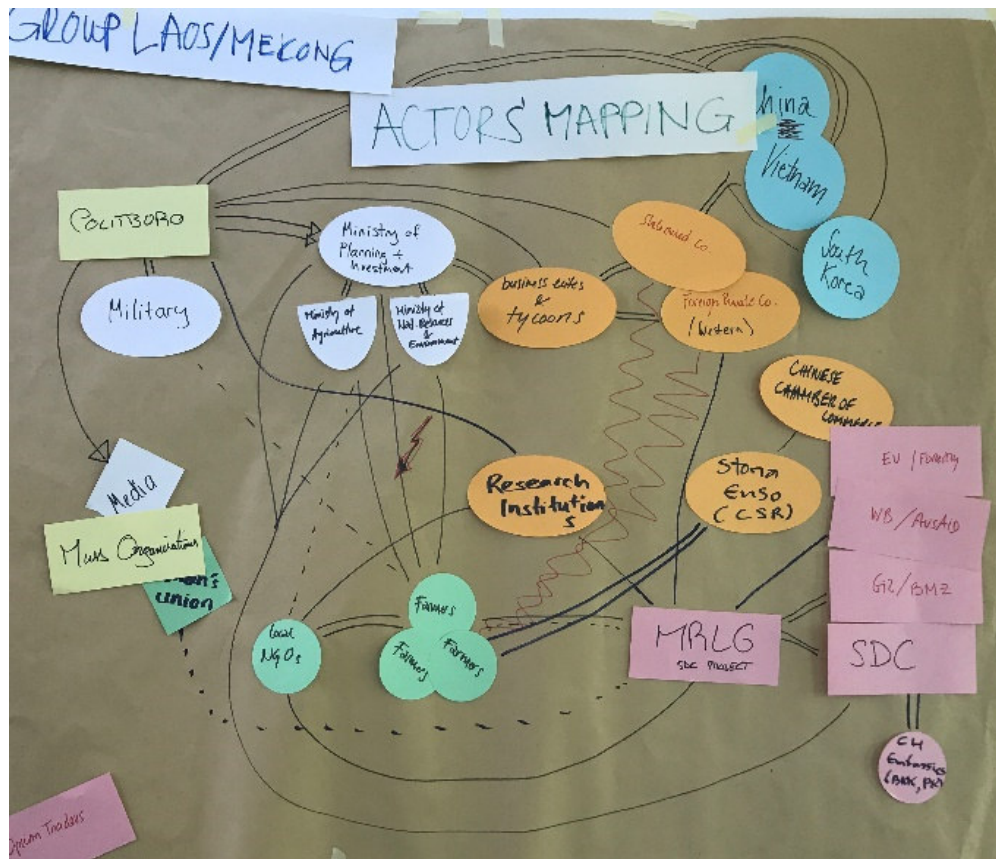
Possible symbols used in conflict mapping	
	Circle: parties involved Size: power of conflict party in relation to the conflict
	Straight line: close relationship
	Double line: very good relationship, alliance
	Dotted line: weak, informal or intermittent links
	Arrow: predominant direction of influence or activity
	Zig zag line: discord, conflict. Lightning bolts can be added to indicate hot events
	Crossed out line: broken connection
	Half circles: external parties, third parties
	Boxes: issues, topics or things other than actors

Example from Sudan North South Conflict





Examples of actors' mapping





(2) The 4 A's Analysis

(2) The 4 A's Analysis: Actors, Agendas, Arena, Alliances

Objective of the tool: The 4 A's Analysis complements the Actors' Mapping by providing more in-depth knowledge about the actors/stakeholders and their interrelations in order to feed into the definition of the strategy of intervention of the project/programme and its organizational set-up.

ACTORS Who are they?	AGENDA What is their explicit/implicit agenda?	ARENA Where do they act?	ALLIANCES With whom are they coordinating or cooperating?
Name, principal tasks, ascribed role of Duty-bearers / Rights-holders, including those typically at risk of being left behind Possibility to differentiate between key stakeholders (KS), veto players (VP), secondary stakeholders, domestic/foreign actors, etc.	Rights, duties, mandate, mission, incentives (what are they trying to achieve?), motivations, what objectives are they pursuing?	How do they use supporting groups and media? What is their source of legitimation? What are their power resources (access to financial resources, access to control over infrastructure, control of information and knowledge, threat, etc.)?	What are the binding relationships of dependence / influence? Differentiate four types of relationships: a) Binding dependency b) Continuous communication c) Coordinated action d) Cooperation, pooling resources
Actor 1
Actor 2
Actor 3
Actor 4
...



(3) Connectors & Dividers

Tool: Connectors & Dividers

Objective: in the frame of an actors' mapping, analyse the actors/elements that contribute to tensions (dividers) and the actors/elements that contribute to positive/constructive relationships (connectors). These elements can be related to capacity for non-violent conflict resolution, inclusiveness, political and social cohesion, respect of human rights, etc. In a second step, discuss the possible measures to enhance the power / position / number of connectors (left column) while decreasing the power / position / number of dividers (right column).

CONNECTORS / SUPPORTERS	DIVIDERS / OPPONENTS
<p>Enhance power of supporters:</p> <ul style="list-style-type: none"> • Create coalition of supporters • Enhance legitimacy • Increase access to political leaders • Increase organisational skills and competencies • Enhance awareness and capacity on human rights / gender equality 	<p>Decrease the power of opponents:</p> <ul style="list-style-type: none"> • Exploit communication opportunities for persuading the opposition of the reform goals (communication concept) • Question and check the degree of truth of oppositions' arguments • Enhance accountability for and capacity to meet human rights/gender related duties
<p>Strengthen the position of supporters:</p> <ul style="list-style-type: none"> • Persuade supporters to change • Publicise supporters' positions • Add additional policy elements • Add more benefits, remove objections • Seek common human rights based goals 	<p>Weaken the position of opponents:</p> <ul style="list-style-type: none"> • Compensate opponents • Seek common human rights-based goals • Add additional policy elements
<p>Increase the number of supporters:</p> <ul style="list-style-type: none"> • Create new alliances (! might not be the ideal remedy in any context; key to ensure that new organisation does not contribute to more fractured society) • Persuade non-mobilised groups • Attract political leadership • Change decision-making processes 	<p>Decrease the number of opponents:</p> <ul style="list-style-type: none"> • Find persuasive mediator • Change decision making process • Negotiate on other issues • Increase public support