Federal Department of Foreign Affairs FDFA

Swiss Agency for Development and Cooperation SDC
Division Middle East and North Africa – Development
and Fragility, Conflict and Human Rights Unit

Conflict Sensitive Programme Management (CSPM) Training Report

Date: **5th & 6th November 2019**

Place: **Swiss Embassy Dhaka, Bangladesh**

In order to increase SDC's staff as well as project partner's knowledge and competencies on CSPM, the Swiss Embassy/SDC Office in Bangladesh has organized, in collaboration with the SDC Fragility, Conflict and Human Rights Unit, a two-day training in the premises of the Swiss Embassy in Dhaka. Fifteen colleagues participated in the CSPM training: among them were eight SDC's National Programme Officers (NPOs), as well as financial controllers and colleagues from the Political and Economic Division. Fragility Assessment, Actors' Mapping and Theory of Change were some of the CSPM tools which were introduced and applied in small groups.

Objectives

- ✓ Acquaintance with the SDC's CSPM tools and platform;
- ✓ Practice-oriented knowledge on how to use Fragility Assessment, Actor's Mapping and the 4A's Analysis and Theory of Change on two project contexts;
- ✓ Knowledge on the integration of CSPM at institutional level (security, staff management, communication, policy dialogue and finance).

## PROGRAMME OF THE CSPM TRAINING
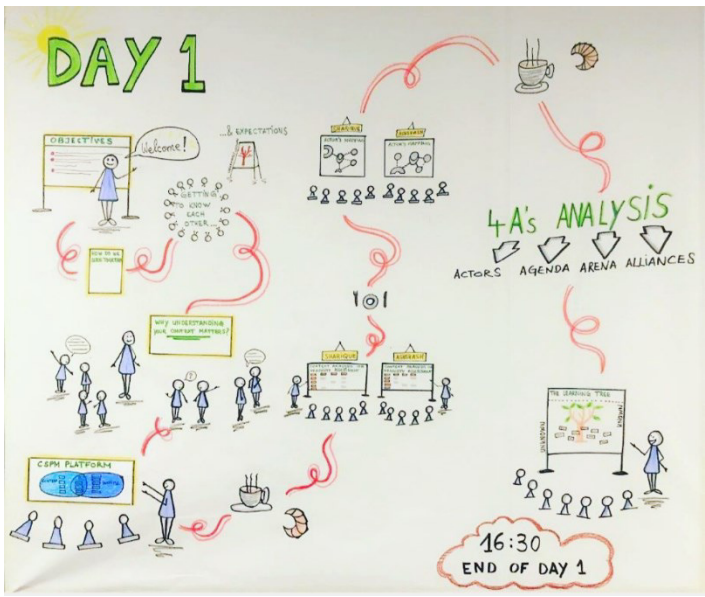
DAY 1: understanding the context

Participants know how to use CSPM tools and standards (Fragility Assessment, Actor's Mapping, 4 A's Analysis) and to identify and anticipate future trends with a focus on assessing specific elements relevant to the contexts of partners' projects. The participants are divided into two working groups. Each group focuses on a project context: the first group works on the project's context of "SHARIQUE" (Democratic Governance Domain); the second group discusses the project's context "ASHSHASH" (Migration Domain).

DAY 2: defining the project's contribution to change & adapting programme and office management

During the second day of the training, we define the first steps to integrate conflict sensitivity into programming at an institutional level. Participants discuss in small work groups their project's contribution to change and determine their project's Theory of Change (ToC), learn how to monitor the effects of their projects on context.

Furthermore, the participants become more familiar with CSPM in key institutional settings (human resources management, policy dialogue, and communication): they increase their understanding about how to adapt office management tools to the changing context and use these instruments in a conflict-sensitive way.
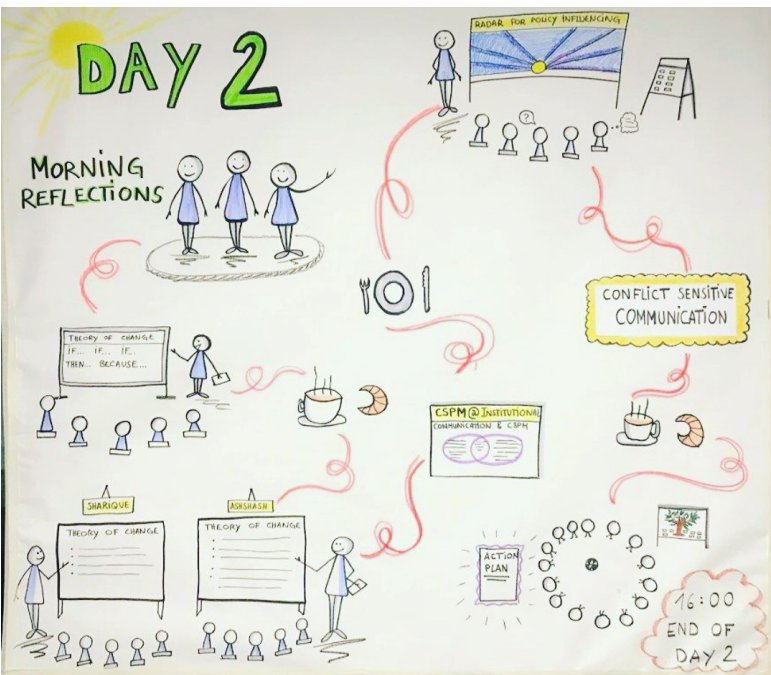
WHY UNDERSTANDING YOUR CONTEXT MATTERS 1/2

One key objective of this training was to reach a common understanding of what a **conflict sensitive approach** is and how to apply in our daily operations. Our aim was therefore to clarify and to some extent simplify or demystify what it means to apply a conflict sensitive approach in a practical manner.

The importance of context analysis:

- Context analysis helps to understand in a more sophisticated way the context in which SDC operates;
- Context analysis guides the theories of change for SDC's country's programmes;
- Context analysis creates a common understanding of entry points for the most relevant Swiss contribution to change (addressing causes of fragility or conflict);
- Context analysis functions as baseline for regular context monitoring within the cycle of MERV;
- Context analysis provides, jointly with the scenarios, the preconditions for flexible programme and project management.

"Conflicts arise because every person is different with its own understanding, values and interests",
Participant from Dushanbe, CSPM Training in 2016.

A few considerations about terminologies:

Context: the operating environment, from micro to macro levels.
Conflict: the incompatible interaction between two actors whereby the first one suffers from damage or experience prejudice that the second one has committed intentionally or not.
Peace: "By peace, we mean the capacity to transform conflicts with empathy, without violence and creatively - a never-ending process" (Johan Galtung)
Fragility: weak state legitimacy, weak institutions, weak state – society relations, insecurity/violent conflict.

Three steps to become conflict-sensitive:

1. Understand the conflict context;
2. Understand the interactions between SDC/Swiss Embassy engagements and the context;
3. Take appropriate action upon the understanding of these interactions in order to prevent negative impacts and maximise positive impacts on context.

WHY UNDERSTANDING YOUR CONTEXT MATTERS 2/2

Risks of <u>not</u> being conflict / context sensitive:

Despite good intentions, when realities on the ground are not sufficiently analysed and not embedded in a comprehensive implementation strategy, harm can be done to the people we initially tried to support. The main negative effects that can occur: 1. for Switzerland 2. for the communities 3. for the project are highlighted in the diagram above (left)

Advantages of being conflict / context sensitive:

When we systematically apply a conflict-sensitive approach, our engagements become more context-specific and we have better chances of meaningfully and sustainably supporting people in fragile and conflict-affected contexts. Our engagement becomes more flexible to respond to fast changes and unexpected events and this helps us to stay engaged in conflict zones. The main advantages of being conflict sensitive: 1. for Switzerland, 2. for the communities, 3. for the project are highlighted in the diagram above (right).

<u>Key values that SDC is promoting throughout its interventions:</u> participation, respect, diversity, transparency, partnership & inclusion.

<u>Key principles that SDC implements:</u> understanding the context, understanding your interaction with the context, applying CSPM to the whole project cycle and at an institutional level, and Do No Harm.

CSPM PLATFORM AND CSPM TOOLS

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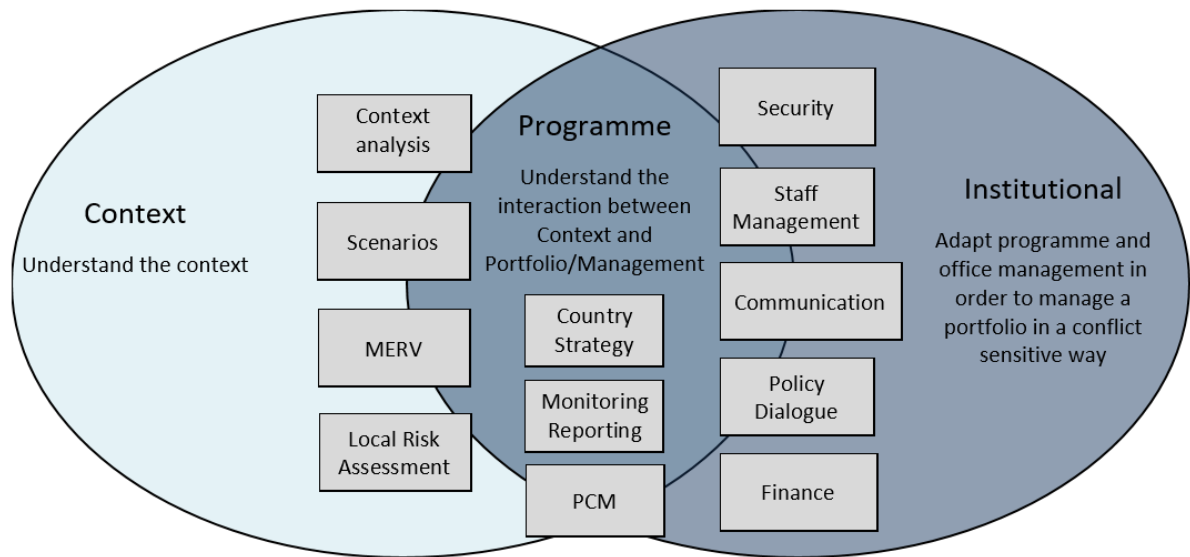
In order to be "fit for addressing fragility" at context, programme and institutional levels, SDC acknowledges that with each opportunity for fragility reduction, respective risks must be addresses. For addressing these risks, SDC uses the CSPM – Conflict Sensitive Programme Management.

Context: do we know the context sufficiently? Starting points: what are the issues hindering development (context assessment, Actors Mapping, 4A's).

Programme: Are we doing the right things right? Why is SDC engaged in a country? SDC's objectives related to development policies: staying engaged; flexibility & scenarios; Do No Harm; HRBA; building trust; strengthen local capacities.

Institutional: Are we "fit for fragility"? → security; staff management; conflict sensitive communication; policy dialogue; finance.

Managing programmes with CSPM allows greater clarity in the programme and gives better chances to achieve results and satisfied target groups.

When systematically integrated while managing programmes, conflict sensitivity opens new perspectives of development but also guarantees the success of our programmes and allows positive transformations of the society. CSPM does not lead to additional efforts in the day-to-day work! Conflicts are part of the reality and they are not only erupting when tensions already exist. They can appear when it was not expected. This is why it is so important to keep using theses specific CSPM lenses.

ANALYZING YOUR CONTEXT WITH CSPM TOOLS 1/3

CONTEXT ASSESSMENT / FRAGILITY ASSESSMENT

Through its programmes, SDC aims to make a relevant contribution to the reduction of root causes of conflict/fragility, to the strengthening of political and social reforms and resilience (cohesion and inclusion) and to the protection of human rights. To do so, SDC's interventions need to be relevant towards the identified fragility issues as well as their causes and effects.

The **Context Assessment / Fragility Assessment**, is used to identify and address issues that hinder development and humanitarian mandate such as fragility, violent conflict, human rights issues, social and political exclusion, gender injustices, security.

For the projects' contexts, the participants reflected on the following questions. The results of their observations are mentioned below.

1. What are key "technical" issues in the area of migration and governance/decentralization in Bangladesh?
2. What are key policy issues in the migration sector and decentralization?
3. What are key implementation issues in the migration sector and decentralization?

4. What are the root causes of those issues?
5. What are possible impacts and effects, if those issues are not addressed?
6. Is there any relation between the context and social exclusion?

SHARIQUE

Context	Issues/Problems/Factors of Fragility *What is hindering development?*	Causes *Positions, interests, fears/needs ≠ behind the problem/issue*	Impact/Effects *Result of the issues*
Legitimate politics Inclusive and meaningful participation	Non accountable Partisan Non inclusive	Partisan election	Weak local institutions
Justice and rule of law	Selective justice	Corrupted and politicised judiciary	Culture of impunity
Inclusive and fair distribution of public goods and services	Selection bias	Political patronisation and nepotism	Non inclusive and unfair distribution of goods and services
People's security and resilience of society in context of violence and conflict	Sense of insecurity and fearful environment	Authoritarian attitude of GoB and LEAs	Absence of freedom of speech and expression and association
Economic foundation	Low resource mobilisation	No confidence of tax payers due to poor services	Low economic development

ASHSHASH

Context	Issues/Problems/Factors of Fragility *What is hindering development?*	Causes *positions, interests, fears/needs ≠ behind the problem/issue*	Impact/Effects *Result of the issues*
Legitimate politics Inclusive and meaningful participation	Lack of political will to reduce trafficking	GoB wants to increase the migration for economic purpose (remittances etc.)	"Positive impact" on economic development vs "Negative impact" on people (trafficking, sexual exploit…)
Justice and rule of law	"Conducive policy framework, but implementation remains a challenge"	Peer pressure due to wrong information to "departing people"	
Economic foundation	Lack of job opportunities in specific areas	Lack of ownership, lack of clarity at implementation level	Very "reactive" response from the Government
Inclusive and fair distribution of public goods and services	Lack of quality data/centralised statistics on migration	Lack of coordination between the different ministries (MoFA, Ministry of expatriate welfare) => technical components at implementation level	Lack of institutionalisation of governmental support (e.g. reintegration)
People's security and resilience of society in context of violence and conflict	Social stigmatisation => leads to conflicts!	Social taboo/sensitive issue (mental health/stress disorder)	Need for SOP for the "shelter homes" SOP for retruing migrants and reintegration

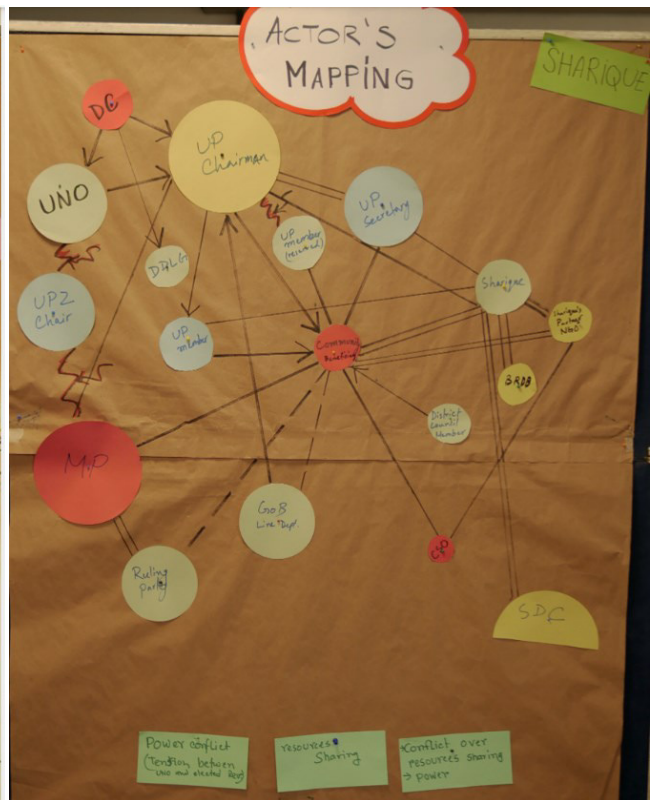| ANALYZING YOUR CONTEXT WITH CSPM TOOLS 2/3 |
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ACTOR'S MAPPING

The Actor's Mapping is a practical tool that helps understanding the different actors in a particular context, their relations, the dynamics between the actors and the position of the Swiss Embassy in this context.

Each group (1. ASHSHASH / 2. SHARIQUE) worked on the following main questions and drew an Actors' Mapping (see below):

- Who are the main actors in a specific sector?
- What are their relations good/very good/bad/conflictual, alliances, formal/informal?
- Which relations do we (SDC/project) have with whom?
- How is the power relation among them?
- Understand who are the allies, spoilers, cooperation partners?
- Who are the disadvantaged, excluded, marginalised and discriminated groups (leave no one behind)?

ANALYZING YOUR CONTEXT WITH CSPM TOOLS 3/3

4 A'S ANALYSIS

The 4 A's Analysis is a tool to enrich the understanding about each stakeholder's behavior: what incentives or motivations influence their behavior, what is their source of legitimation, what are their power resources, with whom are they coordinating or cooperating, what are the binding relationships of dependence, etc.

The two groups work defined the perceptions, interests, needs and influence (formal & informal) of actors in the sector on policies. They made first assumptions and formulated plausible arguments (impact hypothesis) about the influence certain actors can have on the proposed change.

CONNECTORS & DIVIDERS

The objective of the Connectors & Dividers Analysis is to know the elements that contribute to tensions (dividers) and the elements that contribute to positive/constructive relationships (connectors). The following questions should be answered: within a given context/fragility issue/issue hindering development: (a) analyze who divides the group and who contributes to tensions; (b) analyze who connects the different actors and groups (in spite of existing tensions).

Connectors	Dividers
Enhance Power of supporters: • Create coalition of supporters • Enhance legitimacy • Increase access to political leaders • Increase organisational strength • Increase public support	**Decrease the power of opponents:** • Exploit communication opportunities for persuading the opposition of the reform goals (communication concept) • Question and check the degree of truth of oppositions' arguments
Strengthen the position of supporters: • Persuade supporters to change • Publicise supporters' positions • Remove objections • Add additional policy elements • Add more benefits	**Weaken the position of opponents:** • Compensate opponents • Seek common goals • Add additional policy elements
Increase the number of supporters: • Create new organisation • Persuade non-mobilised groups • Attract political leadership • Change decision making	**Decrease the number of opponents:** • Find persuasive mediator • Change decision making process • Negotiate on other issues • Increase public support

THEORY OF CHANGE (ToC) 1/3

What is a Theory of Change?

SDC defines Theories of change, or impact hypothesis as "narratives describing the whole chain of influences – from outputs to impacts – of a project or programme up to its intended contribution to improve the lives of people in poverty, which is the ultimate aim of all our interventions" (SDC 2015). This essentially focuses on ToC as a brief descriptive hypothesis of what needs to be in place in a programme in order to have its intended outcome. A ToC is a summary text / narrative of how the specific planned intervention is intended to work. A ToC is also a visual product that illustrates the causal pathways to impact – a summary view of the results chain:

Ressources → Activities → Outputs → Outcomes → Impact

Theories of change are both a process and a product. The process, best undertaken as facilitated participatory exercise to get broad and meaningful input, provides the material from which the product (i.e. ToC diagram) can be produced. Using ToC as more than a product, making it a participatory reflective process throughout a programme, better enables it to inform programme learning and adaptive management and should, therefore, be emphasized throughout the PCM process. Some of these, such as the context, results framework elements and the impact hypothesis description in the ProDocs, Cooperation Strategy, Entry and Credit proposals.
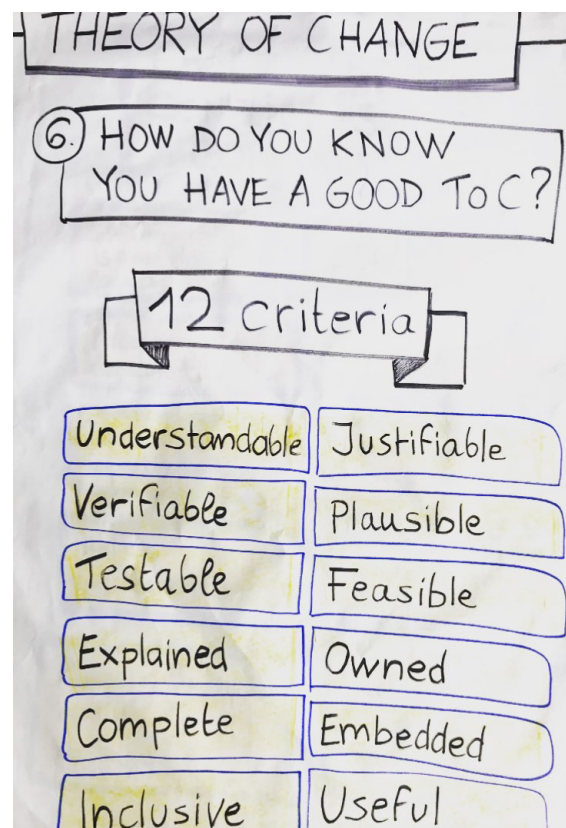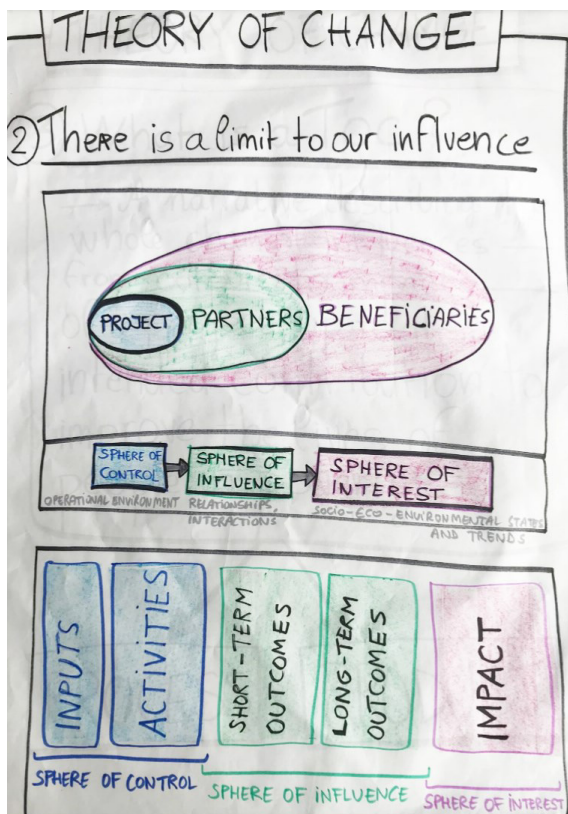
THEORY OF CHANGE (ToC) 2/3

Why do we need a Theory of Change?

The ultimate purpose of an explicit and poverty-oriented theory of change is to maintain the attention on the effectiveness and relevance of SDC's/Swiss Embassy's interventions in fighting poverty. An understandable ToC suggests plausible cause-effect chains, which at the time of reviews and evaluations can be checked. Working with ToC is not supposed to make programme management easier, but to make monitoring, evaluation and learning more useful.

### Seven steps for developing a Theory of Change

For facilitating a ToC process, we need to gather a range a key stakeholders together to discuss and share their perspectives on the programme's ToC, outlining the key activities, outputs, outcomes and their understanding of how the planned intervention can lead to the desired impacts. To maximise this as a learning opportunity, holding a workshop bringing these key people together is preferable. When facilitating the development of a ToC, there are several steps that can guide you through the process:

1. Why do you want to go through a ToC process (purpose)?
2. What is the change your programme is aiming to bring about (goal of the programme)?
3. What is the context of the system in which your programme will take place?
4. What are the potential pathways for change in the programme?
5. What are the assumptions underlying the ToC?
6. What is the strategic plan to operationalise the programme?
7. How will the programme be evaluated and how will this allow for learning to take place?

THEORY OF CHANGE (ToC) 3/3

Programmes can be simple, but in the real world of development programming, it is more likely that they are or have elements that are complicated or complex. As ToC products and processes can help support a programme in communication, design and consensus building, implementation and M&E over the course of the programme, the recognition of complexity – and the resulting uncertainty it brings – needs to be inherent to any ToC process, in order to best reflect the reality of a programme.
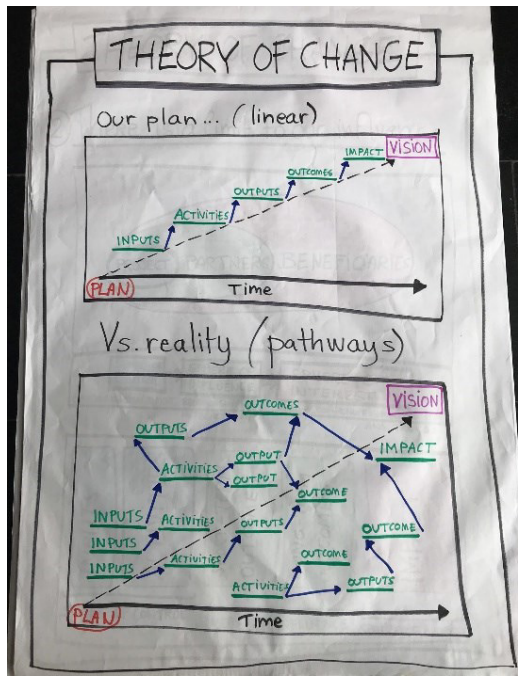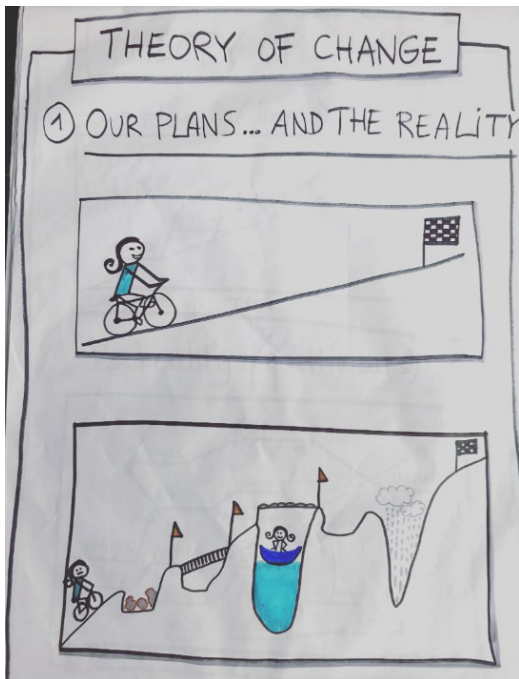

In SDC's PCM, the Theory of Change forms the basis for the Log Frame. When we discuss how using a ToC process in the PCM can add value, it is useful to "compare" key elements of the ToC in comparison with the Log Frame. While some overlaps are evident, the table below highlights the additional layers of complexity and depth. This comes back to the necessity of a ToC process to bridge de gap between the impact hypothesis narrative overview and the Log Frame with further details of the programme's results chain and causal logic.

| LOGFRAME	THEORY OF CHANGE
Purpose: Planning, monitoring	Purpose: design and consensus building, reflection and adjustment, implementation planning, communication, monitoring and evaluation
Tabular representation of change, simplifies/reality into the basic logic of the intervention	Critical thinking, room for complexity and deep questioning
Descriptive: States only what is thought will happen / what will be achieved	Explanatory: articulates and explain the what, how and why of the intended change process and the contribution of the initiative
Three result levels: output, outcome, impact; includes indicators	Pathways of change, unlimited and parallel result chains or webs, feedback mechanisms
Suggests causal relations between results levels whithout extensively analysing or explaining these	Ample attention for the plausibility of assumed causal relations; evidence-based checks
Focuses on assumptions, generally about external conditions and risks.	Articulates assumptions underlying the strategic thinking of the design of a policy, programme or project

ADAPTING PROGRAM AND OFFICE MANAGEMENT 1/3

CONFLICT SENSITIVITY @ INSTITUTIONAL LEVEL
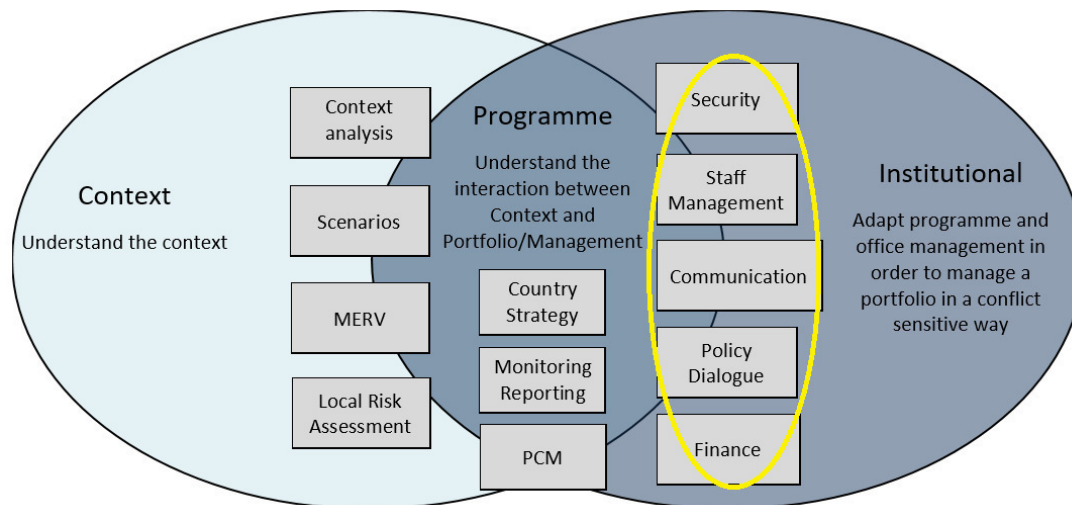
Copenhagen Circles for the integration of Conflict Sensitivity

Contextual risks cover risk events within a specific context over which SDC has limited or no direct control. The identification of contextual risks is done through a comprehensive context analysis at strategic/institutional level, programmatic/portfolio and project level, as shown in this diagram:
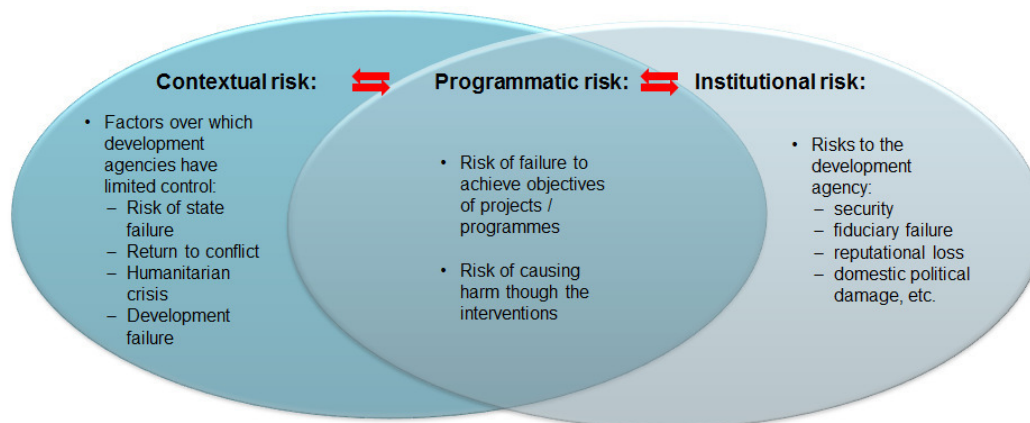
Programmatic risks cover the potential of a programme to fail to reach its objectives and the potential to cause harm through an intervention. For SDC, programmatic risk factors include the programme itself, partners, beneficiaries and stakeholders. Programmatic risks include management and operational failure; unnecessary and/or uneconomic use of resources (finances / HR / infrastructure); failure of planning and coordination; unrealistic ambitions; inappropriate understanding of the context; economic, environmental or social externalities; and conflict-insensitive interventions etc. Failing to innovate also constitutes an important programmatic risk.

Institutional risks include all risks that directly affect SDC and Switzerland. Similar risks affecting SDC's implementing partners are considered an indirect institutional risk for SDC. Institutional risks include fiduciary risks, security risks for staff, reputational risks and domestic and international political risks. Political and reputational risks are a key concern for SDC decision-makers: project issues should be considered not only as they are, but also in relation to how they may be perceived by external stakeholders.

ADAPTING PROGRAM AND OFFICE MANAGEMENT 2/3

STORY TELLING ON CONFLICT SENSITIVITY @ INSTITUTIONAL LEVEL

Participants to the CSPM training shared concrete examples of their individual experiences with challenges and potential / explicit conflicts they faced in their projects or working environments:

CSPM & Security
Main aspects which were discussed: security for staff, security management during electoral processes, social media and access to personal information, security plans.

CSPM & Staff Management
The discussion focused on: managing the expectations in the work place, recruitment of staff, clarity of roles and responsibilities, importance of communication and dialogue within the team.

CSPM & Finance
Main aspects which were shared: financial management, internal control system, transforming conflicts with contractors, measures taken regarding SDC's disbursement, managing whistle-blowers allegation, procurement process, restoring trust after conflicts.

CONFLICT SENSITIVE POLICY DIALOGUE

This diagram highlights the importance of starting with a thorough context analysis to define relevant policy dialogue outcomes. Main topics which were discussed among the participants included the careful choice of media, the right channels, the right timing for communication and the right target group(s).

Radar for Policy Influencing
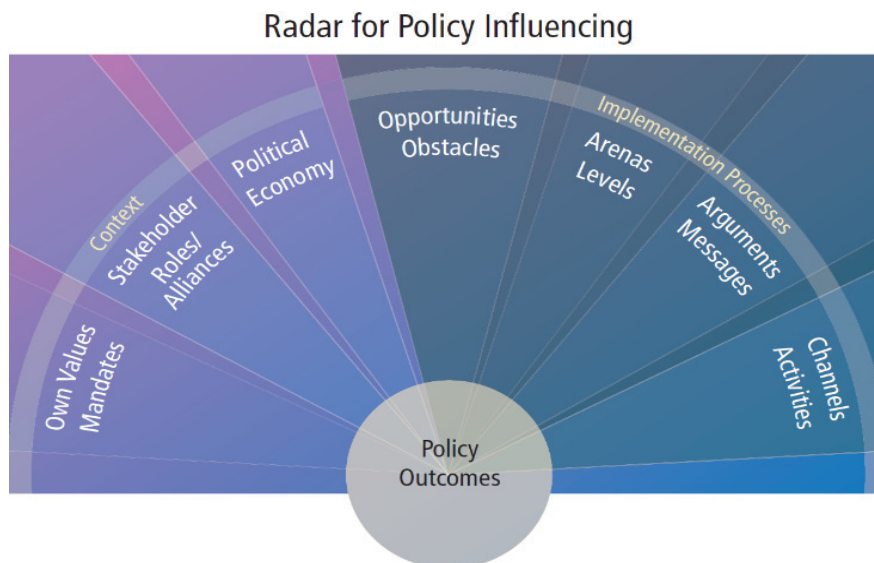
ADAPTING PROGRAM AND OFFICE MANAGEMENT 3/3

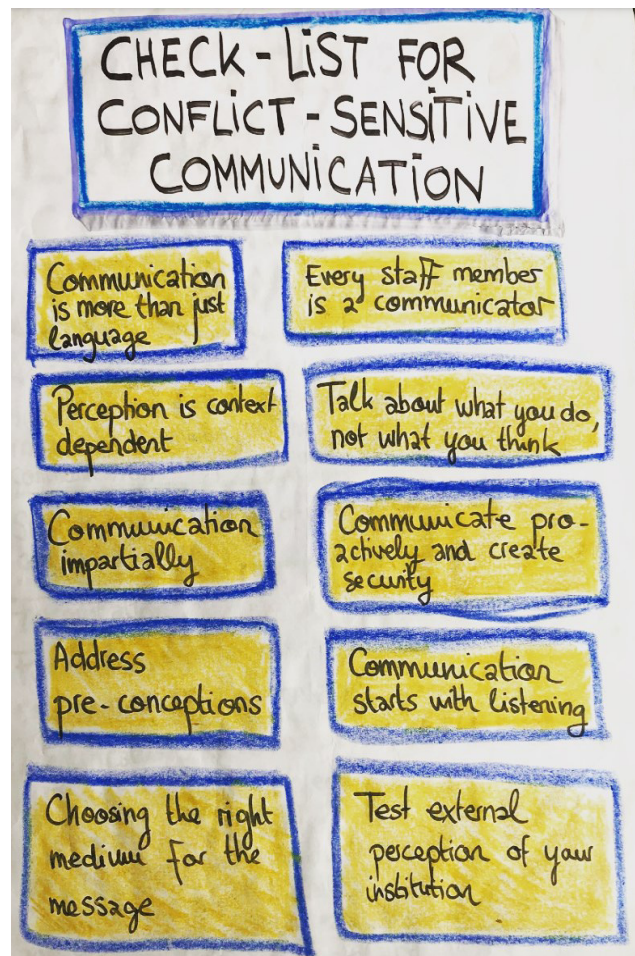## CONFLICT SENSITIVE COMMUNICATION

Conflict-sensitive communication is key when working in fragile and conflict-affected situations, since the way we communicate may have security implications. Proactive and transparent communication creates trust and security. For this reason, each staff should be well informed about the institution's core tasks and objectives. Conflict sensitive communication is impartial and constantly reflects on the messages sent out, either intentionally or unintentionally (implicit messages).

(a) Communication issues coming out of the context;
(b) Communication issues at programme level;
(c) Communication issues to consider at institutional level.
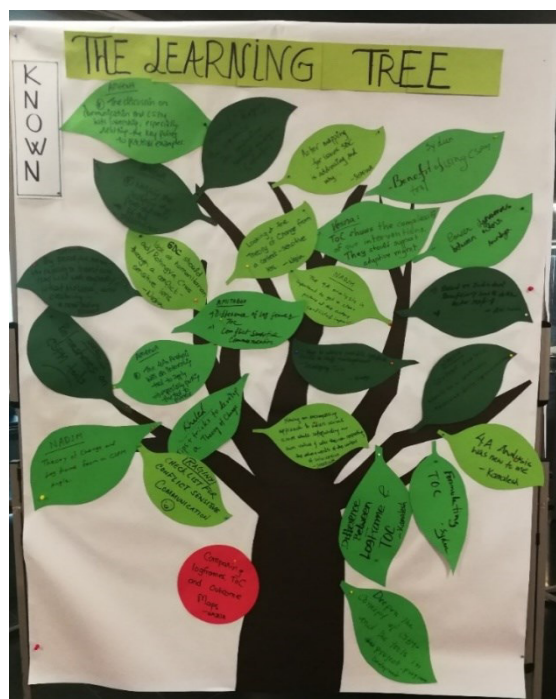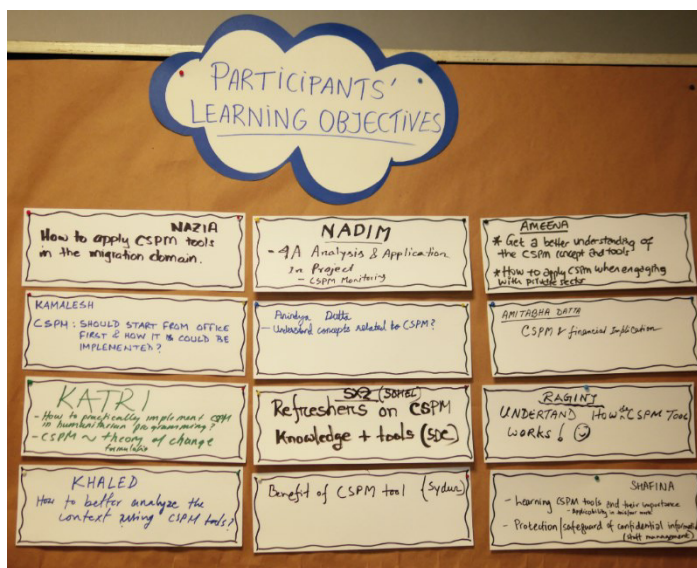
Communication is not just a matter for the management team and communication officers. Each staff member communicates – both verbally and through his/her actions or omissions. Communication is more than just language. It is a whole system of codified messages sent out by an institution intentionally or unintentionally. Official statements and implicit messages determine how an institution is perceived externally. It is important for all staff to be fully knowledgeable about the institution's core tasks and objectives, and present a credible image of these externally.

Below are SDC's **basic rules** for conflict sensitive communication:

- Develop **target group** oriented key messages describing the institution's core tasks and objectives for all staff members;
- Avoid **words**, **gestures** or **metaphors**, which may have an explosive impact in your context;
- Choose the **right medium** for the message and communicate through **independent channels** rather than official media of a discredited regime;
- Reflect constantly on how your institution is perceived from the outside and take **appropriate measures** to bring in-line your self-image and the **external perception**;
- Communicate **pro-actively** and **transparently** and take measures to increase **confidence** and therefore enhance your **own security**;
- Assess regularly which implicit messages your institution is sending out and pay attention to **non-verbal aspects** (i.e.: the design of the reception area, the ethnic composition of staff, how we appear in public, our body language, etc.).

CHECK-LIST FOR CONFLICT-SENSITIVE COMMUNICATION

- Communication is more than just language
- Every staff member is a communicator
- Perception is context dependent
- Talk about what you do, not what you think
- Communication impartially
- Communicate pro-actively and create security
- Address pre-conceptions
- Communication starts with listening
- Choosing the right medium for the message
- Test external perception of your institution

HARVESTING THE LEARNINGS & NEXT STEPS (1/2)

At the end of each day, the participants reflected on their own individual learnings and on the way, they could apply them in their work. The leaves of the "Learning Tree" represent the new insights gained by the participants. Through various exchanges in small groups, key learnings have materialized. In the last session of the CSPM Training, an Action Plan, at both individual and institutional levels, was agreed upon.

ACTION PLAN @ INDIVIDUAL LEVEL
(to be realized by end January 2020)

Suzanne: organizing monitoring (responsibilities/when) & ensure that each participant has one objective for CSPM mainstreaming in his/her MbO 2020.

Ameena: complete the online CSPM course; support partners to become more aware of conflict sensitive communication.

Anindya: share training lessons with PMD; study all the materials which has been shared in CSPM training.

Kamalesh: reading CSPM Tools.

Katri: read more on CS communication; go through the online platform and training.

Khaled: to revisit the communication strategy using a CSPM lens.

Nadim: complete CSPM online training.

Nazia: theory of change for the new reintegration project.

Shafina: Revise the Embassy's communication strategy with a CSPM approach in mind.

Sohel: sharpen understanding on M4P (Market for the Poor) + CSPM; sharpen understanding on CSPM + DCED MRM.

Sydur: reading relevant materials and trying to use CSPM tool in the design of a new program.

Raginy: to improve conflict resolution capacity.

HARVESTING THE LEARNINGS & NEXT STEPS (2/2)

ACTION PLAN @ DOMAIN LEVEL
ACTION PLAN @ INSTITUTIONAL LEVEL

What action?	Who ?(lead)	By when?	Any help needed?
LCA Workshop in Cox's Bazar			
Non violent Communication WS for the whole team	MULSU with?	2020, before AR	Maybe combined with Teambuilding/Consultant support from HQ (CNG)
CSPM tailor made workshop for Hysana Cox's Bazar	Hysana Cox's Bazar staff	March 2020	Budget under on-going project
Budget allocation (in the COFF budget) to implement CSPM	Head of Cooperation (lead) Head of Finance	January 2020	
One day CSPM training for Admin staff	Head of Cooperation (lead) SXZ/YASSA/RMD		
Partner's workshop on CSPM	Head of Cooperation, YASSA	Mid 2020	CHRnet / CHR Unit
Humanitarian partners included in workshop on CSPM	PRA for HA project for first time (in 2020)	January-May 2020	
Facilitate Peer Learning among partners / CapEx documentation	SXZ	June 2020	Possibility to share learning with CHRnet
Regular exchange in (weekly?) meetings on experiences with CSPM, challenges, on-going activities	SXZ/YASSA/COL/MULSU	Quarterly or 1/2 yearly	Incl. transversal themes
Identify communication (?) projects and use the CSPM tools to formulate and implement the project	PEC team +?	Spring 2020	Team feedback
Communication + CSPM WS for staff reflecting on Communication strategy	Khaled		
Better understand the differences in perception at the different levels	SM team	End 2020 & end 2021	
Look at projects from CS-lens in project evaluations	Haina, RMD	Mid 2021	
2 news ToCs of new projects will be developed by the SM Team	SM team	Mid 2020	
CS lens for 3 projects in the SM domain	SM team	End 2020	

EVALUATION OF THE CSPM TRAINING
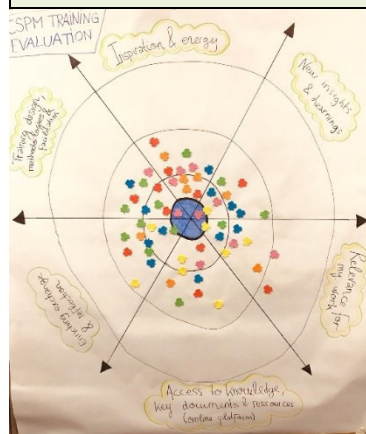
The participants evaluated the CSPM Training with six criteria:

Inspiration & energy;
New insights & learning;
Training design, methodologies & facilitation;
Enriching exchange & reflections;
Access to knowledge, key documents & resources;
Relevance for my work.

We wish to thank Mr. René Holenstein, Ms. Suzanne Müller, Ms. Sabina Lubna Yasmein and the Swiss Embassy's Team in Dhaka for the excellent organisation of this mission and for their engagement towards mainstreaming CSPM throughout the Swiss-supported interventions in Bangladesh.

25.11.2019 FAJ

Concept Note of CSPM Training
5-6 November 2019 in Dhakka, Bangladesh

Background

Bangladesh has made significant economic progress in the last two decades, but remains a country affected by street unrest, different forms of fragility and at potential risk of violent conflicts. A new political era has evolved in Bangladesh just after the 11 Parliamentary Election in December 2018, which was marked by high level of electoral violence and credible claims of irregularities. The country is moving towards a more autocratic path (recentralization of power) and the society is divided in terms of political ideology and religious beliefs.

SDG16+ provides the framework for peaceful societies, inclusive societies, justice for all, and strong accountable institutions. Steps towards their achievement are fundamental for accelerating progress with other SDGs, and for reaching the overall objective of the Agenda's overriding objective of 'leaving no one behind' and 'reaching the furthest behind first'.

The Government of Bangladesh has adopted a multi-pronged approach to SDG localization and integration into national planning, programming and budgeting framework. Most importantly, there is a growing interest for SDGs, (i. e contributing to the attainment of the SDGs). The interest emanates not only from local and central government, but also from civil society, NGOs, think tanks and private sector.

SDC has pioneered and capitalized on experiences with strategic approaches to combating the underlying causes of fragility and violence by means of preventive development policy measures that are designed to have a long-term effect. Switzerland's efforts concentrate on: i) promoting good governance; ii) peace-building and protecting people from violence; iii) promoting the rule of law, respect for human rights, and access to justice; and iv) supporting national policy reforms.

At present the Embassy of Switzerland in Bangladesh is developing one programme, which offers a unique opportunity to the Government of Bangladesh (GoB) to support policy dialogues, coordination, collaboration and networking, bringing together multi-stakeholders around the development of strategies and interventions addressing SDG16 and normative issues. SDC will support CSOs/NGOs and individuals (human rights defenders) for raising awareness and voice for legislative and policy reformation to contribute to progress with SDG16, human rights protection, innovative coalitions, participation, and public interest action.

To address these fragility related challenges, SDC Bangladesh has decided to deepen its Conflict sensitive programme management (CSPM) while using the Human Rights based Approach (HRBA). This is also to be mentioned here that CSPM is central for the Swiss Cooperation Strategy 2018-21 of Bangladesh, in terms of project cycle management, achieving the Swiss programme's objectives and context monitoring. The three themes cutting across all SDC Bangladesh domains are: governance, gender equality and climate change adaptation.

Objectives

The embassy in Dhaka has taken several initiatives to mainstream CSPM in order to achieve political coherence and common context analysis within the embassy. The Embassy is continuing the local context assessments more substantively through thematic foci that are elaborated over the annual cycle of local context assessments. The Embassy is now more interested to deepen its understanding of CSPM jointly with partner organizations. Long term CSPM integration programme includes: CSPM training for Embassy staffs, CSPM training for the partner organizations, coaching and learning exchange opportunity linked to CSPM.

In order to increase SDC's staff as well as project partners' knowledge and competencies on CSPM, the SDC Office in Bangladesh office has decided to organize, as a first step, a *2-days training* with the objective to *provide practical tools and knowledge on how to integrate Conflict Sensitive Program Management (CSPM) at the Context and Project Cycle Management (PCM*) **levels, as well as at the institutional level.**

The participants will be introduced with the CSPM tools and standards, and get the opportunity to analyze and assess specific elements that are relevant to the contexts of their projects, using CSPM tools and standards. The participants will also learn key elements on how to integrate CSPM at their institutional level, e.g. how to elaborate communication strategies to increase their project results and for results oriented policy dialogue.

Time schedule:

Tuesday 5th and Wednesday 6th November, 2019

Participants / target group:

8 National Programme Officers (NPOs), 3 Financial Controller and Political, Economic and Communication officer and Communication & Security officer, as well as Ms. Jessica Francey, the Assistant of the Unit "Fragility, Conflict & Human Rights"(from HQ).
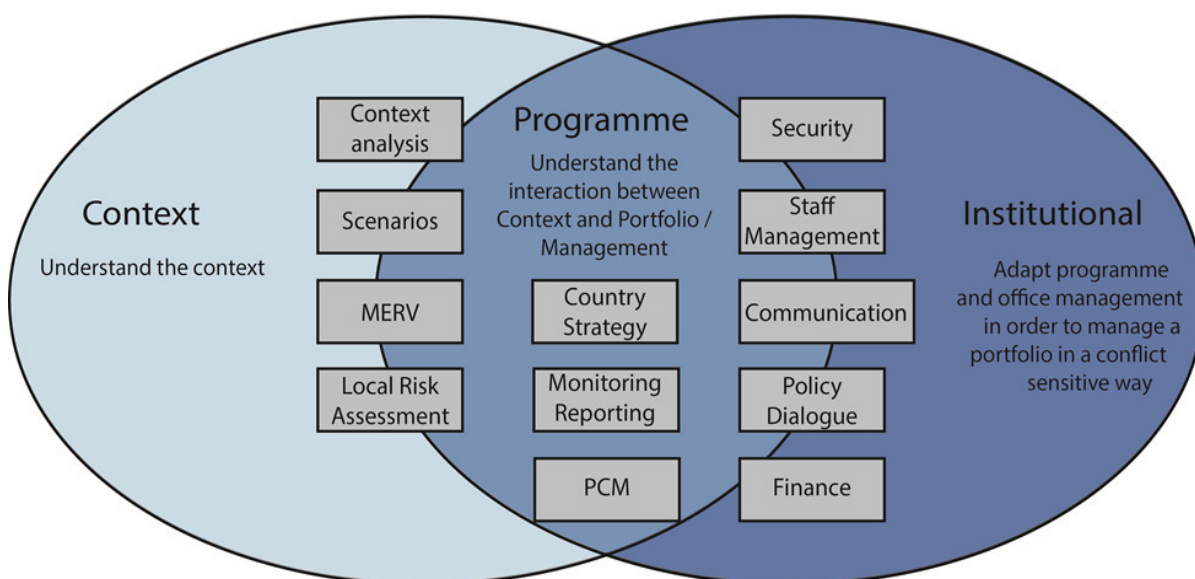
Facilitation:

Lubna Yasmein will be the lead coordinator and resource person of this training, with the support of the HoC and Ambassador, and with the guidance and support of Ms. Vesna Roch from the SDC's Unit Fragility, Conflict & Human Rights (HQ). Two representatives from projects will also share their CSPM implementation experience in the training. The Swiss Cooperation office is responsible for overall coordination and organization of this learning event. Jessica Francey will be in charge of elaborating the report of this CSPM training, including the photo documentation.

Methodology of the training

The 2-day training on CSPM will provide knowledge on the following tools and standards:

- Context Analysis / Fragility Assessment
- Actors mapping and the 4A's, connectors & dividers
- Theory of Change and defining indicators for project monitoring
- Conflict-sensitive communication

Each training module will include short methodological input by explaining the tools and standards and giving example/case studies of Bangladesh. Based on this information, participants will link theory with practice by applying tools and standards in small groups.

The up-coming CSPM Training in Bangladesh will comprise the following parts:

Content	Day 1 => Tuesday 5 November ***UNDERSTANDING THE*** ***CONTEXT***	Day 2 => Wednesday 6 November ***DEFINING THE PROJECT'S CONTRIBUTION TO CHANGE*** ***ADAPTING PROGRAMME AND OFFICE MANAGEMENT***
Key Question	How to conduct context analysis and actors' mapping	Define the first steps to integrate conflict sensitivity into programming and at institutional level
Learning Objectives	The participants know how to use CSPM tools (Fragility assessment, Actors mapping) and standards to identify and anticipate future trends within context assessments.	Participants discuss their project's contribution to change and: - are able to define their projects' theory of change (ToC), - learn how to monitor the effects of their projects on context and adapt project intervention strategies in their project Annual Reports. - Participants become more familiar with CSPM in different institutional areas (Human Resources Management, Policy Dialogue, Communication). They increase their understanding about how to adapt office management tools to the changing context and use these instruments in a conflict-sensitive way.
Focus	Focus on assessing specific elements (fields of observation and actors mapping) relevant to the contexts of partners' projects.	Focus on PCM, in particular integrating CSPM in the projects and monitoring / reporting, and focusing on the institutional level with conflict-sensitive communication and mainstreaming CSPM in the policy dialogue.

YASSA, DVE (16.10.2019)

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Swiss Agency for Development and Cooperation SDC

Embassy of Switzerland

Agenda of the Conflict Sensitive Programme Management (CSPM) Training
5-6 November 2019, Dhaka, Bangladesh

	Tuesday 5 November 2019 **UNDERSTANDING THE CONTEXT**	**Wednesday 6 November 2019** **DEFINING PROJECT'S CONTRIBUTION TO CHANGE** **ADAPTING PROGRAMME AND ORG. MGT**
MORNING (8:30-12:00)	**OPENING** Objectives, agenda, methodologies, learning together, getting to know each other	**RECAP DAY 1 AND INTRODUCTION DAY 2**
	WHY UNDERSTANDING YOUR CONTEXT MATTERS Reflection on issues that have contextual impacts on our projects and organizations and how do they affect our work	**SHARING YOUR THEORY OF CHANGE** Concrete examples from SHARIQUE and ASHSHASH ▪ How to define project / programme contributions towards change ▪ Elaborating an explicit Theory of Change ▪ How to monitor the effects of our projects on context ▪ Integrating conflict sensitivity in project's strategies, monitoring and reporting systems
	CSPM PLATFORM AND TOOLS	**ADAPTING PROGRAM AND OFFICE MANAGEMENT** Integration of CSPM at the institutional level & sharing of operational practices and lessons from the field ▪ Story telling ▪ Why is conflict sensitive communication important in all aspects of our daily work
	ANALYZING YOUR CONTEXT WITH CSPM TOOLS ▪ Context analysis / Fragility assessment ▪ Root causes and impacts	
	Lunch	Lunch
AFTERNOON (13:30-16:30)	**ANALYZING YOUR CONTEXT WITH CSPM TOOLS - CONTINUED** ▪ Actor's mapping ▪ 4 As analysis: Actors, Agendas, Arenas, Alliances	**ADAPTING PROGRAMME AND ORG. MANAGEMENT** ▪ How to adapt projects and organization management tools (e.g. Policy Dialogue) to the changing context in a conflict sensitive way ▪ Do's and Don'ts for conflict sensitive communication
	CLOSURE DAY 1 ▪ Individual learnings, feedbacks ▪ Short intro Agenda Day 2	**HARVESTING THE LEARNINGS AND NEXT STEPS** ▪ Revisit expectations / learning objectives of participants ▪ Action plans & next steps ▪ Evaluation and closure of the CSPM Training