



CONFLICT SENSITIVITY and PREVENTION (CSP)

**for Livestock sector development
projects in Sub-Saharan
Pastoral Area**

PRACTICAL GUIDE



CONFLICT SENSITIVITY and PREVENTION (CSP) for Livestock sector development projects in Sub-Saharan Pastoral Area



This document is meant for use by field level planning and implementation officers (activity or infrastructure) in livestock sector projects in the sub-Sahel area. It was prepared within the framework of the World Bank Funded «Pastoralism and Stability in the Sahel and the Horn of Africa» (PASSHA project (2016-2017) The document was developed by a taskforce of independent experts jointly hired in West Africa by the CILSS (Permanent Inter-State Committee for Drought Control in the Sahel) and in East Africa by IGAD (Intergovernmental Authority on Development).

It was tested at field level and during training of social and environmental safeguards Specialists from nine countries of the Sahel and the Horn of Africa as part of the Regional Support Project for Pastoralism in the Sahel (PRAPS) and the Regional Pastoral Resilience Project (RPLRP). The document was then adjusted and improved based on their feedback and lessons learnt from the training sessions and field level application.

The Practical Guide for Integrating Conflict Sensitivity and Prevention incorporates the social, environmental, technical, economic, cultural and political aspects and puts into consideration stakeholders that interact with pastoralism support projects on a daily basis. These interactions may be positive or negative. The Conflict Sensitivity and Prevention approach seeks to:

- Optimize anticipation of potential negative impacts in order to craft and implement appropriate response actions; and
- Maximize the positive impacts of the projects on the context of operation in addition to the expected sector level outcomes.

Using thematic index tabs (purpose, technicality, site, stakeholders, environment, economy, social, skills...), the guide outlines **key areas of focus and practical recommendations** for the attention of technical project personnel in charge of project planning, monitoring, evaluation, learning and reporting.

Making sure that these aspects are discussed and regularly monitored in the process of project implementation is of critical importance; otherwise they may turn out to be the primary causes of conflict.

PROJECT NOTION

ONE APPROACH AND SOME INSTRUMENTS

This practical guide belongs to a series of instruments used to incorporate Conflict Sensitivity and Prevention in pastoralism support projects. It comes along with:

- **The CSP checklist** to ease the planning and management of projects in the field. It is an easily printable CSP-based project monitoring booklet.
- **Instruments for Context and stakeholder analysis**, which lies at the heart of training courses delivered by the PASSHA. Understanding the context (social and economic stratifications, political trends and dynamics, stakeholder interactions, triggers of tension or drivers of conflict/peace) or the conflict, where it occurs, is crucial to implementing sustainable, and conflict-sensitive projects.
- **Specific technical sheets** highlighting key areas of focus for the most commonly implemented infrastructure and related projects in pastoral areas (e.g. livestock markets, killing floors, etc.).
- **The participatory communication module**, which gives advice and tips on how to prepare and undertake projects in an inclusive manner.

These documents are available on the CILSS and IGAD websites, and are open to improvements and comments by users.

The term «**project**» as used in this practical guide and in the CSP checklist is understood in its commonly-known meaning, namely: an **activity or an infrastructure** to be implemented as part of development programming. In no case whatsoever does it refer to the «institutional entity» that finances or implements the activity or infrastructure. Any initiative can be supported using the CSP approach, and utilize this practical guide regardless of whether it is by an individual, group, private or public entity.



GOAL



Objective #1:

Confirm that the goals and functional specifications of the project are clearly defined, approved by all the stakeholders and pursued



WHAT DOES IT MEAN?

A project (activity or infrastructure) must imperatively be defined clearly by its environmental, economic and social purpose, its production or service capacity and its projected level of activity.

- **The environmental, economic and social purpose** is mainly determined based on the socio-economic categories of beneficiaries (pastoralists, sedentary livestock breeders, farmers, etc.) and their possible organization (individuals, companies, associations, etc.).
- **The production or service capacity** is determined by the number of «products» (animals, animal products, etc.) that may be used or processed by time unit (hour, day, week or year) by the project.
- **The level of activity** is determined by the time set aside for operations in terms of days and hours.



WHY A CSP APPROACH?

Conflicts due to divergent interest may easily arise from an under-estimation (all beneficiaries not having access) or over-estimation (project sustainability unguaranteed) hence contradicting the purpose of a project.

This happens where «sample plans» have been prepared on purely theoretical bases with no proper analyses of the actual needs and limited understanding of the context.

Potential changes of needs and other project related dynamics must therefore be tracked and anticipated as much as possible. The project (activity or infrastructure) must be developed, adjusted and rectified to be in tandem with changes as they take place.



WHAT MUST BE DONE?

- ✓ **All stakeholders of the project must agree on the purpose.**
- ✓ **They should also provide as much details as possible on the capacity and rate of activity.**
- ✓ **They must have a **reporting and monitoring system** to assess developments and alignment between the purpose, the production or service capacity, and the rate of activity of the project.**

Check-list

YES NO REF.

1.1. The economic and social purpose is clearly defined (pastoral, agricultural, technical, human, etc.)

1.2. An estimation regarding the maximum production or service capacity to be achieved (by animal species or product, and by time unit or period) is available on the basis of a study deemed to be reliable

1.3. The level of activity (days, hours, and periods) is defined

1.4. There is provision to **record the results needed for project monitoring** (activity, measured, where applicable, by types of beneficiaries, by socio-professional categories, particular socioeconomic groups, gender, etc.)

TECHNICAL

SITE

ACTORS

ENVIRONMENT

ECONOMY

SOCIAL

CSP SKILLS





Objective #2:

The physical specifications and proposed technical option are clearly outlined and approved by the stakeholders



WHAT IT MEANS?

For an infrastructure project, the physical specifications are determined by the surface area occupied as well as the description of the different facilities and equipment determined from the functional features of the market i.e. purpose.

This entails preparation of accurate plans and quotations not only for the infrastructure itself, but also for the subsequent developments that may be needed (e.g. access roads, etc.).

However, even the physical and functional characteristics are subject to several technical options (materials, equipment, energy, drawings... may be different). A choice ought to be made. This choice is generally made by professionals. However, there is need to make sure that the impacts of this option chosen have been discussed, explained and approved by both users and the neighboring population.



WHY A CSP APPROACH?

There are several technical references and standards for most of the different kinds of infrastructure and activities. The risk is for these references to be applied without changes across the board without any prior functional analysis by the beneficiaries or a reliable study (especially on its potential benefits and sustainability). Technical specifications/references are often prepared as an «ideal» that does not necessarily meet the actual contextual and functional needs, as well as capacities that guarantee socioeconomic and technical sustainability.

Technical options, such as infrastructure, materials and equipment, standards, scientific or social are also subject to depreciation, maintenance and operation constraints. These costs must be clearly identified in order to determine the resources needed to cover them.

The technical option may entail adjustments for beneficiaries or non-beneficiaries. Such changes may bring advantages, disadvantages, adjustments, in alignment or in contradiction with practices or previous experiences.



WHAT MUST BE DONE?

- ✓ Propose and discuss technical alternatives;
- ✓ For each technical option, **specify and discuss in detail**
 - **Investment costs** (annual depreciation and renewal value; construction and equipment acquisition costs);
 - **Operating costs** (personnel, consumables);
 - **Maintenance costs** (service and maintenance).
- ✓ For each cost, specify the financial resource (national or local government budget, association contribution, fiscal tax, private service cost, etc.) as well as the relevant human and corporate resource. This information is necessary to determine the management approach to be pursued.
- ✓ For each technical option, determine the changes required on the socioeconomic and environmental fronts (cf. next tabs).

Check-list

YES NO REF.

2.1. The detailed drawings and dimensions are available

2.2. The surface area, size, materials, equipment, energy etc. are clearly specified

2.3. The physical specifications and proposed technical option have been presented and discussed with the different groups (socio-professional, socio-cultural, gender and vulnerable groups)

2.3.1. One or more groups disagreed with this technical option

2.3.2. Other technical options were proposed and discussed based on objective criteria

2.3.3. They were rejected on the basis of a shared and consensual analysis

2.4. The technical option is based on previous practices/experiences

2.5. The investment, depreciation, maintenance and operating costs are attached to the technical option clearly defined based on a study deemed to be reliable and presented to the stakeholders





Objective #3:

The proposed project site has been selected following a context analysis*, including the project area and the area of influence as well as shared legal and social bases



WHAT IT MEANS?

The **choice of a project site** may facilitate or compromise its acceptability and sustainability, both during the planning and the construction/implementation or utilization phases. **Environmental scanning/analysis*** or context analysis is crucial.

The analysis will cover the **project site** (or activity area) and its **area of influence**. The area of influence is the geographical space within which the project will generate economic, social and environmental impacts. This varies depending on the type of impact analyzed.



WHY A CSP APPROACH?

The choice of a project site may in numerous ways **exacerbate existing tensions and create new ones** in a specific environment, or otherwise, ease them. It may **add or reduce value** (economic, political, etc.) of a given site, create jealousy or cohesion, prevent or encourage legal or illegal interactions, etc.

Apart from the direct advantages and disadvantages of the project on the chosen site, each project induces **development impacts on other economic or social activities and infrastructure** (education, health, etc.), and services (financial, transport, animal feed).

Moreover, a project is a socioeconomic activity that can result into issues related to **law and order**. Criminal activities or offenses (theft, mugging, parallel and unregulated trading activities, etc.) and accident risks (road accidents, fire, specific hazards at the facility...) may occur. There is thus a need to take appropriate preventive measures (information, transparent communication, reassessment of law and order, facilitation of financial transactions, signaling etc.). The safety concerns are not only on the project site but also in its entire sphere of influence, persons and transactions before, during and after its implementation.

Above all, projects must seek to generate a **positive impact on the factors of social cohesion needed for development or stabilization in situations of conflict**.

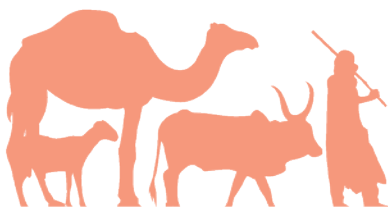
* Environmental analysis tools are proposed amongst the CSP resources provided by the PASSHA and available online.



WHAT MUST BE DONE?

- ✓ **Obtain legal security** for the land that will host the infrastructure or an activity implemented locally, in order to guarantee the sustainability of a project.
- ✓ Establish a **social contract** (consensus) on the project site or area of activity to ensure proper follow-up of implementation. This may take time and should never be rushed regardless of the origin of the request for a social contract.
- ✓ Apart from the project site or area of activity, **specify the area of influence of the project based on an analysis of each item on the checklist.**
 - A project may attract unidentified new beneficiaries in the project location; harm non-beneficiaries located outside the project area who had benefited from the previous dispensation.
 - The area of influence comprises the resource catchment and distribution area and stakeholders created by the project. It is therefore absolutely important to analyze potential synergies and competitions in terms of stakeholder interests and other resources
 - The sphere of influence also includes the roads used and the areas crossed. It isn't always enough to take into account the neighboring communities: the sphere of influence may also affect some activities, resources and stakeholders present in neighboring countries.
- ✓ **Locate similar neighboring projects** or even distant in order to identify
 - The potential negative effects (competition, loss of income, duplications, loss of profits, destruction of pre-existing projects, etc.) and
 - The potential positive effects (distribution of roles, facilitation of flows, environmental benefits, resources, drop in costs, etc.).

Take into account similar previous and abandoned projects to avoid the same failures, as well as similar functional projects in order to avoid potential failures (complementarity and sustainability analyses of «network of ongoing infrastructure and other projects»).
- ✓ **Respond to the environmental, economic and social constraints** defined elsewhere. (cf. next tabs).





Check-list

YES NO REF.

3.1. The choice was made following a public planning arrangement (State, local government, project, etc.)

3.1.1. The planning documents justify the option

3.1.2. The selection criteria were explained and approved by all the stakeholder groups

3.1.3. The documents, criteria and validation process take into account gender issues/vulnerable groups

3.2. The site was chosen based on a request from an association or a private entity

3.2.1. The site received technical approval by the competent authorities

3.2.2. There was consensus amongst the beneficiaries/non-beneficiaries

3.2.3. The application, validation process or consensus take into account gender issues/vulnerable groups

3.3. The legal basis is explained and the documents needed for approval of the site are available**3.4. There was a formal consultation (public utility survey or other arrangement) on the site**

3.4.1. A group (or several groups) did not agree with the choice of the site

3.4.2. Other sites were proposed or rejected

3.4.3. Any solution was proposed and accepted to reach an agreement

3.5. A recent analysis of the socioeconomic, cultural and historic context is available:

3.5.1. The project sphere of influence has been clearly identified, all factors taken together

3.5.2. The aspects (places, activities, symbols) which on the groups agree and on which ones they disagree has been identified (connectors and dividers)

3.5.3. The environment can be considered peaceful and conducive

3.5.3.1. The social arrangements in place (formal or non-formal) have been observed

3.5.3.2. The project (objectives, resources, activities, etc..) can contribute to worsen this environment

	YES	NO	REF.
3.5.4. The environment can give room for conflicts			
3.5.4.1. <i>The project can contribute to further worsen this environment</i>			
3.5.4.2. <i>The project can contribute, at least to some extent, to pacify this environment</i>			
3.5.4.3. <i>The conflict resolution is a precondition for the project implementation</i>			
3.5.5. The public security environment has been clearly analyzed			
3.5.5.1. <i>The improvement of security is a precondition for implementation of the project</i>			
3.5.5.2. <i>The project can aggravate insecurity in the implementation area or sphere of influence</i>			
3.5.5.3. <i>Measures have been taken to mitigate the risks or improve security</i>			
3.6. Proper action has been taken to identify the presence of other similar projects			
3.6.1. Similar project has been abandoned, non-sustained or has failed in the area			
3.6.1.1. <i>Have causes for abandoning the project or its failure were identified and analyzed</i>			
3.6.1.2. <i>The same causes have been identified in the new project</i>			
3.6.2. A similar project caused conflicts or insecurity in the region			
3.6.2.1. <i>The causes for the conflicts or insecurity were identified and analyzed</i>			
3.6.2.2. <i>The same causes have been identified in the new project</i>			
3.6.3. There are currently similar projects in the project sphere of influence			
3.6.3.1. <i>The means of financing, success factors and/or challenges have been analyzed</i>			
3.6.3.2. <i>The new project competed with other existing projects</i>			
3.6.3.3. <i>The sustainability of the entire network of similar projects has been guaranteed</i>			
3.7. In view of the foregoing, the project is likely to create/stir conflicts in the sphere of influence			
3.8. In view of the foregoing, the project is likely to build cohesion in the sphere of influence			

* Stakeholder analysis tools are proposed amongst the resources provided by the PASSHA and available online



ACTORS

Objective #4:

Make sure that all stakeholder groups have been clearly identified and taken into account (direct and indirect beneficiaries, and non-beneficiaries impacted)



WHAT IT MEANS?

A **stakeholder analysis*** is vital for any project in order to:

- Ensure that all stakeholders are clearly identified and taken into accounts, not only those that are directly involved but those with either perceived or real interests in the project;
- Identify the needs and interests of the different stakeholder groups in the project, which may include economic, social, political or cultural needs and interest such as affiliation, recognition, powers, survival or even spiritual needs;
- Understand the relationships between stakeholders, power relationships, relationships between different groups and the social dynamics in which the project becomes a driving force.



WHY A CSP APPROACH?

Any project may exacerbate or create tensions between groups of stakeholders (e.g. different generations) leading to conflicts or, otherwise, ease such tensions or foster cohesion amongst different stakeholders. By determining winners and losers, internal dynamics and power relations, competition and coalition relationships, the stakeholder analysis provides insight into the following aspects:

- Who to include in consultations for project planning, implementation and monitoring;
- What alternatives can meet the interests of the different stakeholders;
- What means can be used to build consensus around the project.

*Stakeholder analysis tools are proposed amongst the resources provided by the PASSHA and available online.



WHAT MUST BE DONE?



Clearly identify the stakeholders:

- **The direct beneficiaries** of the project: Those targeted by the action to benefit directly from the infrastructure or activity. There should be no mix-up between the «project owner» (cf. below) and the beneficiaries. For instance, the project owner may be a public entity, while the beneficiaries are the citizens.
- **Indirect beneficiaries** are all individuals or corporate entities that will benefit indirectly from the activity or infrastructure. The stream of benefits may be felt at different levels of interventions or at different stages of the project cycle.
- **The impacted non-beneficiaries** are those who may be harmed or negatively affected by the project or those who may undermine the project. There are three (3) categories:
 - Stakeholders who are potential victims of nuisance. This category will be identified gradually if the environmental, economic and social aspects are properly analyzed (cf. next tabs). They will be eligible for the planned compensation arrangement, which must be legal and equitable.
 - Stakeholders who will lose out because they had a stake (formally or informally) in the previous dispensation prior to the project. It is therefore crucial to involve them for them to find an alternative to make up for their loss, mindful of the fact that in most cases, they will not benefit from the compensation arrangement.
 - Social sector stakeholders (health, education, water, sanitation, etc...) or State stakeholders (security, etc...), who are likely to be destabilized because they did not anticipate on the effects (including positive impacts) of the project and therefore failed to make adjustments accordingly. A sector may be overwhelmed by a sudden population increase due to the project or, otherwise, receive additional resources from the project. Proper anticipation should therefore help to consolidate the positive impacts of the project on these stakeholders by assessing the additional resources needed. In the absence of such resources in the project, they must be mobilized from elsewhere to avoid creating a situation that will be ultimately unfavorable to the majority of the population.



Specify as much as possible aspects related to gender, age, socio-professional and cultural categories, and vulnerable groups for each kind of stakeholder and segregate monitoring indicators for each group, where necessary.



Ensure inclusive and transparent representation of direct beneficiaries, indirect beneficiaries or non-beneficiaries in the Project management committee and monitoring bodies.



Check-list

YES NO REF.

4.1. A stakeholder analysis is available*

4.1.1. This analysis takes into account gender inequalities and inequalities faced by vulnerable groups

4.1.2. The direct beneficiaries are clearly identified

4.1.3. Non-beneficiaries (even minority, non-priority stakeholders, or indirectly concerned) who may have an impact on the project are identified

4.2. The selection criteria for beneficiaries have been clearly identified

4.2.1. The eligibility criteria for beneficiaries have been made known to stakeholders

4.2.2. The steering committee is composed of competent authorities and organizations representing all direct beneficiaries and, when appropriate, indirect beneficiaries or even affected non- beneficiaries?

4.2.3. The steering committee takes into consideration cultural, social and gender diversity

* Stakeholder analysis tools are proposed amongst the resources provided by the PASSHA and available online.

Objective #5:

The project ownership is established on a clear and shared basis



WHAT IT MEANS?

The owner has the legal ownership of an infrastructure or is the legal entity responsible for running a given activity. The owner is therefore required to obey all regulations in force.

The project owner is not necessarily the project funder or its direct beneficiary.

A project owner may have the status of a public entity (State, local government, etc.), an association or a private entity (individual or company).

Ownership may be delegated: if ownership legally belongs to a public entity, the latter may decide (in a bid to mobilize the finances needed to invest outside the public budget) to delegate such ownership to a third party (a private operator or an association) for a specified duration. This can be done under the Public-Private Partnership arrangement.



WHY A CSP APPROACH?

Governance related challenges in project management are key sources of tensions and conflict. **Transparency in decision-making, role identification and power relationships** that will balance social regulation, accountability of public and private stakeholders in charge of project management will guarantee a style of project management in the interests of all stakeholders. The project owners must be fully aware of the environmental, economic, social and political conflict related risks arising from the project in order to **anticipate its impacts and respond appropriately**.



ACTORS



WHAT MUST BE DONE?



Clearly defining ownership:

The choice of the ownership may be specified in a national policy framework (to comply with or change where necessary).

Whatever the case, **the choice of ownership must be explained, discussed and accepted by the target population.**



Choosing a relevant and transparent (operational and financial) management framework:

The facility (operational and financial management) may be operated directly by the client (owner) or delegated to a third party. The quality of the management will not be inherent in the public, private or associated status of the manager, but rather on the management style implemented and the controls in place.

Whatever the case, the specific management arrangements and instruments must be clearly defined prior to the construction of the infrastructure or implementation of the planned project activity, based on clear and transparent criteria in order to identify:

- **Operational management arrangements** (who does what, how, when and why?)
- **Financial management arrangements, expenses** (depreciation, maintenance, operating, taxes) and income (taxes or levies, service payments or identified public budget allocations).

Direct management.

Direct management is when the **project is managed directly by the project owner.**

This often happens in private or association led projects since the owners prefers to manage the investment directly.

The direct management by an owner who is a public entity has become rare, as very few public entities have the technical and administrative capacities needed. In the past, this has resulted in several cases of failure, conflicts, and project collapse due to poor management practices, etc.

There are, however, a number of examples of successful cases of public management that may be satisfactory to beneficiaries.

A direct public management approach may be the simplest solution where the management is inherently simple, requiring relatively few human resources (e.g. few hours that can be assigned to an existing employee), very few/limited skills (e.g. cleaning and security), and can be run by public workers who are already in service (e.g. Public agent already in charge of collecting other fees, for instance).

The option to return to direct public management is sometimes taken where the delegation of management to a third party was poorly conceived and led to excesses (increase in levies, poor services, abuse of monopoly, etc.).

Delegated management

Management of a public infrastructure or activity is often delegated to an association or a private operator for purposes of **budget efficiency and profitability.**

It is absolutely important to **set up a management committee once the project has been designed.** It is sometimes separate from the operating committee (tasked solely with the responsible of handling operations, whereas the management board is the decision-making body). Management boards are generally made up of the owner and representatives of the direct beneficiaries, but this is sometimes extended to include indirect beneficiaries and even non-beneficiaries.

The management board is responsible for organizing the operation, collecting and managing revenues and expenses, maintenance and security.

Generally, there are three (3) kinds of «delegated» operational management, namely:

- **Privatization:** The organization and its operations are managed by the private sector.
- **Outsourcing:** The organization remains public, but some operations or resources (human and financial) are contracted out to the private sector;
- **Official delegation:** The project owner is public but assigns an official mandate to the private sector, which therefore has some legal authority with regard to beneficiaries or customers.



Check-list

YES NO REF.

5.1. The ownership and its status (public, association or private, direct or delegated) are clearly defined

5.1.1 The various ownership approaches have been considered, presented and discussed with the stakeholders

5.2. The operational and financial management approaches (direct/delegated) are clearly defined

5.3. The various operational and management modes have been considered, presented and discussed with the stakeholders

5.4. These options comply with the national laws and policies in force

5.5. These options can favor some stakeholders to the detriment of others

5.6. The management approach provide for social and environmental safeguards

5.7. The management approach allow for sustainability of the project taking into account all costs (depreciation, maintenance, operation, personnel, etc.)

5.8. The management approach specify the conditions precedent in case of delegation

5.9. There is provision for a management board composed of representatives of competent authorities and future beneficiaries prior to project implementation

5.10. There are training and capacities building programs for the Management Committee

5.11. There is provision for mediation arrangements in case of conflict on operation and/or management between the owner and the relevant stakeholders

*Natural or legal person legal ownership of infrastructure or legal responsibility for activity

Objective #6:

The project management is established on a clear and shared basis



WHAT IT MEANS?

The contractor is a legal person or entity contracted to design, build the infrastructure or implement the activity. A project may involve several contractors with different skills.

It is very rare for an owner to have the technical skills needed to construct the facility. However, it must be noted that some projects that require very low technical skills may be directly and properly constructed by technical workers, the local population, or by private investors. This may be advantageous in terms of cost for a local government with limited public resources. In this case, it is important for the competent authorities to approve the technical compliance of the facility. Quite often, the construction is assigned to a third party by means of a tender.



WHY A CSP APPROACH?

Several aspects related to project management may easily exacerbate tensions:

- **The technical incompetence of the contractor(s)** is often the main source of conflict and tension. It is paramount to ascertain the compliance of the infrastructure or the activity as well as the warranties in case of non-compliance.
- Hiring a team, buying the resources needed for the project, sharing the resources allocated or the selection of beneficiaries of the project, mobilizing partners, etc. **Actions conducted by all links on the development chain and the behavior of the staff** and organizations are likely to widen existing divides (e.g. unfair distribution of resources, exclusive representation, corruption or cronyism/patronage, etc.).

Even where an impact assessment has been properly conducted during planning, where the project managers practices and culture are not aware of the risk of conflicts, the likelihood of exacerbating conflict is high.





WHAT MUST BE DONE?

- ✓ **Choosing the project contractor(s) in consultation** with stakeholders. This should be based on four principles:
 - **Legality:** The selection procedure must comply with all the legal requirements, especially those set out by the public procurement regulatory authorities.
 - **Transparency:** The terms and conditions of the tender must be explicit and transparent, the technical specifications clear (cf. Tab TECHNICALITY).
 - **Accountability** of the project contractor: The skills and experience, professional employment criteria, social security and compliance with labor laws (at least local laws and preferably in compliance with ILO requirements where these take precedence), employee behavior, guarantees (bank deposits, ten-year insurance, damages, public liability, etc...) must be clearly identified. Mediation procedures in case of conflict must be set out, shared and legally validated in order to avoid, as much as possible, any court actions that may lead to delays and bottlenecks. These aspects must be verifiable and the project contractor(s) held accountable for compliance with these criteria.
 - **Equity:** Priority must be given to local recruitments based on transparent criteria, especially professional requirements and ensuring equal access to employment for the various stakeholder groups. Where these recommendations cannot be implemented, there is need for transparent communications on the reasons thereof.
- ✓ **Build the capacities of the project contractor(s)**, thereby ensuring that the entire chain of stakeholders is accountable for conflict sensitivity and prevention.
- ✓ Look into the **implicit message conveyed by the team** working on the project to avoid exacerbating socio-political differences. Check if all the team members have the same geographical origin, gender, socio-cultural background, etc.

Check-list

YES NO REF.

- | | | | |
|---|--|--|--|
| 6.1. The choice of contractors and its status (public, private, association) is clearly defined | | | |
| 6.2. The option comply with the national laws and policies in force including those of the Public Procurement Regulation Agency | | | |
| 6.3. The option is clearly explained to and accepted by all stakeholders | | | |
| 6.4. The terms of reference/technical specifications are readily available | | | |
| 6.5. These documents contain social and environmental safeguards | | | |
| 6.6. The selection criteria for employees (competence, availability, status...) are transparent and known to the public | | | |
| 6.7. The procurement criteria and procedures legally compliant, are transparent and known to the public | | | |
| 6.8. The terms of reference/technical specifications set out the procedures for quality control, market conditions precedent and reparation of defects | | | |
| 6.9. There is provision for a project monitoring committee composed of representative members | | | |
| 6.10. There is provision for mediation arrangements in case of conflicts on the project | | | |

GOAL

TECHNICAL

SITE

ACTORS

ENVIRONMENT

ECONOMY

SOCIAL

CSP SKILLS

*natural or legal person legal to design, build the infrastructure or implement the activity





Objective #7:

Make sure that environmental impacts are properly taken into account and validated in tandem with stakeholders



WHAT IT MEANS?

7.1. Natural resources:

Natural resources include water, natural pastures, forest, fishing or hunting resources, energy sources, etc.

7.2. Biodiversity:

Biodiversity includes both wild and domestic plant and animal species.

7.3. Protected areas:

The notions of protected areas, peripheral areas and related regulations are generally incorporated into national legislations.

The impact should not simply be analyzed in direct terms, but also in indirect terms, taking into account the potential of all stakeholders, including deviant uses/misuse.

7.4. Geology and Soils:

This paragraph takes into account the major effects on soils, including mineral resources.

7.5. Landscape/Aesthetics:

The impact on landscapes and aesthetics is often overlooked, whereas it is often very easy to mitigate once due attention is accorded (e.g. change positions to maintain a perspective, materials or colors to be incorporated, etc.). The impact on landscape and aesthetics should not only target the local population (which may sometimes overlook it), but should equally be analyzed from a national (classification) or international (UNESCO) perspective. A negative impact may have dire economic consequences e.g. loss of tourist resources.

7.6. Pollution:

This aspect takes into account sound pollution (noise), liquid and solid waste, gases (pollutants or odors). There is need to quantify them accurately where necessary in order to look for suitable ways of management.

The complex character of pollution, environmental quality and environmental health risks must be taken into account. An environmental health risk can be defined as the probable occurrence of an undesired health event due to exposure to a hazard existing in the environment. The risk may be accidental or chronic. For accidental risks, exposure is brief but high. For instance, they are due to the use of dangerous materials or processes that may cause an accident with dire immediate consequences on the health of occupants, neighboring populations and the

environment. Chronic risks arise from low exposure over a lengthy period (several years). This kind of risk mainly stems from different types of pollution that may affect the health of the populations and the environment over the long term. This includes exposure to air pollution, chemicals, etc.



WHY A CSP APPROACH?

Environmental vulnerabilities are hardly identified as primary sources of conflict. However, they are very often **among the primary root causes of local and regional conflicts.**

Natural resources are equally one of the key factors of peace and cooperation among groups when **they are well protected and managed in the best interests of all.**

Furthermore, relations between Man and the environment transcend the challenges of production, as they are **socio-cultural resources that contribute to good health** («physical, psychological and social wellness», according to the World Health Organization).

Very often, environmental issues give rise to emotional projections and cultural ownerships, which lead the different stakeholders into complex conflicts.



WHAT MUST BE DONE?

As concerns environmental issues:

- ✓ Consider the project site and area of influence (which may vary for each environmental concern);
- ✓ For each infrastructure or activity, identify specific environmental risks and available alternatives.

As concerns natural resources, especially soil geology:

- ✓ **Conduct a quantitative analysis, if possible, of consumption of natural resources** that may be directly or indirectly induced by the project at each phase and by the various stakeholders, both in the project area and in the area of influence.
- ✓ However, in pastoral areas, **it is generally possible to avoid areas that will need to be cleared** given that where there are trees; these will provide natural protection against the sun.
- ✓ **Take into account residual or specific resources**, which may be completely destroyed in the project area and/or the area of influence.

Apart from the general aspects described in this chapter, analysis and feedback following the capitalization of past experiences are provided on special technical sheets available online.





Check-list

YES NO REF.

7.1. Natural Resources of Area

7.1.1. The project implementation requires substantial use of local natural resources			
7.1.1.1. <i>The impact of the quantity and availability of the natural resources specific to the sphere of influence is deemed to be acceptable during the construction and operation phases</i>			
7.1.1.2. <i>This assessment has been published and made known to the public (beneficiaries or non-beneficiaries)</i>			
7.1.2. The project requires substantial land clearing			
7.1.2.1. <i>The reforestation/planting plan has been approved by the competent authorities and the population concerned</i>			
7.1.2.2. <i>Specific groups (gender-based, vulnerable groups, social. . .) are affected by this land clearing</i>			
7.1.2.3. <i>Compensation actions have been provided in the attenuation/mitigation plan</i>			

7.2. Biodiversity

7.2.1. The project is likely to have (negative or positive) effects on rare, vulnerable and/or important species from the economic, environmental or cultural perspectives			
7.2.1.1. <i>There is a mitigation plan approved by the competent authorities and the population concerned</i>			
7.2.2. There are any environmentally sensitive areas that may be negatively affected by the project (forests, wetlands, lakes, streams, flood-prone areas)			
7.2.2.1. <i>There is a mitigation plan approved by the competent authorities and the population concerned</i>			

7.3. Protected areas

7.3.1. The project area (or its components) contains any protected areas			
7.3.2. The project is located away from or close to a protected area, it can negatively affect the area's environment (ex: bird flight, migrations, etc.)			
7.3.2.1. <i>There is a mitigation plan approved by the competent authorities and the population concerned</i>			

7.4. Geology and Soils

7.4.1. There are unstable areas in terms of geology or soils (erosion, landslides, etc.)			
7.4.2. Risks of salinization are identified			
7.4.3. There are mining or quarry resources that may be affected by the project			

7.5. Landscape/Aesthetics

7.5.1. The project will have any negative impact on the aesthetics of the landscape

7.5.1.1. There is a mitigation plan approved by the competent authorities and the population concerned

7.6. Pollution

7.6.1. The project is likely to cause a high level of noise (during construction and/or operation)

7.6.1.1. The project location is sufficiently far from the residential areas

7.6.1.2. The population concerned has been informed and consulted, and the nuisance accepted due to the brief duration of the project or for any other reasons whatsoever (alternatives)

7.6.2. Le projet risque de générer des déchets solides et liquides (pendant construction et/ou exploitation)

7.6.2.1. There is provision to remove the waste to appropriate sites

7.6.2.2. The project has a formal waste management plan (collection, sorting, disposal)

7.6.2.3. There are equipment, facilities, persons and formal processes for managing the said waste

7.6.3. The project is likely to affect the quality of surface water, underground water and drinking water sources

7.6.3.1. There is a plan to assess, investigate and control water quality

7.6.3.2. A treatment plan and a facility to maintain water quality is also planned

7.6.4. The project is likely to affect the atmosphere (dust, gases, odor, etc.)

7.6.4.1. There is a mitigation plan approved by the competent authorities and the population





Objective #8:

Make sure that economic impacts have been clearly taken into account and validated by stakeholders



WHAT IT MEANS?

Resources generated by a project (finances, skills, manpower, visibility, etc...) have several ways of disrupting an existing economic and political dispensation. Special attention must be paid to:

- **Effects on the market:** Prices, salaries, value of land, etc..
- **Effects from misappropriation of resources:** Theft, confiscation of benefits by a group or individuals, corruption;
- **Effects of distribution:** Unevenly shared resources, thereby fueling competition among groups;
- **Effects of substitution:** Resources previously mobilized to deliver services now provided by the project may be diverted to other uses or discarded (loss of local initiatives or control);
- **Effects of legitimization:** Resources confer legitimacy to beneficiaries. If some beneficiaries are instigators of tension or are viewed negatively, the project will increase their power.

8.1. Loss of Assets or Others:

Assets include **physical or financial capital**, such as land, plantations, buildings, companies, etc. The impact associated with loss of assets must be analyzed for all stakeholder groups.

8.2. Local Revenues

Job creation

A project may help to create onsite jobs during construction and operation.

Income generation: The project may create direct public or private incomes in the form of sundry taxes, levies or service costs. These must be estimated before the project commences based on information available, and then reported during the operating phase (i.e. number by category and time unit).

A project may equally create economic activities, and hence indirect incomes.

Finally, there is a tendency to make some infrastructure project a hub for development and social cohesion by financing the construction of other social infrastructure (schools, health facilities, etc.), services (financial, transportation, animal feed...) or other income-generating activities (according to gender and socioeconomic groups).



WHY A CSP APPROACH?

An infrastructure or activity project is a means of providing economic resources to stakeholders in a direct or indirect manner.

The most direct impacts of a project arise from the provision of resources (money, goods, skills, food, infrastructure, advocacy, etc.) in a specific context. The **resources provided are a source of wealth and power**.

The stakeholders will strive to gain control of these resources to prosecute their interests. The resources provided and the ways they are shared have an influence on competition or cooperation among stakeholders.

The **poor management of direct incomes** has been clearly identified in studies as a major weakness that can generate conflicts and undermine the sustainability of the project.

The involvement of illegal networks, family or political collusion is all clearly identified and well-known factors, especially in developing indirect incomes. There are alternative solutions, which must be fine-tuned during the preliminary project study.



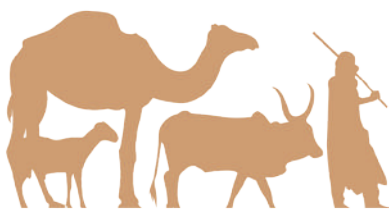
WHAT MUST BE DONE?

As concerns economic impacts:

- ✓ **Evaluate the effects** of the resources provided by the project on the economic and political environment;
- ✓ **Create conditions for transparency** in managing direct revenues, drawing on solutions that have been tested and proved efficient elsewhere. This aspect is addressed in the tab entitled STAKEHOLDERS, project management (also see special technical sheets online).

As concerns loss of assets:

- ✓ **A legal arrangement must be reached with the owners** (individuals or groups) for compensation on a transparent and rational basis. It is possible to obtain a free land transfer, but this option should not be given priority since it may easily lead to the assumption that undue pressures have been mounted to obtain the free transfer, thereby leaving room for subsequently conflicts. Amendment of the public use rights must comply with the legal procedure and agreed socially.



ECONOMY



As concerns local revenues:

✓ **Choose personnel based on objective and transparent criteria** to avoid aggravating potential existing tensions or creating new tensions among the population.

Terms of payment and/or employments of workers and/or entrepreneurs must be aligned with national legislation. In cases of direct management, employment and worker protection criteria are set out in the national civil service or local government code and are not subject to modification. In case management is delegated, the owner must specify in the contract that the human resource management system complies with the law.

✓ Assess and **showcase the indirect jobs created** around the project (as well as indirect job losses caused by the project).

✓ **These must be estimated** before the project based on information available, and then reported during the operating phase (i.e. number by category and time unit).

✓ Where related projects (health, education, network, etc.) are created around the project, **analyze the expected economic impact** that will help to assess potential revenues as well as rivalries or synergies with other communities or among stakeholders. The levies collected locally on these activities may equally help to ensure the operation of the project from the local budget.

Apart from the general aspects described in this chapter, analysis and feedback following the capitalization of past experiences are provided on special technical sheets available online.

Check-list

YES NO REF.

8.1 Loss of Assets or Others

8.1.1 The project will lead to a temporary or permanent loss of habitat, crops, farmlands, pastures (or forage crops), fruit trees and household infrastructure

8.1.1.1 *There are specific groups (socio-professional, cultural, gender-based, vulnerable groups, etc.) that will be affected by these temporary or permanent losses*

8.1.1.2 *The legal procedure has been formally observed and all means of redress exhausted*

8.1.1.3 *The compensation payment has been determined and formally accepted by the population concerned (directly, indirectly, not concerned...)*

8.1.1.4 *The competent authority has presented a justification of transfer of property (collective or individual)*

8.1.1.5 *A possible change in user rights has been analyzed and approved*

8.2 Local Revenues

8.2.1 The project will contribute to create jobs

8.2.1.1 *The number of jobs created by the implementation and operation of the project has been estimated*

8.2.1.2 *The selection criteria (competence, availability, status...) for employees during the implementation and operation phases are transparent and known to the public*

8.2.1.3 *Local employment is given priority where candidates are equally qualified*

8.2.1.4 *Non-gender-related discrimination is given priority where candidates are equally qualified*

8.2.2 The project generates costs (materials, equipment, office supplies etc.)

8.2.2.1 *The volume of these purchases has been clearly estimated*

8.2.2.2 *The purchase criteria are transparent and communicated to all potential suppliers*

8.2.2.3 *The project promotes local purchases on equitable basis*

8.2.3 The project will contribute to generate expected incomes (taxes, fees, payments, etc.)

8.2.3.1 *The management system is transparent on the income generated and the utilization thereof*

8.2.4 The project will increase agricultural and other production

8.2.4.1 *All induced economic benefits have been clearly identified in the stakeholder analysis*

8.2.4.2 *The project can be used for divergent economic interests, thereby creating conflicts*

8.2.5 The external resources (equipment, transfer of funds, supplies, etc.) are provided directly during the project implementation phase liable to modify social relations

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Objective #9:

Make sure that social concerns have been clearly taken into account and validated in consensus with stakeholders



WHAT IS IT?

9.1. Historical, Archaeological, religious or Cultural Sites:

This includes **human settlements, natural or developed areas** with a historical, archeological, religious or cultural significance locally, nationally or internationally.

9.2. Lifestyle :

The project may lead to **changes in lifestyle** in its initial phase or during operation. This includes changes in practices or behaviors induced by the project. This may involve the implementation of new technical, organizational or regulatory standards aimed at achieving the ultimate goals of the project.

Finally, **problems may arise between neighboring communities** and the community hosting the facility. On the one hand, the neighboring communities may suffer nuisances caused by the project, or they may misuse this project for their own interest on the other hand.

Likewise, the **presence of a transient population** (e.g. traders, workers, transport operators) is likely to have certain negative or positive effects on the community concerned (accidents, incidents, crime, prostitution, theft, etc.).

9.3 Health and Safety: These are fundamental factor that must comply with international standards to be broken down into national and local regulations consistent with the risks and applicable to the local environment.

A project area is a place that potentially exposes persons present to various hazards (animals, diseases, instruments, equipment, water, etc.).

It is crucial to properly and separately analyze **health-related dangers** on the one hand, and **potential victims** (personnel and population, animals) on the other hand. Using the «one health only» approach, **human and animal health concerns** must be taken into account.

9.4 Specific gender-based and vulnerable/special interest groups issues:

Gender-related issues and vulnerable/special interest groups as well as their implications in decision-making should be given special and sustained attention throughout the checklist completion process.



WHY A CSP APPROACH?

Social relations are generally established at 4 levels:

- **Personal:** Modified belief and thought systems;
- **Relational:** More or less participatory decision-making and relationships;
- **Cultural:** Group codes and social values;
- **Institutional:** Conflict and solidarity management systems.

All projects and these 4 dynamics mutually impact on each other. In a specific context, practices at these 4 levels **may give rise to conflicts or foster social cohesion**. The ways of decision-making, the efforts to include and mobilize the various social groups, the protection (health, human security), compensation and participation systems are therefore vital to minimize risks of conflict around a project.



WHAT MUST BE DONE?

Historical, religious or Cultural Sites

- ✓ Take into account traditional sites known only locally apart from sites recognized by the State or held in reverence by the community;
- ✓ The project contractor should, know the legal requirements in case an archeological discovery is made.

Lifestyle

- ✓ Anticipate lifestyle changes that may lead to a ban on certain practices or attitudes. Determine if this is realistic or if there is a need to ensure that this development is a gradual process;
- ✓ Analyze the impacts of these changes from different perspectives such as social, professional, cultural, gender or impacts on vulnerable groups.
- ✓ Include all stakeholders in analyzing impacts such as:
 - The clearly identified populations living locally in the project location, but equally effect on other populations in the project's sphere of influence.
 - Extend the analysis and participatory management to intercommunity level even to those populations that are temporarily present in the area.





Health/Protection

- ✓ **Clarify security and safety rules on the site**, display them and discharge the operation from any liability:
 - Only authorized personnel should be allowed on site during construction.
 - During operation, depending on its physical and functional characteristics, it is often advisable to restrict access to all or partially to workers or users; for instance, denying public access to the most dangerous or sensitive areas.
 - Workers must have appropriate minimum experience and training as well as the necessary protective equipment before accessing such area.
 - The onus is on the operator to ensure compliance to this regulations, either by enlisting assistance from law enforcers or private security arrangements, or having an acknowledgement form signed by the persons temporarily present on the site, whose presence must be duly justified.
- ✓ For some infrastructure, protected by a wall fence that can keeps away intruders or unauthorized persons.
- ✓ The contractor in charge of construction must hold a public liability insurance policy for any damages or accidents that may occur during construction with a work-man compensation category of insurance cover for workers against liability for any form of accidents. The same insurance policies must be obtained by the owner of the site.
- ✓ Members of staff must be covered by legal insurance policies.
- ✓ Management of waste and operations must not allow for the undue presence or proliferation of vectors and nuisances (insects, birds, rodents and carnivores) or diseases and must be removed or eliminated soon after detection.
- ✓ A hygiene and safety committee can be set up, but effective sanitary inspection and strict adherence to the rules may be sufficient to ensure effective mitigation against these hazards.
- ✓ Clearly identify hazard and put in place risk monitoring and control measures.

Gender and vulnerable groups

- ✓ Break down the groups based on the levels of vulnerabilities identified;
- ✓ Incorporate issues related to the role of men and women in the gender analysis especially in methods adopted to settle conflicts.
- ✓ Involve the entire population in identifying and considering vulnerable groups Otherwise, it is difficult to identify who is actually vulnerable so as to avoid fueling tensions among those classified as vulnerable groups.

Apart from the general aspects described in this chapter, analysis and feedback following the capitalization of past experiences are provided on special technical sheets available online.

Check-list

YES NO REF.

9.1 Historical, Archeological or Cultural Sites

9.1.1 The project can change historical, archaeological or cultural sites or require excavations?

9.1.2 Traditional, religious or tribal sites were taken into account in identifying the site

9.1.2.1 The contractors were responsible for construction or the monitoring committee aware of regulations in case an archaeological discovery is made during the project

9.2 Health/protection of workers and population

9.2.1 The project may create accident hazards for workers and the population

9.2.1.1 Categories (socio-professional, gender, age...) will be seriously affected

9.2.1.2 The site is properly protected, equipped and signposted against accidents during construction

9.2.1.3 The contractor have a public liability insurance

9.2.1.4 The site is properly protected, equipped and signposted against accidents during operation

9.2.1.5 The workers are equipped with appropriate equipment and insurance cover

9.2.2 The project is likely to cause health hazards for workers and the population

9.2.2.1 The workers and the population are informed of the potential health hazards

9.2.2.2 There is a system in place to monitor the health hazards

9.2.2.3 There is a system in place to mitigate the potential health hazards

9.2.2.4 The workers and the population have been sensitized to STDs and HIV/AIDS

9.2.3 The project can contribute to increase disease vectors

9.2.3.1 The population has been informed of the situation

9.2.3.2 There is a system in place to monitor the number of vectors

9.2.3.3 There is a system in place to control the possible increase of vectors

9.2.4 The project can cause animal health hazards

9.2.4.1 The breeders have been informed of the potential animal health hazards

9.2.4.2 There is a system in place to monitor the animal health hazards

9.2.4.3 There is a system in place to mitigate the potential animal health hazards

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	YES	NO	REF.
9.3 Lifestyle			
9.3.1 The project is leading to behavioral and lifestyle changes			
9.3.1.1 <i>There are specific groups that will be severely impacted by these changes in living conditions or behaviors (per gender, age and socio-professional category, or cultural)</i>			
9.3.1.2 <i>These changes impact local customs, practices and traditions</i>			
9.3.1.3 <i>These changes have been explained (benefits, inconveniences, innovations, etc..) to everyone</i>			
9.3.1.4 <i>The direct or indirect beneficiaries need to change their behavior and they agree</i>			
9.3.1.5 <i>The non-beneficiaries need to change their behavior and they agree</i>			
9.3.2 The project can lead to changes in lifestyle amongst the relevant population			
9.3.2.1 <i>There is a mitigation/compensation plan approved by the competent authorities and the population concerned</i>			
9.3.3 The project can contribute to aggravate social inequalities			
9.3.3.1 <i>The operation procedures (distance, timing, etc.) will exclude certain potential stakeholders</i>			
9.3.3.2 <i>It is possible for certain stakeholders to take ownership of the facility and use it to their own advantage</i>			
9.3.3.3 <i>There is a mitigation/compensation plan approved by the population concerned</i>			
9.3.4 The project is likely to be used in an inappropriate manner or cause social conflicts amongst the different users			
9.4 Gender and vulnerable group specific issues			
9.4.1 The project management pays special attention to gender and vulnerable groups in terms of access to information, recruitment and decision-making			
9.4.2 The project has any negative impacts on gender or vulnerable groups (economic activities, competition, security, resources, etc.)			
9.4.3 The procedures for accessing and using the project takes into account the specific needs of the different groups, where necessary (age, gender, socio-cultural specificities, vulnerable groups)			



Objectif #10:

Make sure that the CSP analysis is carried out with the required skills



WHAT IT MEANS?

Upon completion of the CSP/SES point-by-point analysis process and prior to validating a decision, there is need to ensure that:

- **The necessary skills have been mobilized** throughout the project cycle;
- **A consistent holistic vision** has been fully developed.



WHY A CSP APPROACH?

Individual and institutional capacity building are key success factors for conflict-sensitive projects. Conflict awareness primarily entails **taking into account the local context, monitoring changes and adjusting the program** to contextual changes, tensions and actions to ease the latter.

Individual capacities and skills such as facilitating formal and informal dialogue, monitoring the context, impacts and scenarios of changes, management support are necessary, but insufficient if the institution equally fails to build its capacities in line with good governance practices, effective **monitoring mechanisms**, **CSP staff motivation** through recognition schemes and consideration of proposals just to name but a few.

Likewise, a CSP process developed solely on a point-by-point basis without a holistic vision is very likely to overlook certain impacts of conflicts **arising from peripheral areas or a compounding effect**.





WHAT MUST BE DONE?

- ✓ **Train project teams** to use the CSP/SES approach on the field and use the tools properly.
- ✓ **Draw the attention of the project owners, the project managers/contractors and local stakeholders** to the specific aspects of the CSP approach that concerns them and to the changes in practice arising from these aspects.
- ✓ **Maintain the SPC approach throughout the project cycle** (planning, implementation and evaluation) **and ensure follow-up accordingly.**
- ✓ **Analyze the compounding effect** of all aspects of the project.

The compounding effect lies in not analyzing the impact of each item on the checklist in isolation, but rather coming up with a sum of all the impacts. Each impact may have a relatively minor or acceptable effect taken in isolation, but **a combination of several minor or acceptable effects may become substantial resulting in negative impacts.**

It is therefore important **take time** to analyze the findings of the checklist and determine the compounding effect. The awareness and knowledge of conflict-sensitive approaches by the populations and at the local and regional levels of intervention are generally success factors for projects over the long term.



Check-list

YES NO REF.

10.1 The project personnel are trained in the SPC approaches			
10.2 The project owners, the project managers/contractors and stakeholders are involved in the SPC approach			
10.3 The project personnel referred to the technical specifications to complete this list			
10.4 The field personnel understand the project intervention logic (strategy, goals, results, etc.)			
10.5 The personnel understand the implementation terms and conditions (duration, financing, resources, constraints, etc.)			
10.6 All the documents*, notably the CGES and CRP, are accessible locally and distributed to the stakeholders			
10.7 The project applies participatory communication approaches			
10.8 The steering committee ensure that the SPC approach is maintained throughout the project cycle in a bid to detect and analyze changes impacting the end purpose of the project, the context or the stakeholders			
10.9 The SPC analysis includes the project's geographically and sociologically defined zone of influence			
10.10 The cumulative effect of the all checklist items has been assessed			
10.11 The SPC approach is applied in monitoring the project operations			

GOAL

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* Environmental and Social Framework (ESF) and Policy Framework for Resettlement of Populations (PRFP) for the World Bank.





PASTORALISM, PEACE
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PEACE, PROSPERITY AND
REGIONAL INTEGRATION

CSP Guidelines 2017

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