

Note for the consultant:

This template serves as a **reference document** for the consultancy deliverables.

The Consultant is expected **to contribute to the yellow highlighted sections** in his/her deliverables. Please refer to the annotations in this document for more details.

PROJECT DESIGNING RESILIENCE ANALYSIS INCLUDING PEACE AND CONFLICT ASSESMENT AND GENDER ANALYSIS

COUNTRY AND REGION

DATE, NAME OF THE AUTHOR, CONSULTANCY

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Project name, project number if applicable	
Local Partner Organisations	
Project period, planned start	
Reporting Period	
Contact Person Consultancy	
Contact Person CBM	
Deadline Draft Report	
Deadline final Report	

List of abbreviations

0. Excerpt

Provide a short summary of the results, maximum 1 page.

1. Introduction

*Provide a concise overview of the methodological approach employed in this study. This section aims to elucidate the research design, data collection methods, and analytical techniques used to address the research questions. By outlining the methodological framework, the author intends to ensure transparency and reproducibility of the research process. Key considerations such as the selection of participants, ethical guidelines, and potential limitations of the chosen methods will also be discussed. This foundational description sets the stage for the subsequent detailed exploration and analysis presented in the later chapters. **1 page.***

2. Peace and Conflict Analysis

Please note:

The Consultant is expected to complete this section based on the available Secondary Sources provided by CBM.

Moreover, primary data should be gathered to grant insight into the highlighted questions below on local individual & community-based conflict dynamics and peace capacities, community trust and perception of aid, conflict on a social level/inter-group level (lack / presence of social cohesion), as well as personnel risks, including gender/inclusion-specific aspects.

*Write a short Peace and Conflict Analysis focusing on the given guiding questions and the project target region. Please disaggregate your data by gender, age (children, youth, adults, older people), refugee experience (refugee, IDP, returnee, host community), disability. **1,5-2 pages max.***

- **Types of Conflict:** *Is it interstate, intrastate, ethnic, religious, or resource-based, etc.?*
- **Actors Involved:** *Who are the main parties to the conflict? Are there external actors involved?*
- **Root Causes:** *What are the underlying grievances and issues that fuel the conflict (e.g., economic inequality, political exclusion, historical injustices)?*
- **Dynamics of Conflict:** *How do these actors interact with each other? What are the power imbalances, alliances, and escalation triggers?*
- **Community Trust:** *How do community members perceive the fairness of aid distribution and decision-making processes around this, and how do these perceptions influence trust in local/ and /or coordinating structures, social cohesion, and individuals' sense of agency?*
- *Who is most affected by the violence/conflict and how? (Disaggregated data)*
- *Which target groups need special support or protection because they are exposed to sexual or gender-specific discrimination, disadvantage or violence (e.g. forced and early marriage of young girls, stigmatisation of LGBTIQ people, people with disabilities)?*
- **Peace Capacities:** *What are the existing structures and resources within society that can promote peace (e.g., civil society organizations, religious institutions, traditional justice systems)?*
- **Existing Peace Efforts:** *Are there any ongoing peace processes or initiatives? What are their strengths and weaknesses?*
- **Interests of Stakeholders:** *What are the motivations and interests of the different parties involved? Are there any common interests that could provide a basis for negotiation?*
- *Which (acute and latent) issues and lines of conflict and which phenomena of violence exist and affect the development of the people and community(ies) concerned?*

3. Crises and Risks

Please note:

The Consultant is expected to complete this section based on the available Secondary Sources provided by CBM.

Moreover, the Consultant is expected to gather primary data to grant insight into the highlighted question below on personnel risks and gender/inclusion-specific risks. This should inform the completion of the risk matrix.

*Provide a comprehensive analysis of the various risks and crises impacting individuals and institutions. The focus will be on understanding the economic, ecological, political, security-related, and social challenges that shape the lives of people and the functioning of state and non-state entities, networks, and organizations. The author will explore the existing issues, conflicts, and violence affecting community development, examining the interplay and dynamics between different risks and crises. Additionally, the chapter will assess the potential developments and foreseeable risks of new or evolving crises, considering the likelihood of these risks materializing. This foundational discussion aims to offer a clear methodological framework for the study, ensuring a thorough and insightful exploration of the subject matter. **1,5-2 pages max***

- What risks and crises (economic, ecological, political, security-related and/or social) affect people's lives and the state and non-state institutions, networks and organisations at subnational level?*
- How are the various risks and crises mutually dependent (interactions)? What dynamics exist between the various risks and crises?*
- What developments and risks are foreseeable for new/future crises or a change in the crisis situation? What is the probability of these risks materialising?*

Please address both personnel risks (for the safety of local and international staff, taking into account gender/inclusion-specific aspects (e.g. how safe/threatened staff feel in the project region) and programmatic risks and formulate strategies to mitigate or respond to them (e.g. remote control).

Risk	Risk probability (low/ medium/ high)	Strategy for prevention and follow-up (monitoring)
<i>e.g. prevent/delay extreme weather conditions Implementation</i>	<i>Medium/high</i>	<i>All planned activities are adapted to seasonal weather conditions and the lifestyle of the target group</i>
<i>Secondary traumatising of employees</i>	<i>Medium/high</i>	<i>Employees are trained accordingly before being sent out; supervision offers...</i>

4. Stakeholder Analysis - Gender & Inclusion

Please note:

The Consultant is expected to complete this section based on the available Secondary Sources provided by CBM.

Moreover, primary data should be gathered to grant insight into the highlighted question below on how individuals, households, communities, state and non-state institutions react to crises, shocks, and stresses.

*This stakeholder analysis aims to identify and discuss which individual, groups, and structures are particularly vulnerable to the identified crises and shocks with special attention to the experiences of women and girls and persons with disabilities, and other marginalized groups at play. Explore the power dynamics and hierarchical relationships between the stakeholders and their access to representation, rights & resources, capacities, and maneuverability of these actors within the context of the ongoing crisis and conflict. **1,5-2 pages max.***

- Identify the stakeholders in the project target region and how they are affected by the crisis.
- **How do individuals, households, communities, state and non-state institutions, networks and organisations at subnational level react to crises, shocks and associated persistent or recurring stresses? (especially Women, Persons with Disabilities)**
- What (power and hierarchical) relationships exist between the actors involved and those affected?
- What resources, capacities and room for manoeuvre do these players have?
- Which state and cultural-normative framework conditions (laws, protection mechanisms, care structures, etc.) regarding gender equality and inclusion must be considered in the respective country context?
- Which people, groups and structures are particularly vulnerable?
- What data on gender, age and inclusion is already available and can be taken into account?
- Which target groups require special support or protection because they are exposed to sexual or gender-specific discrimination, disadvantage or violence, for example (including forced and early marriage of young girls, stigmatisation of LGBTIQ+ people, people with disabilities)?
- How are local (gender/inclusion) experts from different sectors (e.g. education and health) and interest groups involved in the analysis process?

5. Capacities and potential for strengthening resilience

*Examine how various actors—individuals, households, communities, state and non-state institutions, networks, and organizations at the subnational level—respond to crises, shocks, and recurring stresses. Special attention should be given to the reactions of women and persons with disabilities. The author should analyse which actors adopted specific strategies or behaviors in response to these challenges, evaluating the outcomes, including any negative adaptation strategies. Furthermore, the preparation measures taken by affected individuals and organizations for future shocks and ongoing stresses should be explored. The author should identify and categorize existing resilience capacities within the framework of **stability, adaptation, and transformation** across different implementation levels (individual, household, community). Additionally, the chapter should highlight the necessary capacities that need to be developed and strengthened to realize and enhance potential resilience. A resilience capacity matrix on the next page will aid in this analysis. **1,5-2 pages max.***

- Which actors reacted to the crises, shocks and persistent or recurring stresses with which strategies or behaviour? With what results (including negative adaptation/coping strategies)?
- How do the affected people, governmental and non-governmental institutions, networks and organisations prepare for shocks and ongoing or recurring stresses?

- *What resilience capacities are already in place? How can the existing capacities be allocated to the three resilience capacities of **stability, adaptation and transformation** at the various implementation levels (individual, household, community)?*
- *Which capacities are necessary and should be expanded? What potentials can be identified in this regard?*

Resilience capacity matrix:			
	Stabilisation capacity	Adaptive capacity	Transformation capacity
Definition of	... enables people to fulfil their basic needs, maintain the functionality of important structures and ensure survival during and after crises.	...enables people and structures to adapt to long-term changes and to cushion and at best minimise the negative effects.	...enable people and structures to focus on the underlying causes of issues and drive structural change for sustainable livelihoods
1) Individual level a. Persons with disabilities b. Women c. Men d. Children e. Older people f. Refugees/returnees/IDPs g. LGBTQ+			
2) Household level a. Women headed b. Men headed c. Child headed d. Headed by Person/children with disabilities e. More than one of the above			
3) Community level a. OPDs b. Women headed organisations			

c. Refugee/IDP lead organisation (stateless) d. Representatives of host communities e. Faith based organization f. Community leaders g. Youth/sport clubs or similar h. Health clubs or similar			
4) (other subnational levels) a. Ministries b. District councils			

6. Do-No-Harm (Non-intended negative effects)

Please note:

The Consultant is expected to gather primary data to grant insight into the highlighted questions below on potential negative effects of the programme.

Based on that research, the Consultant is expected to provide suggestions/recommendations for the highlighted question below on how unintended impacts can be recognised and mitigated.

Examine the potential unintended negative effects of the programme within the context of the ongoing crisis and conflict. The analysis should include strategies to minimize these risks, ensuring alignment with the Do No Harm principle. Explore how the local community perceives the programme's commitment in terms of geographical focus, target groups, and sectors. Consideration should be given to whether all groups of people are addressed in accordance with the 2030 Agenda's Leave No One Behind principle. The discussion should cover the direct and indirect unintended negative effects of project activities on the conflict situation, including their potential to alter power structures among affected parties. It is crucial to address the impacts on individuals of different genders, ages, ethnicities, religious affiliations, abilities, and LGBTIQ+ identities, identifying any forms of discrimination or disadvantage that could be exacerbated by the project. Furthermore, describe how these potential impacts can be identified from the outset and monitored throughout the project implementation. This includes detailing how the programme receives and responds to information about potential negative implications during implementation, and how monitoring of these effects is ensured. Outline the mechanisms in place for dealing with unintended negative effects, including analysis mechanisms and adherence to the do-no-harm principle, to work towards minimizing such impacts. **1,5-2 pages max.**

- What are the possible unintended negative effects of the programme with regard to the crisis and conflict context? What are possible measures to minimise the risk (Do No Harm)?
- How is the commitment perceived locally (in terms of geographical focus, target groups, sectors, etc.)?
- Are all groups of people addressed in line with the 2030 Agenda (Leave No One Behind)?
- What are the potential unintended negative effects of the project activities (direct and indirect) on a conflict situation and how do these potentially change the power structures of the conflict for affected parties?
- Please address people of different genders, ages, ethnic and/or religious affiliations, with and without disabilities and LGBTIQ+ people. Are there one or more forms of discrimination and disadvantage based on vulnerability criteria that could be reinforced and/or exacerbated by the project? If yes, please specify.
- How can the identified potential unintended impacts be recognised from the outset and during the ongoing project and taken into account during implementation? How does the programme receive information if potential negative implications arise during implementation? Please indicate how monitoring (follow-up) of unintended negative effects can be ensured during project implementation.
- How does the project deal with the occurrence of potential unintended negative effects and work towards minimising them (e.g. analysis mechanisms, do-no-harm principle)?

Potential unintended negative effects	Early detection	Strategy for monitoring and limitation
e.g. change in power structures in the communities or families due to the special promotion of women.	• Resistance in the family or community • Non-participation in activities	• Prior analysis of power relations and gender dynamics in the community and of marginalized groups? • Integration of gender education into the measures

		• Gender-sensitive selection criteria for target households • Lessons learnt from previous projects are used.

7. Humanitarian-Development-Peace Nexus

Please note:

The Consultant is expected to gather primary data to grant insight into the highlighted question below on needs and opportunities with respect to social cohesion.

Apart from the above, the Consultant is not expected to complete the rest of this section.

This chapter aims to answer the following key questions:

- Which humanitarian aid, development cooperation and peacebuilding actors are active in the context?
- What competences and comparative advantages do they have?
- Are there established coordination mechanisms for the Humanitarian-Development-Peace Nexus?
- How and by whom can coordination and exchange be facilitated or agreed? What collective goals have already been formulated?
- Where is there concrete potential for cooperation and/or synergies with humanitarian aid, development cooperation and/or peacebuilding actors?
- **Is there a need to promote social cohesion (peace pillar) in the local context and, if so, what opportunities are there to strengthen social cohesion?**

8. Questions on the quality assurance of the analysis

This chapter aims to answer the following key questions:

- Were the communities, partners and other relevant stakeholders involved in analysing and designing the measures - in order to promote local commitment and ownership? If so, in which stages and processes were they involved?
- Were existing plans, projects and programmes of other actors in the local context taken into account when designing the project - in order to avoid duplication and promote synergies? What kind of coordination mechanism exist between other humanitarian actors in the areas?
- Does the design of the project and the measures reflect the lessons learnt in the specific context?
- Does the analysis clearly show in which sectors and for which target groups the risks and needs are particularly pronounced and require special attention? Are the programme measures geared towards these?
- Are gender-, inclusion- and conflict-sensitive aspects taken into account?
- Do the resilience capacities - stabilisation capacity, adaptation capacity, transformation capacity - emerge clearly from the resilience analysis? Has a resilience capacity matrix been created?
- Does each recommendation explicitly refer to a crisis, risk or resilience capacity described in the resilience analysis?
- Is there evidence of a comprehensible theory of change between activities, outputs, outcomes and, if applicable, impacts? Is the 'how' and 'why' of these effects clearly described? Does the impact logic make clear reference to the analysis?

The data collection is followed by a consultation process. The results from the preliminary analysis and data collection are discussed, validated and, if necessary, supplemented with partners, target group

representatives and other important stakeholders. This consultation process can take the form of a workshop. The resilience capacity matrix and the scoping questions are supplemented, revised if necessary and finalised. The completed resilience analysis is used to provide information for a theory of change and indicators for the planned project.

9. Conclusion and Recommendations

Please note:

The Consultant is expected to deliver a list of recommendations based on the findings of his/her deliverables, which will be validated in the capitalisation workshop.

Provide useful recommendations and tips for implementation and/or project design. Feel free to write in bullet points.