

# BENEFITS-HARMS HANDBOOK



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## Acknowledgements

The benefits-harms approach must acknowledge some conceptual debts. First, it owes much to those who have developed human rights concepts to where they are today. The ideas herein have been greatly strengthened by using the lens of human rights and human responsibilities. For those who want to integrate rights-based approaches into their work, benefits-harms offers one way of doing so. However, one doesn't need to know anything about human rights law to do benefits-harms analysis.

Second, the development of benefits-harms owes much to the "*Do No Harm*" approach pioneered by Mary Anderson and her colleagues. Although benefits-harms offers a different conceptual framework for thinking about the purpose and impact of our work, it also aims to build on the significant achievements of the *Do No Harm* approach in promoting a culture of critical analysis in relief work.

Third, the benefits-harms approach draws from CARE's Household Livelihood Security (HLS) approach, core aims of which are to promote better holistic analysis of programming contexts and impact, and a better understanding of how and why households make the important decisions that affect their livelihoods. The benefits-harms approach aims to work effectively alongside HLS and other livelihood approaches.

But ultimately, benefits-harms owes its development to a huge number of individuals who have been involved in testing and developing the approach and the tools over the last three years, and it is impossible to name them all.

CARE staff in Sudan, South Sudan, Rwanda, Burundi, Uganda, Kenya and Ethiopia were oriented in the use of draft tools, used them in project design, monitoring and evaluation and provided huge amounts of constructive feedback. Specifically, I would like to thank my colleagues in CARE's East Africa Regional Management Unit, Jon Mitchell, Jumbe Sebunya, Abby Maxman and Dan Maxwell, for keeping the project intellectually honest, practically focused, and above all, moving forward. For bringing the Handbook and the Manual to publication, special thanks is owed to Mburu Gitu for drafting work and inspirational discussions, Charles Hill for ensuring that the project kept its soul, Andrew Jones for constant support and reflections on rights-based issues, Joyce Maxwell for helping the whole publication take on a professional look we never thought possible, and Kath Campbell for her editing genius, her conceptual guidance and practical support.

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Please send comments, or requests for more information or materials to Paul O'Brien, Africa Policy Advisor, CARE International at [pobrien@care.org](mailto:pobrien@care.org).

Paul O'Brien  
Kampala, September 2001



# I. The Purpose and Foundation of Benefits-Harms Analysis

## A. Where did the Benefits-Harms Approach come from?

In September 1998, CARE International policy makers reviewed the organization's work in North and South Sudan. They concluded that CARE needed to understand better the real impact of its Sudan program, and committed the organization to undertake regular "benefits-harms assessments" to better understand the humanitarian, political and security impacts of all CARE's Sudan projects. With that decision, the "benefits-harms" approach was born.

For the next three years, the approach was developed, refined and repeatedly tested in projects around Africa. Based on this work, this handbook offers a simple but practical set of tools that can be used in any relief or development project context anywhere in the world to better understand and improve the overall impact of our work.

## B. The Purpose of Benefits-Harms Analysis

The purpose of benefits-harms analysis is to help relief and development organizations hold themselves responsible for the *overall* impact of their programs.

Understanding the impact of our work, let alone taking responsibility for it, is not easy. The rippling effects of most programs impact human lives and livelihoods in many different ways. Most emergency relief workers know, for example, that introducing resources into conflict-torn contexts can intensify tensions or promote peace, create revolving cycles of need or move people away from aid dependency. Development workers know that their projects can substitute for or strengthen local coping strategies, subsidize or mitigate the corruption of governments, marginalize the most disadvantaged or promote equity and social justice across communities. In other words, our business and its impact are complex,

and no-one can fathom every impact of any given project. So what is our responsibility?

Many programmers understand well the potential for unintended impacts, and they design their projects accordingly. In the real world much of this thinking goes on organically or intuitively. The core purpose of the benefits-harms handbook is to help programmers share their experience, knowledge and intuition *creatively, efficiently and transparently*.

It offers a set of streamlined tools, designed for flexible use by programmers with different needs, resources, time and experience. The tools do not yield answers, but rely on the capacity of programmers to think, to take the time to ask questions that should be asked, and to act upon the conclusions they reach.

In rare cases, it may be worth using all of the tools in the handbook to do a comprehensive benefits-harms analysis. Most of the time, however, it makes more sense to pick and choose from the various tools as circumstances demand. With some initial investment of time, preferably through an orientation workshop, benefits-harms thinking may not only help organizations design more effective programs, but should also strengthen their culture of analysis and reflection generally. For organizations committed to improved performance, it can encourage constructive self-criticism and innovation, and push all staff to take responsibility for the overall impact of their organization's work.

## C. A Foundation in Human Rights and Responsibilities

Increasingly, we acknowledge that the services we provide are actually helping people to achieve human rights—food, health care, education, shelter, work, adequate water and sanitation among them. We are also cognizant of the fact that people need more than these economic and social rights to live a dignified life. We recognize that people need to live without fear of physical violence. They need freedoms to think their own thoughts, to worship in the way they choose, and to determine their own political way of life. And ultimately, they need the power to fulfill

their potential by their own efforts.

A rights approach to relief and development is grounded on the belief that all people are equally entitled to claim the basic conditions for living with dignity and fulfilling our human potential, otherwise termed “human rights”.

There are, however, two schools of “rights-based” thought in the relief and development world. Some see human rights primarily as legal norms, founded in international law. For them, the rights-based approach consists largely of using advocacy to promote states’ adherence to their legal obligations.

There are others, however, who believe the power of human rights lies not just in the law, but in something deeper, preexisting the law—our common humanity. For them, just as human rights belong to all of us, so do *human responsibilities*. For those who believe human rights are not just legal entitlements, but are also moral norms, a rights-based approach means accepting the responsibility to work towards a world where all people have the chance to fulfill their human potential.

The moral view of human rights and responsibilities puts two fundamental questions to the relief and development community:

1. How can **we** take responsibility for the human rights impact of our work?
2. What can we do to ensure that **others** live up to their human rights responsibilities?

Benefits-harms analysis is an attempt to respond directly to the first question above. Its purpose is to support those individuals and agencies that want to take human responsibility for the overall impact of their work.

By so doing, it aims to lay a strong foundation for the second question. Ensuring others live up to their responsibilities means, first and foremost, treating the people we serve as rights bearers, ultimately responsible for their own development. It also means working with many state and non-state actors to ensure that the human rights of the people we serve are respected, protected, promoted and whenever possible, fulfilled.

## D. Taking Responsibility for the Human Rights Impact of our Work

**A rights-based approach to relief and development work raises two fundamental questions:**

How can we take responsibility for the human rights impact of our work?

What can we do to ensure that others live up to their human rights responsibilities?

What happens when relief and development projects undermine people's human rights? What if an emergency food delivery attracts aggressors, putting people's physical security at risk? What if a community empowerment project unwittingly privileges one religious group over another, reinforcing discriminatory practices? What if a program to shelter displaced people encourages forced displacement? What if any of these projects focus more on project sustainability than on having a sustainable impact?

Living with dignity and self-worth requires a host of different conditions—economic, social, cultural, civil, and political among them. Good programmers know this intuitively. They know it makes little sense to improve clients' well-being in one sector if the overall impact of a project is to undermine their well-being generally. It is in fleshing out this intuition that a rights-based approach to programming has a lot to offer.

Because the aim of relief and development work can be understood as helping people to live with dignity, and human rights identify claims on the conditions for living with dignity, they provide a powerful lens for analyzing a project's impact. It can even be argued that if a project is having a positive impact in human rights terms, then the overall impact of that project must be positive—period. Similarly, if the human rights impact is negative, so must be the overall impact of the project. No other set of indicators is more relevant or comprehensive to our work.



## II. The Framework for Benefits-Harms Analysis

The framework for benefits-harms analysis is based on two core ideas: (a) Human rights can be usefully organized in three categories and (b) unintended impacts can happen for three different reasons. By putting these two ideas together, the benefits-harms approach offers a set of tools to help identify and address human rights impacts that may result from any relief or development project. The next two sections explain these ideas in more detail.

### A. Three Categories of Rights and Impacts

The founding document of the modern human rights movement is the Universal Declaration of Human Rights (UDHR) (1948). The rights in the UDHR can be usefully organized into three categories: (a) political rights; (b) security rights and (c) economic, social and cultural rights. (See Appendix D.) This simple categorization can be used to cover comprehensively the relevant impacts a project might have. An overview of each of the three categories follows.

#### 1. Political Rights and Impacts

Traditionally, relief and development agencies have expertly used political agnosticism so as to avoid the stigma of “political partisanship”. Not surprisingly therefore, we treated poverty as an *economic* problem, requiring *economic* solutions. In recent years, however, we have been forced to abandon the sanctuary of political ignorance. As political opportunists, both in the donor community and in host countries, have used us for their own ends, we have learned hard lessons about the price of blindness. Today, agencies increasingly recognize that when their aim is to reallocate resources or decision-making power to marginalized populations, their work is profoundly political. As a consequence, political “impacts” are moving from the unintentional and misunderstood to the deliberate and clearly recognized.

These tools are designed to help programmers consider and then strengthen the political impact of their work. A project’s presence



*What is our responsibility when we witness political rights violations? Local activists increasingly challenge aid workers to speak out about political oppression.*

in an area, or its work with a particular counterpart may empower a political actor or institution or legitimize a political viewpoint. It may strengthen or diminish the protection of political rights. It may also change the ability of community members to participate in determining their own political identity and well-being.

Examining political rights and impacts asks relief and development actors to think about issues of political identity, protection, freedom, and participation. They include (a) rights to nationality and equality and recognition before the law; (b) rights to a fair trial and innocence until proven guilty; (c) the freedoms of thought, conscience, religion, opinion, and expression; and (d) the rights to assembly, association, and political participation in the power structures that affect people's lives.

## 2. Security Rights and Impacts

In human rights terms, perhaps the most troubling consequence of relief and development work occurs when projects endanger people's lives, liberty or personal security. Yet, in complex emergency work, it happens all the time. It is almost impossible to introduce life-saving goods (e.g. food, health goods and shelter) into resource-starved conflict settings without impacting people's security rights. Aid resources are simply too valuable to be ignored by violent actors on all sides.

In development settings, projects can also affect security rights dramatically, creating tensions between different groups, focusing jealous attention on marginalized communities or on individuals within households.

Examining security rights and impacts asks relief and development workers to think about how projects can either weaken or strengthen people's physical security, by creating or defusing ten-

sions between communities or individuals within communities.

Security rights include all those rights relating to people's physical security, both in peace time and in conflict. They include the rights to life, liberty, security of person, movement and asylum, as well as freedom from slavery, torture, forced displacement, degrading treatment, sexual assault of any form, and arbitrary arrest and detention.



### 3. Economic, Social and Cultural Rights and Impacts

Economic, social and cultural rights include all those rights essential to livelihood security, such as economic well-being, nutrition, food security, water, health, education, a clean environment, shelter, and the right to participate in one's culture. Whether or not they frame their work in rights terms, most relief and development actors aim to positively impact these human rights.

Many agencies have developed tools and approaches to help them think holistically about how to optimize the overall positive im-

*In Sudan, some aid organizations buy back slaves from marauding militias. Many fear that these purchases are fueling the slave trade, and indirectly increasing insecurity in southern Sudanese communities.*



*Providing only survival services to displaced populations in camps may undermine coping skills and capacities, create further incentives for forced or voluntary displacement, while doing nothing to address the root causes that are causing the displacement.*

pacts of their work on people's livelihoods. Rather than focusing on one particular human right (e.g. food, education or health), programs offer synergistic projects which aim to engage across an array of rights. Even with these new approaches, however, the possibility of unintended and negative impacts on people's livelihood rights remains significant. Resource injection projects can unintentionally affect economic markets and earning potential; health projects often come face to face with issues of cultural respect and integrity; income generation projects can undermine educational attendance. And so on.

Used in tandem with other livelihood approaches and strategies, benefits-harms tools can help programmers better account for and address the overall impact of projects, both positive and negative.

## B. Three Reasons why Unintended Impacts may Occur

Three major reasons why projects have unintended consequences are (a) a lack of knowledge about the contexts in which we work, (b) a lack of thought about the unintended impact of projects, and (c) a failure to take action to mitigate unintended harms or capitalize on unforeseen potential benefits. To help address these three challenges, this handbook offers three different types of tools.

### Three types of tools to address unintended impacts:



**Profile Tools** aim to help users strengthen their understanding of the contexts in which they work or plan to work.



**Impact Tools** aim to help users consider the causes and effects that may lead to unintended impacts.



**Decision Tools** aim to help users choose a course of action to minimize unintended harms or maximize previously unforeseen benefits.



## 1. Profile Tools

Every community is home to a rich tapestry of different realities. All have economic assets and vulnerabilities, social groupings, cultural norms, political ties and tensions, purveyors of power and victims of abuse. Such realities may be manifest to the attentive, but often they are masked to the less inquisitive outsider. Upon this tapestry, relief and development projects aim to weave their stories of success. And often we do, but in so doing, we remain unaware of deeper, unintended impacts of our projects on other spheres of community life.

Profile tools aim to facilitate brief but focused analysis of those spheres of community life that must be considered if projects are to maximize their potential for positive impact and avoid undermining rights simply for lack of knowledge. They can help programmers consider critical questions of fact with respect to political, security, and economic, social and cultural rights and responsibilities in any community.

*Profile tools can help programmers get a richer, more holistic understanding of the hopes and concerns of the individuals and communities we serve.*



## 2. Impact Tools

Relief and development workers are experts at describing the *intended* causes and effects of our programming. Such analysis is crucial to our economic survival (if you give us \$X, we will make Y happen), and our evaluation methods (we did X, and therefore Y occurred). We are not so good, however, at understanding the *unintended* consequences of our work, particularly if those effects are negative and outside the area of our intended impact.

There are obvious reasons for this: (a) Issues of economic self-interest and institutional reputation push us to focus on intended positive impacts—donors and bosses often don't want to hear how much harm projects have done; (b) our expertise and our baselines





*Impact tools can help programmers think about and identify unintended impacts caused by a project.*

for evaluation are usually in our area of intended impact—health project staff, for example, are expected to be health professionals, not political pundits and security analysts; (c) time, resources and prioritization—when time for analysis comes at a premium, projects rarely see exhaustive review of “unrelated areas” as worthwhile; and (d) there were simply no widely available tools to help programmers think through the unintended impact of their projects on people’s human rights. With benefits-harms analysis we hope at least to have addressed this last constraint.

### 3. Decision Tools

Perhaps the most important distinction between rights-based and needs-based approaches arise because rights always trigger responsibilities, whereas needs don’t. Rights-based approaches focus both on rights *and* responsibilities, and decision tools aim to help rights-based programmers think through the responsibility side of the “rights = responsibilities” equation.

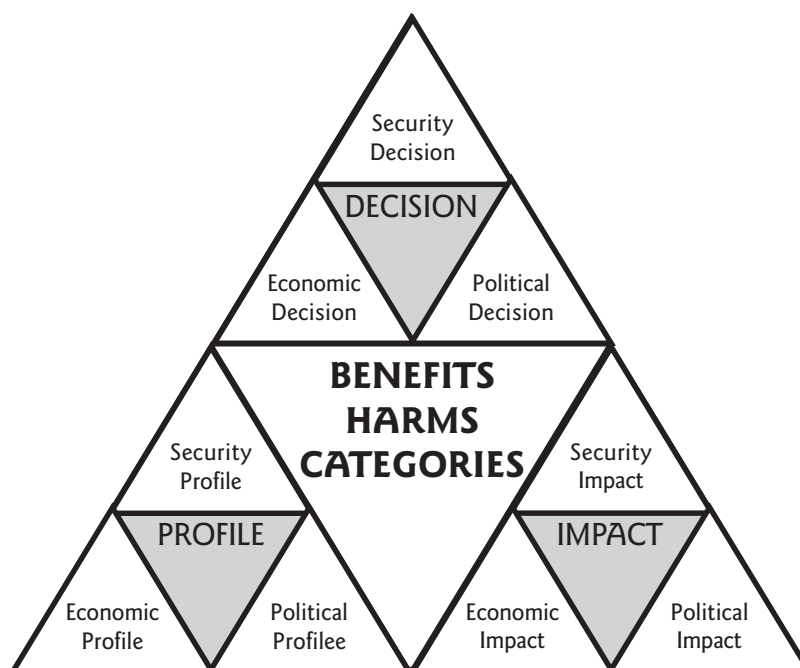
*Decision tools can help programmers to make principled decisions when faced with internal and external pressures.*

They aim to strengthen our ability and willingness to respond when we are the problem, and they aim to push us towards rights-based action when others are responsible, either for causing human rights problems or for addressing them. Thus, decision tools aim to push us not only to take immediate action to address unintended negative consequences, but also to situate future action within the wider matrix of rights and responsibilities within which we work.



## C. Putting the Tools and Categories of Rights Together

The handbook is structured by offering one profile, analysis and decision tool for each of the three categories of rights. Under the “Political” category, for example, there is a Political Profile Tool, a Political Impact Tool and a Political Decision Tool. Altogether, there are nine different tools that programmers may want to use in any given context, and which can be organized in a triangular chart.



The appendices offer a profile, impact and decision tool for each of the three categories. The front side of each page provides examples of the type of information being sought, and also contains ideas and/or questions. The back side of each page is the tool itself—a blank form. Each tool can be used to stimulate discussion or to gather information and ideas from different sources.

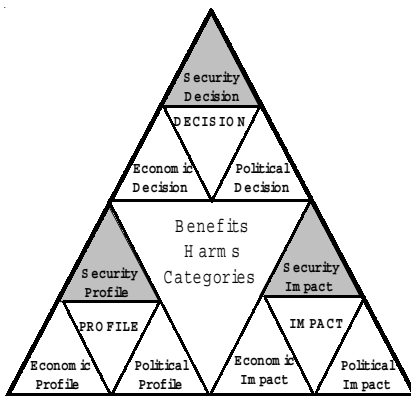
Appendix A contains the Profile Tools, Appendix B the Impact Tools and Appendix C the Decision Tools. More specific guidance on possible methodologies is included at the beginning of each.

# III. Methodology for using the Benefits-Harms Tools

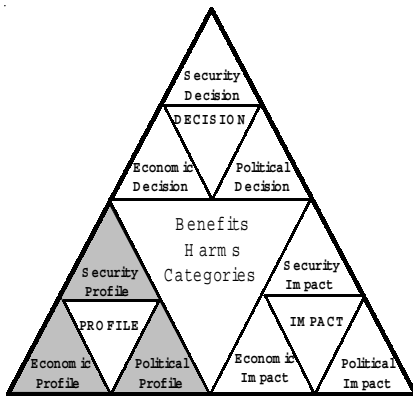
## A. Tools are Just Tools

Benefits-harms tools aim to help strengthen a culture of analysis and thoughtful interaction between individuals and agencies working in the same environment. They can be used in a wide variety of ways, depending on the time available, the agency's resources and capacities, and the operating environment.

***In some situations, it may make most sense to consider only one of the three categories of impact.*** For example, a complex conflict setting may call for using all three security tools.

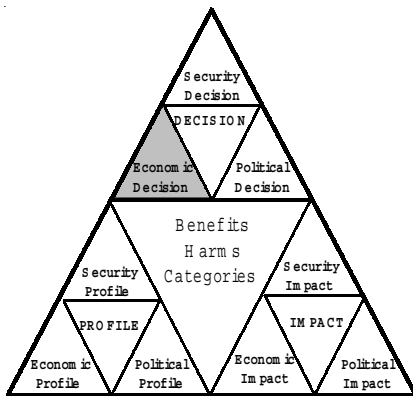


*Focusing on one impact category*



*Using only one type of tool*

***Sometimes, only one type of tool is called for.*** For example, a project or agency starting up in a new operating environment may find it useful to develop profiles in all three impact categories.



*Stimulating a focused discussion on a particular issue*

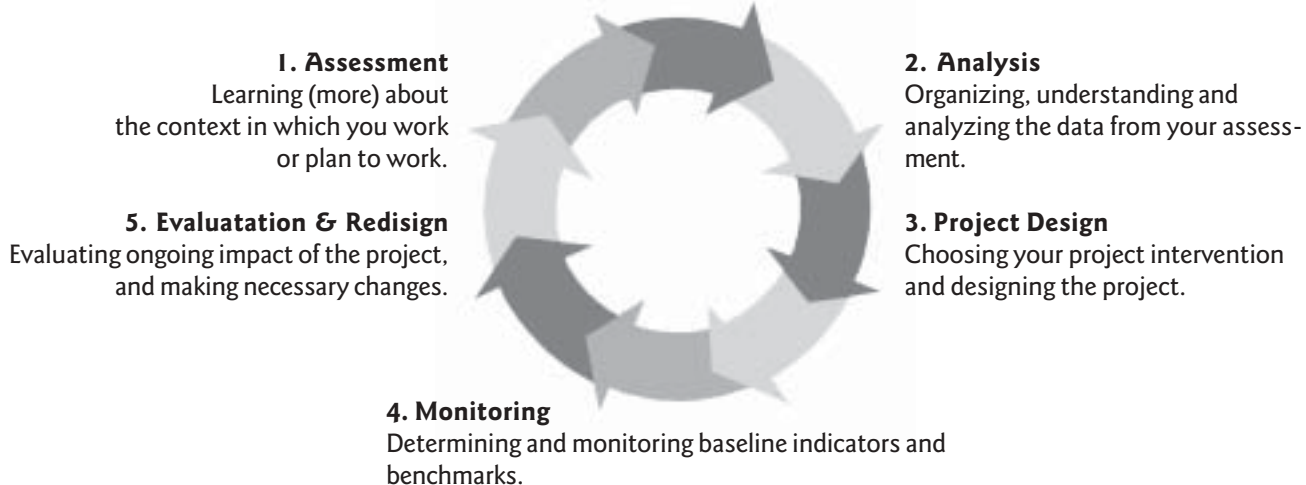
***When time and resources are in short supply, or if a lot of work and thinking has already been done, you can use just one of the tools to stimulate a focused discussion.*** For example, where you know a project is having an unintended negative impact on an economic right, but there is heavy internal or donor pressure not to change, you could use the economic decision tool to help you think through the issue.

This handbook will be of greatest value to those who treat it like a tool box. Rarely would one ever want to use all the tools herein. Once familiar with those tools, however, a programmer should be able to determine which tools are worth using in any given situation.

## B. How the Tools can be used During the Project Design Cycle

The benefits-harms tools can be used in any relief or development project. Strategies for using these tools should vary, depending on the type, timeline and scope of the project, the external environment, available time and resources, and of course the style, needs and experience of the organization and programmers involved.

### A Project Design Cycle



This diagram and the explanations that follow draw (in a loose and somewhat simplified way) on CARE International's Household Livelihood Security approach. In most organizations, similar project or program cycles are used, albeit under different names and perhaps ordered differently.

Still, most organizations go through a similar project design cycle, and it is useful to consider generally when and how the tools can

be integrated into that cycle.

## 1. Opportunities for using the Profile Tools

Increasingly, even in emergency settings, aid workers recognize the need to better understand the contexts in which they are working or planning to work. They know that assessments should be as holistic as time, resources and skills allow. Profile Tools are designed to help programmers think holistically by asking them to consider, in an efficient way, the political, security, economic, social, and cultural rights environment in any given context. Working with people knowledgeable about that environment, a few hours talking through the Profile Tools can radically change one's knowledge of and communication about a context or a community. While Profile Tools can never substitute for grounded field experience, they can help contextual discussions and assessments to be focussed and efficient.

During the analysis phase, Profile Tools can also offer a useful framework for synthesizing and organizing your information. Many have found it useful to have "livelihood securities" (food, nutrition, health care, water and sanitation, education, shelter, income and employment) in one category, while newer areas of inquiry (i.e. security and political rights) are captured separately.

Finally, once a project design is complete, Profile Tools contribute to coherent information systems for monitoring the impact of any project. One simply can't monitor a project's unintended impact on people's rights unless one has a "baseline" understanding of the rights situation before the project begins. Profile Tools help to ensure projects have that baseline understanding, across a comprehensive range of rights.

## 2. Opportunities for using the Impact Tools

During project design, Impact Tools can help us to capitalize on previously unforeseen benefits, as well as mitigate potential unintended harms. By getting programmers to consider how a given project might significantly impact different human rights, Impact Tools aim to help offset programming shortsightedness.



Similarly, once a project is up and running and the time has come to reflect upon and evaluate its impact, Impact Tools help to ensure that unintended impacts are also considered.

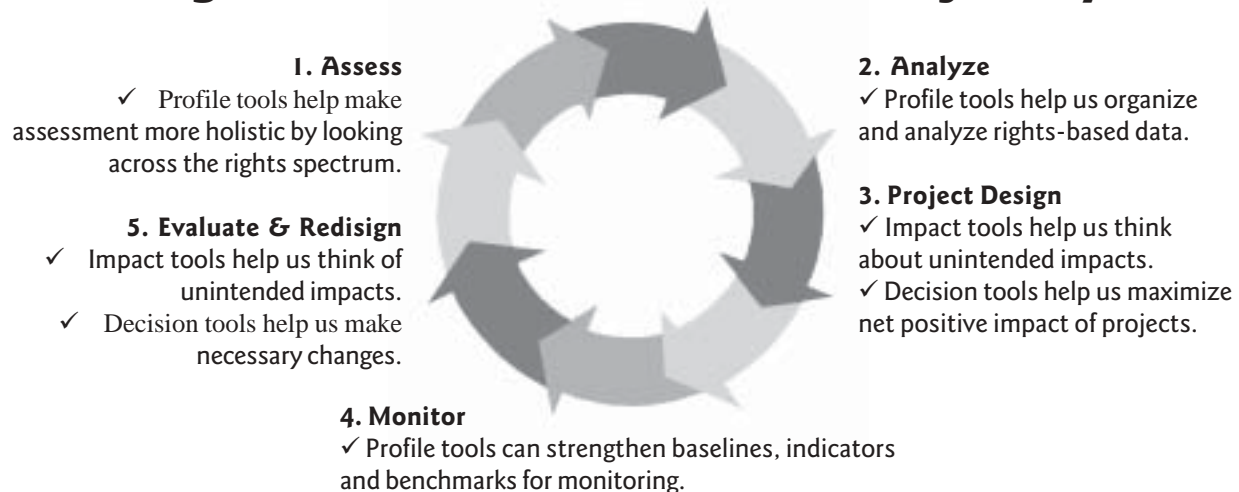
### 3. Opportunities for using the Decision Tools

There are two key phases in the project cycle where Decision Tools can help programmers strengthen their “response ability”. During the project design phase, Decision Tools can help programmers identify and respond to the key internal and external constraints to principled decision-making. While Impact Tools help to identify a particular unintended impact, Decision Tools help one respond accordingly.

Second, Decision Tools can strengthen evaluation processes by spurring programmers to make the necessary changes when new opportunities or unintended negative impacts are identified. They help programmers move from awareness to action when reflecting upon their work.

The following chart summarizes some suggested areas for using benefits-harms tools during the project cycle. Note, however, that these are *only* suggestions to spark your own thinking. In the real world, decisions get made as opportunities and concerns arise, not in clearly defined phases. Hopefully these tools will prove useful *whenever* programmers need to know more about the contexts in which they work, think more about project impact, or make principled decisions on difficult issues related to project impact.

## Using Benefits-Harms Tools in a Project Cycle



## IV. Closing Comments

The benefits-harms tools in the appendix of this handbook are designed for programmers who are overburdened with process requirements, and almost always short of time and resources. They could easily have been (and in fact once were) much longer and more detailed. But testing and experience has shown that we need to aim for the absolute essentials if we want these tools to be used regularly and useful to a wide array of programmers.

The introductions in each appendix provide some basic guidance on the use of the tools. That said, the tools will be of greatest value to those who adapt them to their needs and styles. The underlying goal remains the same: We need constantly to learn more, think more, and make better decisions in our work. That is the unavoidable consequence of taking genuine responsibility for the impact of our work on people's ability to live with dignity.

# PROFILE TOOLS

## A. Purpose

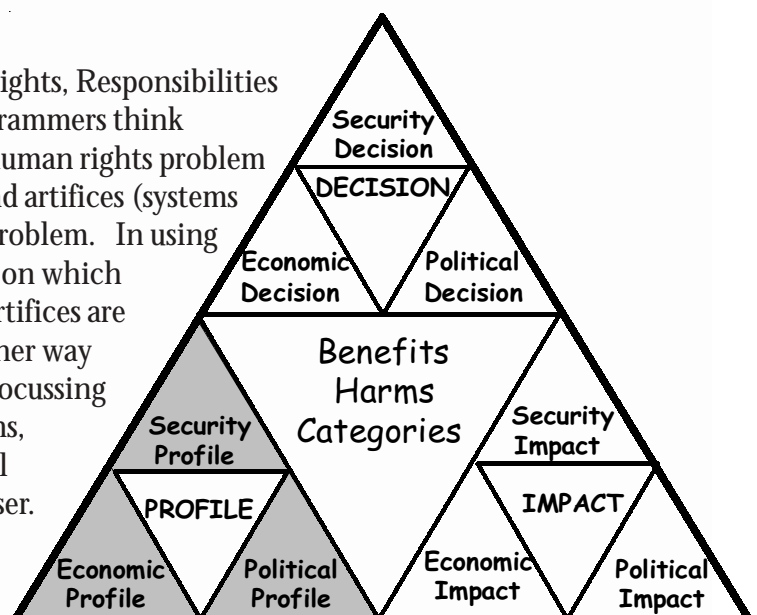
🔍 Profile tools aim to help programmers deepen their knowledge of a particular context.

## B. Content





🔍 There are three profile tools, one for each category of rights: (a) political; (b) security and (c) economic, social and cultural.

🔍 Using simple non-legal language, the profile questions give programmers a useful overview of the human rights environment in which they work or plan to work. One does not need to have any prior knowledge of human rights to use these tools effectively. For individuals and organizations committed to rights-based programming, these tools provide a useful entry point for designing or redesigning projects or programs. However, one doesn't need to adopt a rights-based approach to do benefits-harms analysis. With or without a commitment to engage in rights-based programming, these tools should help users think more holistically about the contexts in which they work.




🔍 The last tool in this section is about “Rights, Responsibilities and Underlying Causes”. It helps programmers think through the underlying causes of any human rights problem by considering the actions, attitudes and artifices (systems and structures) that cause that rights problem. In using this tool it is not so important to focus on which underlies the other. (Some might say artifices are caused by attitudes, rather than the other way around.) The tool's added value is in focussing users on all three types of causes (actions, attitudes and artifices), whatever causal relationship makes most sense to the user.



## C. Methodology

-  Each of the three tools has both a blank page on one side (which can be filled in) and a page with guidelines, questions and examples to stimulate users' thinking on the other side.
-  At the outset, it may be useful to decide whether one plans to fill in all three tools, or to use the tools selectively to fill in particular knowledge gaps. If the latter seems more appropriate, users may find it useful to briefly review the tools to determine which questions should be reviewed.
-  Profile tools aim primarily to stimulate discussions *within* relief and development organizations. In many cases, project field staff already know the answers to these questions, but have not previously had a forum in which to share that knowledge with others. The tools can be used to stimulate and organize internal discussions on community profiles. Benefits-harms discussions should not be left up to field staff alone. A core aim of the benefits-harms approach is to stimulate discussion between those who know and think about community profiles on a daily basis and those who often know or think less about such issues but are responsible for making program decisions.
-  In some circumstances (e.g. projects beginning in new contexts), field staff, consultants or others may want to ask profile questions to the community directly. In so doing, good judgment is essential. Some profile questions raise sensitive issues, and even asking such questions may send implicit unintended messages to respondents. In some circumstances, it may be inappropriate to raise some questions directly. In other situations, it may make sense to begin with less sensitive issues (e.g. the economic, social and cultural profile), waiting until there is a rapport with respondents before raising the more sensitive political and security issues. In any event, these tools are just tools, and should be adapted as necessary to fit the needs and concerns of programmers and the communities they serve. As with all assessment tools, the knowledge one gets will depend on how the questions are asked, by whom and to whom. They will rarely yield indisputable truths--the issues they raise may be straightforward, but their aim is to deepen the questions we ask, not to simplify our answers to the world around us.

## D. When can you use Profile Tools in the Project Cycle?

-  Profile tools can be used at any time before a project commences or after it is up and running. A few hours talking through the profile tools, with people knowledgeable about that environment, can radically change one's understanding of and communication about a context or a community.
-  Once a project design is complete, profile tools contribute to coherent information systems for monitoring its impact. One can't monitor a project's unintended impact on people's human rights unless one has a "baseline" understanding of the rights situation before the project began. Profile tools help to ensure that programmers consider a wide spectrum of human rights.
-  In short-term emergency contexts, a programmer might use select parts of profiles to get a quick overview of the context. When time permits, the tools can be used more fully to stimulate group discussions prior to project design. Some group analysis is recommended as findings often require clarification, and discussion usually elicits previously unconsidered ideas and potential concerns.

# Political Profile Tool

I. POLITICAL & SOCIAL GROUPS IN THE COMMUNITY		
Type	Identify the political or social groups in the community	Which individuals/groups have power/influence?
Racial, color, tribe, caste, language or ethnic groups	Identify the key groups based on race, color, ethnicity, tribe, national, geographic or social origin. The aim here is to help identify potential discrimination issues. E.g. Seventy percent are Tamil. IDPs from Nuba make up 30% of the community.	Identify power brokers from these groups. Give specific identities if you can. E.g. Chief X, or Elder Y.
Political, religious or social change groups	Identify the political, armed or religious groups in the community. Focus in particular on majorities with power, and minorities that may be marginalized. E.g. Eighty percent are Christian while traditionalists/animists are marginalized minority. DP is the main opposition party.	Identify key leaders from these political or religious groups. E.g. Ivan Torulya is the local head of X Party.
Age, gender, sexual orientation or physically disabled	Identify any unusual characteristics about the demographic groups in the community. Are there any groups that are over or under-represented? E.g. Very few young men are in the community. Ten percent of children are amputees.	Are there key individuals/groups representing women, children, gays, or the disabled?

II. POLITICAL POWER & DISCRIMINATION	
Which group(s) in the community have most resources/ power? What are the sources of their power?	Consider all groups identified in the above question. Identify those that have more power than others. Consider where they get the source of their power? Is it traditional, economic, political, social, racism or groupism of any form? Is it through physical intimidation or force of arms? E.g. X religious authorities exert pervasive control over all aspects of the community's political life.
Which group(s) have least access to resources/power? Do they face discrimination? Why have they been marginalized?	Consider all groups identified in the above question and add explanation if necessary. Identify those that have been marginalized or discriminated against. Consider why they are being marginalized. E.g. Women have no access to land. They are not entitled to own or inherit land. This practice is excused as inherent to the X tribe's traditional values and family norms.

III. COMMUNITY'S POLITICAL RIGHTS & FREEDOMS	
Are people protected equally and fairly by the law? Do they have rights to a fair trial that treats them as innocent until proven guilty?	Which people or groups have more or less than equal protection by the law and its agents E.g. The police, the judiciary and other agents of government? Do people have the right to a fair trial, and are they treated as innocent until proven guilty? E.g. In practice, women, particularly in cases of sexual assault, do not have adequate or equal protection of the law. The criminal justice system is totally corrupt-you get what you pay for, including freedom.
How does the community participate politically? Are there free and fair elections?	What are the mechanisms that people use to voice their political views (both at the community level and regionally/nationally)? Do they have representatives? How do they elect those representatives? How do political decisions get made? Are these mechanisms free and fair? E.g. The tribal elders remain the most influential politically. They are nominated and elected by the elders' council. The council makes all decisions by achieving consensus that it then shares with the community for endorsement.
How free are people to gather together to share ideas, or form organizations or groups?	Describe any important restrictions that exist on the ability to form groups of any sort--community based groups, NGOs, trade unions, faith based groups. Describe any restrictions on gatherings or meetings--are there restrictions on who, when or how many people can meet at one time? E.g. One cannot form an NGO or even hold a meeting without a licence.
How free are people to express their political or ideological opinions, or practice the religion of their choice?	Describe any important restrictions on political or religious activities. Certain groups may be discriminated against, sporadically or in an ad hoc way. E.g. Y group is prevented from practicing their religion. Anyone who voices sympathy for X opposition group can be arrested.



# Political Profile Tool

I. POLITICAL & SOCIAL GROUPS IN THE COMMUNITY		
Type	Identify the political or social groups in the community	Which individuals/groups have power/influence?
Racial, color, tribe, caste, language or ethnic groups		
Political, religious or social change groups		
Age, gender, sexual orientation or physically disabled		

II. POLITICAL POWER & DISCRIMINATION	
Which group(s) in the community have most resources/ power? What are the sources of their power?	
Which group(s) have least access to resources/power? Do they face discrimination? Why have they been marginalized?	

III. COMMUNITY'S POLITICAL RIGHTS & FREEDOMS	
Are people protected equally and fairly by the law? Do they have rights to a fair trial that treats them as innocent until proven guilty?	
How does the community participate politically? Are there free and fair elections?	
How free are people to gather together to share ideas, or form organizations or groups?	
How free are people to express their political or ideological opinions, or practice the religion of their choice?	

# Security Profile Tool

I. INTER-COMMUNITY CONFLICT	
What are the main forms of conflict between community members and others outside the community?	<i>Who are the main adversaries (enemies) of the community? Identify all groups involved. Describe the form of conflict as well. E.g. Government security forces, army, rebel factions, police, informal militias, or ethnic/clan/tribal/religious groups. Forms of conflict may be constant, sporadic, seasonal or resource-dependent. It may be small or large scale.</i>
What are the stated reasons for the conflict?	<i>It could be a war of political liberation, conflict over resources, suppression of opposition groups, or tribal animosity/hatred. E.g. Acholi and Karamajong have history of tension, based on cattle raiding and control of land.</i>
How do(es) this conflict(s) directly impact community members?	<i>Consider both concrete and hidden impacts. E.g. In terms of physical impact, it may result in widespread sexual assault, displacement or restricted freedom of movement, or cause loss of lives or livelihoods. Psychologically, it may cause fear, depression, fatalism, or hostility.</i>

II. CONFLICT BETWEEN GROUPS IN THE COMMUNITY	
Issue	Group(s) & Explanation
What are the main forms of conflict within the community?	<i>Here we are looking for group based conflict within the community. Which groups are in tension with each other? E.g. There may be tensions between political, tribal, ethnic or other social groups that present an ongoing significant physical threat to persons or property. What forms does the conflict take? E.g. Is it sporadic or systematic, widespread or limited to certain groups?</i>
What are the stated reasons for the conflict?	<i>What reasons do different community members give for the conflict? E.g. There may be conflict over resources or power, or there may be traditional practices of oppression of a particular group.</i>
How do(es) this internal conflict(s) directly impact community members?	<i>Again, consider both concrete and hidden impacts. E.g. In terms of physical impact, it may result in widespread domestic violence, abuse of children, or sexual assault. Psychologically, it may cause fear, depression, fatalism, or hostility.</i>

III. CONFLICT RESOLUTION PROFILE	
What are the forms of conflict resolution, and judicial enforcement relied upon by the community, both legal/judicial and/or traditional/cultural? Are they effective and fair?	<i>Describe important conflict resolution and judicial protection systems. The aim is not a review of the systems so much as an evaluation of what works and what doesn't. E.g. Do existing conflict resolution methods achieve their goals? If not, why not? Does the local justice system punish the guilty and provide protection to the innocent?</i>

# Security Profile Tool

## I. INTER-COMMUNITY CONFLICT

What are the main forms of conflict between community members and others <i>outside</i> the community?	
What are the stated reasons for the conflict?	
How do(es) this conflict(s) directly impact community members?	

## II. CONFLICT BETWEEN GROUPS IN THE COMMUNITY

Issue	Group(s) & Explanation
What are the main forms of conflict within the community?	
What are the stated reasons for the conflict?	
How do(es) this internal conflict(s) directly impact community members?	

## III. CONFLICT RESOLUTION PROFILE

What are the forms of conflict resolution, and judicial enforcement relied upon by the community, both legal/judicial and/or traditional/cultural? Are they effective and fair?	
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# Economic, Social & Cultural Profile Tool

I. KEY ECONOMIC ASSETS/DEFICITS IN THE COMMUNITY		
The right to	Assets & Capacities	Deficits & Vulnerabilities
work & adequate income	What are the major sources of income, types of employment and/or skill base in the community?	What are the levels of poverty or unemployment? What skills are missing? Which groups are particularly poor or have high unemployment?
a healthy environment	What are the most important environmental assets belonging to the community? What are the natural resources most relied upon?	What are the major environmental problems: pollution, overpopulation, etc?
health & health care	What are the major practices for maintaining health? What are the available health services, both medical and traditional?	What are major health concerns, shortcomings in health services?
food & adequate nutrition	What are the major food sources, both normal and emergency? What are the nutrition levels?	What are the levels of malnutrition? What groups have least access to enough quality food?
education	What are the available educational and training services?	What are the weaknesses in the education services? What groups not getting educational services?
shelter	What are the major forms of shelter?	What are the problems with shelter? Are there groups without shelter?
clean water	What is the quality and availability of clean water?	What are the problems or deficits with respect to clean water?

II. SOCIAL ATTITUDES	
Which groups have a significant number of members that show these capacities: self reliance, independence, confidence, partnership, shared values, cooperation, mutual respect.	<i>In addition to any groups that come to mind immediately, you may want to consider all those groups identified by using the political profile tool. E.g. Many women and settled groups are more self-reliant, more interested in self-help. Most leaders work together well, especially community elders.</i>
Which groups have a significant number of members that show these vulnerabilities: dependency, fatalism, lack of confidence or energy, distrust, hostility, fear, lack of shared values.	<i>Again, you may want also to consider the groups from the political profile. E.g. Most IDPs lack confidence and seem less interested in engagement. Some of the X religious group are very fatalistic. Social norms have broken down for young men. Many community members are very distrustful of most outsiders, including aid actors.</i>

III. CULTURAL PRACTICES AND COPING MECHANISMS	
What are key traditional ways in which the community has addressed project-related needs?	<i>The "project-related needs" are the issues which the project aims to address. For a health project, for example, the community might have traditionally sought out traditional healers.</i>

# Economic, Social & Cultural Profile Tool

I. KEY ECONOMIC ASSETS/DEFICITS IN THE COMMUNITY		
The right to	Assets & Capacities	Deficits & Vulnerabilities
work & adequate income		
a healthy environment		
health & health care		
food & adequate nutrition		
education		
shelter		
clean water		

II. SOCIAL ATTITUDES	
<p>Which groups have a significant number of members that show these capacities: self reliance, independence, confidence, partnership, shared values, cooperation, mutual respect.</p>	
<p>Which groups have a significant number of members that show these vulnerabilities: dependency, fatalism, lack of confidence or energy, distrust, hostility, fear, lack of shared values.</p>	

III. CULTURAL PRACTICES AND COPING MECHANISMS	
<p>What are key traditional ways in which the community has addressed project-related needs?</p>	



# Rights, Responsibilities & Underlying Causes

I. IDENTIFY THE ISSUE TO BE CONSIDERED	
<b>Identify the symptom or issue</b>	<b>Identify the human rights concern most closely related to the symptom</b>
<i>Note here the issue or concern you identified from your use of the profile tools.</i>	<i>What is the human rights issue that has been raised? E.g. The community's right to/freedom from X is being denied.</i>

II. ANALYZING ACTIONS, ATTRIBUTES AND ARTIFICES		
<b>Actions</b>	<b>Issue &amp; human rights concern</b>	<b>Who is responsible for this situation?</b>
What are the actions, or failures of action, that led to this human rights concern?	<p><i>What actions or failures to act led to the problem?</i></p> <p><i>What human right was denied through this action or inaction?</i></p>	<p><i>Which person(s) or body(ies) caused the concern?</i></p> <p><i>Which person(s) or body(ies) is/are responsible for addressing the concern/human rights issue?</i></p>
<b>Attitudes</b>	<b>Issue &amp; human rights concern</b>	<b>Who is responsible for this situation?</b>
What are the attitudes or behaviors that caused these actions?	<p><i>What behaviors or attitudes caused the actions above?</i></p> <p><i>What human rights concern(s) do these behaviors or attitudes reveal?</i></p>	<p><i>Which person(s) or body(ies) is/are responsible for these behaviors and attitudes?</i></p> <p><i>Which person(s) or body(ies) is/are responsible for addressing this concern/human rights issue?</i></p>
<b>Artifices</b>	<b>Issue &amp; human rights concern</b>	<b>Who is responsible for this situation?</b>
What artifices, (systems or structures) cause these behaviors or attitudes?	<p><i>What systems or structures cause, reinforce, enable, or perpetuate these attitudes or behaviors?</i></p> <p><i>What human right was denied through this action or inaction?</i></p>	<p><i>Which person(s) or body(ies) is/are responsible for causing the failure of these systems or structures?</i></p> <p><i>Which person(s) or body(ies) is/are responsible for addressing the concern/human rights issue?</i></p>

# Rights, Responsibilities & Underlying Causes

I. IDENTIFY THE ISSUE TO BE CONSIDERED	
Identify the symptom or issue	Identify the human rights concern most closely related to the symptom

II. ANALYZING ACTIONS, ATTRIBUTES AND ARTIFICES		
Actions	Issue & human rights concern	Who is responsible for this situation?
What are the actions, or failures of action, that led to this human rights concern?		
Attitudes	Issue & human rights concern	Who is responsible for this situation?
What are the attitudes or behaviors that caused these actions?		
Artifices	Issue & human rights concern	Who is responsible for this situation?
What artifices, (systems or structures) cause these behaviors or attitudes?		

# I M P A C T T O O L S

## A. Purpose

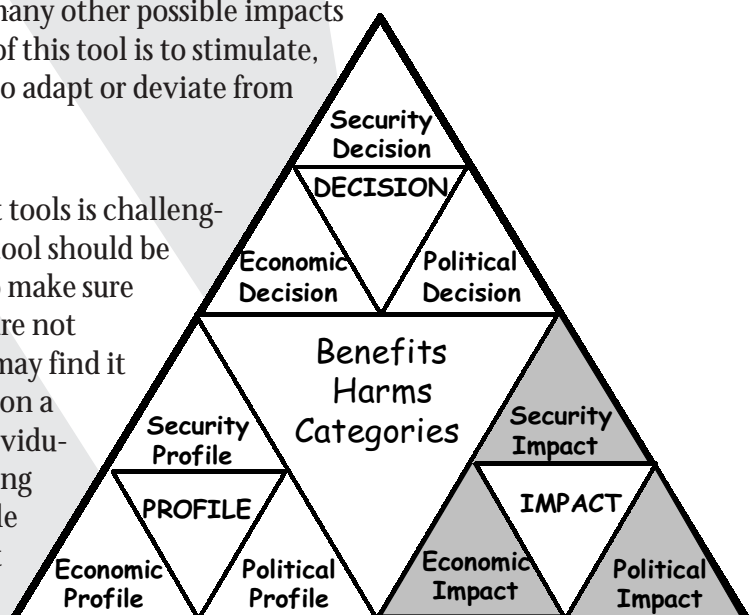
- ➔ Impact tools aim to help users understand the overall impact of projects. They do this by helping users consider both unintended negative impacts and previously unforeseen positive opportunities.

## B. Content

- ➔ Looking across the three rights categories, impact tools ask us to consider the potential or actual impact of relief or development interventions on people's human rights. Again, while the questions are adapted from the Universal Declaration of Human Rights, one does not need any prior background in or understanding of human rights to use the impact tools.

## C. Methodology

- ➔ Impact tools are designed for brainstorming, but can also be used by an individual working alone. Each of the questions in the tools aims to provoke discussion or thought. Keep in mind that there are many other possible impacts apart from those referenced. The aim of this tool is to stimulate, not to limit, your thinking so feel free to adapt or deviate from questions as you wish.
- ➔ Time management in the use of impact tools is challenging but essential. Ideally each impact tool should be given at least minimal consideration to make sure important potential or actual impacts are not missed. In managing their time, users may find it helpful first to review all the questions on a particular tool, either as a group or individually, answering Yes, No or Partly. Having done that, they can then focus available discussion time on those questions that received the most Yes answers. Rarely,



if ever, will all the questions be worth discussion. Just as good project design ultimately relies upon good judgment and experience, so will the use of the impact tools.

D. When can you use Impact Tools in a Project Cycle?

- ➔ When designing an intervention, impact tools can prepare one to capitalize on previously unforeseen opportunities, as well as mitigate potential unintended impacts. By helping programmers consider how a given project might significantly impact an array of human rights, impact tools aim to help offset programming shortsightedness.
  
- ➔ Similarly, once a project is up and running and the time has come to evaluate and reflect upon its impact, impact tools help to ensure that unintended impacts are also considered. They help to keep our reflective practice honest.

# Political Impact Tool

Possible Impact	No	Partly	Yes	Explanation/Reasoning
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I. POLITICAL POWER STRUCTURES				
Might the project impact <i>political structures</i> ...				
...by changing the status of the relationship between certain political groups or authority structures?				Consider the group members identified in the political profile sheet. E.g. Which ones may gain or lose influence or resources because of the project? By working with /channeling resources through one authority, might it create tensions with others? Or might it empower or disempower certain groups in political decision-making? The project may legitimize or undermine particular group members.

II. POLITICAL RIGHTS & PROCESSES				
Might the project impact <i>people's identity or political participation</i> ...				
...by changing how they are recognized or protected by the law?				Might the project have an impact on people's legal identity (e.g. their citizenship or refugee status) or their political identity (e.g. their ability to participate in political processes)?
...by (not) involving them in political or decision-making processes of any form?				Might the project impact their political involvement (or lack thereof)? E.g. Does the project take any steps to empower people to engage in organized decision-making?
...by changing their freedoms to hold political or ideological opinions or beliefs, or to speak freely, or practice the religion of their choice?				Might the project expand or contract these freedoms? E.g. Might it help or hurt people's ability to form and express opinions, political or otherwise? Might it affect their ability to worship as they choose?
...by changing their ability to gather together, organize around issues, or participate in social or political institutions, organizations or associations?				E.g. Might the project impact any group's ability to organize or mobilize around issues, gather together or form groups?

III. UNDERLYING CAUSES OF POLITICAL RIGHTS DENIAL				
Might the project impact <i>the root causes of political rights violations</i> ...				
...by strengthening or weakening underlying attitudes or systems and structures?				How might the project impact the attitudes or systems and structures that lead to political rights violations? E.g. You may want to discuss this intuitively or use the rights, responsibilities and underlying cause analysis profile tool first.

# Political Impact Tool

Possible Impact	No	Partly	Yes	Explanation/Reasoning
-----------------	----	--------	-----	-----------------------

I. POLITICAL POWER STRUCTURES				
Might the project impact <i>political structures</i> ...				
...by changing the status of the relationship between certain political groups or authority structures?				

II. POLITICAL RIGHTS & PROCESSES				
Might the project impact <i>people's identity or political participation</i> ...				
...by changing how they are recognized or protected by the law?				
...by (not) involving them in political or decision-making processes of any form?				
...by changing their freedoms to hold political or ideological opinions or beliefs, or to speak freely, or practice the religion of their choice?				
...by changing their ability to gather together, organize around issues, or participate in social or political institutions, organizations or associations?				

III. UNDERLYING CAUSES OF POLITICAL RIGHTS DENIAL				
Might the project impact <i>the root causes of political rights violations</i> ...				
...by strengthening or weakening underlying attitudes or systems and structures?				



# Security Impact Tool

Possible Impact	No	Partly	Yes	Explanation/Reasoning
-----------------	----	--------	-----	-----------------------

I. CONFLICT BETWEEN COMMUNITIES				
Might the project impact the potential for conflict between the community and others...				
...by increasing the tensions or strengthening the relationships between the community and those with whom they are in conflict?				Does the project promote peace or conflict resolution? E.g. Does it increase or lower the incentives for achieving peace? Does it impact positive and negative systems & institutions, attitudes & actions, values & interests, or symbols & occasions that foster peace or promote conflict?
...by changing the community's vulnerability to violence from outside, or capacity to commit violence against outsiders?				Consider whether hostile groups or armed forces might be attracted to the community because of resources. E.g. Might aid cause people to move to an area where they might be attacked or to stay in such an area longer than they would otherwise?

II. CONFLICT IN THE COMMUNITY				
Might the project significantly change the potential for violence between people in the community...				
...by increasing the tensions or strengthening the relationships between groups in the community?				Might it cause existing tensions to get worse or create new tensions between different groups in the community? E.g. Consider who gets the resources. Who are they in conflict with? Who controls the distribution of resources?
...by empowering those who commit violence or by empowering victims to resist? ... by making potential victims of violence into a more or less attractive target?				Does the project channel resources through those groups that often commit violence, such as security forces, militias, etc? E.g. Does it make vulnerable groups such as IDPs, women or children more attractive for violent attack?

III. UNDERLYING CAUSES OF CONFLICT AND VIOLATIONS OF SECURITY RIGHTS				
Might the project impact the underlying causes of security rights denial in the community...				
...by strengthening or weakening the underlying attitudes or systems and structures that cause conflict or security rights violations?				How might the project impact the attitudes or systems and structures that lead to conflict or security rights violations? You may want to discuss this intuitively or use the rights, responsibilities and underlying cause analysis profile tool first. E.g. The project may feed or mitigate the conflict by changing attitudes or impacting the structures and systems that affect the conflict.

IV. CONFLICT RESOLUTION AND COMMUNITY-BASED PROTECTION OF SECURITY RIGHTS				
Might the project impact local forms of conflict resolution or community-based rights protection...				
...by strengthening or weakening the local structures, and processes that are used to resolve conflict and protect rights?				Might the project strengthen or undermine the community's conflict resolution methods? Might the project strengthen or undermine the community's policing powers?

# Security Impact Tool

Possible Impact	No	Partly	Yes	Explanation/Reasoning
-----------------	----	--------	-----	-----------------------

## I. CONFLICT BETWEEN COMMUNITIES

Might the project impact the potential for conflict *between the community and others...*

...by increasing the tensions or strengthening the relationships between the community and those with whom they are in conflict?				
...by changing the community's vulnerability to violence from outside, or capacity to commit violence against outsiders?				

## II. CONFLICT IN THE COMMUNITY

Might the project significantly change the potential for violence *between people in the community...*

...by increasing the tensions or strengthening the relationships between groups in the community?				
...by empowering those who commit violence or by empowering victims to resist? ... by making potential victims of violence into a more or less attractive target?				

## III. UNDERLYING CAUSES OF CONFLICT AND VIOLATIONS OF SECURITY RIGHTS

Might the project impact *the underlying causes of security rights denial in the community...*

...by strengthening or weakening the underlying attitudes or systems and structures that cause conflict or security rights violations?				
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## IV. CONFLICT RESOLUTION AND COMMUNITY-BASED PROTECTION OF SECURITY RIGHTS

Might the project impact *local forms of conflict resolution or community-based rights protection...*

...by strengthening or weakening the local structures, and processes that are used to resolve conflict and protect rights?				
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# Economic, Social & Cultural Impact Tool

I. IMPACT ON ECONOMIC ASSETS/DEFICITS AND CAPACITIES/VULNERABILITIES	
Might the project impact people's human rights to...	
...work & adequate income?	<i>It could impact how people spend money or what they spend it on. It could impact local markets or ways of exchanging goods.</i>
...a healthy environment?	<i>It could impact the use of natural resources. It could impact pollution levels.</i>
...health and health care?	<i>It could impact the type or quality of basic health care. It could impact levels of access to basic health care.</i>
...food & nutrition?	<i>It could impact demand for or supply of food. It could impact nutrition or malnutrition levels or the types and quality of food that people eat.</i>
...education?	<i>It could impact access to or demand for education. It could impact the quality of education.</i>
...shelter?	<i>It could impact the types of available shelter. It could impact the amount of shelter available.</i>
...clean water?	<i>It could impact the water supply, or the quality of the water.</i>

Possible Impact	No	Partly	Yes	Explanation/Reasoning
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II. IMPACT ON SOCIAL ATTITUDES				
Might the project impact group social attitudes unintentionally...				
...by weakening people's self-reliance, independence, confidence, or capacity?				<i>One might also consider the opposite...might the project increase dependency, fatalism, or apathy?</i>
...by weakening shared values, cooperation or mutual respect and trust between groups?				<i>This is not about conflict between groups, but about the social fabric of relationships that keep a community healthy.</i>

III. IMPACT ON CULTURAL PRACTICES AND TRADITIONAL COPING MECHANISMS				
Might the project impact cultural practices or traditional coping mechanisms...				
...by strengthening or weakening a particular attitude or artifice?				<i>Might the project impact positive or negative cultural practices, or undermine the community's traditional methods of addressing the project related need?</i>

IV. ROOT CAUSES OF ECONOMIC, SOCIAL OR CULTURAL RIGHTS VIOLATIONS.				
Might the project impact the root causes of economic, social or cultural rights violations...				
...by strengthening or weakening underlying attitudes or artifices (systems and structures)?				<i>How might the project impact the attitudes, systems or structures that lead to economic, social or cultural rights violations? You may want to discuss this intuitively or use the rights, responsibilities, and underlying cause analysis profile tool first. (E.g. The project may impact certain underlying attitudes, systems or structures that enable or encourage economic rights violations.)</i>

# Economic, Social & Cultural Impact Tool

## I. IMPACT ON ECONOMIC ASSETS/DEFICITS AND CAPACITIES/VULNERABILITIES

Might the project impact *people's human rights to...*

...work & adequate income?	
...a healthy environment?	
...health and health care?	
...food & nutrition?	
...education?	
...shelter?	
...clean water?	

Possible Impact	No	Partly	Yes	Explanation/Reasoning
-----------------	----	--------	-----	-----------------------

## II. IMPACT ON SOCIAL ATTITUDES

Might the project impact *group social attitudes unintentionally...*

...by weakening people's self-reliance, independence, confidence, or capacity?				
...by weakening shared values, cooperation or mutual respect and trust between groups?				

## III. IMPACT ON CULTURAL PRACTICES AND TRADITIONAL COPING MECHANISMS

Might the project impact *cultural practices or traditional coping mechanisms...*

...by strengthening or weakening a particular attitude or artifice?				
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## IV. ROOT CAUSES OF ECONOMIC, SOCIAL OR CULTURAL RIGHTS VIOLATIONS.

Might the project impact *the root causes of economic, social or cultural rights violations...*


...by strengthening or weakening underlying attitudes or artifices (systems and structures)?				
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# DECISION TOOLS


## A. Purpose

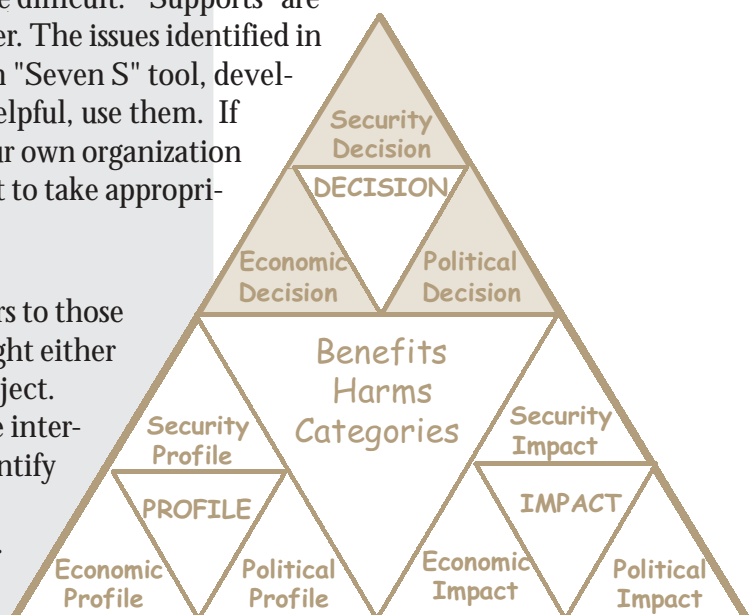
 Decision tools aim to help programmers move from understanding an opportunity or problem to acting on it. They can help a programmer identify the constraints to action, both internally (within an organization or project) and externally (in the outside world).

## B. Content

 The decision tools aim to help users go from thought to action. Sometimes, we may be fully aware that interventions are having negative impacts or are not capitalizing on opportunities, but we may not change our actions as a result. In the real world of programming, there are often huge constraints, both internal and external, to changing what we do. There may also be useful supports for those changes that we don't tap into. Decision tools aim to help users identify those constraints and supports.


 "Internal" refers to attributes of your own organization or project. "Constraints" are attributes that make your decision more difficult. "Supports" are attributes that make your decision easier. The issues identified in the tools slightly adapt the well-known "Seven S" tool, developed by McKinsey. If you find them helpful, use them. If not, simply discuss any issues about your own organization that will make it easier or more difficult to take appropriate action.

 "External" opposition and support refers to those forces outside the organization that might either oppose or support a change in your project. The actors suggested usually have some interest in our programming. If you can identify and consider the interests of particular actors, this exercise will be more useful. The exercise draws broadly from "force





field analysis” used in policy analysis and advocacy.


### C. Methodology

 Decision tools are useful only if you have identified an opportunity or problem that requires action. (The impact tools can help you through that process.) But as long as you have a clear sense of the issue, you can utilize decision tools to help you make the decision. It may be useful, in the top right-hand box, to summarize your problem or opportunity. (E.g. The project might increase conflict between X and Y communities, or the project could be used to politically empower marginalized communities).


 The “internal” and “external” exercises stand alone--you can do one without the other, as time and resources allow and the situation demands.


 A comment on what is *not* in the decision tools: During the development of benefits-harms analysis, many users asked, in one way or another, “How do we know when we are causing more harm than benefit?” and “When do we know we have reached the point when a project *must* take action?” These are important questions, but after years of testing and discussion, we no longer suggest particular mechanisms for weighing impacts against each other. Nor do we suggest specific bottom lines or thresholds that should trigger action.

 During testing, we found that these decision making issues always came down to good judgment and a personal commitment to solid moral principles. Even in the most severe situations (e.g. where projects were indirectly causing loss of life), the implications were complex and required judgment, solid experience and a moral commitment to principled decision-making. We found that programmers with those essential qualities did not need a simplified tool to weigh impacts against each other, or pre-set thresholds. We also found that programmers lacking those qualities would not use such tools appropriately.

 The added value of decision tools is in raising questions, not answers. Used by programmers willing to adapt those questions to the real issues they are facing, they can help to stimulate discussion and thought around some of those issues that often remain unspoken, but which are absolutely integral to minimizing unintended harms and maximizing unforeseen benefits in projects.

### D. When can you use Decision Tools in a Project Cycle?

 There are two key phases in the project cycle where decision tools can help programmers strengthen their “response ability”. They can be used during the strategic phase of project design or redesign to ensure that the project capitalizes on feasible opportunities to promote rights, and takes concrete steps to mitigate any unintended negative impact on people's rights.

 Second, decision tools can strengthen our reflective practice. They can, for example, ensure that our evaluation of impact leads to making the necessary changes in project design or implementation. Decision tools help programmers move from awareness to action when reflecting upon their work.



# Political Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT	
<b>Name unintended impact(s) here.</b>	<b>How can the project address the harm or take a new opportunity to benefit people?</b>
<p>From your discussion of the Political Impact Tool, what is the one problem or opportunity that most requires action?</p> <p>Your decision should concretely address an unintended harm, caused by the project, to people's political rights, or aim take a new opportunity to benefit people as bearers of political rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project should stop empowering one political structure over another. The political authorities have too much control over the operations or impact of the project, and are using the project to undermine the community's rights to political participation. The project needs to stop exacerbating tensions between groups X and Y through its hiring processes and decisions on where to provide services.</i></p> <p><i>If you should be capitalizing on an opportunity, note here the concrete change that you need to make. E.g. The project needs to commit to hold itself accountable to the community politically. The project needs to work through local decision making structures and/or ensure the community participates in political decision-making in truly representative fashion. The project needs to create forums for people to speak out about political issues, or organize politically to protect their self-interests.</i></p>

II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT		
Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

III. IDENTIFY AND DISCUSS EXTERNAL OPPOSITION AND SUPPORT		
External opposition	Consider how any of the following actors might react to your decision	External support
<p><i>Which of the following actors might oppose your decision?</i></p> <p><i>Why?</i></p> <p><i>What can you do to ensure that opposition does not prevent you making the necessary change?</i></p>	<input type="checkbox"/> The people/community we serve <input type="checkbox"/> Relief or development partners <input type="checkbox"/> Other civil society organizations <input type="checkbox"/> Government/rebel authorities <input type="checkbox"/> Security forces <input type="checkbox"/> Donors <input type="checkbox"/> International <input type="checkbox"/> Other _____	<p><i>Which of these actors might support your decision?</i></p> <p><i>Why?</i></p> <p><i>How can you use that support to help you make the necessary change?</i></p>

# Political Decision Tool

## I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT

Name unintended impact(s) here.	How can the project address the harm or take a new opportunity to benefit people?
<p>From your discussion of the Political Impact Tool, what is the one problem or opportunity that most requires action?</p> <p>Your decision should concretely address an unintended harm, caused by the project, to people's political rights, or aim take a new opportunity to benefit people as bearers of political rights.</p>	

## II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT

Internal constraints	Attributes of your organization impacting your decision making	Internal support
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shared values and/or vision</li> <li><input type="checkbox"/> Style and/or culture</li> <li><input type="checkbox"/> Systems and/or structure</li> <li><input type="checkbox"/> Strategies for project redesign</li> <li><input type="checkbox"/> Staff interests and security</li> <li><input type="checkbox"/> Skills of staff</li> <li><input type="checkbox"/> Shortage of time/resources/data</li> <li><input type="checkbox"/> Other _____</li> </ul>	

## III. IDENTIFY AND DISCUSS EXTERNAL OPPOSITION AND SUPPORT

External opposition	Consider how any of the following actors might react to your decision	External support
	<ul style="list-style-type: none"> <li><input type="checkbox"/> The people/community we serve</li> <li><input type="checkbox"/> Relief or development partners</li> <li><input type="checkbox"/> Other civil society organizations</li> <li><input type="checkbox"/> Government/rebel authorities</li> <li><input type="checkbox"/> Security forces</li> <li><input type="checkbox"/> Donors</li> <li><input type="checkbox"/> International</li> <li><input type="checkbox"/> Other _____</li> </ul>	

# Security Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT	
Name unintended impact(s) here.	How can the project minimize the harm or capitalize on the opportunity?
<p>From your experience or discussion of the Security Impact Tool, what is a problem or opportunity that requires action?</p> <p>Your decision should concretely address an unintended harm to people's security rights (caused by the project), or aim to take a new opportunity to benefit people as bearers of security rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project needs to stop attracting insecurity to the community. The project needs to stop creating tensions between two groups in the community. The project needs to stop causing insecurity within households.</i></p> <p><i>If you need to capitalize on an unforeseen opportunity, note here the change that you need to make. E.g. The project could explicitly and systematically hold itself accountable to the community on security issues. The project could use "do no harm" tools to build peace or resolve conflict between two groups, or between individuals in the community. The project could use community participation events to raise awareness about security rights and protection from security rights violations.</i></p>

II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT		
Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

III. IDENTIFY AND DISCUSS EXTERNAL OPPOSITION AND SUPPORT		
External opposition	Consider how any of the following actors might react to your decision	External support
<p><i>Which of the following actors might oppose your decision?</i></p> <p><i>Why?</i></p> <p><i>What can you do to ensure that opposition does not prevent you making the necessary change?</i></p>	<input type="checkbox"/> The people/community we serve <input type="checkbox"/> Relief or development partners <input type="checkbox"/> Other civil society organizations <input type="checkbox"/> Government/rebel authorities <input type="checkbox"/> Militias/gangs or criminals <input type="checkbox"/> Security forces <input type="checkbox"/> Donors <input type="checkbox"/> International <input type="checkbox"/> Other _____	<p><i>Which of these actors might support your decision?</i></p> <p><i>Why?</i></p> <p><i>How can you use that support to help you make the necessary change?</i></p>

# Security Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT	
Name unintended impact(s) here.	How can the project minimize the harm or capitalize on the opportunity?
<p>From your experience or discussion of the Security Impact Tool, what is a problem or opportunity that requires action?</p> <p>Your decision should concretely address an unintended harm to people's security rights (caused by the project), or aim to take a new opportunity to benefit people as bearers of security rights.</p>	

II. IDENTIFY AND DISCUSS <i>INTERNAL</i> CONSTRAINTS AND SUPPORT		
Internal constraints	Attributes of your organization impacting your decision making	Internal support
	<input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____	

III. IDENTIFY AND DISCUSS <i>EXTERNAL</i> OPPOSITION AND SUPPORT		
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# Economic, Social & Cultural Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT	
Name unintended impact(s) here.	How can the project address the problem or take an opportunity?
<p>From your discussion of the Economic, Social and Cultural Impact Tool, what is the <i>one</i> problem or opportunity that most requires action? Note here the concrete change or decision that your organization needs to make.</p> <p>Your decision should concretely address an unintended negative impact from the project on people's economic, social and/or cultural rights (problem), or take a new opportunity to treat people as bearers of economic, social and/or cultural rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project needs to stop harming the community's economic assets or capacities. The project needs to stop harming the community's social attitudes, increasing dependence or diminishing cooperation between groups. The project should stop undermining the community's cultural practices or identity.</i></p> <p><i>If you need to capitalize on an opportunity, note here the concrete change that you need to make. E.g. The project should help the community protect its environmental resources. The project should build on the community's capacity to earn income through X activity. The project should strengthen the community's Y positive cultural practices.</i></p>

II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT		
Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

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# Economic, Social & Cultural Decision Tool

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# Three Categories of Human Rights

The rights in the Universal Declaration of Human Rights (1948) can be categorized into the three benefits-harms categories: (a) security; (b) political and (c) economic, social and cultural.

## ECONOMIC, SOCIAL & CULTURAL RIGHTS

**The right** not be arbitrarily deprived of property, Article 17

**The right** to realization, through national effort and international co-operation, of the economic, social and cultural rights. indispensable for dignity and the free development of the personality, Article 22

**The right** to work, and to just conditions of work and to equal pay for equal work, Article 23

**The right** to rest and leisure, Article 24

**The right** to a standard of living adequate for the health and well-being of oneself and of one's family, Article 25

**The right** to food, Article 25

**The right** to health and medical care, Article 25

**The right** to shelter or housing, Article 25

**The right** to education, Article 26

**The right** freely to participate in the cultural life of the community, Article 27

## SECURITY RIGHTS

**The right** to life, liberty and security of person, Article 3

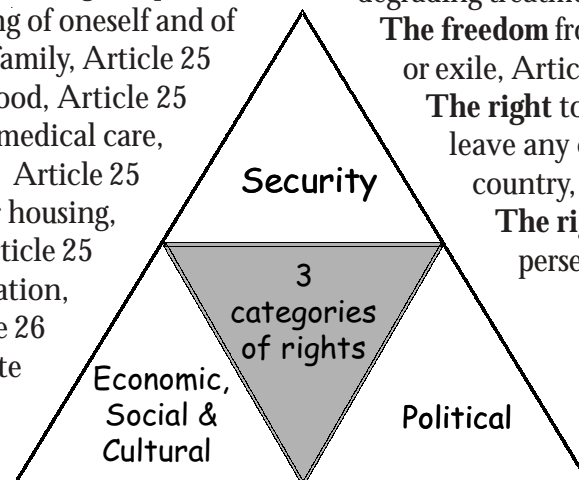
**The freedom** from slavery, Article 4

**The freedom** from torture, or cruel, inhuman or degrading treatment or punishment, Article 4

**The freedom** from arbitrary arrest, detention or exile, Article 9

**The right** to freedom of movement, to leave any country, and to return to ones country, Article 13

**The right** to asylum from persecution, Article 14



## POLITICAL RIGHTS

**The right** to recognition everywhere as a person before the law, Article 6

**The right** to equal treatment before the law, Article 7

**The right** to an effective legal remedy for rights violations, Article 8

**The right** to a fair trial, Article 10

**The presumption** of innocence until proven guilty, Article 11

**The right** to privacy and freedom from attacks upon honor and reputation, Article 12

**The right** to a nationality, Article 15

**The right** to marry and to found a family, Article 16

**The right** to freedom of thought, conscience and religion, Article 18

**The right** to freedom of opinion and expression, Article 19

**The right** to freedom of peaceful assembly and association, Article 20

**The right** to take part in the government of one's country, Article 21