

## ANNEX A

# *Conflict analysis and its use in evaluation*

### **Introduction**

This guidance suggests the use of conflict analysis in planning, managing, and evaluating conflict prevention and peacebuilding programmes and policies. Conflict analysis helps to identify what is needed to address the conflict and to understand the context in which an intervention is to be implemented. As such, many practitioners will already be familiar with the use of this tool in designing projects and programmes. This annex seeks to further explain the role of conflict analysis in the context of evaluation.

A variety of conflict analysis approaches or frameworks are available and these are often used in combination with each other. The choice of approach will depend on the purpose of evaluation and the actors involved (some development agencies have institutionalised a particular type of conflict analysis, for example). While different in approach and coverage, most frameworks take the user through similar steps to identify the causes and drivers of conflict and fragility: examine the key stakeholders (actors and groups) who are affected by or influence how a conflict develops; understand the multifaceted context in which conflict and peacebuilding takes place – including state society relations and political economy; and assess the dynamics of a conflict, how it might evolve in the future, and what opportunities there are for preventing escalation (International Alert, 2007a).

### **Conducting or reviewing a conflict analysis for an evaluation**

Evaluation teams are primarily concerned with conflict analysis from three perspectives. First, in assessing relevance, which includes the use of conflict analysis by managers or policy makers in determination of priorities or programme approach. Second, in order to assess the impacts of policies or programmes, the evaluation team needs to understand the conflict that those programmes and policies are attempting to influence or change. An evaluation team thus needs to understand the different approaches to, and tools for, conflict analysis in order to review the analysis performed at the design stage or conduct its own analysis. Finally, evaluators use the analysis to ensure their process is conflict sensitive.

### **Choosing the appropriate kind of conflict analysis**

If the intervention being evaluated did not use a conflict analysis in the design phase, or if the analysis is implicit, or if it is not clear how the conflict has evolved since the outset/implementation of the programme, the evaluation team will need to obtain or undertake one itself to serve as the basis of the evaluative assessment. The level of effort

and resources required for this work should be included in the terms of reference and adapted to the scope of the evaluation questions.

There are many different models and frameworks for conflict analysis used by development donors and others engaged in working in and on conflict and fragility. Some models are formal, others informal. Informal analysis generally dominates where political sensitivity is high. “Traditional” models of conflict analysis focus on understanding the context and causes and on understanding the conflict’s stakeholders and actors and their interests. Some widely used conflict-analysis methods do not help identify priorities or factors that are important to the conflict and fragility dynamic (OECD and CDA, 2007). Furthermore, some conflict-analysis tools produce a static snapshot – often in the form of lists of factors – without much sense of how they work together. The frameworks and tools that treat conflicts as complex systems and those that explore future scenarios point to ways of addressing this problem.

Evaluation managers and evaluation teams might consider a few questions in deciding what tool or combination of tools to use:

### **Purpose**

- Does the tool provide sufficient information on causes, actors, dynamics and the context to assess the relevance of the activity to the needs of the peacebuilding process?
- Does the tool provide information on the appropriate issue areas, at the appropriate level and depth, to help evaluate the effectiveness and impacts of the programme or policy?

### **Assumptions**

- Do the evaluators share the underlying assumptions about the conflict that form the basis for analysis? Is the tool’s understanding of or assumption about the nature of conflict appropriate to the specific context in which the programme or policy is being implemented?
- Does this perspective correspond to the mandate and values of the organisation being evaluated?

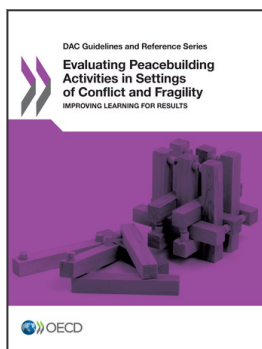
### **Methodology and resource implications**

- Does the tool’s proposed methodology match the purpose of the analysis?
- Does the tool’s proposed methodology agree with the ways of working of the evaluation team?
- Does the evaluation team have the capacity (skills, expertise, access, etc.) to use the tool well?
- How long does it take to produce a reliable conflict analysis?
- What are the resource implications of the selected tool (staff time, travel, seminar costs, facilities, data management)?
- Is the evaluation team able to allocate or secure the required resources?

Table A.1 outlines a few conflict-analysis tools developed and used by governments, multilateral agencies, research institutions and NGOs. It is not an exhaustive list, but is intended to give a sense of the variety of tools and range of approaches. Further conflict-analysis resources are listed in the bibliography. There is also a useful overview of conflict analysis compiled online at [www.conflictsensitivity.org](http://www.conflictsensitivity.org).

Table A.1. Summary of selected conflict analysis tools

Purpose	Potential users	Assumptions	Methodology and effort	Evaluation application
<b>Conflict Assessment Framework – USAID</b>				
Country and programme strategic planning to identify and prioritise causes of conflict based on understanding of impact.	Donor desk officers, implementing partners, mission staff, embassy staff, other government officials.	Pulls together best research on causes, level and nature of conflict to identify windows of opportunity.	<ul style="list-style-type: none"> <li>– Combination of desk study, in-country visits, workshops and interviews.</li> <li>– Includes significant staff time: about 2 months.</li> </ul>	<ul style="list-style-type: none"> <li>– Relevant to both conflict sensitivity, prevention and peacebuilding.</li> <li>– Quality may vary depending on robustness of methodology used to gather data.</li> </ul>
<b>Conflict-related Development Analysis – UNDP</b>				
Conflict, related programme planning and review aimed to understand linkages between development and conflict, increasing positive impact of development efforts.	Development agency staff and donors working in situations prone to and affected by conflict.	<ul style="list-style-type: none"> <li>– Conflict caused by combination of security, political, economic and social causes and actor interests.</li> <li>– Development can cause violence.</li> </ul>	<ul style="list-style-type: none"> <li>– Data collection and analysis followed by workshop or expert study to analyse current responses and suggest ways forward.</li> <li>– Effort depends on method for data collection.</li> </ul>	<ul style="list-style-type: none"> <li>– Development-focused and linked to programming.</li> <li>– Useful at country or sector-level, less at micro level.</li> <li>– Quality of analysis depends on rigor of data collection.</li> </ul>
<b>Manual for Conflict Analysis – SIDA</b>				
Country/ programme/ project planning to improve effectiveness of development co-operation and humanitarian assistance in areas affected by violent conflict.	Development agency staff, implementing partners.	Conflicts driven by structural instability, struggle for power and influence, and mutual fear and insecurity.	<ul style="list-style-type: none"> <li>– Desk study, consultations and workshop to consider programme implications</li> <li>– Local ownership of analysis important - 6-12 weeks, pending scope of desk study.</li> </ul>	<ul style="list-style-type: none"> <li>– Focus on different levels of programming.</li> <li>– Relevant both for conflict sensitivity and planning at country and sector levels</li> <li>– No methodology.</li> </ul>
<b>Aid for Peace – Paffenholz and Reyhler (2007)</b>				
Assess peace and conflict relevance, risks and effects of development and humanitarian projects or programmes.	Development and foreign ministry officials.	<ul style="list-style-type: none"> <li>– Examines both conflict and peace factors.</li> <li>– Framework for analysis of peacebuilding deficiencies and needs, conflict risks and effects of intervention on conflict.</li> </ul>	<ul style="list-style-type: none"> <li>– Desk study/survey of other interventions; field mission with 3-5 day training and workshop.</li> <li>– Potentially time consuming and costly, pending time for baseline study and mapping and number of field visits and workshops.</li> </ul>	<ul style="list-style-type: none"> <li>– Addresses both conflict sensitivity and peace and conflict programming.</li> <li>– Provides specific guidance on integrating peace and conflict lens into evaluation.</li> </ul>
<b>Making Sense of Turbulent Contexts: Analysis tools for Humanitarian Actors – World Vision</b>				
Aims to improve ability to analyse dynamics of conflicts to impact programme and project planning and advocacy in emergency situations.	NGO emergency response, development and advocacy staff.	<ul style="list-style-type: none"> <li>– Focus on chronic political instability, not just violent conflict.</li> <li>– Sees conflict as cyclical with periods of peace followed by conflict.</li> </ul>	<ul style="list-style-type: none"> <li>– Collection of tools to analyse actors, symptoms and political economy of conflict, generate future scenarios, and analyse strategic and operational implications.</li> <li>– Effort pending on scope of data collection and workshop.</li> </ul>	<ul style="list-style-type: none"> <li>– Focuses on macro level; how conflict will affect programme in future.</li> <li>– Flexible and adaptable to specific contexts.</li> <li>– Can be used for analysis of clusters of countries.</li> </ul>
<b>Conflict Prognosis: A Conflict and Policy Assessment Framework – Goor and Versteegen (2000), Clingendael Institute</b>				
Aims to link early warning to policy planning and implementation.	Donor and embassy staff involved with foreign policy and development issues.	<ul style="list-style-type: none"> <li>– Focus on indicators of internal conflict and state failure.</li> <li>– Uses Fund for Peace's measures for sustainable security as goal.</li> </ul>	<ul style="list-style-type: none"> <li>– External research and analysis to track indicators and identify problem areas and responses for workshop discussion.</li> <li>– Effort depends on size of workshops, and consultant involvement.</li> </ul>	<ul style="list-style-type: none"> <li>– Not programme specific, but focuses on broad policy or programme development.</li> <li>– Facilitates clarity on developments and trends, not causes.</li> </ul>



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