



POLICY PAPER

PRINCIPLE 7 OF THE GOOD HUMANITARIAN DONORSHIP INITIATIVE

“Request implementing humanitarian organisations to ensure to the greatest possible extent, adequate involvement of beneficiaries in the design, implementation, monitoring and evaluation of humanitarian response”

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It takes stock of the experience Groupe URD has accumulated over the years on this subject, from its early work in Central America following Hurricane Mitch to its recent work in Afghanistan and the Tsunami affected area. It also builds upon the work done by Groupe URD a few years ago, when it was in charge of ALNAP's Global Study on Participation of Affected populations in Humanitarian Action, the very rich information base and challenging intellectual process of the Tsunami Evaluation Coalition (TEC), CDA's Listening Project, the Humanitarian Accountability Project (HAP) and other initiatives.

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EXECUTIVE SUMMARY

i. THE PARTICIPATION PARADIGM

For a long time, humanitarian action continued to be seen as a form of charity provided by organisations from the North to people in disaster torn countries, whereas the participation paradigm had already been adopted in the development sector. Humanitarian agencies finally took stock of their experience and began to recognize the role of local civil society, local organisations and local individuals in delivering aid and began to incorporate them into the aid agenda through participatory processes. The recent set of evaluations of natural disaster responses, including the work of the Tsunami Evaluation Coalition (TEC), the evaluation of the response to the Pakistan Earthquake of 2005, specific Real Time Evaluations after different hurricanes in Asia, Latin America and the Caribbean islands, as well as other work carried out under the ISDR showed how critical this is in natural disaster settings, when the population is often the primary aid deliverer. This was even more apparent in the case of Typhoon Naghis in Myanmar, as most international organisations were unable to intervene to any great extent. Thousands survived due to the actions of the local pagodas, national Red Cross volunteers and all those who were prepared to help their neighbours.

But it is one thing to recognize the importance of participation, and another entirely to put it into practice, especially in complex conflict-related circumstances. Humanitarian action is guided by a number of principles, notably the Humanitarian Principles of independence, impartiality and neutrality and it is limited by the need to act rapidly, the growing demand for financial accountability and the high level of turbulence of most contexts. All these factors have the potential to hinder proper participatory practices.

Donors are critical stakeholders in this respect, as the constraints they impose on agencies or the rigidity of their fund allocation methods can make it more difficult to adopt a participatory approach. It is extremely positive, therefore, that the Good Humanitarian Donorship initiative includes this issue in principle 7, which reads “Request implementing humanitarian organizations to ensure to the greatest possible extent, adequate involvement of beneficiaries in the design, implementation, monitoring and evaluation of humanitarian response”.

ii. KEY RECOMMENDATIONS

Although it is an essential ingredient of quality aid operations, participation is not simple. It requires:

1. Means, which are seldom available, especially during the early phases of diagnosis and programme design. Participation is priceless, but it comes at a cost! However, the cost of appropriate design is much lower than that of maintenance and redress after the failure of a programme designed and implemented with limited involvement of those it aims to serve.
2. Expertise in social sciences, which is not often included in the technical package mobilized by NGOs and other actors. Donors should support agencies that carry out studies in social anthropology, as these improve understanding of social and power structures within affected populations and ensure that the right voices, and not always the voices of the most powerful, are heard.
3. A high level of openness from both donors and aid agencies: Participation implies listening to a population’s needs and demands and therefore being ready to do things that neither the agency nor the donor was thinking of doing. Agencies and donors that engage in participatory policies and who adopt the values related to participation have to be ready to accept many challenges and change their processes and methods.

4. Commitment to gender-balanced participation. The importance of empowering women is widely recognised. Yet it requires courage, an appropriate cultural approach and, in certain contexts such as Afghanistan, a good communications strategy.
5. Serious commitment to transparency and downwards accountability. If participation is to make sense, it has to be based on confidence which is difficult to build, and easy to damage. Transparency and being genuinely accountable to the affected population can contribute to establishing confidence in a sustainable way.
6. A more concerted approach to reporting by donors: Too often, aid workers spend more time in front of their computer screens responding to incoherent reporting requirements than in the field, engaging with the populations and improving diagnoses. Developing an orderly reporting system, as recommended in principle 23 of the GHDI, would probably go a long way to encouraging participatory approaches...
7. Some of these recommendations require commitment from aid agencies and adequate resources. By creating the conditions which would allow agencies to follow these recommendations, donors would make it possible for agencies to improve the way they engage with affected populations, their social structures and their institutions. Thus agencies would not only listen to disaster victims, but give them some control over their fate and their future.

POLICY NOTE

1. PARTICIPATION IN HUMANITARIAN ACTION: A CHALLENGE

Most evaluations show that “populations in distress” do not remain passive when their survival is at stake. Several studies have highlighted the positive effects of increased participation by local people, which include more accurate analyses, more suitable programming, more effective implementation and increased accountability in project cycle management. And yet, achieving this kind of added value is one of the most difficult challenges for humanitarian operations. Broadly referred to as participation, it is often cited as a critical point in existing codes, tools and methods (the Code of Conduct for the International Red Cross Movement and NGOs in Disaster Relief, The ALNAP Practitioner’s Handbook, the SPHERE Project, the Quality COMPAS, the Do No Harm project, etc) and in many donor guidelines for proposal preparation. Unfortunately, participation is rarely applied in practice, despite its widely acknowledged importance and many statements of intent. Most of the recent evaluations, including the Tsunami Evaluation Coalition (TEC) and others, underlined that it is still only used peripherally during operations. That the GHDI encourages donors to promote participation as it does in principle 7 is testimony to how important this issue has become. But do current conditions make it possible for humanitarian organizations to “ensure to the greatest possible extent, adequate involvement of beneficiaries in the design, implementation, monitoring and evaluation of humanitarian response”?

2. THE DIFFERENT DYNAMICS OF PARTICIPATION

2.1. Participation and the crisis typology

The aid industry deals with very different types of crisis. A typology of crises can be developed based on factors of time (speed and duration of the crisis) and scale (magnitude of the destruction, size of the affected areas). A further factor to be taken into consideration is the nature of the crisis, as different types of socio-natural disaster do not expose civil society and individuals to the same types of risks:

- Rapid onset crises of catastrophic proportions (earthquakes, tsunamis or rapid and destructive military operations)
- Rapid onset crises with manageable impact (floods)
- Slow onset crises (drought)
- Durable/protracted crises (protracted drought, protracted conflicts with long-lasting refugee and/or IDP situations)

Participation is not very common during acute emergencies. Not without reason, emergency practitioners worry that participation will encroach on the precious little time that is available. Acute emergencies often involve fire brigade-type operations carried out by specialised bodies: civil protection, trained search and rescue teams, etc. Here, participation is not the key “modus operandi”. Some argue that it may not even be appropriate to adopt a participatory strategy if the scope and magnitude of the crisis has reduced the population’s capacity to participate (e.g. people suffering from severe PTSD -Post Trauma Syndrome Disorder-) as a consequence of conflict or extreme disaster, or if people’s needs are overwhelming (e.g. widespread famine or essential first-aid needs to be carried out). However, even in these cases participation can be explored as a possibility. Indeed, as local populations and institutions are in most cases the “first”, and sometimes the only “relief provider”, opportunities do exist to launch participatory processes very early on in the response. These can have a very positive impact on the morale of the population because participatory processes transform them from being “passive recipients of aid” to “active stakeholders”, thus restoring dignity...

With regard to operations which take place in the immediate aftermath of a crisis (e.g. famine, natural disasters, etc.), participation has proven to be a useful way of speeding up the pace of operations, especially because it brings to light methods, resources and ideas that otherwise would not have been identified. Participation inevitably takes time, but this time is easily compensated for by gains in efficiency, adaptability, relevance and acceptability.

Participatory approaches are more common in the context of protracted crises, especially in the context of long time displacements. The creation of refugee committees, as seen now in almost all refugee situations, where responsibility for the day-to-day management of the camps is delegated to the refugees themselves, is one good example. However, this does not remove the risk of mismanagement. The refugee camps on the Rwandan border, where management of the camps, though excellent in appearance, had been delegated to those who had carried out the genocide, is a sad example of what an insufficiently thought through participatory approach can lead to.

2.2. The different partnerships in participation

Most original participatory approaches focus on engagement with local people. But this can take place either through individual contacts and participation of individuals, or through partnerships with civil society institutions:

- Traditional community institutions;
- Community Based Organisations (CBO);
- Local Faith-based institutions (churches, mosques, etc.); and
- Local NGOs.

An agency which wishes to establish a partnership with an institution of this kind has to take into account how representative the institution is of the local population, its history and its links with the other stakeholders in the disaster scene. The agency will also have to be extremely careful to ensure that establishing the partnership does not compromise the critical humanitarian principles of independence and impartiality. There is a certain level of confusion about the difference between working with the individuals who make up the "population", local institutions and national NGOs. The assumption is sometimes made that delegating responsibility to local institutions is in essence "participatory". But this is far from being the case all the time. Working with and through local partners by no means ensures that the job will be done well or using participatory methods, even if it is a step in the right direction.

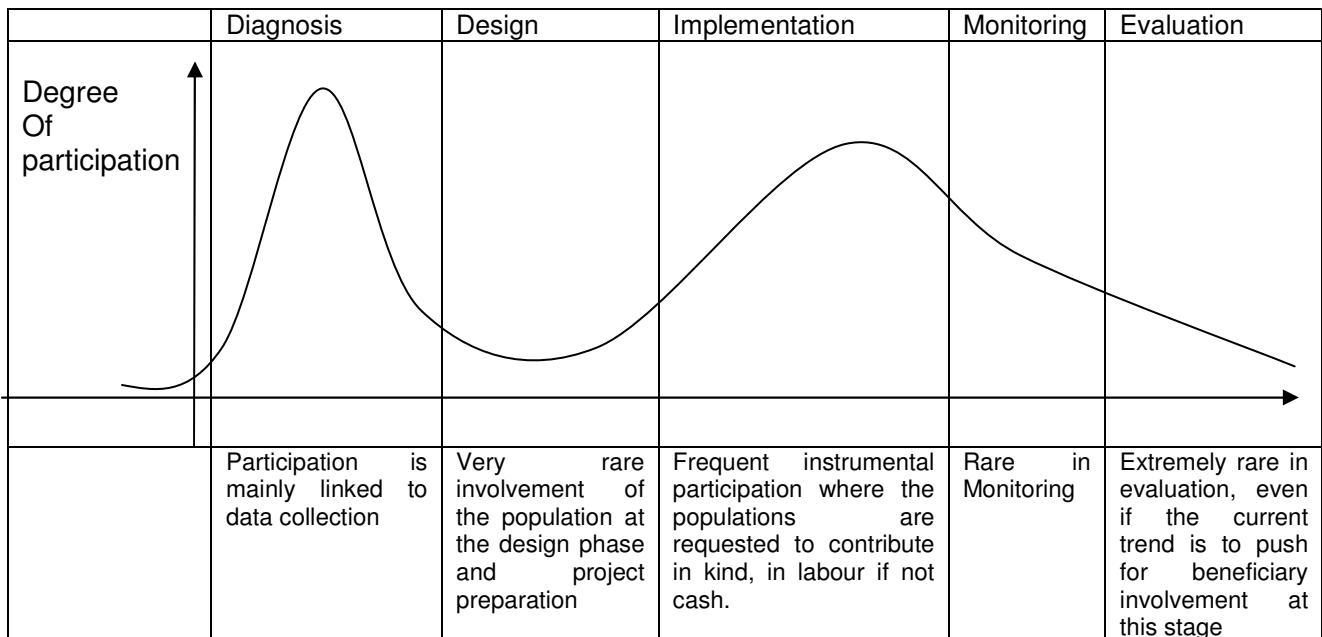
A participatory approach does not imply that everyone should be involved in the project but that everyone should at least be represented. When certain members of a specific group are unable to participate, it is always possible to consider involving others.

It is very rare to find examples of participation that really empowers people to engage in self-representation and control/ management of project resources. And yet, the rare cases that have taken place have had impressive results in terms of reducing vulnerability and increasing resilience. In the Horn of Africa, for instance, populations have been able to suggest how to address their nutritional vulnerability through livestock support in pastoral economies when aid agencies were mainly looking at options for nutrition centres and food aid programmes. In central and Latin America, where participation is part of the culture and even sometimes even part of the Constitution, such as in Colombia, agencies with a low commitment to participation in the disaster response are often confronted by angry staff and unhappy mobs.

Several types of populations are more or less systematically excluded or marginalised in participatory processes. This is especially true in societies where socio-economic differentiation and gender discrimination are critical features of the society. In these cases, special effort has to be made to give a voice to the poor segments of the population, to women, and even sometimes to the young generation, who are often deprived of the chance or the right to express themselves in collective and participatory processes.

2.3. Participation and the project cycle

'Participation' in humanitarian action should be understood as the involvement of affected populations in one or more phases of the project cycle: assessment, design, implementation, monitoring and evaluation. In practice, it is very unevenly spread between these different phases.



Participatory approaches are more common in post-emergency and rehabilitation programmes. During protracted crises, the most common approach is to consult the affected population (especially during needs assessments), to inform them about the planned activities and help them to develop the commitment and required know-how to engage effectively with the aid system during project implementation. However, because project design and planning rarely involve populations, attempts to involve beneficiaries at later stages frequently prove to be unfruitful. For instance, as shown by various post-Tsunami evaluations, (the TEC, the evaluation of French assistance to the Tsunami affected areas, and the most recent visit of the Listening project), agencies who did not engage early with the population got a mixed appraisal of their housing projects as most of those interviewed explained that the priority should have been livelihood rather than shelter.

In project implementation, the most frequent form of "participation" is often the request that the affected population should contribute to the operation either in kind (provision of raw materials), in the form of labour (food for work, cash for work) or financially (cash contributions before a new school or health centre is built, etc.). As these contributions are often compulsory and conditional, one might question whether this really represents a participatory approach.

Having a participation strategy should theoretically mean being participatory at every stage of the operation. But it is difficult to find humanitarian operations which are participatory at every stage, unless there is a real paradigm shift: it is not the population which participates in the agency's project but the agency which participates in the population's project.

Participatory approaches are even less frequent in ex-post evaluations, although this is improving. Participatory evaluation requires more time, more resources, and better local networks. The timeframe required to respond to Terms of References (TOR) through bidding procedures does not often make it possible to explore and set up these networks. A project such as the Listening Project by the CDA Collaborative Learning Project tries to explore new trends, but they are generally more a form of social audit than a real ex-post evaluation.

3. THE STRENGTHS AND THREATS OF PARTICIPATION

Why are most aid actors so careful in their participatory approaches, whether these are direct or through national actors? There are good and bad reasons for this.

A participatory approach often leads to a greater understanding of people's needs and their subtle nuances. Participatory project design tends to be more flexible and thus easier to adapt to changing needs, capacities and constraints. Participation is therefore a key parameter for relevance and effectiveness. There are nevertheless a number of difficulties along the way:

- The concept of "participation" carries several key development-related imperatives, but their application to humanitarian action is far from easy and can prove to be impossible. It can also be dangerous for humanitarian workers and can compromise humanitarian principles.
- Though literature on participation is well established in the "development world", there is very little in the way of recorded experiences, guidelines or training modules from the "humanitarian sector";
- Engaging with the population throughout the project cycle, especially at the design and monitoring phases, can be like opening a "Pandora's box" - aid standards and approaches can be challenged⁴; the humanitarian sector's priorities can be turned upside down; the logical framework of the operation might have to be changed over and over again... Aid agencies, which are often donor-driven, only have a limited capacity to enter into a "revolutionary paradigm shift", even if it is the result of participatory involvement.

Participation is potentially a political step towards empowerment and changes in the balance of power. It sometimes even represents a move from a "needs based" approach to a "rights based" approach. There is therefore a great deal of synergy between participation and the human-rights framework which is growing in influence throughout the aid world. It is in line with the principles of empowerment and social justice, the elimination of exclusion and inequity, social trust and social capital, democratic participation and broad civil society development. As a consequence it can potentially be contrary to humanitarian principles of humanity, independence, impartiality and even neutrality⁵. This issue is probably what prevents most humanitarian aid agencies from engaging in real participatory approaches.

In an ideal world, aid teams and populations should negotiate and decide the basis of an action and should implement it together. Unfortunately, humanitarian action takes place in a chaotic environment which means that:

- the relations between stakeholders, and thus the dynamics of participation, may change when people involved in the project (staff, partners and populations) change;
- the power relationships behind the participation process can hamper the full application of humanitarian principles, especially independence, impartiality and neutrality ;
- the "survival instinct" of the concerned population can modify priorities. Short term strategies with negative impacts can be chosen by the population rather than longer term strategies, which might be less effective for immediate survival, but less destructive in the long term. How can this be mitigated in a participatory process?;

⁴ 2 examples of 2 different and opposite tendencies:

1/ Considering the scarcity of water resources, is the Sphere norm of 15 Lts of potable water/day/person relevant in the camps of Eastern Chad when the end result is that a large part of this water is given to donkeys and used for brick making?

2/ Does it make sense for a medical NGO in eastern DRC to respond to the local population's demands for injections in the design of its project?

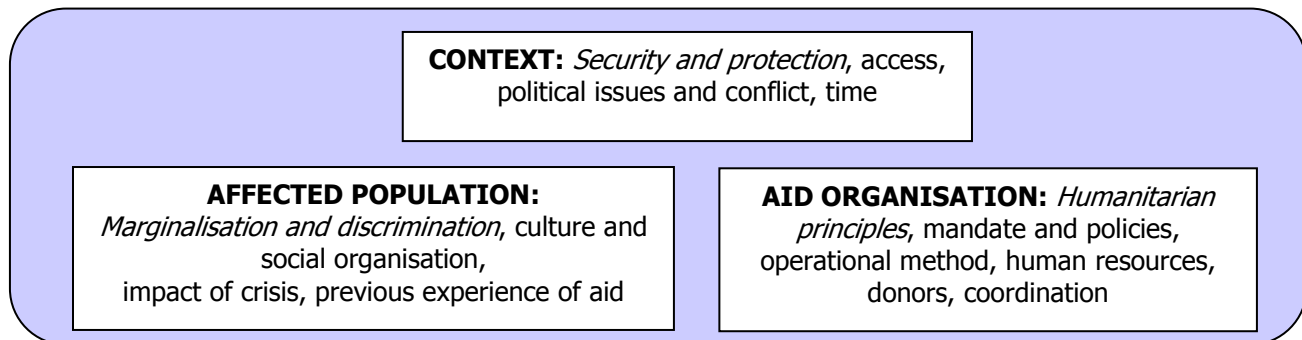
⁵ Ex: When the conflict reveals a highly political divide within a society or between civil society and the state, any alliance or partnership can be perceived as "taking sides"

4. STRATEGIZING PARTICIPATION

Though participation is neither a quick-fix nor the ultimate recipe for success, carrying out a strategic analysis of its feasibility is of great importance. This implies that teams have to establish the purpose of participation, the method they want to adopt and weigh up the pros and cons of actions in the light of the objectives which have been decided. Strategic analyses prevent projects from having negative impacts and help to optimize the chances of positive impacts. The grounds for adopting a participatory approach should be agreed and formalized together in order to deal with different perceptions of participation. Team members and stakeholders can refer to these (why) and to the principles involved (dos and don'ts) to decide what to do in difficult situations. Therefore, it needs to be taken up at a strategic level within institutions, so that a proper SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis can be carried out and the most appropriate strategy chosen and put into action.

Participation is not something to be imposed but rather the product of a complex negotiation where the aid agency who perceives it necessary has to humbly engage with the affected population in order to understand what their needs are, how these can be met, the constraints and risks, etc., in a given context.

Factors affecting the participation of crisis-affected populations



Context is of particular importance in participation, especially the type of crisis. Engaging in participatory processes requires investment: the manpower needed is directly proportionate to the seriousness of the emergency. It is sometimes considered difficult during the acute phases of an emergency. This should not be so if appropriate means are made available. It is even more important in protracted crises and in fragile post conflict contexts. In many cases, agencies still have to be convinced that participation will give real added value to their work. Thus, the tasks of reviewing job descriptions, revising team organization and adapting work plans, all of which are essential to creating the right environment for engaging with affected populations, are rarely, if ever, implemented. The most important component of participation is the population. The weaker the community affected by the crisis, the more likely it is to become the object rather than the subject of aid. While participation can be encouraged by humanitarian actors' practices, it should remain voluntary.

Participatory approaches must take into account a population's specificities, their resolve and interests and the return on their investment in a project. In addition, when confronted with the economic survival of their projects and organizations, caught between the heavy work load of report-writing and responding to the many conflicting demands of donors, NGO staffs have to prioritise where to allocate resources and participation is rarely high on the list.

The principal obstacles to participation in humanitarian action are:

- Certain **beliefs** and **misunderstandings** regarding participation and its workability, feasibility and impact in emergencies: Many technicians do not believe in it, as they are too caught up in considerations of rapid delivery and technical perfection. Aid workers are also worried in many cases that participation will weaken their compliance to either technical norms or humanitarian principles;

- Certain **characteristics of contexts, populations or actors**, which are common constraints during operations (e.g. security, access) but make participation more sensitive and complex. The difficulties to engage with women in certain especially sensitive contexts in the Islamic world are good examples of the need to fine tune the participatory approach to the specific characteristics of a given situation;
- **Lack of adapted tools:** What is needed is a mix of behavioural and educational tools to help aid workers adopt the right attitude and guidelines on “how to make participation in crises work”. The currently revised ALNAP Practitioner’s Hand Book for Participation (soon to be published in French, English and Spanish) could be a good starting point;
- **Lack of experienced personnel in participatory methods:** Participation requires time, method and a specific mindset which is rare amongst staffs who work in the field: engineers, nurses, medical doctors, logisticians. There is a need for practical training in this direction. Indeed, the more staff are experienced and well-trained, the easier it is to rapidly go through all the steps presented above.

5. CONCLUSIONS

Though participatory tools are used regularly during the implementation of emergency operations, effective participation is extremely rare as a global operational strategy, even if often referred to. It is almost always applied as a one-off activity, often during specific phases of the project cycle (data collection, population’s contribution), led by a motivated individual, by teams with previous experience in participatory approaches (frequently former development agents), by local development partners or CBOs (Community Based Organisations). In some cases, isolated participation activities can create expectations which, if unmet, induce confusion and reduce the impact of participation. In fact, being participatory at one stage of the project can influence subsequent stages.

Participation leads to creativity. It invites participants, including donors, to build / create common foundations (principles and processes) together. By promoting ownership of the process, it provides a space for reflection and learning. Humanitarian actors and the donors who support them are party to decisions and policies that have a crucial impact on the lives of beneficiaries. They therefore have the possibility, if not the responsibility, to encourage participation in emergencies.

Using a participatory approach in humanitarian aid can bring great benefits. Yet, the meaning of ‘participation’ is not always clear in the field and attempts to translate participatory tools and approaches from the development sector for the humanitarian sector have not always been successful. There are significant risks and difficulties and these should not be underestimated: in some violent countries, being involved in a participatory exercise can cost you your life.

A participation strategy is not another separate activity to execute during the project. Participation activities must give added value to the project and be in line with the purpose of the project and the population’s needs.

The nature of humanitarian contexts means that projects need to be extremely flexible so that the participation strategy can be adapted to changes in the situation. For instance, in order to better achieve the project purpose and to respect humanitarian principles, actors have to be able to reduce or adapt participation strategies when security worsens or access is reduced. Specific situations can make participation suitable at some stages and much less so at others

Both humanitarian and development contexts have demonstrated that the **earlier in the project life you start applying a participatory approach, the greater the impact of the action will be.** At the same time, involving people in the very early stages of the project creates expectation of further participation later on.

6. RECOMMENDATIONS

In most cases, aid organisations are willing to go down the very challenging and equally promising route of participation in humanitarian action. Can they count on donor support in this endeavour?

6.1. Improving policies and allocating resources to participatory processes

In humanitarian action, many opportunities for participation are missed through lack of agency interest, resolve, capacity or expertise. Improving participation in humanitarian action will not be possible without the commitment of policy makers and donors.

Policy development:

To ensure successful participation in a project and to ensure that an organisation adopts participation wholeheartedly, policymakers need to provide:

- Specific participation policies with an impact on mandates and principles, and communication processes to ensure that people involved in humanitarian action share these principles while remaining flexible in the implementation guidelines and technical operational methods;
- Specific training sessions for operational staff to ensure that humanitarian personnel integrate the principles related to participation and its *raison d'être*;
- Specific HR strategies to reduce turnover amongst operational staff to ensure relationships of trust with the population;
- Flexibility in control processes to ensure that populations have the space to influence the project;
- Coherence, by rewarding successful participatory initiatives but being transparent and communicating the limits and scope of participation.

Donors and operational actors:

In the mid-term, to enhance participation in humanitarian action, institutions, donors and actors should engage in:

- Promoting strategic demand driven approaches rather than offer-driven approaches, moving beyond sector-based thinking and beyond the application of pre-made responses;
- Promoting the adoption of participatory approaches as early as possible in the operation, especially in the assessment phase (rarely funded by donors), to earn the trust of populations and to be consistent throughout the project cycle;
- Encouraging existing funding policies to be more flexible in the selection of partners and operational methods (time, tools, approaches);
- Ensuring that donor reporting procedures are better coordinated so agency staff spend less time in cumbersome and time-consuming multi-reporting exercises and allocate more of their energy to inter-acting with the people they are aiming to serve.
- Ensuring a strong commitment to gender-balanced participation. The importance of empowering women is widely recognised. Yet it requires courage, an appropriate cultural approach and, in certain contexts such as Afghanistan, a good communications strategy.

Some of the above mentioned recommendations link to other GHDI principles:

- Enhanced participation would lead to better diagnoses, which would provide better needs and capacity analysis for resource allocation as required by GHDI Principle 6;
- Enhanced participation would make certain paradigm shifts even more necessary, and would call for greater flexibility in funding arrangements, as advised by GHDI Principle 13;
- Enhanced participation would contribute to linking emergency relief and rehabilitation (LRRD) as called for by GHDI Principle 9 *“Provide humanitarian assistance in ways that are supportive of recovery and long-term development, striving to ensure support, where appropriate, to the maintenance and return of sustainable livelihoods and transitions from humanitarian relief to recovery and development activities.”*

6.2. Providing adapted approaches and tools

Humanitarian actors should be provided with operational guidance to implement effective participation strategies. This guidance should focus on:

- **Participation approaches which** take into account context-related constraints and factors affecting participation;
- The importance of **continuous reappraisal** of the effects of participation throughout the project cycle ;
- A **simple tool box** to introduce humanitarian actors to the use of some existing tools (participatory surveys and vulnerability assessments, participatory mechanisms for aid distribution, participatory monitoring mechanisms, etc.) and suggestions to find further guidance if necessary.

6.3. Improving Human resources recruitment and training

Organisations involved in participation need to concentrate on staff selection and induction, and should ensure commitment to values and principles. This implies:

- Providing training that reduces misunderstandings and ensures that staff are sensitised to participation and have a mindset that allows them to implement a participatory strategy;
- Communicating about the values behind participation approaches and how the organisation adheres to these values;
- Including expatriate staff, local agents and stakeholders in training programmes;
- Training which promotes know –how & practical knowledge about how to behave as well as theoretical knowledge;
- Progressive and personalised training plans that give staff the opportunity to become participation change-agents;
- Ensuring that specialists from social sciences are involved throughout the whole project cycle (a good engineer is not necessarily culturally sensitive or a good communicator).

ANNEXES

The following annexes present simple matrixes that can be used in the field to identify key parameters to take into account when designing and implementing a humanitarian aid programme with a participatory approach.

The Road Map is a step by step guide to help organizations to define a participatory strategy for each of the phases of the project cycle.

The Feasibility study framework helps an organisation to identify risks and positive factors related to participation and to decide on its participatory strategy

In addition, annex N°3 presents the consulted biography.

ANNEXE 1: A ROAD MAP TO EFFECTIVE PARTICIPATION IN EMERGENCIES

In each phase of the project cycle participation means:	Assessment	Design	Implementation	Evaluation
<p>1. Collecting and analysing information To identify:</p> <ul style="list-style-type: none"> ○ Feasibility ○ Benefits ○ Actors 				
<p>2. Designing the participation strategy Defining:</p> <ul style="list-style-type: none"> ○ Purpose and expected results ○ Ethics ○ Integration in project logic 				
<p>3. Implementing the participation strategy Selecting and applying</p> <ul style="list-style-type: none"> ○ Action plan ○ Adapted tools ○ Advice and warnings <p>Monitoring</p> <ul style="list-style-type: none"> ○ Factors affecting participation (feasibility, actors) ○ Project implementation (impact, timeliness) 				
<p>4. Evaluating the implementation strategy Analysing results:</p> <ul style="list-style-type: none"> ○ Regarding purpose, ethics and action plan; ○ Impact on the quality of the operation <p>Adapting the participation strategy</p>				

ANNEX N°2: FRAMEWORK FOR PARTICIPATION FEASIBILITY STUDY

CONTEXT FACTORS	Analysis		Strategic arguments and decision concerning the participation strategy
	Positive points	Negative points	
Security and protection			
- Protecting the population			
- Risks for the population			
- Security risks for staff			
Access to populations			
- Physical access			
- Cultural access			
Political issues and conflict dynamics			
- Conflict and political dynamics			
- Agency position			
Time			
- Time and phase of emergency			
- Project time constraints			
- People time constraints			
POPULATION FACTORS			
Social discrimination and marginalisation			
- Minorities or marginalized groups			
- Social discrimination dynamics			
The population's culture and social organisation			
- Population's culture			
- Social organisation			
Impact of the crisis on the affected population			
- Physical impact			
- Psychological impact			
- Social breakdown / social fabric			
Previous experience of humanitarian aid			
- Experience working with NGOs			
- Aid dependence dynamics			

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