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# Operating in Areas of Conflict: Tools Resource Guide

*for the oil and gas industry*



# Operating in areas of conflict: Tools Resource Guide

*for the oil and gas industry*

This document complements the IPIECA guidelines entitled *Operating in Areas of Conflict: An IPIECA guide for the oil and gas industry*. It provides a succinct review of a number of existing assessment and management tools designed to address conflict situations.



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## Tools for business

(Arranged from the most comprehensive to the least comprehensive)

### Conflict Sensitive Business Practice: Guidance for Extractive Industries

[www.international-alert.org/pdfs/conflict\\_sensitive\\_business\\_practice\\_all.pdf](http://www.international-alert.org/pdfs/conflict_sensitive_business_practice_all.pdf)

#### Author

International Alert—an international NGO working in the field of peace building.

#### Summary

Presents a set of tools for assessing conflict and managing and mitigating the impacts of conflict on the company and the company's impacts on the conflict, throughout the entire lifecycle of an investment. Based on existing business processes. In addition to the tools, it provides more detailed discussion of seven 'flashpoint' issues that may provoke or exacerbate conflict, i.e.:

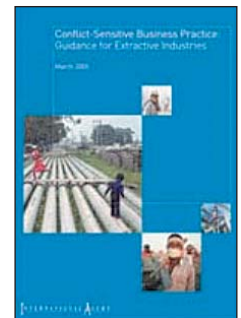
1. Stakeholder engagement
2. Resettlement
3. Compensation
4. Indigenous peoples
5. Social investment
6. Dealing with armed groups
7. Security arrangements

#### Messages

Two-way flow in the interaction between companies and conflict—companies can cause conflict or interact with pre-existing conflicts or tensions, and conflicts can have an impact on companies. Conflict is a context, not an issue. It is dynamic, changing over time and therefore needs to be addressed and re-addressed throughout the project cycle using conflict-sensitive tools and management strategies. Early, consistent and substantive engagement of stakeholders in identifying causes and triggers of conflict and in helping to design steps to mitigate and manage is crucial to the whole process.

#### Tool

1. Screening tool
  - Purpose: helps confirm whether country of investment is at risk of conflict; framework for initial assessment of type and level of conflict risk.
  - Series of questions on four key areas that may shape the conflict environment:
    - i. Governance
    - ii. Economic
    - iii. Socio-cultural
    - iv. Security



## 2. Macro-level Conflict Risk and Impact Assessment Tool (M-CRIA)

- Purpose: to gain detailed understanding of the conflict situation at the macro, country level.
- Organized into seven steps:
  - Steps 1–2: collecting and analyzing information
  - Steps 3–4: identifying critical conflict issues
  - Steps 5–6: designing an initial mitigation strategy
  - Step 7: communicating and implementing

## 3. Project-level conflict risk and impact assessment (P-CRIA)

- Purpose: to gain detailed understanding of and framework for managing interactions between the company and the conflict context at local level, filling gaps not covered by ESIs. Builds on Screening Tool + M-CRIA.
- Organized into four steps to be repeated throughout the project cycle. Key principles for the process: (i) participatory analysis; (ii) good communication; (iii) strong local relationships; and (iv) shared decision-making.
  - Step 1: Understanding project-level context and undertaking stakeholder analysis
  - Step 2: Participatory process with stakeholders on analysis and impacts
  - Step 3: Design management and mitigation measures
  - Step 4: Continue to update and expand analysis and management and mitigation measures

### **Framework for Analysis\***

- Profile of the conflict context
- Key issues
- Relevant stakeholders

### **Benefits**

- Business-friendly publication.
- Intended to fill a gap that neither political risk assessment nor environmental and social impact assessment (ESIs) cover.
- Follows each step of oil and gas project cycle and draws specific links to the appropriate business cycle stage and other business processes typically occurring at each stage (e.g. ESIs).
- Enhances understanding of the process of putting a project in conflict areas into the broader context and understanding project interactions within bigger, more complex picture that often surrounds conflict. Does not oversimplify challenges.
- Emphasizes the importance of stakeholder identification and interaction—an element often overlooked. Process requires iterative and in-depth stakeholder engagement throughout the process with emphasis on jointly identifying and solving issues.
- Provides a long list of resources for each stage and often many examples—very practical and focused on what has and can be done within a business context.

### **Limitations**

- Large pack of materials is initially daunting (even though it is broken down into separate brochures).
- Although it identifies where the tools cover the gaps not covered by political or financial risk assessment or ESIA's, it does not specify where the tool overlaps with these other tools.
- Following the process suggested is at times difficult to understand because of presentation (rather than because of a lack of logic in steps presented).

## **The Business of Peace**

[www.iblf.org/resources/general.jsp?id=77](http://www.iblf.org/resources/general.jsp?id=77)

### **Author**

International Business Leaders Forum—an international peace building NGO, CSR-focused NGOs and CSR-focused business association.

### **Summary**

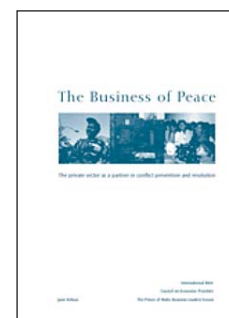
Well-presented discussion of the business case for corporate engagement in conflict, followed by guidance on appropriate principles to apply when doing business in conflict situations. Tool for analysis of conflict within business context and specific approaches recommended for dealing with key management challenges.

### **Messages**

Good business reasons for business to address, manage and help prevent and resolve conflict rather than to ignore it. Possible to use a structured framework to analyse engagement in conflict and to move from compliance and risk minimization to more proactive peace building. Partnership is necessary. Business has a role to play in engaging positively in peace building and businesses are already doing so.

### **Tool**

- Principles for corporate engagement in conflict prevention and resolution:
  - Principle 1: make a strategic commitment
  - Principle 2: assess conflict-related risk and impacts on a systematic and comprehensive basis
  - Principle 3: Regular dialogue and consultation
  - Principle 4: Develop partnerships and use collective action
  - Principle 5: Evaluate and be accountable



### Framework for analysis\*

- Conflict—looking at different causes and triggers.
- Actors—looking at the government, opposition parties, guerrillas, NGOs, the media, etc. and the roles they can play in peace building.
- Company—the industry, the size, etc.

### Checklist

Checklist of long series of key management challenges (with discussion and brief case studies):

- Three-tiered pyramid for managing impacts on society:
  - value creation
  - risk minimization
  - compliance (at minimum)

### Benefits

- Business-friendly publication; presents complicated issue in very readable, understandable manner.
- Clearly identifies business case not only for risk management, but also for going beyond risk mitigation to peace building.
- Concrete list of key challenges with discussion of each issue, supplemented by real case studies.
- Wealth of practical examples and resources—gives business reader confidence that issues can be managed.

### Limitations

- Presented as separate analysis rather than integrated into existing business processes.
- Lengthy publication.

## Business Guide for Conflict Impact Assessment and Risk Management

[www.globalcompact.org/Issues/conflict\\_prevention/conflict\\_impact\\_assessment\\_and\\_risk\\_management.html](http://www.globalcompact.org/Issues/conflict_prevention/conflict_impact_assessment_and_risk_management.html)

### Author

United Nations Global Compact Office—a working group of companies, NGOs, academics and international organizations, using input from a series of international and country-level workshops around the world organized by the Global Compact.



### **Summary**

An introduction to the concept of conflict and seven key risk factors. The Guide poses a variety of questions that prompts company managers to assess appropriate business decisions and actions in conflict-prone environments. It helps managers analyse how business operations can impact local tensions and conflict, and how, in turn, the consequences of such impacts could affect the sustainability and growth of business operations.

### **Messages**

Two-way relationship between companies and conflict—conflict can have a negative impact on company operations just as company operations can create or exacerbate conflict. Both aspects need to be managed through impact assessment and risk management. This Guide can assist companies in developing strategies that maximize the positive effects of investing in conflict-prone countries.

### **Tool**

1. Impact Assessment and Risk Management Guide that:
  - Identifies risk factors in seven areas: (i) governance; (ii) economics; (iii) labour; (iv) human rights; (v) international humanitarian law; (vi) security; and (vii) environment and community.
  - Identifies links (expressed as a series of questions) between these seven conflict factors and how they link to conflict; identifies company activities that can impact the conflict factors; and provides risk management strategies that can assist a company in avoiding exacerbation or implication in conflict.
2. Basic guide to stakeholder analysis and engagement:
 

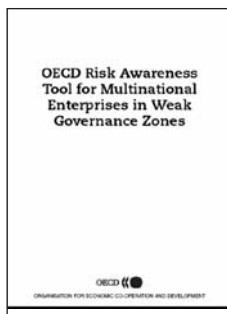
Includes questions to be asked to conduct: Human rights impact assessment and management; international humanitarian law and assessment; labour impact assessment and management; Environmental Impact Assessment and Management.

### **Benefits**

- Basic introduction to the links between different conflict factors and company actions and potential responses.
- Supplements the conflict analysis with a useful outline of questions that can be asked as part of an impact assessment process to address human rights, humanitarian law, labour and environmental issues.
- Useful resources list.

### **Limitations**

- The Guide may not sufficiently convey the importance of understanding the conflict context and the constantly changing nature of that context. However, the Guide can be used by company managers on multiple occasions throughout the project cycle to examine whether the conflict-mitigation strategies/conflict-sensitive business practices they have developed are continuing to respond to the changing conflict dynamics.



## Risk Awareness Tool for Weak Governance Zones

[www.oecd.org/dataoecd/26/21/36885821.pdf](http://www.oecd.org/dataoecd/26/21/36885821.pdf)

### Author

OECD, based on consultations with businesses, civil society and governments.

### Summary

Compact series of questions that prompt companies to identify and address specific, difficult challenges of doing business in weak governance zones. Includes cross-references to guidance for addressing the challenges.

### Messages

Makes a clear distinction between investments in countries where governance is weak and those where governance is stronger. 'Heightened risks' in weak governance zones create a need for 'heightened care' in ensuring that the company complies with law and international norms.

### Tool

Set of questions covering the following topics:

- Obeying the law and observing international standards:
  - Human rights and management of security forces
  - Combating corruption and money laundering
- Heightened managerial care:
  - Policies
  - Management systems
  - Reporting and disclosure of information
- Political activities:
  - Involvement in local politics
  - Dealing with public officials with conflicts of interest
- Knowing clients and business partners.
- Speaking out about wrongdoing.
- Business roles in weak governance societies—a broadened view of self interest.

### Benefits

- Business-friendly publication.
- Based on existing OECD instruments familiar to OECD-based companies.
- Core concept of heightened managerial care is understandable and easily communicated as a concept within a company.

### Limitations

- Not focused specifically on conflict—probably more useful in helping to address various aspects of weak governance zones that may contribute to conflict than addressing and managing conflict impacts directly.
- Not presented as a part of other business processes.
- Asks questions but does not give answers or examples—instead cross-references other tools where answers may be found.

*Please note that the OECD has now received funding to address these gaps, in phase II of the development of this tool.*

## Guide to Human Rights Impact Assessment and Management

[www.iblf.org/docs/HRImpactAssessment.pdf](http://www.iblf.org/docs/HRImpactAssessment.pdf)

### Author

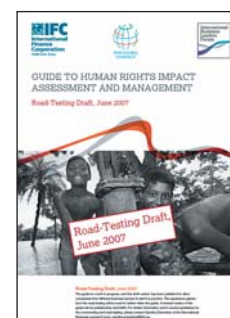
IBLF (International Business Leaders Forum) and IFC (International Finance Corp.).

### Summary

The Guide is intended to enhance a company's environmental and social impact assessment processes by providing a framework within which the human rights risks and challenges related to a business project can be identified and assessed in detail and the necessary management responses developed. It has particular application to greenfield projects or existing projects that are scheduled for significant development where the rights of workers, local communities and customers may be at risk. The Guide has been designed to help develop a business's due diligence processes and to embed human rights into core company management policy and practice.

### Messages

Business has an important role to play with regard to individual's human rights; both in how it manages its affairs and in how it can use its influence on others. Companies need to be proactive on human rights issues and embed them in company policy and practice, rather than react to individual challenges as they arise. There are varying spheres of influence for companies: (1) within company core business where it has control; (2) between company and business partners where it has strong influence and often considerable control; (3) between company and community in which it operates where it needs to be responsive to the concerns of its hosts; and (4) between the company and national government organizations where its influence may be considerable because of the size and impact of its operations.



## **Tool**

The Guide:

The Introduction:

- Preparing to use the Guide.
- Overview of the HRIA and Management Process.
- Initial practical considerations.

The HRIA process:

The process is divided into eight steps:

1. Determine whether a full HRIA is needed.
2. Identify and clarify the business project context.
3. Set the baseline—articulate the current local picture and conditions.
4. Consult with stakeholders to verify the human rights challenges.
5. Assess the human rights impacts and consequences.
6. Present the assessment findings and recommendations to management.
7. Implement a Human Rights Management Process.
8. Monitor, evaluate and report on the Management Process.

Each step details objectives, key points to consider, and sets out practical tips, information boxes, tables, figures, etc.

The appendices:

- International Covenants, Declarations and Other Instruments.
- Country Issues.
- Business Sector Issues and Human Rights Fundamentals for Business.
- Summary of Human Rights Issues for Workers, Communities and Customers.
- An extensive Resource Directory.

## **Benefits**

The Guide provides a disciplined process to assist business managers, whose core competence is not in the human rights field, to ensure that human rights risks and challenges are fully understood in any business project and that appropriate management responses are embedded and regularly reviewed in the future management of the project.

The Guide also provides directions to the sources of expertise and experience on human rights that can be accessed to support the impact assessment process.

## **Limitations**

The Guide is designed to complement a company's other due diligence processes and should be adapted to enhance its environmental and social impact assessments.

The Guide is not an external human rights assessment tool that will carry out the assessment for the company. Rather, it is a process to enable company managers to embed human rights assessment into their business planning and due diligence practices, thereby building internal competence.

## A Guide to Social Impact Assessment in the Oil and Gas Industry

[www.ipieca.org/activities/social/downloads/publications/sia\\_guide.pdf](http://www.ipieca.org/activities/social/downloads/publications/sia_guide.pdf)

### Author

IPIECA, based on work of a consultant and a dedicated social impact assessment task force comprised of several IPIECA members.

### Summary

Succinct guide introducing the concept of a social impact assessment (SIA) and outlining use by the oil and gas industry.

### Messages

SIAs are an effective tool for the industry in understanding its social impacts and addressing them. Doing so has benefits for both communities and for the company—helping the company to optimize the design of oil and gas operations to account for potential social impacts based on its own, structured investigation and on stakeholder views.

### Tool

Presentation of steps comprising a social impact assessment + issues to be considered in each step:

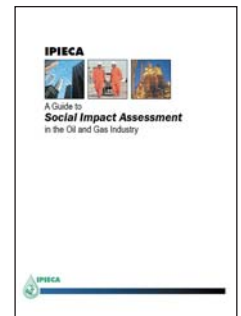
- Scoping: gathering sufficient preliminary information to determine: area of influence of project + scope of issues to be covered + level of stakeholder engagement needed.
- Planning: gathering data on baseline conditions + assessing impacts + disseminating findings + developing an action plan to mitigate and manage impacts.
- Implementation and monitoring: putting resources and procedures in place to implement actions in the action plan + monitoring actions and impacts.
- Review: periodically evaluating the impact and effectiveness of actions taken.
- Verification/Independent Monitoring: consider periodic, independent verification.

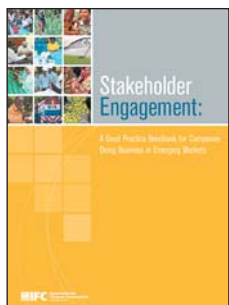
### Benefits

- Business-friendly publication.
- Succinct presentation of concept that may be new to most business managers.
- Outlines methodical process for investigation that could be extended to consider conflict issues.
- Strong emphasis on business case and explaining relevance of social impacts.
- Provides comparison with other impact assessment processes.
- Useful resources list.

### Limitations

- Does not address or mention conflict.





## Stakeholder Engagement—A Good Practice Handbook for Companies Doing Business in Emerging Markets

[www.ifc.org/ifcext/enviro.nsf/Content/Publications\\_GoodPractice\\_StakeholderEngagement](http://www.ifc.org/ifcext/enviro.nsf/Content/Publications_GoodPractice_StakeholderEngagement)

### Author

IFC (International Finance Corporation)

### Summary

The Handbook provides the good practice ‘essentials’ for building and sustaining constructive relationships over time as a means of risk mitigation, new business identification, and enhancing development outcomes. The Handbook offers guidance in a number of areas, including gender, indigenous peoples, grievance mechanisms, sustainability reporting, management functions and the integration of stakeholder engagement activities with core business processes.

### Messages

The term ‘stakeholder engagement’ is emerging as a means of describing a broader, more inclusive and continuous process between a company and those potentially impacted that encompasses a range of activities and approaches, and spans the entire life of a project. Good stakeholder relations are a prerequisite for good risk management. Engagement needs to happen early. Don’t wait until there is a problem to engage. Take a long-term view. Tailor the process to fit your project. Manage it as a business function.

### Tool

The tool is divided into two main parts. Part One contains the key concepts and principles of stakeholder engagement, the practices that are known to work, and the tools to support the delivery of effective stakeholder engagement. Part Two shows how these principles, practices, and tools fit with the different phases of the project cycle, from initial concept, through construction and operations, to divestment and/or decommissioning.

Part One: Key concepts and principles of stakeholder engagement:

- Stakeholder identification and analysis
- Information disclosure
- Stakeholder consultation:
  - Five steps for iterative consultation
  - Informed participation
  - Consultation with indigenous peoples
  - Gender considerations in consultation
- Negotiation and partnerships
- Grievance management
- Stakeholder involvement in project monitoring

- Reporting to stakeholders
- Management functions

Part Two: Integrating stakeholder engagement with the project cycle:

- Project concept
- Feasibility studies and project planning
- Construction
- Operations
- Downsizing, decommissioning and divestment

Appendices:

1. A Road map to IFC's performance standards and policy on disclosure of information.
2. Stakeholder engagement strategies for different project scenarios
3. Stakeholder engagement plan (sample contents)
4. Sample of stakeholder log
5. Pro Forma for advertising the disclosure of the draft
6. Environmental and social assessment report
7. Useful resources

Case Studies: 32 case studies scattered throughout guide to provide practical insight.

### **Benefits**

Not available at this time.

### **Limitations**

Not available at this time.

## **Community Development Toolkit**

[www.icmm.com/library\\_pub\\_detail.php?rcd=183](http://www.icmm.com/library_pub_detail.php?rcd=183)

### **Author**

ICMM (International Council on Mining and Metals), the World Bank and ESMAP.

### **Summary**

This tool was developed in 2005 to provide a methodological approach supported by relevant tools that can be used by the various stakeholders to identify opportunities, build durable relationships, and promote community development and create the basis for long-term community sustainability beyond the life of the extractive activity.



## **Messages**

Community development is good for business. Good practice principles for sustainable community development are: adopt a strategic approach; ensure consultation and participation; work in partnership; and strengthen capacity. Having a long-term view is essential; projects need to survive after a company has left. Community development activities span all phases of the project cycle. Relationships between mining companies, local communities and other stakeholders begin long before construction of a mine commences, and companies should invest in establishing good local relationships at the earliest stages possible. Remember that development is a long-term process—it is about building local capacities and strengthening local organizations.

## **Tool**

The Toolkit contains two main parts:

- Seventeen tools which cover the assessment, planning, management and evaluation phases of community development as well as stakeholder relationships.
- A Background volume, which contains the background and context to the project as well as an examination of the mineral policies and mining laws necessary for mineral activity to contribute to sustainable development.

The Tools are divided into the following five categories:

1. **Assessment**—Guidance for using Assessment Tools:
  - Tool 1: Stakeholder Identification
  - Tool 2: Social Baseline Study
  - Tool 3: Social Impact and Opportunities Assessment
  - Tool 4: Competencies Assessment.
2. **Planning**—Guidance for using Planning Tools and Explanation of Participatory Planning Methods:
  - Tool 5: Strategic Planning Framework
  - Tool 6: Community Mapping
  - Tool 7: Institutional Analysis
  - Tool 8: Problem Census
  - Tool 9: Opportunity Ranking
3. **Relationships**—Guidance for using Relationships Tools:
  - Tool 10: Stakeholder Analysis
  - Tool 11: Consultation Matrix
  - Tool 12: Partnership Assessment
4. **Programme management**—Guidance for using Programme Management Tools:
  - Tool 13: Conflict Management
  - Tool 14: Community Action Plans
5. **Monitoring and evaluation**—Guidance for using Monitoring and Evaluation Tools and Overview of Monitoring and Evaluation Tools:
  - Tool 15: Logical Framework
  - Tool 16: Indicator Development
  - Tool 17: Goal Attainment Scaling
6. Glossary
7. Background Volume

### **Benefits**

Not available at this time.

### **Limitations**

Not available at this time.

## **Other business tools**

*(A brief summary)*

### **Corporate Actors in Zones of Conflict—Responsible Engagement**

[www.nho.no/files/Responsible\\_Engagement\\_1.pdf](http://www.nho.no/files/Responsible_Engagement_1.pdf)

#### **Author**

Lene Bomann-Larsen on behalf of the Confederation of Norwegian Business and Industry (NHO) and Peace Research Institute of Oslo (PRIO).

#### **Summary**

Checklist of questions for companies operating in zones of conflict based on an adaptation for business of a 'just war analysis' used to analyse whether wars between states are 'just'. To help companies gauge 'responsible engagement'.

#### **Messages**

Companies' potential to contribute positively to development is significant. Demonstrating a company's dedication to positively contributing to society helps build general acceptance and a good relationship with communities and greatly enhances its reputation among its stakeholders. In areas of conflict, however, purely economic engagement is not sufficient—the situation is more complex. Companies need to 'engage responsibly'. This requires not only taking into account the direct and positive effects of investments; it also entails acknowledging and seeking to reduce the harmful yet often indirect consequences of corporate activity in host countries.



### **Tool**

The document is set out with an analysis of 'responsible engagement'. The checklist goes through a set of six topics. Within each topic are a series of questions for companies to ask themselves, with options or prompts to consider.

#### Outline:

- Responsible engagement
- Delimiting corporate responsibility in zones of conflict
- From constructive engagement to responsible engagement
- How to assess responsibility
- Checklist:
  1. Legitimate purpose of business operations (right intention)
  2. Reasonable hope of success
  3. Direct and indirect responsibility (double effect)
  4. Legitimate authority
  5. Openness
  6. Additional question: corporate identity and integrity
- Recommended literature
- Useful links

### **Benefits**

Not available at this time.

### **Limitations**

Not available at this time.

## Tools for development and humanitarian agencies

(For background and reference for businesses that want to understand more about conflict analysis)

### Do No Harm Handbook

[www.cdainc.com/dnh/docs/DoNoHarmHandbook.pdf](http://www.cdainc.com/dnh/docs/DoNoHarmHandbook.pdf)

#### Author

CDA Collaborative Learning Projects produced this product to complement the 'Do No Harm' Project—a collaboration of peace-building NGOs using field experience to analyse conflict, development assistance and humanitarian programmes.

#### Summary

Goes further into depth than the business tools in looking at the complexities of conflict contexts, in particular by looking at the actors within the conflict who can both continue the conflict or help solve it. Process includes breaking down each operation into its component parts and analysing the impact of each part—rather than looking at the operations as a whole. Programme options must be developed in light of analysis and revisited throughout the programme lifecycle. Series of annexes address key topics in more depth—e.g. analysing the impacts of an assistance programme on conflict, human rights and the do no harm framework.

#### Messages

Recognizes that conflicts are never simple and that assistance always becomes part of the context. Development and humanitarian programs should and can, at a minimum, do no harm and instead should positively reinforce peace building efforts. Each aspect of operations can have an impact so it is necessary to look at an operation in its component parts—rather than as a whole—and to do so early. There are winners and losers in each aspect that have to be considered. Emphasizes that actions send implicit 'messages' to conflict actors that are an important aspect of the analysis and response.

#### Tool

The 'Do No Harm' framework is set out in seven steps:

- Step 1: Understanding the context of conflict.
- Step 2: Analysing 'dividers' and tensions:
  - Analysing what divides groups—whether deep-seated historical injustices or more short-lived, recent or manipulated.
- Step 3: Analysing 'connectors' and local capacities for peace:
  - Analysing how people remain connected across sub-group lines, even in conflict—through markets, shared experiences, formal and informal associations, etc.
- Steps 4: Analysing the assistance programme:
  - Thorough review of all the detailed aspects of the programme—where, how and why assistance is offered, staff, procurement, etc.
- Step 5: Analysing the assistance programme's impact on dividers and connectors



(using concepts of resource transfers and implicit ethical messages).

- Who gains and who loses? What resources are being brought to the conflict? What messages are conveyed in the way in which the programme works?
- Step 6: Considering (and generating) programming options.
  - Change the programme if it exacerbates inter-group dividers or weakens connectors; and to explicitly support connectors and peace.
- Step 7: Test programming options and redesign project as necessary:
  - Periodically through project cycle

### **Framework for Analysis\***

- Identifying relationships
- Unpacking context
- Analysing interactions

### **Benefits**

- Emphasizes importance of understanding conflict context as the appropriate starting point of analysis.
- Framework for analyzing relationships that can augment or reduce conflict (through dividers/connectors approach).
- ‘Brief notes on resource transfers and implicit ethical messages’ that while directed to aid workers, is nonetheless applicable to company actions—drawing out complicated implications of actions into a few easily readable topics.
- Brief overview of ‘indications’ for assessing assistance’s impacts on conflicts. While some of the list is not relevant for business, analysis might give managers some hints about how they might analyze the impact of the project’s operations on conflict.
- The ‘dividers’ and ‘connectors’ concept has been incorporated into numerous other tools, including the Shell Guide.

### **Limitations**

- Prepared for implementing public sector development assistance and humanitarian programmes so not directly applicable to business and not always relevant.
- Although it does provide some further detail than some of business tools, it is still is a rather brief guide.

## Conflict-sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding: a Resource Pack

[www.conflictsensitivity.org](http://www.conflictsensitivity.org)

### Author

Prepared by six southern and northern NGOs based on field and policy experience

### Summary

Presents the most thorough background discussion of conflict-sensitive approaches of all the tools, but with reference to development, humanitarian assistance and peace building. Summarizes a variety of tools for analysing conflict and acting on that analysis to minimize negative impacts on conflict and augment positive impacts throughout programme lifecycle.

### Messages

Simple steps need to be taken to ensure that the conflict footprint of a project is positive rather than negative. A lot of these steps however require difficult choices and have significant time and cost implications.

### Tool

Presents a summarized variety of different tools to carry out:

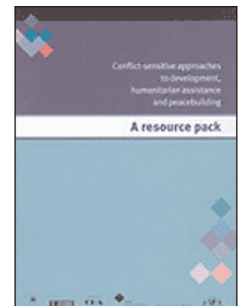
- Conflict analysis
- Applying conflict sensitivity at the project and programme level
- Integrating conflict sensitivity into sectoral approaches
- Institutional capacity building for conflict sensitivities

### Framework for Analysis\*

- Understanding context
- Understanding interactions
- Acting upon the understanding of interaction to avoid negative impacts and maximize positive impacts

### Benefits

- Good overview of conflict transformation for non-specialist readers.
- For operational managers looking for more detail on conflict analysis provides a more in-depth presentation of conflict analysis, but in a user-friendly manner.
- Chapter 2 presents basic conflict analysis, broken down into a series of issues and questions. Annex 1 includes summary of a wide range of conflict analysis tools.



### **Limitations**

- Designed for governments, donors and civil society (local and international) not for business. Some of background discussion and several chapters are irrelevant to operational manager.
- Will take a bit of work for a business manager to dig through the information to draw out relevant lessons for their operations.

## IPIECA

IPIECA is the single global association representing both the upstream and downstream oil and gas industry on key environmental and social issues, including: oil spill response; global climate change; fuels and products; health; biodiversity; social responsibility; and sustainability reporting.

Founded in 1974 following the establishment of the United Nations Environment Programme (UNEP), IPIECA provides a principal channel of communication with the United Nations. IPIECA Members are drawn from private and state-owned companies as well as national, regional and international associations. Membership covers Africa, Latin America, Asia, Europe, the Middle East and North America.

Through a Strategic Issues Assessment Forum, IPIECA also helps its members identify emerging global issues and evaluates their potential impact on the oil industry. IPIECA's programme takes full account of international developments in these issues, serving as a forum for discussion and cooperation, involving industry and international organizations.

### Company members

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BG Group	Occidental
BHP Billiton	OMV
BP	Petrobras
Chevron	Petronas
CNOOC	Petrotrin
ConocoPhillips	PTT EP
Eni	Repsol YPF
ExxonMobil	Saudi Aramco
Hess	Shell
Hunt Oil	SNH
KPC	StatoilHydro
Mærsk	TNK-BP
Marathon	Total
Nexen	Woodside Energy
NOC Libya	

### Association members

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American Petroleum Institute (API)
Australian Institute of Petroleum (AIP)
Canadian Association of Petroleum Producers (CAPP)
Canadian Petroleum Products Institute (CPPI)
The Oil Companies' European Association for Environment, Health and Safety in Refining and Distribution (CONCAWE)
European Petroleum Industry Association (EUROPIA)
International Association of Oil & Gas Producers (OGP)
Petroleum Association of Japan (PAJ)
Regional Association of Oil and Natural Gas Companies in Latin America and the Caribbean (ARPEL)
South African Petroleum Industry Association (SAPIA)
World Petroleum Council (WPC)



International Petroleum Industry  
Environmental Conservation Association