

Mitigating Risks and Optimising Support in Border Management Cooperation Projects *The “Do-No-Harm” Approach*

4th International Border Management Conference
23 November 2021, Kyiv

Arabelle Bernecker | ICMPD Consultant | Kyiv, 23.11.2021

Goals of Border Management interventions

- Improve or facilitate the work and functioning of Border Management agencies
- Address a context and its regional and/or local challenges
- Contribute to trust-building and development of cooperation
- Promote values and standards, as well as human development

Definition of “Do-No-Harm” (DNH) Approach

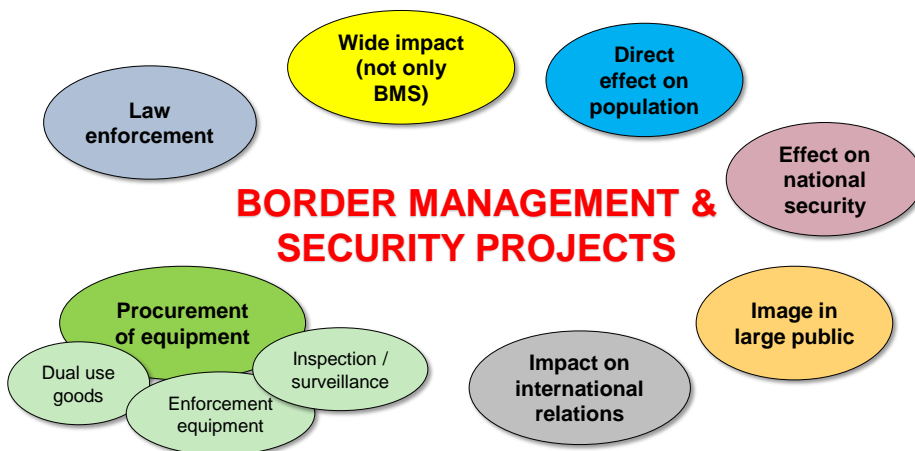
“Hell is paved with good intentions”

(proverb attributed to Saint-Bernard de Clairvaux – 12th century)

- Informed understanding of the impact of interventions
- Prevention and mitigation of unintended negative effects

**This approach is particularly relevant
for Border Management and Security interventions**

Why is “Do-No-Harm” Approach relevant for BMS?



Who can be affected by negative effects?

General public

- Travellers and vulnerable groups
- Border communities
- Economic operators

Public administration

- Border and Law enforcement agencies
- Other administrations
- Government and ministries

Project partners

- Donors
- Implementing agencies

It concerns all of us !

Risks and Challenges

■ Strategic risks

- Security, peace and stability
- Political, Rule of Law, Human Rights, Gender
- Economic and human development
- State-building and reform process sustainability

■ Operational risks

- Misuse of acquired equipment, capacities and funds
- Abuse of strengthened and improved capabilities
- Inadequate support in regard to actual needs
- Limited sustainability of improvements
- Incoherence of support due to lack of coordination of donors
- Reputational risks

The “Do-No-Harm” Study

Aim of the EU to systematically integrate DNH in its external cooperation

■ Objectives

- Assess potentially harmful impact of BMS projects
- Identify “Do-No-Harm” good practices
- Develop concrete recommendations for project development, implementation and monitoring/evaluation

■ Scope

- Border management and security-related initiatives in EU external cooperation context

■ Methodology

- Desk research
- Survey
- Interviews and consultations

“Do-No-Harm” Approach in Border Management & Security (BMS) Projects

“Do-No-Harm” already plays a role in BMS projects of international donors, but this is achieved in many cases:

■ Implicitly

- No explicit guidance and safeguards
- Often addressed indirectly, through Human Rights, gender and due diligence requirements

■ On case-by-case basis

- Not a “standardised” process
- Depending on project set-up

■ Emphasis on strategic level

- Awareness of “Do-No-Harm” on strategic level does not necessarily lead to concrete advice for the implementation team

Recommendations for “Do-No-Harm” in BMS Projects - 1

- **Organisation-wide:**
 - Define DNH and its application criteria
 - Develop DNH process and practical guidance
 - Related staff trainings
 - Availability of in-house DNH expertise for guidance of project teams

- **Project identification and formulation phase**
 - Contextual analysis of possible DNH implications of project
 - Definition of DNH risks and identification of possible mitigation measures
 - Project clearance

Recommendations for “Do-No-Harm” in BMS Projects - 2

- **Implementation phase**
 - Fine-tuning of risk assessment incl. analysis of stakeholders and relevant context
 - Development of DNH “contingency” plans and related procedures
 - DNH awareness raising among all partners

- **Monitoring and Evaluation**
 - Ongoing monitoring and updating of DNH risks
 - Regular and ad-hoc reporting on DNH and required adaptation of project plans
 - Evaluation, identification and integration of lessons learned



**Come and visit our platform
for a short Survey on DNH!**

Thank you very much for your attention!