

Five Patterns of Resource Transfers

Distribution Effects	A Distribution Effect occurs when people perceive that an organization has a bias in favor for or against a specific group through the way they distribute resources.
Distribution Effects in post-conflict settings	In post-conflict settings, everybody has needs, often quite severe ones. At the same time, a losing side will almost always have more needs than a winning one.
Distribution Effects in resource management	Resources that are used in common, such as water, forest, or pasture, are always challenges to manage. When more than one group wants to access a resource this can lead to conflict.
Distribution Effects based on the easy route	Some people are easier to reach than others. This can be based on geography, language, cultural affinity, transportation networks, education, and so on.
Distribution Effects based on social or economic criteria	The use of social or economic criteria ("poorest of the poor", "the landless", "subsistence farmers", etc.) can trap organizations into working with a limited set of people.
Distribution Effects in post-disaster settings	While similar to post-conflict settings in that everybody has needs, the concern here is that those defined as "most affected" by the disaster might come from a specific group.
Legitimization Effects	A Legitimization Effect occurs where an organization is perceived to be using its resources to support a political or governing authority.
Legitimizing a bad actor	By allowing their resources to be co-opted by a governing authority who uses them for nefarious ends, organizations can contribute to conflict.
De-legitimizing a good actor	By not working with a governing authority, organizations can miss opportunities to help strengthen local capacities.
De-legitimizing a bad actor	By using their resources to clearly differentiate the organization from the governing authority, an organization can avoid being co-opted.
Legitimizing a good actor	By explicitly supporting a governing authority's initiatives through their own activities, organizations can maintain their independence while also helping to build local capacity.
Market Effects	Market Effects are the result of changes in the local incentive structures and patterns of opportunity caused by the introduction of new resources. The new resources noticeably affect incomes, wages, profits, and prices so that people's perception of economic winners and losers changes.
Market Effects on Incomes	Interventions can flood areas and local markets with cheap or free substitutes that compete directly with local products and the incomes of those who relied on selling that good will fall.
Market Effects on Wages	Hiring local people affects the wage structure of local communities. Such effects can increase jealousies at the personal level and, when one group has a greater representation among those who get paid than other groups, this pattern increases tensions.
Market Effects on Profits	Sourcing goods and services locally provide profits to local people. However, if the profits tend to accrue to members of one group over others, this can cause tensions to rise. When profits flow to politically connected people, this can be perceived as corruption.
Market Effects on Prices	Interventions that require local goods and/or services can drive the prices of these up, placing them out of the reach of locals, or changing incentives around those items.
Substitution Effects	A Substitution Effect occurs when an organization takes over for local capacity, reducing or replacing local efforts.
Substitution Effects free up resources to pursue conflict	Governing authorities in conflict situations often see the resources of interveners as supplementary to their own. They also understand how to manipulate intervener values.
Substitution Effects result in authorities' loss of capacity	When systems that should be supported by a local governing authority are pushed onto NGOs or usurped by them, the governing authorities may well forget that they once had responsibility for that system or they may lose the competence they had.
Substitution and legitimacy	When a government reduces its connection with its citizens by giving up more and more services to other entities, its legitimacy erodes bit by bit. Delegitimizing government undermines Connectors and may increase Dividers.
Theft	Theft occurs when people simply take resources from an organization.