

Introduction to **The conflict sensitivity operational toolkit**



This module is part of the Conflict Sensitivity Operational Toolkit: a practical approach. You can consult the other modules and the introduction to the toolkit [here](#).

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FOREWORD

Since 2013-2014 WeWorld has initiated a series of organizational changes to better adapt its strategic and programmatic approach to the proliferation of protracted and complex crises. These changes have been driven by the recognition that both WeWorld's humanitarian and development programming become more contextually informed to support and reinforce the *agency*¹ of communities and people affected to respond to the risks they face.

The Community Protection Approach (CPA), which since its initial design and testing in 2014 has been shaped into a full-fledge flagship approach by 2018, has worked as a springboard to identify gaps in analysis and build upon modalities for a more effective and inclusive response. The CPA helped in transitioning from a standard *participatory* approach, where communities are "involved", to a *co-development* model, where communities are active agents in coordinated responses. This has meant focusing on methodologies and tools that allow an understanding of context dynamics, the interactions between actors and agents within a context and adaptive assessment, implementation and monitoring mechanisms.

Throughout this process, WeWorld has gained a matured understanding on how to contribute to the mobilization of multiple actors in support of the *agency* of communities or affected populations. Whilst recognizing that the organization has coherent *delivery* mechanisms, it is evident that at the present, there is limited understanding on what exactly needs to be analyzed and how to have a collective, positive impact on conflict dynamics.

Further research on the Humanitarian-Development-Peace Nexus (2018-2022) has led to the recognition that bottom-up, peace actions rooted in communities' dynamics are central to any meaningful approach, addressing context-specific needs by way of tackling root causes and driving factors. International actors should diverge from or reassess any type of action that can potentially places communities at risk and/or delegitimizes their role as an actor central to any processes to positively address conflict dynamics.

Against this backdrop, WeWorld sees of primary importance the need of doing better in regard to Conflict Sensitivity (CS). This means investing to make CS part of the cultural and organizational approach to a crisis, and refrain from only applying principles or streamlining tools. In light of this, WeWorld's action-research model invites to elaborate *open knowledge*, with the support of experts such as Peaceful Change initiative (PCi), building on operational and pragmatic mechanisms. This toolkit for practitioners and other organizations is a step in the process of doing better in conflict sensitivity collectively and through joint learning with other actors.

Conflict sensitivity is thus strategic for WeWorld to the delivery of programs enacting constructive conflict resolution dynamics, whereby international actors become catalysts or multipliers to ensure the safety and dignity of the population.



Dina Taddia,
WeWorld Managing Director

¹ Agency refers to the "power within" individuals that enables one to make informed decisions and take control over their own lives (Kabeer, 1999). The notion of power determines whether agency is positive or negative. For instance, agency is positive when individuals have the "power to"; meaning that they have the ability to choose and take action, despite the influence of resources which can act as obstacles. On the contrary, agency is negative when there is "power over" individuals, meaning that their agency is undermined by someone else's agency (i.e. through the use of violence or various forms of authority). Therefore, negative agency can refer to disempowerment, which constitutes a vulnerability; Community Empowerment Manual, WeWorld, 2021.

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Abbreviations and Acronyms

AICS	Italian Agency for Development Cooperation
CPA	Community Protection Approach
CS	Conflict Sensitivity
CSA	Conflict Sensitive Assistance
HDP	Humanitarian-Development-Peace
HR	Human Resources
MEAL	Monitoring & Evaluation, Accountability & Learning
OECD DAC	Organisation for Economic Co-operation and Development Assistance Committee
PCi	Peaceful Change initiative

Executive Summary

The conflict sensitivity toolkit serves as a manual to guide aid practitioners to navigate conflict-sensitivity operational tools, in order to minimize risk and maximize the efficiency of their actions towards positive outcomes of peace in conflict or fragile contexts. Conflict sensitivity aims at developing an understanding of peace and conflict dynamics, critically examining how assistance activities may affect peace and conflict, while taking measures to manage such impact.

For this purpose, a conflict sensitivity toolkit has been developed to enact change within the processes undertaken by organizations operating in crisis conditions, to ensure decisions and actions are properly informed by a conflict sensitive approach. This corresponds to all levels of an organization's structure, and is applicable for all staff. The case study examined throughout this toolkit is WeWorld, though the guidance, tools and processes are all designed to be adopted and utilized by any organization recognizing the need to exercise conflict sensitivity operationally.

The toolkit is designed to be taken up by any organization engaged in assistance at any level or operability. The Toolkit can be utilized in its entirety, or applied in parts; selecting the modules that correspond to the reader's purpose, requirement or interest in conflict sensitivity.

At a strategic level, the toolkit is applicable when designing or reviewing regional or country strategies. It can help in identifying the impact of choices on a context marked by transnational conflict involving numerous actors, at a national level and across programming. Supporting coordinated approaches through a conflict-sensitive lens can further lay the foundation for potential peace-related activities address commitments of Triple nexus.

At a programmatic level, conflict sensitivity tools benefit the design process, informing all actors of risks and opportunities through thorough analysis, including donors.

Tools have also been provided to integrate conflict sensitivity into support functions of an organization, as its importance extends beyond the programmatic level, and can be effective at all functions of an organization, from procurement to human resources.

During the implementation phase of a programme, a conflict sensitive approach helps monitor and tackle emerging risks and identify opportunities, as activities commence and/ or the context shifts. In this regard, WeWorld's Community Protection Approach (CPA) can support application of conflict sensitivity tools, through a joint bottom-up, people-centered and community-based approach.

Finally, there are tools appropriate for the monitoring and evaluation phase, as ongoing monitoring involves a periodic updating of conflict analysis to better inform ongoing and future programming. Conflict sensitivity tools will also help capturing staff knowledge, drawing on external engagement and resources, as well as monitoring within programming.

1. Toolkit Overview

This toolkit emerged from a need for organizations operating in protracted crisis and conflict-prone settings to perform a systemic review of its capacities, to understand and respond more effectively to the conditions that both perpetuate and prevent conflict.

It is designed with processes and tools available for all strategic and operational stages undertaken by an organization assisting in a protracted crisis and conflict-prone setting, to be used by organizational staff at all levels. While the development of the toolkit used the case of WeWorld as an example to examine an organization's capacity for conflict sensitivity, the goal is for it to be universal in use.

It is designed to inform and be applied by organizations that operate in similar conditions.

1.1 Objective of the Toolkit

This Toolkit aims at providing hands-on modalities to embed conflict sensitivity analysis into the different levels of decision-making across all phases of a programmatic cycle.

As crises around the world become more complex and protracted, international actors operating within such contexts are increasingly met with choices political in nature, in order to address the causes that drive conflict, displacement, outbreaks of disease, famine, socio-economic disparity, and other threats to the safety and wellbeing of vulnerable persons. Within these crises, a number of different actors are often present, operating under different modalities to address the same problems; be it international humanitarian organizations, national civil society groups, donor governments or local municipalities.

The impact of having many simultaneous responses in a given area, especially in crises or conflicts that receive a great deal of international attention and funding, can be tremendous; both in a positive and negative sense. For every example of effective coordination of action, there are many more that fail to prevent further conflict from occurring, and in some cases unintentionally perpetuate such conditions.

The negation of the conflict-driven elements of a crisis ignores that the conflict is a day-to-day, lived experience inseparable from the particular challenges communities and populations face. Operating in a conflict setting requires an in-depth understanding not only of the multitude of actors involved, their relations to one another and the dynamics that drive the conflict - both on a macro and micro scale - but also the placement of the aid actor within its parameters as a influencing factor.

The development of this reflexive awareness – or conflict sensitivity – must better inform an organizations' decision making processes, to not undermine the sole purpose of its assistance: address people's needs and positively contribute to their conditions of dignity and safety.

A greater ability to exercise conflict sensitivity can furthermore identify potential opportunities for actions that contribute positively to conflict dynamics, and ultimately peace. As international organizations, NGOs, governments and multi-lateral institutions commit more efforts towards the common objectives of the Humanitarian, Development & Peace Nexus, having actors recognize

and build responses that foster more peaceful societies helps break down a siloed approach to international assistance. Conflict sensitivity can act as a first step for organizations concerned with how their actions contribute to peace.

1.2. Methodology

The toolkit has been developed by Peaceful Change Initiative (PCi) through an action-research process, building on the study of an organization and its functions across HQ departments and Country operations. WeWorld as a dual mandated organization with limited, organization-wide capacity to perform conflict sensitivity has been used as a suitable case study to examine how any organization may approach the topic without previous experience.

An exploratory phase dove into the structure of the organization, its operations worldwide, the staff and various functions they hold, the decision-making processes at different levels, and other functions and processes and included:

1. Desk review of documentation of the organization, including strategies, policies, guidelines, frameworks and existing methodologies, as well as documents specifically attributed to 8 country missions.
2. A total of 18 consultations with WeWorld staff, 12 of which with staff responsible for different departments within the organization and 6 with staff from different country offices.

An analysis and elaboration phase that involved developing guidance on conflict sensitivity at the different levels of decision-making across all phases of a programmatic cycle, tailored specifically to different functions.

1) Decision-making levels: Strategic; Programmatic; **2) Phases of programmatic implementation:** Design; Implementation; Monitoring & Evaluation; **3) Departmental Functions:** Programmatic; Procurement; Logistics; Human Resources (HR); Finance; Monitoring & Evaluation, Accountability & Learning (MEAL); Communication; Advocacy;

A piloting and testing phase that included a full-fledged testing in WeWorld operations in **Libya**, with additional 11 partial tests, including selected modules and tools, involving **Syria, Mozambique, Afghanistan, Nicaragua, Bolivia and Burundi**. WeWorld global Project Development and Knowledge Management Area, Integrated Protection and Analysis Area and International Advocacy and Policy Area have been involved as well in the review and testing processes. The compiled testing and feedback have been then studied by PCi to the elaboration of the current Toolkit. .

The guidance developed draws on existing material, frameworks and expertise of PCi repurposed and compiled to making the toolkit accessible for any aid practitioner operating or taking decisions. Content, structure and framing of the toolkit has been constantly revised by PCi and WeWorld to: (a) be *operationable* in absence of dedicated resources for conflict sensitivity; (b) be used beyond the needs of WeWorld. When needed, external consultations were held to advise on conflict sensitivity and humanitarian approaches, as well as with designing inclusive, participatory processes.

2. Introduction to conflict sensitivity and the Tools

2.1 What is conflict sensitivity and how is it applied?

Conflict sensitivity is based on a recognition that any type of assistance delivered in a conflict-affected context will invariably interact with peace and conflict dynamics.

Assistance may affect the factors that are driving conflict (or peace) or influence the capacities and relationships of different peace and conflict. These impacts may be intended or unintended, direct or indirect, negative or positive. They may be present whether assistance is aimed directly at addressing these dynamics (e.g. peacebuilding work), responding to the consequences of conflict (e.g. through humanitarian assistance), or even delivering activities that seem unrelated to conflict (e.g. supporting development of WASH or health infrastructure or delivering education material). Conflict sensitivity is a deliberate, continual and systematic approach to ensuring that assistance providers understand and **minimises negative effects (risks)** and **maximises positive effects**

BOX 1

EXAMPLES OF CONFLICT SENSITIVITY IMPACTS

Assistance may be distributed to some groups and not others contributing to feelings of unfairness and to fuelling tensions between groups. This may especially be a risk when assistance is allocated purely based on needs which differ amongst groups, or when authorities determine distribution lists and favour one group. This effect occurs both based on quantity and quality of assistance and can also relate to employment or contracting opportunities.

Armed or political actors may seek to divert or steal assistance for their own benefit by pressuring for distribution to certain constituencies to gain their support or by insisting on certain suppliers. Armed groups can acquire assistance through demands for payment to pass through checkpoints, theft from warehouses or service facilities such as hospitals or pressure on contractors to share profits. Armed groups may use assistance themselves or resell it and it to sustain themselves financially.

Working with authorities that are not elected or not acting in inclusive nor transparent ways may **provide recognition to such approaches and contribute to feelings of exclusion**. Vice versa, engagement with elected authorities can advocate for and support capacities for community inclusion and consultation and thereby **contribute to strengthening the social contract between citizens and authorities**.

Community-based approaches may contribute to **bringing communal groups together across dividing lines and strengthen the relationships between** them by facilitating dialogue, identification of shared needs and supporting collaboration on joint community development projects.

(opportunities) of its assistance.

It entails developing a sophisticated understanding of the relevant peace and conflict dynamics, critically examining how assistance activities may impact on these and taking actions to manage those impacts. It requires organisations to undertake **three key steps on an ongoing basis**

Fig 1: Three Steps Framework for conflict sensitivity

	WHAT	HOW
1.	Understand the peace and conflict context by drawing on analysis.	Undertake a conflict analysis (relevant to the area you are working in), update it regularly and monitor the conflict context.
2.	Understand the interactions between the intervention and the peace and conflict context.	Review and monitor assistance for potential negative and positive conflict sensitivity interactions.
3.	Act on this understanding to minimise negative effects (risks) and maximise positive impacts on peace and conflict (opportunities).	Adapt or adjust to mitigate and respond to risks and to leverage opportunities.

Applying these three steps is an ongoing process that is not only relevant at the project and programme level, but also at the strategic and policy level. This is because strategic choices (e.g. decisions on sector and geographical focus, choice of partners and implementation modalities) can have consequences for peace and conflict dynamics and will also influence the conflict sensitivity of the programmatic choices guided by a strategy (see box 1)

Similarly, conflict sensitivity not only involve programming staff, but also staff in support functions, such as MEAL, procurement, logistics, finance and communications as decisions involving these functions may have peace and conflict impacts. For example, procurement choices, staffing decisions and the location of operating infrastructure may coincide with and reinforce divisions in the conflict.

Finally, conflict sensitive often necessitates a concerted international response (both at a national and local level) if one set of actors is not to undermine efforts to be conflict sensitive of another (see box 2).

Conflict sensitivity is thus not a programmatic ‘add-on’ but rather should be integrated across organisations as an integral way of working and be part of collaboration and coordination structures.

It needs to be underpinned by an enabling environment in which programming approaches including budget management are flexible and adaptable and there is a cultural of critical self-reflection so that staff are confident to raise and openly discuss conflict sensitivity challenges.

For example, international organisations in Libya have had to make strategic choices around whether or not to deliver assistance to migrants held in detention centres in Libya that are managed by armed groups. On the one hand, not doing so could mean not responding to genuine needs. On the other hand, doing so has conflict sensitivity implications as armed groups are known to divert

BOX 2

WHAT IS CONFLICT AND WHEN DO WE NEED TO BE 'SENSITIVE' TO IT?

Conflict involves disagreement between two or more parties over (perceived) incompatible differences. Such differences can be over aspects such as values, ownership and use of resources, distribution of power or recognition of rights, and may be influenced by historic grievances. Different issues often interact with each other and sometimes lead to violence. However, conflict does not always involve violence, nor is it inherently negative. Conflict can be a positive driver of change in society if it is managed well. When there are no institutions, processes and structures in place to manage conflict it is likely to spiral into violence.

It is important to apply conflict sensitivity both in contexts with active violence and when there is no active violence. Even in the absence of violence, assistance activities may impact on structural drivers of conflict or relationships between stakeholders and conflict sensitivity provides a framework for minimising the negative impacts and maximising positive contributions to peace.

benefits of assistance and for ill-treatment of migrants. Delivering assistance thereby could thereby mean providing recognition to armed groups and supporting them financially, contributing to the sustenance of the current detention centre practice. If organisations do not agree on common approaches, the negative conflict sensitivity impacts still occur (e.g. if some organisations deliver assistance to detention centres, armed groups would still be strengthened and obtain financial benefits) and less assistance may reach those in need (e.g. migrants in detention centres will receive less support as some organisations choose not to work there). This is not a reason for individual organisations to not take conflict sensitivity into account, when making decisions. On the contrary, it means that being conflict sensitive often necessitates a concerted international response (both at a national and local level) if one set of actors is not to undermine efforts to be conflict sensitive

BOX 3

CONFLICT SENSITIVITY AND OTHER CONCEPTS

Distinction between conflict sensitivity and do no harm

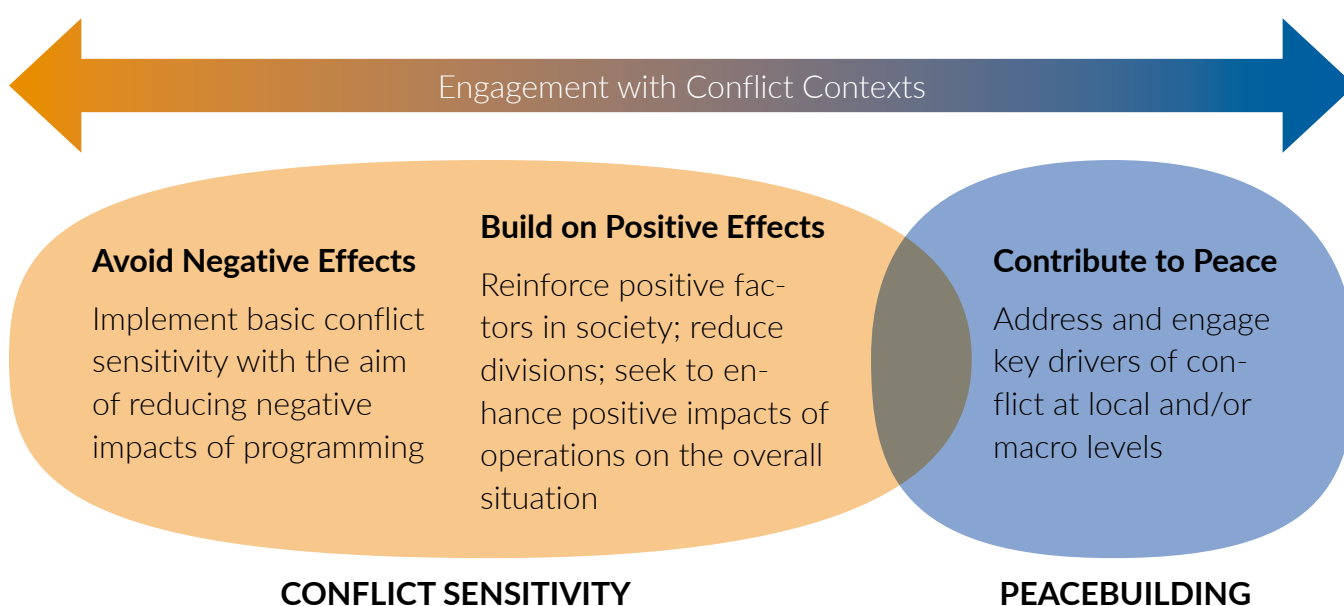
While conflict sensitivity originates in the do no harm framework developed in the 1990s, do no harm is often understood as avoiding harm to individuals. Conflict sensitivity does involve ensuring safety and security of staff, partners and participant but extends beyond that to more broadly manage impacts on peace and conflict.

Distinction between conflict sensitivity peacebuilding

Conflict sensitivity can provide an entry point to contributing to peace through identifying and leveraging opportunities. However, it is not in itself a peacebuilding approach, nor is it sufficient for organisations who wish to work on peacebuilding to apply conflict sensitivity. Peacebuilding is a sector in itself with many different approaches and methodologies aimed at addressing drivers of conflict or supporting capacities for peace. Conflict sensitivity is a broad approach that applies to all sectors of assistance and does not necessarily entail addressing drivers of conflict.

of another

Conflict sensitivity does not imply that all programming should be transformed into peacebuilding programming. Organisations, missions and programmes can adopt different levels of ambition along a spectrum ranging from a minimum standard of seeking to minimise negative impacts of assistance on conflict to explicitly seeking to address drivers of conflict through programming. It can provide an entry point for identifying opportunities to work on the 'peace' pillar of the humanitarian nexus (see box 3).



Spectrum of engagement with conflict contexts (CDA Collaborative Learning Projects 2015)

Fig 2: Spectrum of conflict sensitivity ambition

Organisations can define an 'organisational' level of ambition: country missions, while guided by the organisational ambition, need then to determine levels of ambition based on their specific context and the types of interventions they are implementing. **To this effect, the approach and tools in this toolkit are tailored to different audiences within an organisation and are designed to ensure conflict sensitivity is embedded and applied in a systematic and deliberate way.**

2.2 What are the benefits of applying conflict sensitivity?

2.2.1 Managing the challenges and risks of working in conflict affected contexts

Those working in conflict affected contexts are often confronted risks, trade-offs and dilemmas. For example, potential conflict risk mitigation measures may compromise other objectives or addressing short-term needs may undermine long-term objectives. Sometimes all options (even stopping assistance) will have some negative effects. Conflict sensitivity provides a set of processes and tools for exploring such trade-offs and weighing off risks and benefits from different courses of action in an informed manner. It thereby supports better decision-making around programming, reducing risks of delivery and maximising positive impact. This in turn enables assistance providers to better manage their reputation and relationships.

BOX 4

CONFLICT SENSITIVITY TRADE-OFF EXAMPLE WEWORLD-GVC IN NICARAGUA

In Nicaragua an aspect of the conflict context relates to strained relationships in the north of the country between the local indigenous communities and settler communities (originating from the south and primarily of European descent who have settled in the area) whose actions and position are defended by the government through local authorities. Tensions revolve particularly around access to natural resources. International assistance providers, including the WeWorld-GVC mission who are working with indigenous communities in the north of the country risk feeding into those dynamics. For example, support to action by indigenous communities may provide incentives for increasing governmental oversight and ‘policing’ of these areas and the indigenous population and worsen negative sentiments towards them. It may also put partners at increased risk and reduce their political space further. On the other hand, not working in those areas means not responding the needs of a marginalised population. WeWorld-GVC are taking steps to apply conflict sensitivity by working with local university partners who undertake research to increase WeWorld-GVC’s understanding of the local dynamics and have chosen an approach to managing the negative impacts of this conflict sensitivity dilemma by, for example, lowering visibility of local CSO partners . who implement under the WeWorld-GVC ‘brand’ instead.

A current concern for WeWorld-GVC Nicaragua is how to implement the organisation’s Community Protection Approach – CPA – in such a contested space in a conflict sensitive manner. It will be critical for the local team to ensure the CPA contextualisation process is informed by an in granular analysis of local conflict and peace dynamics, the key interests and capacities of local stakeholders, and how these relate to broader national level conflicts. This will need to be followed by a systematic process of articulating the potential conflict sensitivity impacts, both positive and negative, of implementing the different steps of the CPA and how these will be managed, including thinking through how the CPA can be sensitively used to gather key insights relevant for conflict sensitivity (e.g. on local drivers of tensions and capacities for peace).

Applying a conflict sensitive approach is also highly relevant to security planning and risk management. Although security and risk management tend to focus on the impact the context will have on the programme and staff (not vice versa), like conflict sensitivity, they require a solid and ongoing understanding of the context to be done well.

Security and risk assessments can inform and be informed by the context analysis and conflict sensitivity monitoring processes outlined in the guidance process. Perhaps most significantly, applying conflict sensitivity plays a role in managing security risks by reducing the likelihood that an organisation activities have inadvertent negative impacts and by promoting the attitudes and behaviours which are the basis of the acceptance approach to security favoured by the organisation. Opportunities for the two processes to support each other are highlighted in the tools and guidance.

2.2.2 Supporting an effective delivery of the Triple Nexus

The OECD *DAC Recommendation on the Humanitarian-Development-Peace Nexus*² highlights that “[...] all actors within their respective roles and mandates should strive to make a positive contribution to prevent armed conflict and violence, promote sustainable peace [...], at a minimum, adopt a “do no harm” and conflict sensitive approach”. They recommend specifically that all actors better programme by ensuring that activities “[...] are conflict sensitive to avoid unintended negative consequences and maximise positive effects across humanitarian, development and peace actions”. The recent *DAC Humanitarian-Development-Peace Nexus Interim Progress Review*³ further highlights conflict sensitivity as a core feature for a Triple Nexus approach and necessary to enhance a shared understanding among stakeholders of what can contribute to peace. It adds that applying only *Do no harm* principles fall short of capturing conflict dynamics, relations between stakeholders and the overall in-depth understanding of the conflict from an strategical and operational perspective.

Conflict sensitivity can be therefore intended as an approach to better programming or as a set of mechanisms to meaningfully support organizations and actors in gearing their programming (humanitarian, development or peace) to plan collective actions with the objective of positively contribute to conflict dynamics and the conflict-related drivers of population risks and needs.

Conflict sensitivity provides an entry point to contributing to peace through identifying and leveraging opportunities. In order to be effective, it should not be considered only as an add-on or *tick-the-box* exercise. The resulting analysis has the potential to support organizations in elaborating people-centered road maps and/or plans including hard and soft actions running in parallel to humanitarian and development programs, that can be implemented by an organization or communicated to other actors for complementary programs.

This toolkit has been designed with the broad understanding that conflict sensitivity can:

- **Guide organizations and actors on the primary process of identification of interactions and power relations to identify bottom up conflict resolution strategies and mechanisms at area based**, and
- **support a scale up strategy to identify collective actions** that can be communicated to peace expert actors and organizations.

² OECD (2019), *DAC Recommendation on the Humanitarian-Development-Peace Nexus*, OECD/LEGAL/5019

³ OECD (2022), *The Humanitarian-Development-Peace Nexus Interim Progress Review*, OECD Publishing, Paris, <https://doi.org/10.1787/2f620ca5-en>

The support that conflict sensitivity can provide to Triple Nexus approaches and programming entails:

- **Providing a framework and approach to support a collective analysis** of the peace and conflict context across multiple stakeholders (at different levels – community and strategic level).
- **Assisting the identification of entry points for organizations to engage on the peace pillar** whilst managing organisational sensitivities.
- **Providing an understanding on how promoting localisation, empowerment of local leadership and community engagement may impact on local conflict dynamics** and how to respond to any associated risks or opportunities.
- **Assisting with identifying who the best-placed actor is within a territorial approach;** conflict sensitivity can inform decisions on which actors may work more effectively with certain stakeholders in a given area - and which actors might inadvertently exacerbate tensions

BOX 5 USING CONFLICT SENSITIVITY TOOLS TO UNDERPIN THE TRIPLE NEXUS

The tools provided in this toolkit guide collective discussions on conflict context and conflict sensitivity and facilitate exploration of opportunities to contribute to peace. Any organization can use the tools to support development and application of its Nexus approaches, particularly to identify opportunities to work on the peace element of the Nexus. This is the case both at a strategic and at a programme level. It can further use the analyses to engage in collective discussions with other international assistance providers to develop joined-up nexus approaches.

As an example, the toolkit will support WeWorld in operationalizing the Nexus, by:

- Emphasising localisation and supporting opportunities for affected populations to identify their immediate needs; articulate the risks, root causes and structural drivers of conflict; and to shape responses by the best placed actor (including through the CPA).
- Providing mechanisms and incentives for joint and coordinated conflict sensitivity. Conflict sensitivity ‘writ large’ requires a collective and coordinated approach to understanding context, and to identifying and responding to the risks of doing harm and opportunities to address the root causes and structural drivers of conflict. Mechanisms to operationalise the Nexus (e.g. Nexus working groups) can support this coordination.
- Considering how the efforts of different organisations across the nexus can be linked to help manage any conflict risks or tensions that emerge through (or limit) programme delivery by (e.g. by linking assistance providers to local conflict management mechanisms).
- Encouraging risk-focused, longer term, flexible programming that avoids fragmentation through context-adaptable programming. Being flexible and adaptive is essential for conflict sensitivity.

2.2.3 Adherence to humanitarian principles

Applying conflict sensitivity does not mean undermining adherence to principled humanitarian action. Many humanitarian actors express concern that applying the 'positive' end of the conflict sensitivity spectrum (i.e. identifying actions to address conflict drivers) may 'politicise' aid compromising humanitarian principles and access. Certainly, any actions which involve taking a highly political stance in relation to the conflict could contain this risk and should be avoided. However, in general, working with conflict sensitivity entails a less overt positioning - for example where delivery approaches are designed to build social cohesion - and it is possible for humanitarian assistance to have positive impacts whilst remaining impartial.

Humanitarian delivery can benefit from actions of others under the peace pillar of the Nexus (e.g. effective local conflict management mechanisms) whilst not engaging in these activities directly themselves.

Importantly, working with conflict sensitivity can help organisations avoid principled humanitarian action by becoming inadvertently 'caught up' in conflict dynamics. In some situations, humanitarian aid cannot be delivered without negative impacts on the conflict context (e.g. where resources are routinely diverted by armed groups). These situations present a clear trade off between the humanitarian imperative and conflict sensitivity. The tools and guidance highlight the role of conflict sensitivity approaches in identifying and navigating these dilemmas.

3. Navigating the chapters and tools in the guidance

The Conflict Sensitivity Operational Toolkit is purposely designed to guide any organization in embedding conflict sensitivity across all strategic, operational and functional processes in delivering assistance. It is composed of different modules to ease its understanding and use by an organization.

The different modules provide process guidance and tools for integrating conflict sensitivity across different organizational and programmatic processes. The purpose and audience for each chapter are outlined in the following table.

CHAPTER	WHAT IS IT FOR?	WHO IS IT FOR?	WHEN SHOULD IT BE CONSULTED?
MODULE 1: Conflict sensitivity strategy design and review	Integrating conflict sensitivity into the design and review of country strategies Identifying priorities for strengthening organisational capacities for conflict sensitivity	Country representative Senior management Sector specialists Staff involved in supporting a strategy review	Prior to and during a country strategy design or review process
MODULE 2: Conflict sensitive programme identification and design	Identifying major conflict sensitivity issues at the proposal appraisal stage Integrating conflict sensitivity within programming approaches	Staff involved in programme identification and design	During the programme design process
MODULE 3: Conflict sensitivity for support functions	Identifying conflict sensitivity interactions related to resources management	Staff in support functions (procurement, logistics, human resources and finance)	During programme design and implementation
MODULE 4: Conflict sensitive implementation	Integrating conflict sensitivity within programme implementation	Programme Staff, local staff (field based)	During implementation
MODULE 5: Monitoring and evaluating conflict sensitivity	Integrating conflict sensitivity within monitoring processes and evaluations	Programme staff and Monitoring and evaluation staff	At all stages of the programme cycle

Module 1

Conflict sensitive strategy design and review



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Abbreviations and Acronyms

CPA	Community Protection Approach
CS	Conflict Sensitivity
CSA	Conflict Sensitivity Assistance
SWOT	Strengths, Weaknesses, Opportunities and Threats

1. Overview

It is important to take conflict sensitivity into account when designing country strategies and to review existing country strategies for conflict sensitivity risks and opportunities. Decisions taken at the strategic level (e.g. decisions on sector and geographical focus, choice of partners and implementation modalities) can have positive and negative peace and conflict impacts and will influence the conflict sensitivity of the programmes delivered under the strategy. Even where the tools have not informed strategy development process from the outset, they can be applied at a later stage, so long as there is room for reflection and adjustments to the strategy.

It is also important, from a strategic perspective, to consider how organisational capabilities and capacities to act with conflict sensitivity can be strengthened within the mission

These tools in this section follow the three steps of conflict sensitivity and are designed to:

- Identify the impact of strategic choices on peace and conflict related issues and potential adjustments to the strategic approach to account for these.
- Identify national level conflict sensitivity risks (for example related geographical distribution of assistance) and risks that may be present and need to be taken into consideration across all programming (for example local conflict over resource distribution).
- Identify potential conflict sensitivity opportunities (i.e. to contribute to peace) which may be relevant across multiple interventions (for example strengthening collaboration and relationships between groups and with authorities)
- Consider opportunities for coordinated approaches to integrating conflict sensitivity considerations (e.g. through coordination mechanisms)
- Consider entry points for begin working on the peace pillar of the triple nexus.
- Consider how organisational capabilities and capacities to act with conflict sensitivity can be strengthened within the mission and therefore a tool to support this process is also included.

The following table outlines each tool, its purpose and audience:

The Country Strategy Process / part 1

TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
STEP 1 Strategic level conflict analysis Tool <p>The Step 1 strategic level conflict analysis tool comprising:</p> <ul style="list-style-type: none"> » Strategic analysis question set with workshop facilitation tips and exercises including: » Strategic conflict Factor matrix » Strategic conflict actor mapping exercise » Conflict Systems mapping example » Conflict scenario development exercise 	<p>Supports missions to develop an understanding of the country level peace and conflict context</p>	<p>Country Representative – with as wide a selection of staff in the mission as possible.</p>	<p>During the country strategy design or review process/ workshop</p>	<p>3.1 CS TOOL The Step 1 Strategic level conflict analysis</p>
STEP 2 Strategic level conflict sensitivity interaction question set	<p>Using the findings of tool 1, this tool helps missions identify potential national level conflict sensitivity risks and opportunities that need to be taken into consideration across all programming</p> <p>Reflect on opportunities for coordinated approaches to integrating conflict sensitivity considerations (e.g. through coordination mechanisms)</p> <p>Consider entry points for begin working on the peace pillar of the triple nexus.</p>	<p>Country Representative, Focal points from different departments, programmes and sub-offices (if relevant), sector experts</p>	<p>During the country strategy design or review process/ workshop</p>	<p>3.2 CS TOOL The Step 2 Strategic level conflict sensitivity interaction question set</p>
STEP 3 Programme conflict sensitivity interactions matrix tool and tips box	<p>Supports the documentation and monitoring of identified strategic level conflict sensitivity risks, opportunities and responses</p>	<p>As above Staff with responsibility for organisational monitoring</p>	<p>During the country strategy design or review process/ workshop</p> <p>On an ongoing basis as review as part of monitoring</p>	<p>3.3 CS TOOL The Step 3 - programme conflict sensitivity interactions matrix tool and tips box</p>

The Country Strategy Process / part 1

TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
Question set for integrating conflict sensitivity into the SWOT analysis	Provides guiding questions for considering conflict sensitivity within a SWOT analysis	Country Representative, high level focal points from different departments, programmes	Alongside a SWOT analysis if part of the strategy design or review process	3.4 CS TOOL Question set for integrating conflict sensitivity into the SWOT analysis
Conflict Sensitivity Organisational Self-Assessment Questionnaire and planning tool	Provides a question set to help identify and monitor key organisational factors may be supporting or constraining conflict sensitivity, and document capacity building needs	Country Representative in consultation with senior management in the mission	At any point At any point or alongside a strategy development review process	3.5 CS TOOL Conflict Sensitivity Organisational Self-Assessment Tool

2. Process Guidance

Associated tools:

- 3.1 CS TOOL** The Step 1 strategic level conflict analysis tool (page 10)
- 3.2 CS TOOL** The Step 2 strategic level conflict sensitivity interaction **question set** (page 17)
- 3.3 CS TOOL** The Step 3 - programme conflict sensitivity interactions matrix **tool and tips box** (page 19)
- 3.4 CS TOOL** Question set for integrating conflict sensitivity into the SWOT analysis (page 20)
- 3.5 CS TOOL** Conflict Sensitivity Organisational Self-Assessment (page 21)

The process of applying the tools to support the integration of conflict sensitivity within the design or review of country strategies should ideally be led by the Country Representative or Director supported by other staff members.

The Step 1, 2 and 3 tools can be applied in a workshop format. Step 1 should involve as wide a cross section of staff as possible to ensure the multiple perspectives and the richness of existing knowledge and understanding of staff is captured. Step 2 and 3 tools can involve a smaller group, including high level focal points from different departments, programmes and sub-offices (if relevant) as well as sector experts.

- **The Step 1 National level conflict analysis toolbox** provides a framework, question sets, facilitation tips and exercises for analysing and understanding the peace and conflict context at a national level to inform strategy development and review.
- **The Step 2 Strategic level conflict sensitivity interactions question set** provides a set of questions to help staff identify strategic level conflict sensitivity risks and opportunities relating to the strategy and mission portfolio.
- **The Step 3: Strategic level conflict sensitivity interactions matrix tool** provides a framework for capturing the key conflict sensitivity issues and considering how these can inform strategic responses.

Where a full workshop format is impractical, a desk based study (guided by the tools) could be validated and discussed in a shorter meeting with staff. External support can be brought in to facilitate the discussions and provide technical conflict sensitivity support, however, the process should be owned and embedded internally.

PROCESS

Preparation for the workshop.

A focal point should collate, synthesise and share existing findings from internal and external conflict analyses and reports before the workshop which can support facilitation and prompt reflection and discussions during the sessions. For example, an organisation country level security analyses can inform the conflict analysis.

The workshop structure and approach.

The workshop should be structured in line with the three steps of conflict sensitivity (analysis, review, adjust) and related toolkits.

The step 1 sessions is focused on analysis and can be structured according the conflict analysis framework outlined in the step 1 toolbox (conflict profile, conflict factors, actor analysis, dynamics and scenarios). Participants should first be introduced to the analysis framework, before engaging in exercises in the toolbox selected by the facilitator to unpack the different elements.

The step 2 and 3 sessions involves going through a process of critically examining how the strategy and mission portfolio at large may interact with peace and conflict issues identified in the analysis (positively and negatively) and making necessary adjustments to the strategy to minimise risks and maximise opportunities. The sessions should be framed as a discussion structured and prompted by the questions in the step 2 tool. The findings and responses to issues raised in this discussion documented in the Step 3 tool.

The step 2 and 3 workshop / meeting can be conducted in plenary or split into different groups with each group taking a set of questions (e.g. group 1 = Strategic focus, Group 2 geographic focus etc) from the Step 2 question set. Staff should be allocated to the group where the questions relate most closely to their function. Key points should then be fed back into plenary for feedback. Discussions can then explore different angles, thrash out trade-offs and deliberations on them, and make suggestions for implications for strategy. It is important to be explicit and open about the trade-offs that are raised. They should be evaluated for their conflict sensitivity (and other) implications and decisions taken on how working through these issues. The tool 3 tips box and examples provides further suggestions on key considerations to keep in mind. The articulation of issues (risks and opportunities) and how the strategy will respond to them can captured in the Step 3 strategic level conflict sensitivity interactions matrix tool.

A separate meeting may need to be organised to discuss implications for strategy more in-depth and make decisions around it. That can be convened with a smaller group and includes setting a level of ambition for conflict sensitivity for the mission and developing outcomes relating to conflict sensitivity (see box).

BOX 1

SETTING THE STRATEGIC LEVEL OF AMBITION FOR CONFLICT SENSITIVITY (AN EXAMPLE FROM WEWORLD)

Country missions, while guided by the organisational ambition, need then to determine levels of ambition based on their specific context and the types of interventions they are implementing. For example, in Mozambique where some peacebuilding programme is underway it may be appropriate to seek to expand WeWorld-GVC's efforts to contribute to peace. That level of ambition may not be feasible in contexts such as the Occupied Palestinian Territory where the main conflict relates to issues that may be beyond the scope of WeWorld-GVC's mandate to address. The level of ambition may also vary between interventions in one context. For example, ambitions to contribute to peace by leveraging conflict sensitivity opportunities through long-term community engagements (through long-term community engagements (through application of the CPA*, dialogue around resources management or otherwise)

may be achievable whereas setting a more minimalist objective to minimise negative effects may be more feasible in the delivery of humanitarian assistance or cash transfers.

* The CPA is an action-oriented approach and methodology implemented by WeWorld in protracted and complex crises throughout the Middle East and North Africa (MENA) and the Latin America and Caribbean (LAC) regions to examine the geographical areas and sectors with the highest protection risks, to co-develop Protection Response Plans, together with the affected population and local constituencies, in order to reduce vulnerabilities and increase capacities of affected population, by increasing agency through an innovative people-centred approach for community engagement and empowerment. The Community Protection Approach (CPA) comprises a context-specific process of assessment and analysis to determine immediate patterns of risk of forcible transfer and analyse the degree of the community's resilience against such protection risks over year circles. This process coincides within programme and project cycles for local and international actors. For more information: <https://cpainitiative.org/>

Since applying, the tool involves asking difficult and self-examining questions and discussing them openly. It is important to establish an environment that allows participating colleagues to raise these questions and challenge assumptions or previous directions. The Country Representative needs to be clear about this and can consider explicitly asking a group of colleagues or bringing in an external in the role of 'challenge function'. It is important the Country Representative demonstrates throughout the process that challenges and critical reflection is welcome and encourages it, including challenges to their own perspectives.

The process should build on and capture lessons learned from previous strategy and programming. It is important to invite colleagues who have institutional memory and/or to collate lessons learned as part of the process (ahead of the workshop) and explicitly discuss those.

Follow up to the workshop

Documenting the workshop is important and should include at minimum a write up of the findings of the application of the conflict analysis tool and a completed conflict sensitivity matrix tool. These outputs will form the basis of subsequent efforts to adapt and monitor the strategy for conflict sensitivity.

If there is time and resources, the analysis could be shared with externals (colleagues from other organisations, experts, analysts) for review and feedback either written or through a presentation and feedback session.

The baseline analysis (factors, actors dynamics and scenarios) should be reviewed and updated at a regular basis at a minimum yearly or in response to major shifts or events in the context. This should involve a short desk review and/ or short workshop or meeting. A staff member should be tasked with organising and sharing analysis updates. The scenarios can in turn support ongoing monitoring by periodically reviewing which scenario (or elements of different scenarios) best reflects developments in the context and reviewing implications for the strategy.

If a SWOT analysis is being undertaken as part of the strategy development and review process, the Question set for integrating conflict sensitivity into the SWOT analysis can be used to help integrated conflict sensitivity into this process.

Assessing organisational capacities for conflict sensitivity

WHO SHOULD USE IT: Country Representative, Senior management

WHEN SHOULD BE USED: At any point or alongside a strategy development review process

Associated tool:

3.5 CS TOOL Conflict Sensitivity Organisational Self-Assessment Tool (Page 18)

Carrying out the Organisational Self Assessment involves undertaking a conflict sensitivity self-assessment to **understand the mission's capacity, strengths, weaknesses, opportunities and internal challenges relating to conflict sensitivity**. It provides a basis for defining priority areas of action and change objectives and developing an action plan to strengthen organisational capacity on conflict sensitivity.

The self-assessment should be led or supervised by the Country Representative and involve senior management in the mission to ensure buy-in and multiple perspectives. Developing a short online anonymous survey can also be a cost-effective way to collect input from across the mission.

While each mission should undertake their own self-assessment, this process would benefit from a coordinated approach across all the organisation's missions. Results can be discussed in the regional teams where missions act as 'critical friends' and provide feedback to each other. Self-assessment forms can further be collated at an HQ level by a Strategy Advisor to understand organisation-wide needs for capacity-strengthening on conflict sensitivity as a guide for organisational priority setting for actions to take conflict sensitivity forward within the organisation.

On the basis of this, an organisation wide action plan along with mission-level action plans could be developed.

3. Tools and Instruments

3.1 CS TOOL - The Step 1 Strategic level conflict analysis

The strategic level conflict analysis tool provides a framework for analysing and understanding the peace and conflict context at a national level to inform strategy development and review. It includes the following elements of conflict analysis.

3.1.1 Elements of a strategic level conflict analysis

CONFLICT PROFILE	Provides a brief overview providing basic description the country context and its experience(s) of conflict. It is largely descriptive.
FACTOR ANALYSIS	<p>Identifies the key factors that drive conflict or support peace – splitting these into long term and more immediate causes of peace and conflict (structural and ‘proximate’) as well as ‘triggers’.</p> <p>Root/structural factors are the long-term or systemic factors underlying conflict (and create the environment where conflict can manifest or where peace can take root) e.g. inequitable access to land and resources, deep rooted social exclusion, demographic pressures, impunity, poor governance, gender identities and dynamics.</p> <p>Proximate factors are the more recent and more visible causes e.g. arms proliferation, illicit criminal networks, emergence of self-defence non-state armed actors, overspill of conflict from a neighbouring country, natural resource discoveries.</p> <p>Triggers are short-term, often sudden or unforeseen events that provoke a large-scale response from the population; triggers may provoke a violent manifestation, the outbreak of conflict or escalate a pre-existing conflict.</p>
STAKEHOLDER ANALYSIS	Seeks to identify and analyse local, national, regional and international actors that influence or are influenced by the conflict, and how they interrelate and reinforce opportunities for peace or conflict. The term ‘actors’ refers to individuals, groups and institutions engaged in, as well as being affected by, conflict.
DYNAMICS ANALYSIS	Seeks to understand how factors and stakeholders are interrelating and affecting each other to increase the threat of conflict or create opportunities for peacebuilding thus influencing key conflict trends.
SCENARIO BUILDING	Aims is to better understand possible trends in the conflict dynamics based on a number of variables

The analysis should be focussed on the national level but take into account dynamics at the local, regional and international levels and how they interrelate with the national level conflict context. It is important to capture political economy dynamics around international processes and assistance and how these relate to other conflict factors and stakeholders.

It may be that there are different systems or types of conflict that each have their separate dynamics but also feed into one another, e.g. It may be that systems of conflict exist at different geographical levels (local, national, international) or relate to different types of conflict (violent extremist insurgencies, herder-farmer conflicts, conflicts between indigenous peoples and the state etc.). These can be captured in the conflict profile.

Applying the tool involves first understanding the different elements of conflict analysis (in the table above), followed by a series of questions and exercises to unpack the different elements.

3.1.2 Questions, tips and exercises

ELEMENT	KEY QUESTIONS TO ASK	FACILITATION TIPS AND EXERCISES
Conflict Profile	<p>What is the political, economic, and socio-cultural context for the country? eg physical geography, demography, recent history (including history of conflict), political/ administrative structure, economic activity, social composition, gender dynamics, environmental issues, geo-strategic position?</p> <p>What are emergent political, economic, social and security issues? eg elections, reform processes, decentralisation, peace processes, health crises, economic crises, regional overspill, new infrastructure, disruption of social networks, migration trends (IDPs and refugees), military and civilian deaths, presence of armed forces, mined areas</p> <p><i>What, broadly, do the conflicts seem to be about? (competition over scarce resources, different ideological differences, competition for power)?</i></p> <p>Where are conflicts located? (what geographic areas are most affected?)</p> <p>Are there different systems or types of conflict that each have their separate dynamics but also feed into one another. E.g. It may be that systems of conflict exist at different geographical levels (local, national, international) or relate to different types of conflict (violent extremist insurgencies, herder-farmer conflicts, conflicts between indigenous peoples and the state etc.).</p>	<p>Draw a historical timeline with key events – map on key conflict events (escalation of violence, ceasefire, peace agreement)</p> <p>Draw a map of the country and mark on key physical/ geographical, demographic, economic and social/ ethnic features and the key areas affected by conflict/ violence.</p>

ELEMENT	KEY QUESTIONS TO ASK	FACILITATION TIPS AND EXERCISES
Factor analysis	<p>What are the core factors of conflict and peace? (be clear on the description of each factor as well as how it impacts peace or conflict) describe also how they affect each other.</p> <p>What gender norms might be sustaining, fuelling or alternatively, reducing conflict?</p> <p>Which factors might be structural (long term and deep rooted) and which are proximate (immediate and more visible)?</p>	<p>Create a factor matrix on a flip chart with headings - economic, political, social and justice. Brainstorm conflict factors and put them up under the headings (use sticky notes).</p> <p>Mark and group those that are root causes and those that are more recent or proximal.</p> <p>Organise factors into international regional, national or more local level.</p>
Stakeholder analysis	<p>Who are the main actors? (e.g. the military, non-state armed groups, criminal groups, political leaders, civil society, political parties, international assistance providers etc.)</p> <p>Are they local/ national/ regional or international?</p> <p>What are their positions, interests, motivations and needs (e.g. maintaining status quo, maintaining political power, control over economic resources, ethno-nationalist, reparations etc.,)?</p> <p>Are they 'connectors' (actively supporting peace) or 'spoilers' (seek to undermine conflict resolution) in the conflict?</p> <p>What power and influence do they have (e.g. local legitimacy through provision of security, power over corrupt justice institutions, weapons and capacity to damage infrastructure, trusted by all sides)?</p> <p>What capacities do they have to affect the context?</p> <p>What are the relationships between actors?</p> <p>What are the gender dimensions of the actor group?</p>	<p>Create a stakeholder matrix (see example below)</p> <p>Actor map (see example below)</p>

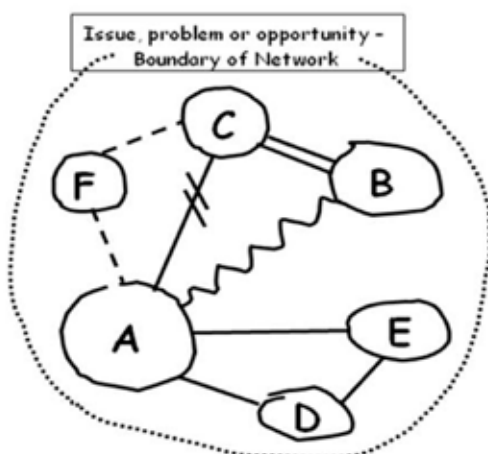
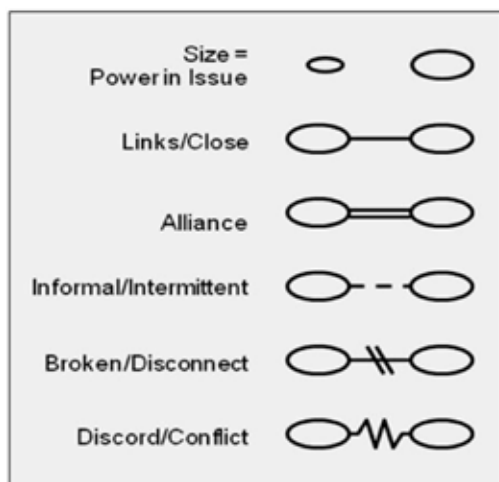
ELEMENT	KEY QUESTIONS TO ASK	FACILITATION TIPS AND EXERCISES
Dynamics analysis	<p>What are the current trends in the conflict (increasing, decreasing)?</p> <p>How are the factors and stakeholders interrelating to influence the trends (positively or negatively)?</p> <p>What issues or events might 'trigger' and escalation of conflict or violence or alternatively a de-escalation?</p> <p>How do the different levels or systems of conflict link (e.g. local conflicts, national level conflict, and regional geopolitical competition)?</p> <p>How might changes in dynamics at the national or regional level affect on local level conflict (and vice versa)?</p>	<p>Draw up a systems map to show how the actors and conflict factors and interrelationships between levels of conflict are influencing key trends and to map up potential triggers.</p>
Scenarios analysis	<p>Which peace and conflict factors could be expected to change (be variable) within the scenario period (some of the more structural factors, such as 'lack of rule of law' may not be variable within the timeframe)?</p> <p>Which peace and conflict factors are currently the most determinative for the development of the conflict context (at different times, some factors may be more influential in terms of determining the course of the peace and conflict context, for example if there is ongoing fighting or a political process going on)?</p> <p>How might each identified factor develop in the most peace-promoting, most conflict promoting or continuing trend? How might key stakeholders act and influence or be influenced by the factor?</p> <p>How might the potential development in factors influence other factors?</p>	<p>Create a variable factor matrix that lists each variable factor starting with the most determinative and describes them one by one in the most peace-promoting, most conflict-promoting or continuing trend, taking into account how they may influence each other and how key stakeholders may relate.</p> <p>Form different scenarios by drawing on the analysis of the variable factors and of their interrelations. Describe the key dynamics of the scenarios in bullet points.</p>

3.1.3 Supporting instruments for exercise facilitation

FACTOR MATRIX

POLITICAL	SOCIAL (AND GENDER)	ECONOMIC	SECURITY

ACTOR MAPPING



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1) sort the actors according to their capacity to influence the conflict (a bigger circle corresponds to greater influence/power);

2) position them on a chart showing how they are connected;

3) analyse the nature of their relationship by using different types of lines connecting the circles (e.g. straight line indicates a close relationship; double line an alliance; zig-zag line a conflict; double line across a single line a broken relationship, dotted line an informal relationship etc.).

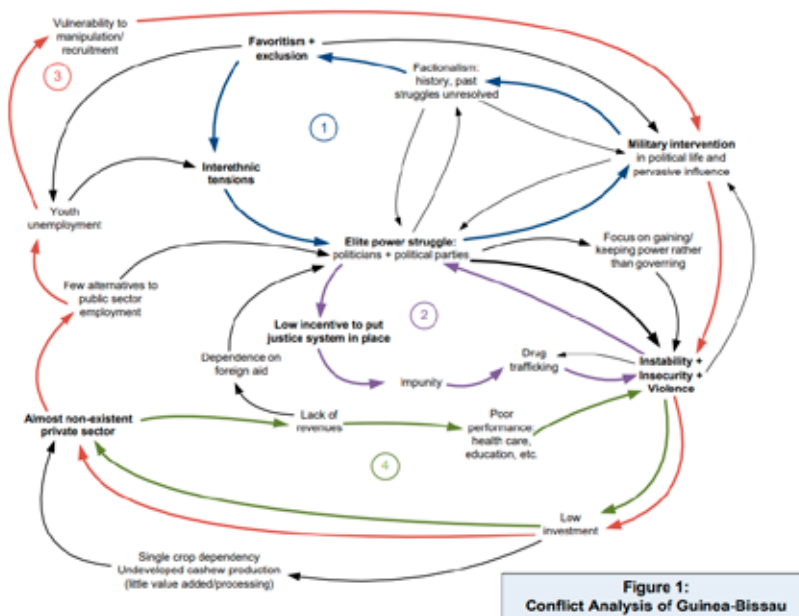
- **Characteristics¹:** Features that describe the actor (individual, group or organization), e.g. Size of the group or organization, location and membership.
- **Positions:** What are the relationships among the various stakeholders? What are their positions on fundamental issues? What are the 'drivers' behind their actions?
- **Interests and needs:** How do these interests and needs of stakeholders' influence the conflict? How can the interests of the stakeholders be described? Are their interests political, economic, religious, environmental, or educational?
- **Capacities:** What resources do they have to influence conflict either positively or negatively? (i.e. Large active membership, external financial support, products, information, etc.).
- **Gender dimensions:** What roles do women play?

EXAMPLE

NAME OF ACTOR	CHARACTERISTIC	INTERESTS, POSITIONS, NEEDS	CAPACITY, POWER OR INFLUENCE	GENDER DIMENSION
<i>National Government</i>	Fundamentally wish to maintain the status quo and not negotiate political/ economic/ social reforms.	Interests lie in maintaining the political status quo of a specific ethnic minority rule.	Access to and control over resources and the military.	Few women in positions of power at the national level. However, they play an active role in maintaining control over natural resources at the local level.
	Fundamentally wish to change the power structure so that it more adequately represents the ethnic balance in country.	Has been supporting free and fair elections in country.	Has some influence over the present government as well as with regards to aid allocations for the country.	Believes that women should play a stronger, more active role as advocates for creating a more equitable society. Donor actively trains and promotes local women to engage.
	No formal communication with the government. Demand a resignation of the present government and a complete overhaul of the present governance system.	Advocates overthrow of the present government, violently if necessary, and its replacement with representatives from their ethnic group.	External financial, political and small arms support from the diaspora.	Women actively participate within the rebel troops and hold positions of power.

1 Source: "Conducting a Conflict and Development Analysis", UNDG, February 2016

SYSTEMS MAP OF CONFLICT DYNAMIC²



SCENARIO DEVELOPMENT EXERCISE³

VARIABLE FACTOR	DYNAMICS		
	MOST PEACE PROMOTING	CONTINUING TREND	MOST CONFLICT PROMOTING
List the variable factors starting with the most determinative	Describe the dynamics of the factor including how key stakeholders may act. Sometimes there may be two or more options for how each factor develops in the continuing, most peace- or most conflict-promoting trend.		

² Source "Reflecting on Peace Practice", CDA cited in "Systems Analysis of Conflict Dynamics", 2010, Interpeace.

³ This tool was developed by the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.

3.2 CS TOOL - The Step 2 strategic level conflict sensitivity interaction question set

This tool is a question set that allows an organisation to link the analysis to the country strategy and programme portfolio. The discussion around the questions prompt reflection and help mission staff to surface any potential negative impacts of the strategic choices on the conflict (risks) as well as opportunities for the portfolio and strategic direction to contribute to promoting or reinforcing peace.

This will then form the basis of a further discussion in Step 3 and decisions on how strategic conflict sensitivity risks can be managed and opportunities to reinforce peace can be exploited.

Strategic focus (i.e. strategic objectives and sector focus)

How do the conflict factors and actors relate to or 'play out in' the priorities and sectors of focus of the strategy/mission? E.g. is access to basic services (health, sanitation, education) or other resources a driver of grievances and conflict? Do conflict actors seek to 'capture' or divert key services or resources for their own benefit?

Are there any sectors or focal areas where the risks of negative impacts on the conflict context are particularly high?

Where might there be opportunities to positively influence the drivers of conflict and capacities for peace e.g. within particular sectors or areas of programming? or by supporting existing conflict management mechanisms? Are there opportunities to work on the 'peace pillar' of the Nexus within programming?

What influence do donor and foreign policy priorities have on strategic priorities and how the organisation is perceived? How might this affect the organisation's ability to act in a conflict sensitive manner? E.g. does it produce particular risks that need managing?

Geographic focus

How does the geographical focus relate to wider distribution of assistance in the context? Could the geographical focus be perceived to be favouring certain regions or groups? Or reinforce grievances around issues such as marginalisation?

Are there some conflict dynamics that are stronger in specific regions/areas and need to be given specific attention to?

Temporal Focus

How might the identified scenarios influence the organisation's ability to implement the strategy? Will priorities and objectives still be timely and relevant in these scenarios? Is flexibility built in the strategic plan and programme portfolio to enable response to rapid changes in the conflict context?

What new risks or opportunities may emerge related to the strategy under different future conflict scenarios?

How can the strategy balance short-term with long-term objectives and seek to build coherence between them? Are there any trade-offs relating to short-term and long-term objectives that need to be addressed?

Implementation modalities

Are donor formats, processes and requirements enabling or constraining flexibility and adaptability? What actions can the organisation take to mitigate if they do not? How can the organisation advocate for greater flexibility in funding frameworks to enable conflict sensitivity?

Which programme modalities does the planned programme portfolio entail (e.g. humanitarian delivery, implementation of the community-based or other consultative approaches)? Are there specific conflict sensitivity risks or opportunities related to those?

Partnerships, Procurement and Human Resources

Are there conflict sensitivity risks relating to hiring staff or choosing partners or suppliers such as being perceived to favour certain groups or assistance being diverted? How can these issues be addressed at a strategic level (e.g. in procurement policies and plans) the strategy and how can they be mitigated?

Are there types of actors that can be partnered with to leverage opportunities to contribute to peace or support capacities for conflict sensitivity? (e.g. peacebuilding organisations)

Presence and visibility

How might the mission's visibility and communications influence perceptions of the organisation and its work and how might it enable or constrain its ability to apply conflict sensitivity?

Is programming managed remotely? How might that impact on the organisation's ability the ability to manage and monitor conflict sensitivity risks and opportunities?

3.3 CS TOOL - The Step 3 - programme conflict sensitivity interactions matrix tool and tips box

Step 3 involves building on the discussions in Step 2 to articulate the strategic level conflict sensitivity risks and opportunities clearly and then identify possible responses. These can then be captured in a risk/ opportunity matrix. Risks can then be also be reflected in the mission's risk matrix.

Tips box

- **Mitigating conflict sensitivity risks or maximising opportunities does not always require significant changes to activities.** Even subtle adaptations in terms of process, communications or the stakeholders engaged can make a big difference. Much of the effort is in getting the analysis and diagnosis of issues right, so it is worth giving Step 1 and 2 of the process enough time and focus before moving to step 3.
- Responses can be as varied as conflict sensitivity risks and opportunities and the country strategic context are. Identifying these will require staff to use their judgements and experience. **There is no one-size-fits all approach.**
- **In some cases, responding to a risk may create a new risk that needs to be considered and balanced.** For example, a decision to stop assistance to a particular area may change power relations or perceptions of assistance providers that may cause harm. These situations are often termed conflict sensitivity trade-offs. The approach to balancing these should be articulated within the matrix.

The following table provides some examples of strategic level risks/ opportunities in the matrix.

INTERACTIONS MATRIX (WITH EXAMPLE)

RISK/ OPPORTUNITY/TRADE-OFF	POSSIBLE RESPONSE
There is a general risk in country x that being associated with donor y may undermine how the organization is perceived by certain communities given current narratives on their involvement in the conflict.	<p>To the extent possible, pursue other funding channels.</p> <p>Engage in open discussion with the donor on the issue to agree on response. For example, decreasing visibility of donor.</p> <p>Develop communications plan to position the organisation as distinct from donor and communicate organisational values of neutrality etc.</p>
There is an opportunity for the organisation to engage proactively in the NGO working group to support a country level peace and conflict analysis leading to a collective discussion on key conflict sensitivity risks/ opportunities and entry points for working on the peace pillar of the Nexus.	<p>Include outcome relating to collective action on conflict sensitivity and the nexus in Country Strategy.</p> <p>Develop engagement plan outlining how the organisation is well-positioned to engage in the working group, objectives of the engagement and entry points to overall programme portfolio.</p>

3.4 CS TOOL Question set for integrating conflict sensitivity into the SWOT analysis

This tool supports an organisation to take conflict sensitivity considerations into account when undertaking the SWOT analysis for its country level strategic process. The tool provides guiding questions for thinking through strengths, weaknesses, opportunities, and threats in relation to conflict sensitivity. Those should be considered as part of the wider SWOT analysis for the strategy process and included in the SWOT summary in the strategy.

STRENGTHS	WEAKNESSES
Given the context, conflict context and future scenarios, what are the strengths that the organization brings to mitigate or eliminate existing or potential identified risks? Are current engagements contributing to reducing tensions and promoting resilience and peace?	Given the context, conflict context and future scenarios, what are the weaknesses of the organization's current approach? What risks do current or planned programme activities hold in terms of doing harm, potential exacerbation of tensions or conflicts? How can these be avoided or mitigated?
OPPORTUNITIES	THREATS
Given the context, conflict context and future scenarios, what are the opportunities to contribute to doing no harm, conflict prevention, conflict management, stabilisation and/or peacebuilding?	Given the context, conflict context and future scenarios, what are the main threats that might limit the organization ability to mitigate risks of doing harm and have a positive impact on identified peace and conflict dynamics? Given that threats could be both internal (e.g. lack of staff capacity and knowledge), or external (e.g. lack of legitimate and effective partner organisations to collaborate with), how could these threats be mitigated?

3.5 CS TOOL Conflict Sensitivity Organisational Self-Assessment⁴

This tool enables an organisation **to identify key factors within the mission and its programme that may be supporting or constraining conflict sensitivity**. It helps to identify where capacity strengthening accompaniment on conflict sensitivity may be most relevant and useful and to outline concrete actions to address identified gaps.

The tool poses questions relating to different areas of the mission's work. The mission will assess its capacities in response to each question with a rating from 1 to 5, provide a description to explain the rating and on that basis, identify actions needed to strengthen capacities. Actions can be divided into short-term and long-term and can be accompanied with an assessment of resources (e.g. funds, time, technical support) needed.

The identified actions in the self-assessment then need to inform both the strategy review and can be transformed into an action plan for advancing conflict sensitivity within the mission and across the organisation more broadly.

QUESTION	SCALE 1 – 5 (1 is not at all)	COMMENT OR ACTION
Management commitment, leadership and organisational values		
Are programme management or senior leadership (i.e. programme managers and more senior staff) aware of, and can they describe the concept and application of conflict sensitivity?		<i>Describe current state of capacity</i> <i>Identify actions to improve capacity (short-term or long-term)</i> <i>Identify resources needed (e.g. funds, time, technical support)</i>
Does management actively promote and encourage the application of conflict sensitivity (e.g. through the allocation of time for analysis and reflection; budgetary resources for conflict analysis; knowledge and skill development of staff?) and ensure that application is appropriate to the conflict and security context? (e.g. the sensitivities of discussing political issues in the context).		
Are staff and partners encouraged to and do they feel comfortable to report observed negative impacts of programmes and activities?		

⁴ Source: "Conflict Sensitivity Manual for Libya" (June 2022), developed through the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.

QUESTION	SCALE 1 – 5 (1 is not at all)	COMMENT OR ACTION
Policies, operational processes and guidance		
Is there a global organisational policy or guidance on conflict sensitivity?		
Is there an organisational policy or guidance on conflict sensitivity at the level of the Mission?		
Are actions supportive of conflict sensitivity embedded within operating policies, programme management guidelines, documentation, templates and procedures etc.		
Do policies and processes allow sufficient flexibility to adapt programmes and activities as the context shifts or conflict sensitivity risks/opportunities emerge?		
Staff and human resources		
Can all staff involved in the programme give a good, basic description of conflict sensitivity? (including beyond the programme team – i.e. drivers, admin and finance etc.)		
Do staff (and partners) understand why conflict sensitivity is relevant to their role and what the expectations are?		
Is the responsibility to act with conflict sensitivity stated in job descriptions of staff, in memoranda of understanding with partners?		
If needed, are staff (or partners) receiving support (training, mentoring, and guidance) to develop the required skills?		
Is conflict sensitivity a consideration in the employment of staff		
Partnership and collaboration		
Does conflict-sensitivity play a role in your choice of local partners?		
Do you habitually compare notes on your assessment of the dynamics and the consequences of interventions, with other agencies operating in the same environment?		
Is conflict sensitivity integrated into Calls for Proposals and their approval process?		

QUESTION	SCALE 1 – 5 (1 is not at all)	COMMENT OR ACTION
Do donor actions or requirements constrain the ability of the programme to be conflict sensitive? (e.g. in relation to inflexible procedures, pressure to spend etc.)		
Integration into the programme cycle		
Are interventions/ programmes informed by a conflict analysis? Please explain		
Have you identified and recorded conflict sensitivity risks, opportunities and dilemmas relating to the programme/ intervention and approaches to mitigating/ managing these?		
Do formal and informal monitoring and reporting systems (including reporting from partners) ensure that conflict sensitivity issues are discussed and kept under review?		
Is conflict sensitivity a formal element of discussions within programme governance arrangements? (Steering committees, boards etc.)		

Module 2

Conflict sensitive programme identification and design



This module is part of the Conflict Sensitivity Operational Toolkit: a practical approach. You can consult the other modules and the introduction to the toolkit [here](#).

“Conflict Sensitivity Operational Toolkit: a practical approach. WeWorld and Peaceful Change initiative, 2022.”

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Abbreviations and Acronyms

CPA	Community Protection Approach
CS	Conflict Sensitivity
CSA	Conflict Sensitivity Assistance
WASH	Water Sanitation and Hygiene

1. Overview

Programme identification

When deciding to engage and respond to a call for proposals (local or global) it is important that organisations understand ‘up front’ the extent of potential conflict sensitivity risk or opportunity that might be involved in an intervention.

The **3.1 CS TOOL Programme Appraisal Conflict Sensitivity Risk/Opportunity screening** is a simple question set to help identify major conflict sensitivity issues at the proposal appraisal stage. Screening at this point can help ensure conflict sensitivity receives a proportionate level of attention, support and effort during the proposal development planning and the programme design phase.

Programmes which produce answers which are predominantly B or C in the screening tool should receive more support, resources and emphasis on integrating conflict sensitivity within the design process (and subsequently across the programme cycle). Programmes scoring C would benefit from specific conflict sensitivity expertise to support programme design and to develop appropriate monitoring mechanisms. It should be remembered however that all programmes, even those that score an A should reflect conflict sensitivity considerations within the design.

Programme design

It is vital that conflict sensitivity is taken into consideration in the design phase of programmes, from the first decision to respond to a call for proposals, through to more detailed design planning.

The programme design tools follow the same format as the strategy level tools but deepen these to focus on the geographic area and sector of engagement. They follow the three steps of conflict sensitivity and are designed to:

- **Help identify major conflict sensitivity issues at the proposal appraisal stage.** Screening at this point can help ensure conflict sensitivity receives a proportionate level of attention, support and effort during the proposal development planning and the programme design phase
- **Help ensure programming choices and approaches** (including approaches to human resources, logistics, procurement, operations and communications) are informed by a conflict analysis and an understanding of location, sector-specific and conflict sensitive risks and opportunities.
- **Help to identify potential entry points for contribution** (where relevant and appropriate) to the peace pillar of the Nexus.

Even where conflict analysis and conflict sensitive practice has not explicitly informed the design phase of a programme from the outset, it is never too late to apply the tools, so long as there is room for some adaptation in programming to manage and respond to the emerging findings.

Many donors request information at the proposal stage on how organisations are intending to integrate conflict sensitivity. **By highlighting the process followed in the tools and guidance organisations clarify its approach within the proposal and ensure adequate budget is allocated to the process.**

The following table outlines each tool, its purpose and audience:

The Programme Identification and Design Process				
TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
The Programme Appraisal Conflict Sensitivity Risk/ Opportunity Screening	Identifying potential risks link to the conflict analysis at the proposal design phase	Country Representative Grants Manager Programme Focal point in charge of coordinating the proposal design	At the Risk assessment phase of a new call, when an organization evaluate the pro and cons to submit / design a proposal	3.1 CS TOOL Programme Appraisal Conflict Sensitivity Risk/ Opportunity screening
The Step 1 programme level conflict analysis tool	<p>Programme level analysis question set with workshop facilitation tips and exercises including:</p> <p>Conflict Factor matrix</p> <p>Conflict actor mapping exercise</p> <p>Conflict Systems mapping example</p> <p>Conflict scenario development exercise</p>	Programme team in lead involving local and expatriates teams, partners with the support departments in the discussion	It should be used in the design phase of a new Programme, especially when it targets new geographic areas of intervention	3.2 CS TOOL The Step 1 Programme level conflict analysis
The Step 2 strategic level conflict sensitivity interaction question set	It involves a process of first detailing the different aspects of the proposed (or current) intervention and then discussing a series of questions which are designed to prompt reflection which help surface any potential negative interactions or risks that assistance may do harm to the conflict context and potential positive interactions or opportunities for activities to contribute to promoting or reinforcing peace.	Programme team in lead involving local and expatriates teams, partners with the support departments in the discussion	Once the Programme has been designed or during the first phase of implementation of the project	3.3 CS TOOL The Step 2 Programme level conflict sensitivity interaction question set

The Step 3 programme conflict sensitivity tips and matrix tool	It aims at articulating the conflict sensitivity risks and opportunities clearly and then identifying approaches to responding in order to maximise the positive and minimise the negative conflict interactions	Programme team in lead involving local and expatriates teams, partners with the support departments in the discussion	After the completion of the tool 3.3 CS TOOL The Step 2 programme level conflict sensitivity interaction question set	3.4 CS TOOL The Step 3 programme conflict sensitivity tips and matrix
Types of conflict sensitivity interactions (Libya)	It describes typical ways in which assistance may have an effect on peace and conflict, either by worsening or improving conflict factors, by empowering stakeholders or altering the relationships between them. The tool has been filled with the example of the Libyan context and can be adapted to any other context of Intervention.	Programme team in lead involving local and expatriates teams, partners with the support departments in the discussion	During the 1 st phase of implementation of the Intervention in order to proceed to potential readjustments and monitor the evaluation of the Programme and impact of the context.	CS TOOL Types of conflict sensitivity interactions (Libya)

2. Process Guidance

Associated tools:

- 3.1 CS TOOL** Programme Appraisal Conflict Sensitivity Risk/Opportunity screening (page 10)
- 3.2 CS TOOL** The Step 1 programme level conflict analysis (page 12)
- 3.3 CS TOOL** The Step 2 programme level conflict sensitivity interaction question set (page 18)
- 3.4 CS TOOL** The Step 3 programme conflict sensitivity tips and matrix (page 23)
- 3.5 CS TOOL** Types of conflict sensitivity interactions (Libya) (page 26)

The process of applying the programme design tools should build off the application of the strategy level tools since the intention is to deepen the analysis and review, focusing it on the geographical area and sector of intervention.

A successful effort to apply conflict sensitivity to programming involves getting the right balance of depth and rigor with ensuring participation and uptake by the organisation's staff. Whilst it can be tempting to outsource the analysis and identification of risks and opportunities to a third party (e.g. consultant or specialist organisation) there could be risks of the findings not being fully owned, understood and acted on by the organisation's staff.

It is therefore recommended that the tools are applied through workshop processes which run through all three steps and includes regional representation from the organisation, if necessary.

It should involve all those engaged in the design and implementation of the programme, including staff involved in and responsible for HR, logistics, procurement and operations; field staff and local partners (if already engaged); sector specialists; and staff engaged in security planning. This will ensure that their perspectives and knowledge is reflected in the identification of both the potential conflict interactions and the approaches to responding to these.

- **The Step 1 programme level conflict analysis** set of tools provides a framework for analysing the conflict context in relation to the programme. This tool follows the same structure as the strategic level analysis tool but goes into more depth, exploring how the conflict relates to the geographic location, target groups and sector of focus for the intervention. Getting the level of analysis right is important for conflict sensitivity and, since the different levels of conflict (e.g. international, regional, national and local) impact, on each other, the programme level analysis builds on the strategic analysis and seeks to show how different levels of conflict relate.

A good programme level analysis helps:

- » Identify which peace and conflict-related issues the programme may affect;
- » Consider which stakeholders need to be taken into account (either to engage with them or to be wary of them);
- » Understands the relationships between stakeholders and how programming choices may impact them;
- » Gain awareness of how the context may change and how this may affect the programme.

- **The Step 2 programme level conflict sensitivity interaction** set of tools guides the process of using the conflict analysis to identify and review the programme for potential conflict sensitivity interactions (risks and opportunities) as well as to surface any trade-offs. Questions are included to help identify interactions that are related to support functions. **The matrix of common types of interactions** further provides guidance to staff for reviewing ways in which assistance may affect peace and conflict.
- **The Step 3 programme conflict sensitivity matrix** set of tools supports the process of considering and documenting how the programme can be adapted to respond to the risks and opportunities identified in Step 2. Guidance and tips are provided on how to adjust programme design for conflict sensitivity.

PROCESS

Preparation for the workshop

It should include the identification of existing research and contextual/ conflict analysis that is relevant to the geographical area and focus of the programme and can provide insights into the questions within the programme level conflict analysis tool.

This may include analysis undertaken by other organisations, or other publicly available analysis, as well as insights from contextual analysis undertaken as part of security management processes and HDP Nexus profiling. In some contexts, such as Libya, a significant body of contextual analysis and research may already exist, including resources identifying 'typical conflict sensitivity issues' which can help prompt thinking and reflection during the workshop.

Applying the tools requires staff to think about the programme and risk quite differently than many are used to and can be challenging at first. Getting support from someone with expertise in conflict sensitivity to facilitate discussions can be very helpful, not just for technical and facilitation skills but also to enable a fresh-perspective and challenge function.

PROCESS

The workshop structure and approach

It should follow the three steps and tools. Each tool provides tips and ideas on facilitation approaches and exercises that can be undertaken by participants. Ideally, the workshop would take a day, or longer in high-risk environments.

The step 1 sessions is focused on analysis and can be structured according to the conflict analysis framework outlined in the step 1 toolbox (conflict profile, conflict factors, actor analysis, dynamics and scenarios). Participants should first be introduced to the analysis framework, before engaging in exercises in the tool selected by the facilitator to unpack the different elements.

The step 2 and 3 sessions are used to link the analysis to the programme design process (or to the programme that is underway). It involves going through a process of describing the different design elements of the programme and then critically examining how these programme may interact with peace and conflict issues identified in the analysis (positively and negatively) before making necessary adjustments to minimise risks and maximise opportunities. The sessions should be framed as a discussion structured and prompted by the questions in the step 2 tool.

It can be helpful in step 2 to split into groups, with each group taking a set of questions (e.g. Group 1 = What questions, Group 2: where etc.) and feeding back to plenary. Staff should be allocated to the group where the questions relate most closely to their function. **If local staff or partners are engaged in the process, some of the questions relating to partnerships and human resources may be sensitive. In each case the organisation should discuss these questions separately.**

It should be remembered that the step 2 tool question set is not exhaustive and should be used flexibly bearing in mind the context and focus of the intervention as well as the time available. It can be worth highlighting those questions that are most relevant to the programme under review before using the questions.

The findings of the discussion in terms of conflict sensitivity interactions and responses (design adaptations) can be documented in the Step 3 tool. It is useful when completing the step 2 and 3 tools to keep in mind the common conflict sensitivity interactions as some of these may be present in the intervention as well as the tips contained within the tools.

Identifying opportunities can be more challenging than identifying risks. It is relatively easy to identify problems compared with solutions and the costs of doing harm are easier to grasp than the opportunity costs of missed positive contributions. It is therefore important that enough attention is focused on this element.

Follow up to the workshop

It should be remembered that integrating conflict sensitivity does not end with the initial application of the tools and the workshop itself. A process of follow up is required to ensure the findings are fully reflected in the programme design and implementation and mechanisms put in place for ongoing monitoring of the context, risks and opportunities to inform further adaptations (see **MODULE 4 Implementation and MODULE 5 Monitoring and evaluation**). The outputs of the workshop should be seen as 'living documents' which require regular revisiting and updating.

It is important to have a write up of the findings of the application of the conflict analysis tool and a completed conflict sensitivity matrix tool. These outputs will form the basis of subsequent efforts to adapt

'Good enough' conflict sensitivity analysis for humanitarian action

When responding to a rapid onset humanitarian crisis it may not be possible or feasible to set up an in-depth process of conflict analysis and conflict sensitivity review at the outset. However, it remains critical that conflict sensitivity considerations are taken into account as the potential to inadvertently do harm may be significant (e.g. the risk of assistance being 'captured' by groups in the conflict or that distribution reinforces existing divisions).

In these instances, the country mission should engage in a rapid mapping of potential conflict sensitivity risks and opportunities associated with the proposed response. This may initially involve a desk review for existing analysis followed by an internal brainstorm of the key conflict issues (both those predating and new emergent issues) and potential interactions – using the tools in this section to help frame discussions. This understanding can then be deepened as the intervention progresses and additional insights come in for example through ongoing monitoring (see **MODULE 5 Monitoring and evaluation**).

3. Tools and Instruments

3.1 CS TOOL Programme Appraisal Conflict Sensitivity Risk/Opportunity screening

What is the proposed programme?

Describe briefly:

Objective of the programme:

Location:

Sector:

Foreseen/potential activities:

Beneficiaries:

Other local and international stakeholders:

What is the conflict context in relation to the proposed programme (e.g. location, sector, stakeholders)?

☐ A No tensions

☐ B Underlying tensions between groups, conflict actors related to project area or sector/ issue

☐ C Open violence between armed groups or significant political violence/ intimidation

Describe briefly:

Drawing on the country offices strategic conflict analysis of factors, actors and dynamics, consider broadly if and how:

- the proposed assistance might influence peace and conflict factors? (positively or negatively)

Describe briefly:

- the proposed assistance might impact on the interest and power of key *stakeholders* (positively or negatively)

Describe briefly:

- it might alter the balance or quality of *relationships between stakeholders*?

Describe briefly:

- Which *conflict dynamics or systems (identified in the strategic analysis)* might the assistance influence? For example:

Conflict among population groups

Conflict between population and Key stakeholders

Conflict between key stakeholders (international and/or local)

Other

Describe briefly:

What is the potential for the proposed assistance to have a negative impact on the conflict context?

- ☐ A Limited
- ☐ B Some risks
- ☐ C Significant risks

What is the extent of opportunity for the proposed assistance to address conflict drivers?

- ☐ A Limited
- ☐ B Some opportunities
- ☐ C Significant opportunities

3.2 CS TOOL The Step 1 programme level conflict analysis

The programme level conflict analysis tool provides a framework for analysing and understanding the peace and conflict context as it relates to the geographical level and sector of the conflict. It follows the same structure and logic as the strategic conflict analysis tool and some questions are similar. However, there are some additional or different questions to identify conflict issues relevant to the geographic location, target groups and sector of focus for the intervention.

Applying the tool involves first understanding the different elements of conflict analysis (in the table below), followed by asking a series of questions and undertaking exercises to unpack the different elements.

3.2.1 Elements of Programme Level Conflict analysis

CONFLICT PROFILE	Provides a brief overview providing a basic description of the context in the area and location where the programme will be implemented and its experience(s) of conflict. It is largely descriptive. Its purpose is to provide an overall understanding of the situation.
FACTOR ANALYSIS	<p>Identifies the key factors that drive conflict or support peace in the programme location – splitting these into long term and more immediate causes of peace and conflict (structural and 'proximate').</p> <p>Root/structural factors are the long-term or systemic factors underlying conflict (and create the environment where conflict can manifest or where peace can take root) e.g. inequitable access to land and resources, deep rooted social exclusion, demographic pressures, impunity, poor governance, gender identities and dynamics etc.</p> <p>Proximate factors are the more recent and more visible causes e.g. arms proliferation, illicit criminal networks, emergence of self-defence non-state armed actors, overspill of conflict from a neighbouring country, natural resource discoveries etc.</p> <p>Considers how the sectors of intervention relate to the conflict e.g. health, wash etc.</p>
STAKEHOLDER ANALYSIS	Seeks to identify and analyse local, national, regional and international actors that influence or are influenced by the conflict, and how they interrelate and reinforce opportunities for peace or conflict. The term 'actors' refers to individuals, groups and institutions engaged in, as well as being affected by, conflict.
DYNAMICS ANALYSIS	Seeks to understand how factors and stakeholders are interrelating and affecting each other to increase the threat of conflict or create opportunities for peacebuilding thus influencing key conflict trends.

3.2.2 Questions, tips and exercises

ELEMENT	KEY QUESTIONS TO ASK	TIPS AND EXERCISES
Conflict profile	<p>What is the political, economic, and socio-cultural context in <u>the area where the programme will be implemented</u>? eg physical geography, demography, political/ administrative structure, status of service delivery economic activity, social composition (different social groups and their location), gender dynamics, environmental issues?</p> <p>What are the key conflicts in the area , who do they involve and what are they about?</p> <p>What is the recent history of the area, including the experience of conflict?</p> <p>What are the <i>emergent</i> political, economic, social and security issues <u>related to the geographic area and sector</u> where the programme will be implemented? eg health crises, economic crises, competition over access to livelihoods opportunities or other resources, food security issues, environmental issues, overspill of conflict from neighbouring areas, targeting of sector specific infrastructure (e.g. water points, schools) new infrastructure, disruption of social networks, migration trends (IDPs and refugees), military and civilian deaths, presence of armed forces, mined areas etc.</p> <p>Where are conflicts located? (which areas are most affected?)</p>	<p>Draw a historical timeline of the project area with key events (escalation of violence, ceasefire, peace agreement)</p> <p>Draw a map of the programme locations and mark on key physical/ geographical, demographic, economic and social/ ethnic features. Note the key areas affected by conflict/ violence and/ or how they are affected by conflict and violence in other areas of the country or region.</p>

ELEMENT	KEY QUESTIONS TO ASK	TIPS AND EXERCISES
Factor analysis	<p>What are the core factors underpinning conflict and peace in the programme location? – economic, social, gender, political/ governance, security/ justice (be clear on the description of each factor as well as how it impacts peace or conflict).</p> <p>How does the focus or sector of the programme relate to the conflict? E.g.</p> <ul style="list-style-type: none"> » is competition over or patterns of exclusion in access to services (e.g. water, sanitation, health facilities and educational opportunities) between groups a factor driving conflict? » Is lack of access to services a factor driving conflict and grievances? (e.g. between communities and local authorities)? » Is there competition or pattern of exclusion in access to livelihoods or economic opportunities between different identity groups? How is this managed? Is this a factor driving conflict? » What is the role of education in the conflict (e.g. is there differential access between groups or patterns of exclusion, segregated education, biased curriculum content)? » What are the current climate related conflict risks? » Is competition over natural resources, including land and water, a factor driving conflict? » Are the impacts of Covid 19 a factor driving conflict? How? » What gender norms might be sustaining, fuelling or alternatively, reducing conflict? How do these 'play out' in the sector of intervention? <p>Which factors might be structural (long term and deep rooted) and which are proximate (immediate and more visible)?</p>	<p>Create a factor matrix on a flip chart with headings - economic, political, social/gender and security/ justice. Brainstorm conflict factors and put them up under the headings (use sticky notes).</p> <p>Mark and group those that are root causes and those that are more recent or proximal.</p> <p>Mark up those that relate to the sector of intervention</p> <p>Organise factors into international regional, national or local level.</p> <p>Tips: refer to sector specific conflict analysis guidance INEE conflict sensitive education;</p> <p>Do not forget to identify those factors or capacities that drive peace.</p> <p>Think about how the conflict drivers identified in the strategic analysis play out in or are linked to those in the programme location</p>

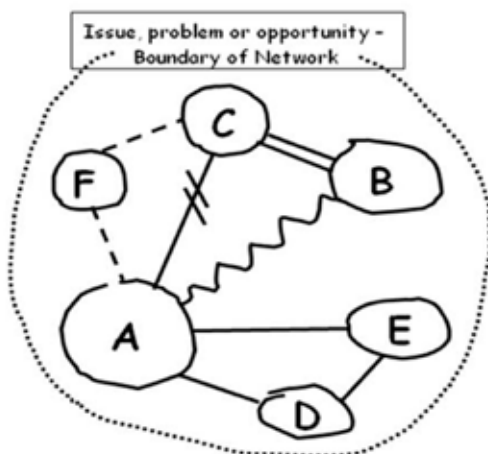
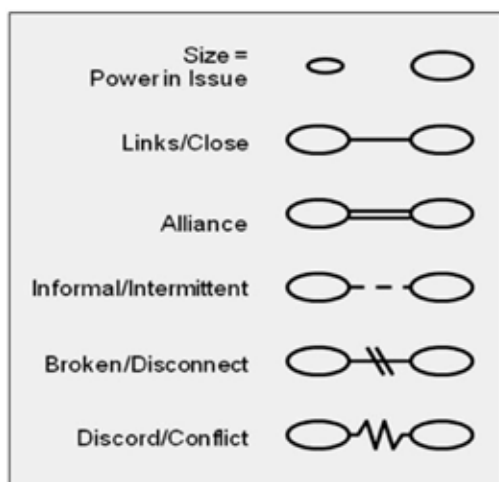
ELEMENT	KEY QUESTIONS TO ASK	TIPS AND EXERCISES
Stakeholder analysis	<p>Who are the main actors <u>in the programme location and those ones related to the sector of the programme?</u> (e.g. local authorities, farmers groups, educational leaders, community leaders, the military, non-state armed groups, armed or criminal groups, political leaders, civil society, political parties, other international assistance providers etc.)</p> <ul style="list-style-type: none"> » What are their positions, interests, motivations and needs? (e.g. maintaining status quo, maintaining political authority, control over economic resources and patronage, ethno-nationalist, maintaining stability, promoting group interests etc.,) » Are they 'connectors' (actively supporting peace) or 'dividers' (seek to undermine stability or divide communities) in the conflict? » What power and influence do they have? (e.g. local legitimacy through provision of security or traditional authority, weapons and capacity to damage infrastructure or intimidate,) » What capacities do they have to affect the context? » What are the relationships between actors? How do national level actors relate to local level actors and vice versa? » What are the gender dimensions of the actor groups? 	<p>Create a stakeholder matrix (see example below)</p> <p>Actor map (see example below)</p>
Dynamics analysis	<p>What are the current trends in the conflict in the area of intervention? (increasing, decreasing)</p> <p>How are the factors and stakeholders identified interrelating to influence the trends? (positively or negatively)</p> <p>What is the impact of national or regional level conflict on the local conflict trends?</p> <p>How might changes in dynamics at the national or regional level impact on local level conflict (and vice versa)?</p> <p>What issues or events might 'trigger' and escalation of conflict or violence or alternatively a de-escalation?</p> <p>How do the different levels or systems of conflict link? (e.g. local conflicts, national level conflict, regional geopolitical competition?).</p>	<p>Draw up a systems map to show how the actors and conflict factors and interrelationships between levels of conflict are influencing key trends in the programme location and to map up potential triggers.</p>

3.2.3 Supporting instruments for exercise facilitation

FACTOR MATRIX

POLITICAL	SOCIAL (AND GENDER)	ECONOMIC	SECURITY

ACTOR MAPPING



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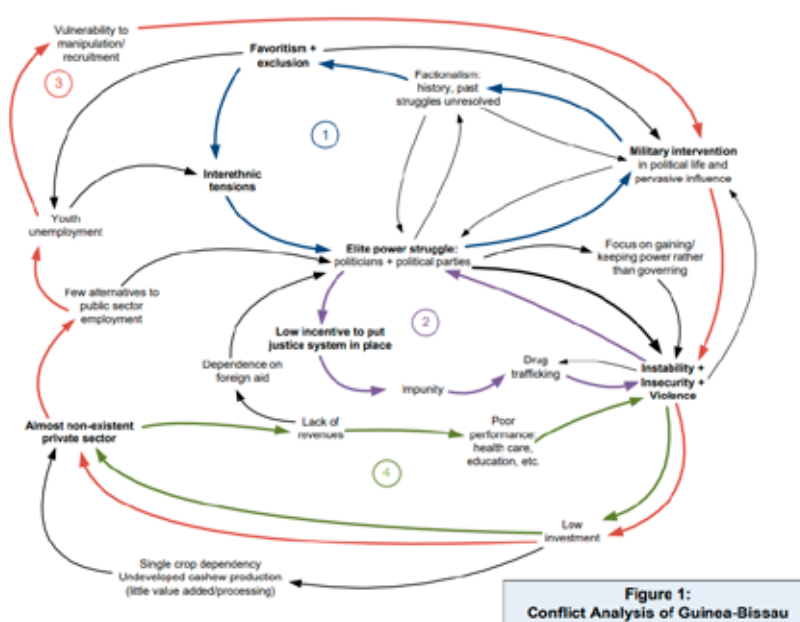
1) sort the actors according to their capacity to influence the conflict (a bigger circle corresponds to greater influence/power);

2) position them on a chart showing how they are connected;

3) analyse the nature of their relationship by using different types of lines connecting the circles (e.g. straight line indicates a close relationship; double line an alliance; zig-zag line a conflict; double line across a single line a broken relationship, dotted line an informal relationship etc.).

NAME OF ACTOR	CHARACTERISTIC	INTERESTS, POSI- TIONS, NEEDS	CAPACITY, POWER OR INFLUENCE	GENDER DIMENSION
See examples in Annex A				

SYSTEMS MAP OF CONFLICT DYNAMIC¹



¹ Source "Reflecting on Peace Practice", CDA cited in "Systems Analysis of Conflict Dynamics", 2010, Interpeace.

3.3 CS TOOL The Step 2 programme level conflict sensitivity interaction question set

This tool allows an organisation to link the analysis to the programme design process (or to the programme that is underway). It involves a process of first detailing the different aspects of the proposed (or current) intervention (using questions in column 2) and then discussing a series of questions which are designed to prompt reflection which help surface any potential negative interactions or risks that assistance may do harm to the conflict context and potential positive interactions or opportunities for activities to contribute to promoting or reinforcing peace (column 3).

The answers to questions in column 3 will then form the basis of a further discussion in Step 3 and decisions on how conflict sensitivity risks can be managed and opportunities to reinforce peace can be exploited. It is useful when completing the tool to keep in mind the common conflict sensitivity interactions (see Annex F) as some of these may be present in the intervention.

Tips and Exercises:

- **The question set is not exhaustive and should be used flexibly** bearing in mind the context and focus of the intervention as well as the time available. It can be worth highlighting those questions that are most relevant to the programme under review before using the questions.
- **Intervention description questions should be answered first**, before moving on to intervention interaction questions.
- If being used in a workshop setting, it can be helpful to split into groups, with each group taking a set of questions (e.g. Group 1 = What questions, Group 2: where etc.). Staff should be allocated to the group where the questions relate most closely to their function. *If local staff or partners are engaged in the process, some of the questions relating to partnerships and human resources may be sensitive. In which case the organisation should discuss these questions separately.*
- It should be remembered that **identifying opportunities can be more challenging than identifying risks**. It is relatively easy to identify problems compared with solutions and the costs of doing harm are easier to grasp than the opportunity costs of missed positive contributions. It is therefore important that enough attention is focused on this element.

INTERVENTION DESCRIPTION QUESTIONS		INTERVENTION INTERACTION QUESTIONS
What?	<p>What is the programme doing?</p> <p>What is it seeking to achieve?</p> <p>What is it delivering in the context? (e.g. goods, services, protection services and analysis, cash transfers; rehabilitation or management of WASH or education infrastructure)</p>	<ul style="list-style-type: none"> » How might this type of support affect the conflict factors, actors and dynamics present in the context? (positively, negatively, intended or unintended)? Consider sector specific interactions – e.g. WASH, Education etc. » Are local governance structures considered legitimate by all segments of the population? How will engaging with local authorities impact on how the intervention is perceived? » How could programme resources and benefits be captured by elites to promote/reinforce their own positions of power (e.g. by taking credits for assistance, diverting goods)? » What more could be done to reinforce peace factors or support peace actors? (e.g. by building state/ society relations)
Who?	<p>Who does the programme engage with (local authorities? Community leaders? Communities? Suppliers? Local service providers?).</p> <p>Who are the target groups?</p>	<ul style="list-style-type: none"> » What will the impact of the project be on the interests and capacities of key peace and conflict actors? With what result? » Who will benefit and who will lose out (financially and in terms of recognition/ attention)? » How might gender norms be impacted by the intervention? » Could working through local actors, including authorities, be (fairly or unfairly) viewed negatively by communities and undermine perceptions of neutrality? Conversely, what are the opportunities presented by engaging with both communities and local authorities for supporting positive and transparent relationships? » Could beneficiary targeting result in disproportionate benefit (or disadvantage) to any ethnic, religious, tribal, gender, political etc. group to the exclusion of others? Could it coincide with key divisions in society/existing conflict(s) and create or exacerbate existing grievances/tensions (e.g. within or between communities, between host and IDPs/refugees communities, between gender groups)? » Is there a risk that targeting exercises could be manipulated and potentially lead to breaches of impartiality? » Are there issues that drive the unequal access to resources (e.g. housing, Property Laws, government policies, lack of identification documents amongst groups)? •How can these be accounted for/ mitigated in the programme design?
When?	<p>When will the programme be delivering? (over what time period)?</p>	<ul style="list-style-type: none"> » Does the timing coincide with any events or shifts in the conflict context? E.g. has control of an area recently changed hands or does the timing coincide with an election? Is the programme operating on compressed time frames? How might this affect the ability of the programme to deliver safely and inclusively? » What new risks may emerge under different future conflict scenarios?

INTERVENTION DESCRIPTION QUESTIONS		INTERVENTION INTERACTION QUESTIONS
Where?	Where are the efforts focused geographically (in certain towns, municipalities, districts etc.)	<ul style="list-style-type: none"> » Could where the project is located reinforce grievances or conflict drivers e.g. around issues such as marginalisation of certain groups? » How could the project's location inadvertently favour one group's access to resources or rural/ urban infrastructure or services over an other's (e.g. disputes over access to water between farmers and herders; over access to educational facilities)? » How could the project reinforce unfair distribution/management of resources (land, water etc.) that favour local elites or certain groups over others? » On whose territory is operating infrastructure located? How might that effect conflict factors and stakeholders? (e.g. is it located on territory controlled by an armed group)

INTERVENTION DESCRIPTION QUESTIONS		INTERVENTION INTERACTION QUESTIONS
How?	How we deliver our programme? E.g. Through local partners, procuring local goods, hiring local staff, renting offices, developing communications materials, community protection approach (CPA),	<p>Conflict management mechanisms</p> <ul style="list-style-type: none"> » Are there existing mechanisms for conflict management in the project location? How might project delivery undermine or support these mechanisms? » How could the programme build upon these? <p>Partnerships and Human Resources</p> <ul style="list-style-type: none"> » How do the Organization' staff and partners relate to the conflict? e.g. do they have links to or only represent one group or another? Could they be pursuing certain agendas? » Do local staff and partners have the profile and competencies to behave in a conflict sensitive manner? » How might their identity profile within the community impact on how they are perceived? » How might being from the location create pressures for local staff and partners to act in a certain way (e.g. may they come under pressure from local elites?) » Do local staff and partners have the skills to understand the conflict, engage sensitively with a range of stakeholders in a contested political environment? <p>Remote Management</p> <ul style="list-style-type: none"> » Will the programme be managed remotely? How might that impact on the Organization's ability the ability to manage and monitor conflict sensitivity risks? <p>Communications</p> <ul style="list-style-type: none"> » How is the organisation communicating about their assistance to local communities? Are the communications clear and sensitive? How might being associated with certain donors impact on the position of partners within local communities? <p>Procurement</p> <ul style="list-style-type: none"> » What challenges might the local conflict context pose for procurement processes? Is there a risk of certain groups seeking to influence local procurement? How might this impact on local grievances, tensions and conflict dynamics? » How might procurement influence the power and resources of different stakeholders in the conflict? E.g. could contractors be affiliated with one group or another, or tend to employ mostly from certain groups? Are they (indirectly) political actors or potentially engaged in the illicit economy? » Are there attempts by local actors to influence procurement processes to benefit certain groups?

INTERVENTION DESCRIPTION QUESTIONS	INTERVENTION INTERACTION QUESTIONS
	<p>Operations and logistics</p> <ul style="list-style-type: none"> » On whose social territory is operating infrastructure located e.g. use of hotels, offices, warehousing etc.? Who is involved? Who is benefitting and how might that be perceived or be impacting on local power dynamics? <p>Finance and budgeting</p> <ul style="list-style-type: none"> » Is finance highly earmarked? Does that make adjusting activities in response to contextual changes difficult? How is money transferred to local partners? Could this encourage use of the black market? <p>Community based approaches*</p> <ul style="list-style-type: none"> » Given the conflict context, what are the risks or opportunities associated with integrating the a community-based approach within the programme? E.g. what are the risks and opportunities relating to the process of identifying communities and engaging with communities and other local stakeholders? How might these be managed? <p>Note more detail on identifying and managing community-based approaches related risks/ opportunities is included in the project level guidance, this question is designed to prompt discussion whether the approach is feasible and advisable given the conflict context – i.e. whether any risks can be managed and/ or the opportunities outweigh the risks</p> <p><small>* This guidance is based on a review of the WeWorld Community Protection Approach. The WeWorld CPA embeds already analysis of context and other conflict sensitivity factors within the approach.</small></p>

3.4 CS TOOL The Step 3 programme conflict sensitivity tips and matrix

Step 3 involves building on the discussions in Step 2 to articulate the conflict sensitivity risks and opportunities clearly and then identifying approaches to responding in order to maximise the positive and minimise the negative conflict interactions. These can then be captured in a risk/ opportunity matrix which can also be used to capture the approach to monitoring the risks in column 3 (see also **MODULE 5 monitoring**)

Tips

- **Mitigating conflict sensitivity risks or maximising opportunities does not always require significant changes to activities.** Even subtle adaptations in terms of process, communications or the stakeholders engaged can make a big difference. Much of the effort is in getting the analysis and diagnosis of issues right, so it is worth giving Step 1 and 2 of the process enough time and focus before moving to step 3.
- Responses can be as varied as Conflict Sensitivity risks and opportunities and the programme contexts. Moreover, considering the most appropriate programme adaptations will require staff involved in programme design and management to use their judgements and experience. **There is no one-size-fits all approach.**
- **Sometimes responding to a risk can present an opportunity that can be exploited.** For example, where there is a risk of bias in delivery of support towards particular groups of stakeholders; setting up transparent and participative mechanisms to manage this risk, if delivered well, could reinforce community cohesion.
- **Responding to a risk or maximising an opportunity may not involve setting up new activities, but rather coordinating and engaging with other initiatives or organisations** (e.g. those who focusing on conflict management or inclusive dialogue mechanisms)
- In some cases, **responding to a risk may create a new risk that needs to be considered and balanced.** For example a decision to stop assistance may change power relations or perceptions of assistance providers that may cause harm. These situations are often termed conflict sensitivity trade-offs and dilemmas

The following table provides a template. An example of some programme level risk/ opportunity matrix for a programme in Libya is presented below.

TEMPLATE TABLE

RISK/ OPPORTUNITY	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION	APPROACH TO MONITORING

EXAMPLE

RISK/ OPPORTUNITY	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION	APPROACH TO MONITORING
There is an increased risk of being perceived as biased / compromised based on the association and engagement with donors and national authorities (e.g. due to the foreign policy stance of their donors). This can negatively affect the trust and access necessary for the provision of assistance and can increase the potential for becoming targets of violence.	<p>Put in place measures to decrease the association risks. E.g. by lowering visibility of support and adjusting communication strategies.</p> <p>Engage in clear and coherent messaging towards national and local counterparts as well as the population more widely on the principles and basis for international engagement.</p>	

RISK/ OPPORTUNITY	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION	APPROACH TO MONITORING
<p>Assistance provides material benefit to armed groups and strengthens their role in society and politics.</p>	<p>Incorporate enquiries about militia relationships into due diligence processes when choosing partners and business to support.</p> <p>Refresh due diligence checks periodically. Consider a mechanism to share due diligence information with other international assistance providers.</p> <p>If evidence of militia relations with a partner or business becomes clear, then enquiries need to be made as to the extent of the problem and any actions that can be taken to stop the extortion. A judgement needs to be made (at a senior level) as to whether the benefits of the programme outweigh the risks associated with the extortion. If a decision is made to withdraw support the reasons need to be clearly communicated and the risks of stopping (on the community, perceptions etc.) also weighed up and mitigated</p>	
<p>In local contexts characterised by communal divisions, unequal access and distribution of international assistance (quantity, quality, employment opportunities, engagement etc.) can reinforce grievances (e.g. over exclusion) and increase divisions and tensions between groups. This can lead to a potentially violent reaction by groups perceived to be excluded.</p> <p>This is can be a particular risk where those associated with delivering assistance (municipal authorities, local partners) are dominated by one ethnicity/ tribe.</p>	<p>Encourage broad representation from different communities/ groups (gender/ age) in determining needs and in monitoring implementation via local accountability mechanisms.</p> <p>Ensure and encourage proactive and clear communication on criteria for selection of projects, beneficiaries and activities and how assistance is designed to be inclusive and impartial.</p>	
<p>There is an opportunity to support local engagement strategies and approaches that bring different actors together in a sensitive manner (local government, community leaders etc.) and open avenues for local dialogue and collective problem solving and provide a platform to bridge divides and enhance local accountability. Local structures, such as peace partnerships are emerging.</p>	<p>There is an opportunity to partner with an organisation that is providing support to local peace partnerships that provide an avenue to managing communications and dialogue between different local groups. These can be used to support local community engagement and protection analysis.</p>	

3.5 CS TOOL Types of conflict sensitivity interactions (Libya) 2

This tool describes typical ways in which assistance may have an effect on peace and conflict, either by worsening or improving conflict factors, by empowering stakeholders or altering the relationships between them. The tool describes the types of effects and provides examples from the Libyan context.

Any organisation can use the tool when reviewing how assistance (whether at strategy or programme level) may have an effect on peace and conflict in a particular context.

INTERACTION TYPE	DESCRIPTION	EXAMPLE IMPACTS ON CONFLICT FACTORS AND STAKEHOLDERS IN LIBYA
<i>Distribution effect</i>	<p>Assistance is distributed (or perceived to be distributed) differently in accordance with existing social, political or economic divisions or tensions.</p> <p>Assistance can extend not just to direct beneficiaries but also to who is being employed, receiving contracts, supporting logistics etc.</p> <p>Distribution effects can alternatively reduce tensions between groups when assistance is delivered across existing tensions or divisions in a collaborative manner.</p>	<p>In Libya, perceptions of unequal access to project benefits have reinforced resentments between different ethnic groups in communities – e.g. in Kufra and Ubari – or between host and migrant communities.</p> <p>Nationally, perceptions of unequal distribution of international support between the East and West has reinforced existing perceptions of marginalisation and political polarisation.</p> <p>However, there are also positive examples of organisations bringing together different actors or municipal councils in decision-making processes and supporting inclusive processes. This has led to more equitable distribution of resources and decreased mistrust and increased cooperation between groups.</p>
<i>Recognition/ Legitimisation effect</i>	<p>Working with, through or alongside actors can give status, recognition and perceived legitimacy to those actors and reinforce unaccountable or non-transparent processes.</p> <p>Conversely, working with actors based on the degree to which they operate in accordance with defined political, administrative and legal processes, and in accordance with principles such as inclusion and transparency (and supporting them to do so) can strengthen the idea of peaceful political processes and the rule of law and could support those who might not otherwise have a voice.</p>	<p>There are powerful individuals within local and national government institutions who may attempt to increase the visibility of their engagement with international actors to bolster their perceived legitimacy vis-à-vis others or may attempt to steer programme benefits towards their interests and support base to pursue personal objectives.</p> <p>Providing support to certain detention centres risks conferring legitimacy on the actors running them, many of which are, or have links to, armed groups.</p>

2 Source: "Conflict Sensitivity Manual for Libya" (June 2022), developed through the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.

INTERACTION TYPE	DESCRIPTION	EXAMPLE IMPACTS ON CONFLICT FACTORS AND STAKEHOLDERS IN LIBYA
<i>Economic market effect</i>	<p>Assistance may affect economic markets by changing economic fundamentals, affecting supply streams, creating new markets or undermining existing ones.</p> <p>Positively, assistance may build economic supply chains across conflict lines, encouraging positive economic interdependency.</p>	<p>Assistance may overwhelm local markets with goods, such as food aid, undermining the viability of licit economic activity and encouraging actors to engage in illicit activities, which may be linked to conflict.</p> <p>Negative market effects may strengthen those conflict actors who are able to control illicit economic activities or the benefits of corruption.</p>
<i>Capacity effect</i>	<p>The way assistance is delivered may negatively or positively affect how state and non-state structures and institutions function.</p>	<p>Shifts in assistance from national to local governance institutions (especially when uncoordinated) risks contributing to Libya's fragmentation and can worsen relations between national and local government (if not delivered in line with decentralisation frameworks).</p> <p>Positively, where international actors adopt a coordinated approach, contextualised within Libya's governance framework, this may provide an opportunity to bring local and national actors closer together.</p>
<i>Theft/diversion</i>	<p>Actors on the ground may steal or redirect assistance for resale, distribution to their own constituencies or to pursue their own interests.</p>	<p>Libyan armed groups are known to demand protection money from businesses, local and international partners and government actors. Some seek to divert resources at checkpoints or steal resources.</p> <p>International assistance may therefore provide material benefit to armed groups and strengthen their role in society and politics.</p>

INTERACTION TYPE	DESCRIPTION	EXAMPLE IMPACTS ON CONFLICT FACTORS AND STAKEHOLDERS IN LIBYA
<i>Modelling behaviour</i>	<p>Stakeholders may see the way international assistance providers behave as a model for how to act themselves.</p> <p>Assistance can be delivered in a way that encourages inclusive and consultative practices.</p>	<p>When the international community shows that it is acceptable to pursue short-term national interests over more sustainable long-term solutions, it implies to Libyan counterparts that such approaches are acceptable.</p> <p>Conversely, the use of participatory processes, following defined procedures, may strengthen the use of such approaches as conflict management mechanisms and in governance.</p>
<i>Attention effect</i>	<p>Attention on a particular issue, event or dynamic – such as media focus, communication, diplomatic pressure or the work of activists – may change the ways stakeholders behave.</p>	<p>Attention on an issue, such as economic inequality, and its relationship to peace and conflict, may increase commitment to addressing it as a structural factor among donors, international and national actors and the public.</p> <p>International attention on human rights may discourage actors on the ground from engaging in human rights abuses or violations. A lack of attention may provide a sense of impunity.</p>
<i>Prioritisation effect</i>	<p>The prioritisation choices of national government, donors and assistance providers can increase or decrease capacities to reduce conflict and promote peace, and affect trust.</p>	<p>Prioritisation of activities aimed at addressing one or several peace and conflict factors may lead to significant resources being available to address it.</p> <p>Shifting donor priorities in response to a crisis, such as away from longer-term projects towards immediate humanitarian response, may mean that key issues affecting peace and conflict may no longer be addressed, with consequences for sustainable peace after the crisis is over.</p> <p>Partners may lose trust in assistance providers if they perceive that activities are self-interested or focus on the interests of donors rather than the needs perceived by the community.</p> <p>Partners may lose trust in the commitment of assistance providers if activities are suddenly shifted or changed.</p>

Module 3

Conflict sensitivity for support functions

(procurement, logistics, HR, finance and communications)



This module is part of the Conflict Sensitivity Operational Toolkit: a practical approach. You can consult the other modules and the introduction to the toolkit [here](#).

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Abbreviations and Acronyms

CS	Conflict Sensitivity
HR	Human Resources
HQ	Headquarters

1. Overview

Conflict sensitivity is often seen as a concern for ‘programme’ teams and less so for those working in support functions such as resources management (procurement, logistics, Human Resources (HR) and finance) or communications. However, **the work undertaken by staff in support functions is just as much a part of the peace and conflict context and therefore may also interact with peace and conflict with negative or positive effects** (i.e. there are also conflict sensitivity risks associated with resources management and communications that need to be identified and managed).

At the same time, the approaches taken by support functions can contribute to providing an enabling environment for application of conflict sensitivity across the organisation. For example, **HR** can ensure that new staff have knowledge of conflict sensitivity or the possibility to acquire it and finance can ensure that budgets are allocated for conflict sensitivity and allow flexibility to adapt programming to manage risks. Furthermore, support functions, such as **communications** can be tools to manage conflict sensitivity, for example, by communicating proactively about selection criteria to mitigate perceptions of unfairness.

The tools in this section are designed to:

- Understand considerations for **integrating conflict sensitivity into the work of support functions**.
- Identify **conflict sensitivity interactions relating to support functions** and ways of managing them.

For each support function, this section provides two types of tools:

- A **checklist** of considerations and recommendations for integrating conflict sensitivity into the support function.
- A **screening tool** to tease out conflict sensitivity interactions relating to the support function when completing conflict sensitivity interactions matrices.

The following table outlines each tool, its purpose and audience:

Conflict Sensitivity for Support Functions

TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
Conflict sensitivity for procurement	Provides a) A checklist of considerations and recommendations for integrating conflict sensitivity into procurement, and; b) A screening tool to use to tease out conflict sensitivity interactions relating to the procurement when completing conflict sensitivity interactions matrices.	Procurement staff	When conducting a review of procurement and conflict sensitivity; when undertaking a procurement task; when conducting conflict sensitivity reviews of programmes	3.1 CS TOOL Conflict Sensitivity for Procurement
Conflict sensitivity for logistics	Provides a) A checklist of considerations and recommendations for integrating conflict sensitivity into logistics, and; b) A screening tool to use to tease out conflict sensitivity interactions relating to logistics when completing conflict sensitivity interactions matrices.	Logistics staff	When conducting a review of logistics and conflict sensitivity; when undertaking a logistics task; when conducting conflict sensitivity reviews of programmes	3.2 CS TOOL Conflict Sensitivity for Logistics
Conflict sensitivity for human resources and partnerships	Provides a) A checklist of considerations and recommendations for integrating conflict sensitivity into human resources and partnerships, and; b) A screening tool to use to tease out conflict sensitivity interactions relating to human resources and partnerships when completing conflict sensitivity interactions matrices.	Human resources and partnership staff	When conducting a review of human resources and partnerships and conflict sensitivity; when undertaking a task relating to human resources and partnerships ; when conducting conflict sensitivity reviews of programmes	3.3 CS TOOL Conflict Sensitivity for Human Resources and Partnerships

Conflict Sensitivity for Support Functions

TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
Conflict sensitivity for finance	Provides a) A checklist of considerations and recommendations for integrating conflict sensitivity into finance, and; b) A screening tool to use to tease out conflict sensitivity interactions relating to finance when completing conflict sensitivity interactions matrices.	Finance staff	When conducting a review of finance and conflict sensitivity; when undertaking a finance task; when conducting conflict sensitivity reviews of programmes	3.4 CS TOOL Conflict Sensitivity for Finance
Conflict sensitivity for communications	Provides a) A checklist of considerations and recommendations for integrating conflict sensitivity into communications, and; b) A screening tool to use to tease out conflict sensitivity interactions relating to communications when completing conflict sensitivity interactions matrices.	Communications staff	When conducting a review of communications and conflict sensitivity; when undertaking a communications task; when conducting conflict sensitivity reviews of programmes	3.5 CS TOOL Conflict Sensitivity for Communications

2. Process Guidance

Associated tools:

- 3.1.1 – CS TOOL** Conflict Sensitivity for Procurement: Checklist (page 8)
- 3.2.1 – CS TOOL** Conflict Sensitivity for Logistics: Checklist (page 12)
- 3.3.1 – CS TOOL** Conflict Sensitivity for Human Resources and Partnerships: Checklist (page 15)
- 3.4.1 – CS TOOL** Conflict Sensitivity for Finance: Checklist (page 19)
- 3.5.1 – CS TOOL** Conflict Sensitivity for Communications: Checklist (page 21)

The checklist tools for the different support functions outline key considerations for that support function to take into account to ensure that conflict sensitivity is applied when carrying out the function. The items on the checklists cover both process aspects (such as ensuring conflict sensitivity matrices have been completed), capacity aspects (such as ensuring staff have an understanding of conflict sensitivity and policy aspects (such as reviewing policies to ensure flexibility).

The lists thereby cover a broad range of considerations that may apply at different times or at different levels. The checklists **can be used by individual staff or collectively within each department** to begin reflecting on whether conflict sensitivity is being taken into account or which steps can be taken to strengthen approaches to the considerations outlined on the lists. The process of reviewing the organisation's approaches based on the lists, should be led by management within the respective departments. By using the lists to review existing approaches, key action points can be identified by department management to strengthen application of conflict sensitivity.

CS Process Guidance: Screening tools to identify conflict sensitivity interactions

Associated tools:

- 3.1.2 – CS TOOL** Screening tool to develop conflict sensitivity matrix for procurement (page 10)
- 3.2.2 – CS TOOL** Screening tool to develop conflict sensitivity matrix for logistics (page 13)
- 3.3.2 – CS TOOL** Screening tool to develop conflict sensitivity matrix for human resources and partnerships (page 17)
- 3.4.2 – CS TOOL** Screening tool to develop conflict sensitivity matrix for finance (page 20)
- 3.5.2 – CS TOOL** Screening tool to develop conflict sensitivity matrix for communications (page 22)

The screening tool can be used by support functions for two purposes:

- a) To undertake a conflict sensitivity review using the Conflict sensitivity interactions matrix (See **MODULE 2 – CS TOOL The Step 3 programme conflict sensitivity tips and matrix**) for the work of that support function in the mission generally to identify common risks and measures to mitigate and monitor these.
- b) To identify conflict sensitivity interaction specific to that support function in relation to particular programmes/projects when undertaking conflict sensitivity reviews (completing conflict sensitivity interactions matrices) of that project.

a) Undertaking a general conflict sensitivity review of the support function

This process can be integrated into wider risk management work relating to that support function. It is recommended that a workshop is convened with all staff in the respective department. Staff from a regional or a HQ level can be involved or briefed after the workshop.

During the workshop, the questions in the tool should be discussed to identify potential conflict sensitivity risks at a general level relating to the work of that support function and note those down in the conflict sensitivity matrix. The process should build on existing conflict analysis (for example the strategic level conflict analysis), other analyses and resources and staff's knowledge of the context.

It will be necessary to tailor the approach to the size of mission, the resources available and the degree of conflict sensitivity risks faced in the context.

Applying the tools requires staff to think about the programme and risk quite differently than many are used to and can be challenging at first. Getting support from someone with expertise in conflict sensitivity to facilitate discussions can be very helpful, not just for technical and facilitation skills but also to enable a fresh-perspective and challenge function.

b) Taking part in conflict sensitivity reviews of programmes

Support function staff should take part in conflict sensitivity reviews of programmes (See **MODULE 2**) to ensure that conflict sensitivity risks relating to the support function tasks envisioned in that programme are captured in the matrix and continuously managed and monitored. Sometimes it may not be possible to take part in conflict sensitivity review workshops. **As a minimum, support function staff should ensure that programme staff involved in the workshop consider questions relating to conflict sensitivity risks of support functions and that support function staff are consulted on the potential conflict sensitivity risks relating to their role/work in that programme and continuously work together with programme staff to manage risks.**

This requires close collaboration between programme teams and support function teams both at the conflict sensitivity review phase and throughout implementation of programmes.

3. Tools and Instruments

3.1 CS TOOL Conflict Sensitivity for Procurement

3.1.1 Checklist

- Ensure procurement staff have an understanding of conflict sensitivity.
- Ensure staff is involved in or acquainted with conflict analysis of relevant locations.
- Integrate stakeholder mapping into the market analysis/study to understand how different social groups are involved in business sectors and what the relationships are between business actors, political actors and armed actors.
- Integrate a political economy lens into the market analysis/study to understand how transactions are being undertaken, whether there is a risk suppliers may be engaged in illicit economic activities etc.
- Ensure procurement staff has been involved in the conflict sensitivity review of programmes using the conflict sensitivity interactions matrix and that procurement specific risks have been identified. Revisit interactions matrix during specific procurement processes to understand the likelihood of risks. Take into account whether changes to the peace and conflict context have occurred which could intensify the likelihood or impact of risks or create new risks.
- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission procurement generally to identify common risks relating to procurement and measures to mitigate and monitor these.
- Seek to understand potential conflict sensitivity risks when evaluating suppliers, including in due diligence processes, i.e. seek to understand their affiliations with communal groups and relationships with stakeholders.
- Monitor and track identified conflict sensitivity risks relating to procurement using monitoring tools for conflict sensitivity.
- If donor or organisational policies or requirements present barriers to addressing a conflict sensitivity risk, explore steps to adapt approaches, i.e. including through conversations with donors to raise the issue if necessary.
- Integrate provisions for contractors/suppliers to apply conflict sensitivity into tenders/Requests for Proposals, including knowledge of local context. If necessary, integrate specific provisions based on the conflict analysis. For example, if the conflict analysis has shown that inter-communal tensions is a driver of conflict, include requirements for suppliers to recruit from all communal groups.
- Ensure transparency and proactive communication towards communities about procurement processes and selection criteria.
- Ensure that the procurement process is equally accessible for all relevant suppliers (especially as

they relate to conflicting groups). For example, suppliers from some groups or areas may have less capacity/experience to answer calls, or criteria do not inadvertently exclude some. If necessary, consider taking measures to enabling access for all groups. For example, by organizing brief workshops for potential suppliers on the application process, requirements etc. when releasing tenders, translating tenders and key documents into local languages and reduce language requirements etc.

- Take the time necessary to understand whether procurement may have conflict sensitivity implications. If donors push to deliver, engage with them to explain the potential risks and the need for a proper process that effectively manages the risks to avoid unintended harmful impacts.
- Review organisational procurement processes to ensure flexibility for taking conflict sensitivity into account. There needs to be flexibility for policies and procedures to be adapted and contextualised to each context.

3.1.2 Screening tool to develop conflict sensitivity matrix for procurement

STEP	SCREENING
1	<p>Think about your procurement</p> <ul style="list-style-type: none"> » What (which items, goods, services) is being procured? » Who is being procured from and who (communal groups armed or political actors) might they be affiliated with? » Where is procurement taking place and where are goods/services to be delivered? » How is procurement being carried out? Which policies and processes guide it? » When is procurement being carried out? What are the current key dynamics in the peace and conflict context? Have they changed since procurement was planned?
2	<p>Think about the following questions</p> <ul style="list-style-type: none"> » How could the planned procurement (what I am procuring, how and from who) impact on conflict factors or on different actors and their relationships (positively or negatively) identified in the analysis? » Could the planned procurement inadvertently contribute to tensions, grievances or inequality between different groups? For example, if some suppliers are owned by or only employ from one group (communal, religious etc.) or if suppliers are brought in from another city where there are tensions or grievances between cities. » Could the planned procurement inadvertently empower or financially benefit armed or political actors either through affiliation, through extortion or through theft (for example at checkpoints or in storage)? » Has anything changed in the peace and conflict context since procurement activities were planned? Have changes posed new risks or intensified some risks? » Are suppliers engaged in illicit economic activities? Is there a risk that suppliers might seek to divert goods or derive disproportionate benefits, for example through inflating prices of goods/services or through siphoning off goods for resale on the black market? » Are suppliers engaged in other conflictual practices such as systemic discrimination, human rights abuses etc.? » Is there a risk that different groups or actors may seek to influence procurement processes for own benefit or the benefit of a certain group, including through putting pressure on local staff? » Might the amount of goods to be procured and distributed distort local markets for example by substituting for locally sold goods, by changing or creating new incentive structures for different stakeholders?
3	<p>Note down the risks in columns 1 and 2 of the matrix.</p>
4	<p>Think about how you might be able to make adaptations or adjustments to manage this risk. Note this down in column 3 of the matrix</p>
5	<p>Consider how you will monitor the risk and note that in column 4 of the matrix.</p>

Example matrix:

CONFLICT SENSITIVITY INTERACTION	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION
<p>Suppliers from other and bigger cities than the city where works will be carried out have stronger capacities to meet the procurement criteria as they are used to applying for contracts from internationals, but they are less likely to be accepted in the community. They will likely bring in a workforce from outside rather than hiring locally. Working with those suppliers may contribute to tensions and grievances in the community.</p> <p><i>(Distribution effect)</i></p>	<p>Organise workshops to inform about the procurement process and selection criteria and to support local suppliers to apply.</p> <p>Integrate special provisions in the selection criteria relating to managing conflict sensitivity risks, for example, 'ability to sensitively carry out the works in the community without contributing to conflict'.</p> <p>If there seems to be no viable suppliers, integrate a provision requiring hiring staff from the local area to undertake the works into the RFP.</p> <p>Communicate proactively with local communities and community leaders (formal and informal) on the criteria for selection and the benefits of the project for the community.</p> <p>Communicate proactively with donors on the conflict sensitivity challenge and the approach taken to manage it.</p>

3.2 CS TOOL Conflict Sensitivity for Logistics

3.2.1 Checklist

- Ensure logistics staff have an understanding of conflict sensitivity.
- Ensure staff is involved in or acquainted with conflict analysis of relevant locations.
- Integrate stakeholder mapping into the market analysis/study to understand how different social groups are involved in business sectors and what the relationships are between business actors, political actors and armed actors.
- Include a mapping of geographic distribution of communal groups and territorial control and influence of political and armed actors in the market study or conflict analysis to understand whether operating infrastructure is located in areas dominated by one communal group or may be controlled (directly or indirectly) by conflict actors.
- Ensure logistics staff has been involved in the conflict sensitivity review of programmes using the conflict sensitivity interactions matrix and that logistics specific risks have been identified. Revisit interactions matrix during specific procurement processes to understand the likelihood of risks. Take into account whether changes to the peace and conflict context have occurred which could intensify the likelihood or impact of risks or create new risks.
- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission logistics generally to identify common risks relating to logistics and measures to mitigate and monitor these. When making decisions to change logistics, revisit the conflict analysis and the matrix to understand potential conflict sensitivity implications of the changes.
- Seek to understand potential conflict sensitivity risks when evaluating suppliers and operating infrastructure, including in due diligence processes, i.e. seek to understand how they relate to communal groups other stakeholders.
- Monitor and track identified conflict sensitivity risks relating to logistics using monitoring tools for conflict sensitivity.
- If donor or organisational policies or requirements present barriers to addressing a conflict sensitivity risk, explore steps to adapt approaches, i.e. including through conversations with donors to raise the issue if necessary.
- Ensure transparency and proactive communication towards communities about procurement and logistics processes and selection criteria.
- Take the time necessary to understand whether logistics may have conflict sensitivity implications. If donors push to deliver, engage with them to explain the potential risks and the need for a proper process that effectively manages the risks to avoid unintended harmful impacts.
- Review organisational logistics processes to ensure flexibility for taking conflict sensitivity into account. There needs to be flexibility for policies and procedures to be adapted and contextualised to each context.

3.2.2 Screening tool to develop conflict sensitivity matrix for logistics

STEP	SCREENING
1	Think about your logistics <ul style="list-style-type: none"> » Where is operating infrastructure (i.e. warehouses, offices, hotels etc.) located? » Which communal groups live in that area? » What (goods, items etc.) is being kept and moved? » Who owns or has an influence on the infrastructure, land and the companies involved (i.e. for security provision, operating warehouses etc.)? » How are goods and items being transported? By whom? To and from where? » When are logistics being carried out? What are the current key dynamics in the peace and conflict context? Have they changed since logistics were planned?
2	Think about the following questions <ul style="list-style-type: none"> » How could the planned logistics impact on conflict factors or on different actors and their relationships (positively or negatively) identified in the analysis? » Could the planned logistics inadvertently contribute to tensions, grievances or inequality between different groups? For example, if some operating infrastructure is located in proximity to or owned by one group (communal, religious etc.) and therefore (perceived to) benefit only that group. » Could the planned logistics inadvertently empower (provide recognition to) or financially benefit armed or political actors either through affiliation, through ownership (of warehouses, transport companies or security companies), through extortion or theft (for example at checkpoints or in storage)? » Has anything changed in the peace and conflict context since logistics activities were planned? Have changes posed new risks or intensified some risks? » Are suppliers engaged in illicit economic activities? Is there a risk that suppliers might seek to divert goods or derive disproportionate benefits, for example through inflating prices of goods/services or through siphoning off goods for resale on the black market? » Are suppliers engaged in other conflictual practices such as systemic discrimination, human rights abuses etc.? » Is there a risk that different groups or actors may seek to influence logistics processes for own benefit or the benefit of a certain group, including through putting pressure on local staff? » Might the amount of goods stored and distributed distort local markets for example by substituting for locally sold goods, by changing or creating new incentive structures for different stakeholders?
3	Note down the risks in columns 1 and 2 of the matrix.
4	Think about how you might be able to make adaptations or adjustments to manage this risk. Note this down in column 3 of the matrix
5	Consider how you will monitor the risk and note that in column 4 of the matrix.

Example matrix:

CONFLICT SENSITIVITY INTERACTION	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION
<p>The operating infrastructure that best meets logistics selection criteria is located on territory that is controlled by an armed group and inhabited by one communal group. This could provide recognition to the armed group and contribute to tensions with other communal groups who may feel like the benefits only go to the group living in the area. It is also likely that the armed group will seek to reap financial benefits by diverting goods and by demanding payments in return for providing 'security'.</p> <p><i>(Recognition, diversion and distribution effect)</i></p>	<p>Understand the likelihood of the different risks identified and their potential impact.</p> <p>Explore alternative options that may score less on some logistics selection criteria but not pose the same conflict sensitivity risks, i.e. are located on territory that is not controlled by an armed group nor only inhabited by one communal group.</p> <p>Articulate the trade-offs between the conflict sensitivity risks and meeting logistics criteria clearly in making the decision and developing the justification for not selecting the initially identified infrastructure.</p> <p>If extra operating or renovation expenses are needed, engage with finance to ensure budgets are in place and communicate proactively with donors on the conflict sensitivity risks and approach to managing it.</p>

3.3 CS TOOL Conflict Sensitivity for Human Resources and Partnerships

3.3.1 Checklist

- Ensure that selection criteria take into account skills for applying conflict sensitivity, for example context knowledge in addition to technical knowledge, communications and interpersonal skills, conflict management skills etc.
- Include questions or case studies/scenarios that demonstrate understanding or ability to navigate conflict sensitivity into recruitment processes. Base questions or case studies on the conflict analysis and potential conflict sensitivity considerations that apply to the locations the position will be focused on.
- Ensure that selection criteria of local staff and partners are tailored to the local context based on the conflict analysis, for example hiring from all communal groups. If it is not possible to ask about communal affiliation, engage with existing local staff to identify indirect ways to understand communal affiliation e.g. through family names.
- Ensure that outreach about opportunities reach all groups and that criteria in job descriptions and tenders/RFPs do not inadvertently exclude some groups/organisations. If necessary, consider taking additional measures to enable some groups/organisations to apply, for example conducting targeted outreach, organizing brief workshops on the application process and requirements, translating job descriptions and tenders/RFPs and key documents into local languages and reducing language requirements etc.
- Seek to understand potential conflict sensitivity risks when conducting background checks on staff and due diligence checks on partners, i.e. seek to understand their affiliations with communal groups and relationships with stakeholders, whether they post divisive content/opinions on social media etc.
- Integrate conflict sensitivity into induction processes i.e. introduction to conflict sensitivity, introduction to conflict analysis and to the peace and conflict context in the country / local area, orientation on the organisation's approach and tools to apply conflict sensitivity etc.
- Enable on the job training and support on conflict sensitivity either provided internally or through providing funding and space for external opportunities.
- Work with senior management and line managers to ensure that there is an enabling environment in the organisation to raise conflict sensitivity considerations. Review whether HR policies and reward structures encourage or discourage staff to take conflict sensitivity into account.
- Integrate criteria on application of conflict sensitivity into performance management frameworks and staff incentive structures.
- Integrate provisions for partners to apply conflict sensitivity into tenders/Requests for Proposals, including knowledge of local context. If necessary, integrate specific provisions based on the conflict analysis. For example, if the conflict analysis has shown that inter-communal tensions

is a driver of conflict, include requirements for partners to recruit from all communal groups. If partners do not have the skills or capacity necessary to apply conflict sensitivity, consider supporting them to build that capacity.

- Ensure HR and partnership staff is involved in or acquainted with conflict analysis of relevant locations.
- Ensure HR and partnership staff has been involved in the conflict sensitivity review of programmes using the conflict sensitivity interactions matrix and that HR and partnership specific risks have been identified. Revisit interactions matrix during specific HR or partnership selection processes to understand the likelihood of risks. Take into account whether changes to the peace and conflict context have occurred which could intensify the likelihood or impact of risks or create new risks.
- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission HR and partnership selection generally to identify common risks relating to procurement and measures to mitigate and monitor these.
- Monitor and track identified conflict sensitivity risks relating to HR and partnerships using monitoring tools for conflict sensitivity.
- Ensure transparency and proactive communication towards communities about recruitment processes and partner selection criteria.

3.3.2 Screening tool to develop conflict sensitivity matrix for HR and partnerships

STEP	SCREENING
1	Think about your HR and partnerships
	<ul style="list-style-type: none"> » What tasks/functions is being hired/contracted for? » How are opportunities advertised and through which platforms/channels? » What criteria are applied in the selection process? » Are there differences in the capacity and ability for different communal groups/stakeholders to apply for the opportunity? » When are logistics being carried out? What are the current key dynamics in the peace and conflict context? Have they changed since logistics were planned?
2	Think about the following questions
	<ul style="list-style-type: none"> » Is there a risk that the identity characteristics or affiliations of the staff/partner being engaged might contribute to increasing tensions between groups? I.e. because the staff/partner is from or associated with one communal group, because the staff/partner is from another area/city which might cause dissatisfaction etc. » How might being from the location create pressures for local staff and partners to act in a certain way? E.g. may they come under pressure from local elites? » How do staff and partners relate to the conflict? E.g. do they have links to or only represent one group or another? Could they be pursuing certain agendas? » Do local staff and partners have the skills to understand the conflict, engage sensitively with a range of stakeholders in a contested political environment?
3	Note down the risks in columns 1 and 2 of the matrix.
4	Think about how you might be able to make adaptations or adjustments to manage this risk. Note this down in column 3 of the matrix
5	Consider how you will monitor the risk and note that in column 4 of the matrix.

Example matrix:

CONFLICT SENSITIVITY INTERACTION	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION
<p>Local staff are being recruited to work on a protection programme in an area where there are deep communal divisions and mistrust between communal groups. The applications that are likely to score the highest on technical skills come from one communal group which is also the most powerful group. Only hiring from one communal group may contribute to tensions with other communities and may impede the staff's ability to engage with all communal groups. It is too sensitive to ask applicants directly about their communal affiliation.</p> <p><i>(Distribution risk)</i></p>	<p>Include provisions in scoring and selection criteria on ability to engage sensitively with all communal groups.</p> <p>In the recruitment process, seek to select local staff from different communal affiliations based on the justification that communal affiliation is imperative to be able to carry out the job description.</p> <p>Explore alternative ways to understand communal affiliation of applicants based on the local context, i.e. through applicants' family, names, through the place they live (if the communities are geographically divided) etc.</p> <p>Integrate questions or scenarios into the interview that explore the applicants' position in terms of inter-communal tensions and ability to deal sensitively with such tensions.</p> <p>Conduct a Social Media check to see whether the applicants have voiced divisive opinions in the past.</p>

3.4 CS TOOL Conflict Sensitivity for Finance

3.4.1 Checklist

- Ensure finance staff have an understanding of conflict sensitivity.
- Ensure staff is involved in or acquainted with conflict analysis of relevant locations.
- Develop understanding of how the finance system in the country might relate to conflict dynamics, e.g. to the use of the illicit economic market, for example through the market study.
- Ensure finance staff are familiar with the conflict sensitivity review of programmes using the conflict sensitivity interactions matrix and that there is an understanding of what role finance processes may play in managing conflict sensitivity risks.
- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission finance generally to identify common risks relating to finance processes and measures to mitigate and monitor these.
- Seek to understand potential conflict sensitivity risks when deciding on transfer and payment modalities. Engage with other international assistance providers to agree on collective approaches.
- Monitor and track identified conflict sensitivity risks relating to finance using monitoring tools for conflict sensitivity.
- Reduce earmarking in budgets and ensure flexibility to adapt programming approaches to manage conflict sensitivity.
- When receiving requests for changes to budgets and spending engage with programme teams to understand the conflict sensitivity implications.
- If donor or organisational policies or requirements for finance management present barriers to addressing a conflict sensitivity risk, explore steps to adapt approaches, i.e. including through conversations with donors to raise the issue if necessary.
- If donors push to spend when quick delivery might pose conflict sensitivity risks, engage with them to advocate for flexibility, explain the potential risks and the need for a proper process that effectively manages the risks to avoid unintended harmful impacts.
- Review organisational finance processes and policies to ensure flexibility for taking conflict sensitivity into account. There needs to be flexibility for policies and procedures to be adapted and contextualised to each context.

3.4.2 Screening tool to take finance aspects into account for conflict sensitivity matrices

STEP	SCREENING
1	Think about your finance
	<ul style="list-style-type: none"> » What requirements (organisational and donor) does the finance process have to follow? » Whom is money being transferred to? » How is money being transferred? » When are transactions taking place? What are the current key dynamics in the peace and conflict context? Have they changed since transactions/activities were planned?
2	Think about the following questions
	<ul style="list-style-type: none"> » Is there a risk that the modalities by which money is being transferred could encourage the use of the illicit economic market? Are approaches streamlined between international assistance providers to manage the risks collectively? » Is finance highly earmarked? Does that make adjusting activities in response to contextual changes difficult? » Are donors and funding frameworks/requirements allowing for flexibility in case changes need to be made to manage conflict sensitivity?
3	Note down the risks in columns 1 and 2 of the matrix.
4	Think about how you might be able to make adaptations or adjustments to manage this risk. Note this down in column 3 of the matrix
5	Consider how you will monitor the risk and note that in column 4 of the matrix.

Example matrix:

CONFLICT SENSITIVITY INTERACTION	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION
<p>The programme team has flagged that there is a distribution risk to planned renovations work in a city as there are tensions between communities who are also geographically divided. The programme allows for renovation of one medical facility; however, the programme team has learned that medical facilities are located on the territory of each communal group and is not accessible to other groups. The programme team suggests renovating two facilities to mitigate the distribution risk.</p> <p><i>(Distribution risk)</i></p>	<p>Discuss the risk with the programme team and support the programme team to mitigate it.</p> <p>Explore options to adapt budget lines to allow for mitigating the risk.</p> <p>Engage proactively with the donor to explain justification for making changes to the budget and push back on pressure to deliver and spend fast.</p>

3.5 CS TOOL Conflict Sensitivity for Communications

3.5.1 Checklist

- Ensure communications staff have an understanding of conflict sensitivity.
- Ensure staff is involved in or acquainted with conflict analysis of relevant locations.
- Develop understanding of how the communications (Social Media and media) environment in the country and in local areas relate to peace and conflict dynamics as part of conflict analysis.
- Ensure communications staff has been involved in the conflict sensitivity review of programmes using the conflict sensitivity interactions matrix and that communications specific risks have been identified. Revisit interactions matrix during specific communications activities to understand the likelihood of risks. Take into account whether changes to the peace and conflict context have occurred which could intensify the likelihood or impact of risks or create new risks.
- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission communications generally to identify common risks relating to logistics and measures to mitigate and monitor these. When engaging in individual communications activities review the conflict analysis and the matrix to understand potential conflict sensitivity implications of the changes.
- Ensure that communications approaches and content is adapted to local contexts, i.e. ensure that local staff are involved in developing and reviewing communications approaches and content.
- Seek to understand potential conflict sensitivity risks when deciding which outlets/platforms/channels to engage with, i.e. understand whether they are affiliated with conflict actors or promote certain narratives in the conflict.
- Monitor and track identified conflict sensitivity risks relating to communications using monitoring tools for conflict sensitivity.
- Share conflict sensitivity interactions matrices from missions with HQ communications team and convene discussions on the implications for communications approaches.
- Review organisational communications strategies, policies and plans (including Social Media policies) to understand how they enable or constrain conflict sensitivity based on conflict sensitivity matrices and integrate conflict sensitivity considerations.
- Engage with advocacy teams to ensure that messaging in advocacy takes conflict sensitivity into account.
- Ensure flexibility in visibility criteria and be prepared to lower visibility if necessary to manage conflict sensitivity. If necessary, engage with donors on their visibility requirements.
- Enable strong collaboration between communications and programme teams to make sure communications is leveraged as a tool to manage and monitor conflict sensitivity.

3.5.2 Screening tool to develop conflict sensitivity matrix for communications¹

STEP	SCREENING
1	<p>Think about your communication content</p> <ul style="list-style-type: none"> » Whom is it targeted at? Who is appearing in it and who is not? » What is the purpose? » What are the key messages? Which other messages may be conveyed by it? How might different actors/ groups interpret the content/messages? » How are you communicating (what medium)? » When is the communication taking place? What are the current key dynamics in the peace and conflict context? Have they changed since you planned your communications content?
2	<p>Think about the following questions</p> <ul style="list-style-type: none"> » In general: How could the communications content (what I am communicating, how and to who) impact on conflict factors or on different actors and their relationships (positively or negatively) identified in the analysis? How could communications activity support peace factors or actors? » Giving recognition: Who is appearing in the communications content? Is the content giving recognition to certain actors or narratives promoted by certain actors? Could the communications content be seen to be biased towards particular actors in the conflict? How do the actors being given visibility to relate to conflict dynamics? How might that impact on perceptions and relationships between different actors? » Risk of instrumentalization: Could the communications content be manipulated by conflict actors to serve their interests? Are there actors in the conflict context who would benefit from manipulating, reframing or taking credit for the content? How might that impact on conflict dynamics? » Inequalities and tensions: How might the communications be playing into divisions between groups? Does the content pay equal representation to different groups (social, tribal, gender, age, geographic, political affiliation etc.)? When the content illustrates benefits provided through assistance – are clear explanations being provided of the mechanisms for distribution of these benefits (in particular to those who may not benefit)? » Opportunities for promoting unity: Are there opportunities to show collaboration and shared challenges between divided groups through communications? » Effect of our visibility: How are you perceived by those receiving your communications? Could there be a backlash related to those perceptions? Could association with your organisation through your communications reflect negatively on your partners/ counterparts or put them at risk? » Language and framing: Could the language or framing of our communications be divisive, offensive, stigmatising or give credence to narratives promoted by some groups but contested by others? Has content been reviewed by colleagues? » Social change messaging: If our communications are (aimed at) highlighting minority groups or changing social norms and inequalities, have we taken measures to mitigate backlash and inadvertently contributing to worsening these dynamics? » Relevance to changing context: Are our communications activities still relevant in the changing context? Will the issues we are communicating about be perceived as relevant given the current context? Have we incorporated enough flexibility in our communications plans to adapt if planned content become irrelevant due to changes in the context? » Communications of/with partners: If we are encouraging or supporting our local partners to engage in communications activity, do they understand the potential conflict sensitivity risks and opportunities and are they able to manage and monitor them? » Amplification through communications: How might the communications content/ activity/ strategy amplify an existing conflict sensitivity risk or be used to leverage or strengthen an opportunity?

¹ Source: "Conflict sensitivity considerations relating to communications in Libya" (June), developed through the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.

STEP	SCREENING
3	Note down the risks in columns 1 and 2 of the matrix.
4	Think about how you might be able to make adaptations or adjustments to manage this risk. Note this down in column 3 of the matrix
5	Consider how you will monitor the risk and note that in column 4 of the matrix.

Example matrix:

CONFLICT SENSITIVITY INTERACTION	POSSIBLE MITIGATION/ RESPONSE / ADAPTATION
<p>An event is being organised on a sensitive issue relating to gender and women's participation in the community. For maximum impact, the team would like to promote the event widely. However, gender norms in the community are fairly restrictive, so strong visibility might contribute to stir up opposition jeopardizing the safety of participants and entrenching restrictive gender dynamics.</p> <p><i>(Attention risk)</i></p>	<p>Engage with local staff (and participants) to understand the extent of opposition likely in the community and to understand how different ways of framing and communicating about it may be received/ perceived.</p> <p>Explore alternative ways of building support for the initiative before providing it with visibility, i.e. engage with local leaders to champion the issue, build support and galvanize their vocal support if possible.</p> <p>Consider lowering visibility and engaging in more low key outreach to raise awareness of the event.</p>

Module 4

Project Implementation



This module is part of the Conflict Sensitivity Operational Toolkit: a practical approach. You can consult the other modules and the introduction to the toolkit [here](#).

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Abbreviations and Acronyms

CPA	Community Protection Approach
CS	Conflict Sensitivity
IDP	Internally Displaced Persons
NGO	Non-Governmental Organization

1. Overview

Conflict sensitive implementation ‘on the ground’ requires local staff to monitor and respond to the ongoing conflict context and emerging risks and opportunities at the level of implementation (often community level). Many potential conflict sensitivity issues should have already been identified up front in the design phase. They will have been discussed with local staff and responses and adaptations integrated into the design, procurement and logistics plans and human resources decisions. However, other new issues will inevitably become apparent and emerge once activities such as community engagement, workshops, distributions start to be implemented and/ or the context shifts. The tips and tools in this section are designed to help **ensure local staff and partners have a supportive organisational environment for conflict sensitivity and area able to identify and respond emerging risks and opportunities relating to project implementation in real time.**

The tools in this section follow the three steps of conflict sensitivity and are designed to:

- **Assist local staff and partners** to analyse the local conflict context on an ongoing basis
- **Screen project activities for conflict sensitivity risk and opportunities** and guide adaptations
- Signpost to **relevant monitoring tools** (see **MODULE 5**) that can be used by local staff to monitor and report conflict sensitivity issues.

The following table outlines each tool and its audience.

Programme identification and design process				
TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
Supporting local staff to work with conflict sensitivity checklist	It is a check list to ensure the conditions are in place to maximise the ability of local staff to operate with conflict sensitivity on an ongoing basis	Managers of the organization; Programme team	Continuously during the implementation of a program	3.1 CS TOOL Supporting local staff to work with conflict sensitivity checklist
Step 1: Community Level Conflict Analysis Tool for local staff (and partners)	This tool is designed to be used by local staff (and or partners) to assist them in analysing the local context at the level of communities where activities are implemented	Local staff and local partner	During the 1 st phase of implementation of the program	3.2 CS TOOL Step 1: Community Level Conflict Analysis Tool for local staff (and partners)
Step 2 and 3: Community level activity screening tool	This tool should be used following the community conflict analysis tool and is designed to identify conflict sensitivity risks and opportunities related to implementing activities at the local level	Local staff and local partners	During the 1 st phase of implementation of the program	3.3 CS TOOL Step 2 and 3: Community level activity screening tool
Community level interactions matrix				3.4 CS TOOL Community level interactions matrix

2. Process Guidance

Associated tools:

3.1 CS TOOL Supporting local staff to work with conflict sensitivity checklist (page 6)

3.2 CS TOOL Step 1: Community Level Conflict Analysis Tool for local staff (and partners) (page 7)

3.3 CS TOOL Step 2 and 3: Community level activity screening tool (page 10)

3.4 CS TOOL Community level interactions matrix (page 11)

Conflict sensitivity at the level of implementation (often community level) **should be led by local staff and, where relevant, local partners at the local community level.** The tools can be used at the start of implementation, and then periodically during implementation (particularly should the context shift), including ahead of major activities.

The Step 1: The community level conflict analysis tool for staff and local implementing partners is designed to be used by local staff (and or partners) to assist them in analysing the local context at the level of communities where activities are implemented.

Ideally, at least some local staff using the tool will have already been involved in developing the programme level conflict analysis. At a minimum they should have access to the programme level analysis as it will contain relevant insights that can inform and be further tested through the community level analysis

The Steps 2 & 3: Activity screening tool and interactions matrix provide a simplified question set to help local staff think through conflict sensitivity risks/ opportunities that relate to implementation activities and responses to these.

It should be used following the community conflict analysis tool and is designed to identify conflict sensitivity risks and opportunities related to implementing activities at the local level, which are then captured in the community level risks / opportunities matrix.

It is generally better to involve all local team members in using the analysis tool and activity screening through a workshop or discussion format to provide more perspectives and ideas. The tools provide tips and exercises for running the discussions, however local staff may benefit from some expert facilitation support when first using the tool, in order to become acquainted with the approach.

3. Tools and Instruments

3.1 CS TOOL Supporting local staff to work with conflict sensitivity checklist

The understanding and behaviour of local staff on the ground and local implementing partners is central to conflict sensitive implementation. Local staff can bring unique insight into the local context. They also may face pressures to behave in certain ways from local stakeholders on account of their position within the local community, social identity and networks. Programme managers and senior leadership within country offices will want to ensure the following conditions are in place to maximise the ability of staff to operate with conflict sensitivity on an ongoing basis:

STAFF LEVEL	ACTION
Programme managers and leaders	Ensure recruitment and selection processes identify staff who bring a strong understanding of the context within which they are operating, and have the skills to manage local dynamics (see MODULE 3).
Organisational leadership	Champion a culture of openness where conflict sensitivity is valued and prioritised; where local staff feel supported to report on sensitive issues (things going wrong as well as right); and where it is clearly signalled by senior management that upholding the principles of conflict sensitivity is considered important.
Programme staff	Provide organisational and senior level support for local staff to respond to issues
	Engage in 'real time' communication with local staff to ensure emerging conflict sensitivity challenges are discussed and responded to in a timely manner.
Programme managers	Involve local staff are involved in the development and updating of the programme level conflict assessment and conflict sensitivity review.
	Ensure staff have access to the tools in this guidance (see table above) to help identify local conflict issues and to assess the impact of implementation activities on local level peace and conflict dynamics.
	Ensure local staff are encouraged to report back on changes in the conflict and emerging conflict sensitivity incidents or potential interactions (new risks/ opportunities) These can then inform ongoing adaptations to the programme design. Chapter 5 includes tools and guidance that local staff can make use of.

3.2 CS TOOL Step 1: Community Level Conflict Analysis for local staff (and partners)

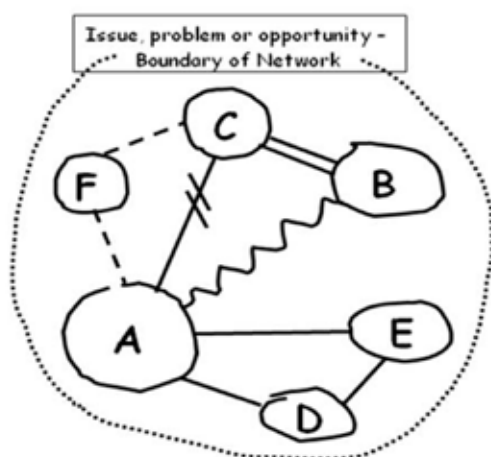
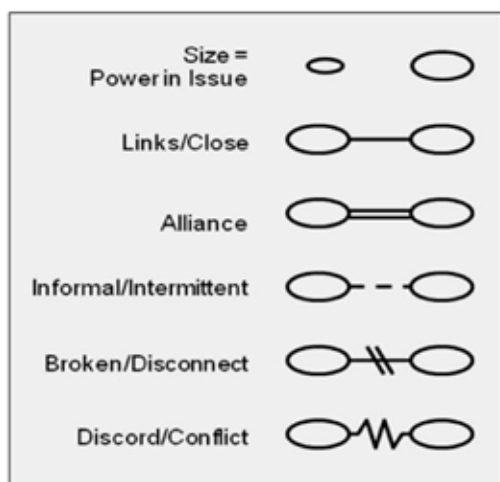
This tool is designed to be used by local staff (and or partners) to assist them in **analysing the local context at the level of communities where activities are implemented**. It is generally better to involve all local team members in using this tool through a workshop or discussion format, where possible, to provide more perspectives and ideas. Ideally, at least some local staff using the tool will have already been involved in developing the programme level conflict analysis. At a minimum, they should have access to the programme level analysis prior to using this tool in the field, as it will contain relevant insights that can inform and be tested through the community level analysis.

The tool could be used in a participatory manner with local beneficiaries/participants or other community stakeholders engaged in the programme. However, before doing so staff should undertake a judgement on whether this is appropriate. If there are any sensitivities in discussing issues or raising those issues is likely to cause more tensions it may be better for local staff to seek insights in a different way. For example, by enquiring discretely with a range of local interlocutors, ensuring that the information provided is triangulated from more than one source.

DIMENSIONS	KEY ENQUIRY	TIPS AND EXERCISES
Profile and actors	<p>What key identity groups (e.g. tribes, ethnicities, indigenous people, migrants, IDPs, refugees etc.) are living in the community?</p> <p>How is governance and leadership structured in the area (e.g. local councils, committees etc.)? Include both formal and informal governance structures and actors.</p> <p>What are the major political, security, economic and social issues facing the community? E.g. health issues, economic issues, food security issues, environmental issues, overspill of conflict from neighbouring areas, targeting of sector specific infrastructure (e.g. water points, schools); building of infrastructure, disruption of social networks, migration trends (IDPs and refugees), military and civilian deaths, presence of armed forces, mined areas etc.</p> <p>What are the gender dynamics and norms in the area of intervention? E.g., what are the different roles and expectations of men and women in the context? What different roles might they play in any political dispute or conflict issue (positively or negatively)?</p> <p>Who are the main local actors? (e.g. political and community leaders, businesses, armed groups, NGOs etc.) What are their interests, capacities and relationships?</p>	<p>Draw a historical timeline of the community with key events (escalation or reduction in violence; and other relevant social and economic events e.g. harvest; religious celebrations etc).</p> <p>Draw a map of the community/ area and mark on key physical/ geographical, demographic, economic and social/ ethnic features. Note the key areas affected by conflict/ violence.</p>

DIMENSIONS	KEY ENQUIRY	TIPS AND EXERCISES
<p>Dividers and connectors</p>	<p>Dividers:</p> <p>What are the key divisions in the community and communities in the area (e.g. between certain groups)?</p> <p>What are the key issues or factors dividing the communities or causing the divisions?</p> <p>Are there dividers associated with gender roles and norms?</p> <p>What increases tension, divisions or the likelihood of violence?</p> <p>What increases suspicion and mistrust in the community?</p> <p>Are divisions increasing or decreasing? How do we know?</p> <p>Connectors:</p> <p>What are the key issues or factors positively connecting communities in this area?</p> <p>What brings people together in this situation?</p> <p>Are there connectors related to gender roles and norms?</p> <p>Where do people meet? What do people do together?</p> <p>Which issues/challenges are shared amongst communal groups?</p> <p>Are connections increasing in this community? How do we know?</p>	<p>Brainstorm dividers and connectors – using the key questions (in plenary or as small groups).</p> <p>Collect ideas on a flipchart.</p> <p>Vote or agree on the three most significant dividers and connectors (e.g. which dividers are the most dangerous or cause the most tension between groups).</p> <p>Discuss why these three are significant.</p> <p>Think about something that would help signal that the divider (or connector) is getting better or worse (this can help with monitoring).</p> <p>Map the dividers connectors onto the community map (if using).</p> <p>Tips:</p> <p>Use some categories to help the brainstorming process e.g. social; political, security, economic, legal, environmental etc. Ask the group if you have considered each category and the potential dividers and connectors in each of them.</p> <p>Ask the team if there are other categories that should be used to capture experience and jog memories.</p> <p>Remember:</p> <p>People are not dividers (or connectors), it is what they do, say or represent that divides (or connects).</p>

ACTOR MAPPING



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1) sort the actors according to their capacity to influence the conflict (a bigger circle corresponds to greater influence/power);

2) position them on a chart showing how they are connected;

3) analyse the nature of their relationship by using different types of lines connecting the circles (e.g. straight line indicates a close relationship; double line an alliance; zig-zag line a conflict; double line across a single line a broken relationship, dotted line an informal relationship etc.).

NAME OF ACTOR	CHARACTERISTIC	INTERESTS, POSITIONS, NEEDS	CAPACITY, POWER OR INFLUENCE	GENDER DIMENSION
See examples in Annex A				

3.3 CS TOOL Step 2 and 3

Community level activity screening tool

This tool should be used following the community conflict analysis tool and is designed to identify conflict sensitivity risks and opportunities related to implementing activities at the local level. It should be used in conjunction with the community level risks / opportunities matrix below.

QUESTIONS	TIPS AND EXERCISE
<p>What are we intending to do (where, with who, when and how)?</p> <p>Where are we implementing our activities?</p> <p>Who are we engaging with?</p> <p>Who are we inviting to our activities?</p> <p>Who are we targeting?</p> <p>When will this happen?</p>	<p>Ask participants to describe the activity</p> <p>Split into two groups (ask one group to consider how the activity may affect the dividers and the other group to consider how the activity might affect the interests and capacities of local actors.</p>
<p>How might this activity or decision affect the dividers (or connectors)?</p>	<p>Each group reports back to plenary and discusses findings to identify key conflict sensitivity risks and opportunities. Put these up in the risk/ opportunity matrix.</p>
<p>How might it affect the interests, capacities and relationships of key actors? (including gender relations) With what consequence?</p>	<p>Split into two groups again. Ask one group to consider how to ensure the activities are implemented in a way that will not exacerbate tensions, and the other group to consider how they might design the activity to have a positive impact. Put the findings into the risk/ opportunity matrix.</p>
<p>What can we do to ensure we do not exacerbate existing divisions or tensions?</p>	
<p>Could we design the activity or intervention in a way that has a positive impact on connectors?</p>	

Module 5

Monitoring and Evaluation



This module is part of the Conflict Sensitivity Operational Toolkit: a practical approach. You can consult the other modules and the introduction to the toolkit [here](#).

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Abbreviations and Acronyms

CPA	Community Protection Approach
CS	Conflict Sensitivity
CSA	Conflict Sensitive Assistance
IPSI	Integrated Protection System of Indicators
M&E	Monitoring & Evaluation

1. Overview

Integrating conflict sensitivity does not stop at the strategy development or programme design phase. It involves strategies and programmes to constantly monitor, adapt, evaluate and learn as the context shifts and new or unanticipated peace and conflict impacts emerge. This requires monitoring across three different dimensions: **1) Monitoring the context, 1) Monitoring interactions and 3) monitoring processes**. The tools in this module are structured around these three dimensions and are design therefore to support:

- **Monitoring the context** to understand and integrate changes to the peace and conflict analysis;
- **Monitoring conflict sensitivity interactions** to identify negative impacts (risks) and positive impacts of activities on the peace and conflict context;
- **Monitoring processes** for conflict sensitivity to understand how well measures necessary for conflict sensitivity are integrated.
- Understanding **how to draw on use existing monitoring tools** to monitor for conflict sensitivity (depending on mission size, structure and resources for Monitoring & Evaluation (M&E).
- Consideration of **conflict sensitivity within evaluations**

The following table outlines each tool, its purpose and audience.

Monitoring and Evaluation for Conflict sensitivity				
TOOLS AND GUIDANCE	WHAT IT DOES	WHO SHOULD USE IT	WHEN TO REFERENCE	WHERE IS IT LOCATED
Process Guidance. Context monitoring	Provides guidance on Capturing staff knowledge Monitoring context within programme level monitoring and existing assessments Developing context indicators Using the factor update matrix tool	M&E Manager / Coordinator (if available); Programme Manager	Continuously during Programme implementation; not necessarily link to one program	3.1. CS TOOLS Process guidance. Interactions monitoring.
Process monitoring	It measures if Conflict Sensitivity is integrated into strategies, policies, and assistance delivery of the organization.	Management level	During each review of the Country Strategy	3.2. CS TOOLS Process monitoring
Evaluating Conflict Sensitivity	Evaluative inquiries are incorporated into ongoing monitoring processes supporting ongoing understanding of the impact of the intervention on the context, at programmatic level	Programme Managers	During external and Internal evaluation review of programs	3.3. CS TOOLS Evaluating Conflict Sensitivity
Context monitoring: Factor update matrix	This tool helps an organisation to summarise and capture key changes to peace and conflict via ongoing context monitoring.	Manager level including Security focal point	Continuously not associated to a specific program. It focus more on geographic location of intervention	3.4. CS TOOL Context monitoring: Factor update matrix
Conflict sensitivity incident tracker	This tool supports an organisation to monitor (track and log) potential conflict sensitivity risks and opportunities systematically and regularly, including responses to managing them	Manager level including Security focal point	Continuously not associated to a specific program. It focus more on geographic location of intervention	3.5. CS TOOL Conflict sensitivity incident tracker

Monitoring for conflict sensitivity requires processes in place and capacities of staff to infer what the information obtained through monitoring means for conflict sensitivity and to take necessary actions identified.

2. Process Guidance

Associated tools:

3.1. CS TOOL Process guidance. Interactions monitoring (page 8)

3.2. CS TOOL Process monitoring (page 10)

3.3. CS TOOL Evaluating Conflict Sensitivity (page 11)

3.4. CS TOOL Context monitoring: Factor update matrix (page 12)

3.5. CS TOOL Conflict sensitivity incident tracker (page 13)

It is necessary to monitor the peace and conflict context on an ongoing basis to capture any changes that may have implications for conflict sensitivity. An organization's mission must monitor the context both at a national level for the strategic level analysis and at the level of its different interventions for programme analyses. Ongoing monitoring involves and informs periodic updating of conflict analysis and helps understand whether major shifts occur that require an update of analyses and revisiting risks and opportunities. Changes to the peace and conflict context may engender new risks, opportunities, increase, or reduce the likelihood or impact of risks and opportunities already identified.

There are many different approaches to monitoring context ranging from structured formal mechanisms to more informal and unstructured approaches. Usually, different approaches can be combined within one mission.

Capturing staff knowledge: National staff will usually stay abreast with developments in the context nationally and to some extent locally. They tend to be well-informed on contextual developments. The dividers / connectors analysis in **Module 4 – CS TOOL Step 1: Community Level Conflict Analysis for local staff (and partners)** provide a structured way for local staff to analyse the local context.

It is key for the mission to capture this knowledge and ensure that a conflict analysis lens is applied to processing it. This can be done through light touch measures such as organising weekly mission meetings that include a context update and by local staff sharing the findings of their local dividers/ connectors analysis. One person could be responsible for providing a context update, which others can comment on.

Depending on the size of the mission, it may be helpful to organise **periodic context update meetings (or integrate context updates in the agenda of existing meetings) at an intervention level, that covers the areas of that intervention**. Information collected through various sources can feed into these meetings. It is important that implications (if any) are discussed and that developments are captured in written format. If staff have been involved in developing analyses originally, such meetings also provide a light touch way to slowly develop their capacity to apply a conflict analysis lens.

Drawing on external engagement and resources: Focal points for different coordination fora (including security) should feed back updates on the contexts shared in those fora to colleagues. This could for example be done through weekly meetings. Publications, analyses and events by

others can also be useful sources for understanding the changes in the context. In Libya, a dedicated mechanism (the Conflict Sensitive Assistance (CSA) Forum) develops and shares analysis and convenes meetings to discuss context and conflict sensitivity. Where such mechanisms exist, staff should participate and feed back to colleagues.

Monitoring within programming and existing assessments: Ways to monitor the context as part of programme development and delivery include:

- Use ongoing **security assessments and risk analysis** and ensure mutual sharing between security and risks assessment processes and context monitoring.
- Use **media monitoring** to capture and log developments/events that are relevant for peace and conflict.
- Collect **feedback from implementing partners** either through informal ongoing engagement or by adding lines on context developments in reporting templates, including guiding questions based on conflict analysis.
- Consider building mechanisms for context updates into ongoing **community engagement modalities**, such as community monitoring committees.
- **Integrate questions on the context into planned assessments**, such as surveys (including perception surveys), interviews and focus group. Even if assessments do not explicitly ask conflict analysis questions, they may be able to provide some background and pointers to issues to explore further.
- Develop and monitor specific **context indicators track key factors identified in the analysis**. These can be proxy indicators such as conflict incidents taking place or based on the conflict factors from the original analysis.

Example of a context indicator

CONFLICT FACTOR	INDICATORS	APPROACHES TO MONITORING
Discrimination and exclusion of minorities	<p>Perceptions of safety and security (disaggregated by minority/majority or host/ migrant population)</p> <p>Safe access to services (disaggregated by groups and barriers)</p> <p># % minorities in responsible positions in local government and police</p>	<p>Interviews</p> <p>Focus groups</p> <p>(Perception) surveys</p> <p>Service institution records</p> <p>Local government records</p> <p>Interviews and local staff reports</p>

Regardless of the combination of sources/approaches used to monitor context, information/results must be collated in one place for the sake of ongoing analysis. The **3.4 CS TOOL factor update matrix** can be used for this purpose.

Data captured through monitoring the context can feed into periodic updates of the strategic and programme level conflict analysis. The mission may want to organise a periodic meeting or short conflict analysis refresh workshop (at strategic and or programme level) using the format provided in the conflict analysis tools.

BOX 1

EXAMPLE FROM WEWORLD CPA MONITORING AND CONFLICT SENSITIVITY MONITORING

Ongoing monitoring conducted through the CPA process (through the Integrated Protection System of Indicators - IPSI) can support context monitoring. Data collection tools in the CPA process will have been designed to take into consideration (the extent possible) that may be driving conflict (such as unequal access to services, feelings of safety etc.). Monitoring of those aspects through IPSI indicators can provide an ongoing understanding of changes to drivers of conflict. However, while they may be able to provide indications of changes, the dynamics of those may need to be further explored through qualitative approaches.

Field staff's close and ongoing engagement with communities throughout the CPA application is also a good entry point to maintain an ongoing understanding of peace and conflict.

3. Tools and Instruments

3.1 CS TOOL Process guidance. Interactions monitoring

Associated Tools:

3.5 CS TOOL - Conflict sensitivity incident tracker (page 13)

Interactions monitoring involves monitoring whether conflict sensitivity risks and opportunities identified in conflict sensitivity reviews occur and understanding their impact to enable effective and timely responses to managing risks and leveraging opportunities.

Anticipated intervention specific or strategic level interactions will have been identified up front and captured in a conflict sensitivity interactions matrix which can also capture the approach to monitoring (see **Module 2 – CS TOOL Step 2: programme level conflict sensitivity interaction question set**). Approaches to monitoring conflict sensitivity interactions should be integrated into existing monitoring tools and approaches. Monitoring of conflict sensitivity interactions related to specific interventions can be integrated into the intervention-level monitoring framework. Missions can also consider whether conflict sensitivity risks at a strategic level or intervention level, when relevant, can be integrated into the mission's risk register and monitored through that.

BOX 2 DRAWING ON EXISTING TOOLS FOR MONITORING

- » Monitoring for conflict sensitivity can be integrated into existing tools for monitoring, such as:
- » Existing reporting templates and activity reports
- » Post distribution surveys
- » Perception surveys
- » Interviews

While existing tools can be used, they need to be adapted slightly to be 'fit for purpose'. For example, to monitor perceptions of fairness of distribution of assistance using post-distribution surveys, it would be necessary to also get feedback from people who did not benefit from assistance in addition to those who did.

Local staff and implementing partners are the 'eyes and ears' of an organization on the ground and will often pick up on whether conflict sensitivity risks or opportunities surface during implementation. They need to be attentive to potential risks and opportunities and report back if any of these arise. It is important that the organization's mission leadership nurtures a culture where colleagues feel comfortable and are encouraged to raise issues where interventions may have a negative impact, even if these are sensitive.

Developing **conflict sensitivity interactions indicators**, which can be monitored against and logged may be a useful approach to integrating conflict sensitivity monitoring into existing monitoring frameworks. Make sure indicators are disaggregated into important identified markers in that

BOX 3

CONFLICT SENSITIVITY OF MONITORING AND EVALUATION

The process of undertaking monitoring and evaluation must itself be conflict sensitive. When designing and implementing M&E the organization must consider potential conflict sensitivity risks relating to the data collection process, in particular in places where conflict dynamics are strong. M&E designs need to be grounded in an understanding of different dimensions of the conflict, including how different population groups relate to it, for example, genders and different ethnic or tribal groups.

This also includes thinking through whether all important groups are included in targeting criteria and can be reached and what the risks are of causing tensions between them through the process. The timing of the monitoring or evaluation may be important as it may impact responses, make some questions more sensitive or impact access to respondents.

context, for example, gender, age, communal group etc. Developing indicators can help structure monitoring and integrate it into M&E approaches, but it can be challenging to develop indicators that capture conflict sensitivity interactions and to assess contribution. Furthermore, there may be a need to follow up with exploratory inquiry on indicators to determine effect and develop responses. If indicators are used, they need to be supplemented with more open-ended approaches that can provide explanatory data and support monitoring for unintended impacts.

Example of a conflict sensitivity interactions indicator

CONFLICT SENSITIVITY INTERACTION	INDICATORS	APPROACHES TO MONITORING
Benefits of intervention are perceived to favour one group over the other contributing to tensions	# / % of population to which services are available, accessible and satisfactory (with quality markers)	(post-distribution) perception surveys
	Perceptions of fairness of distribution	Staff reporting, media monitoring
	# Incidents of violence between communal groups	Complaints and feedback mechanism, staff reporting, media monitoring
	# Complaints about not receiving assistance from one group	

The 3.5 CS TOOL Conflict sensitivity incident tracker can be used to track and log incidents as they are reported and support identification of responses drawing on the responses outlined in the interactions matrix if they are appropriate). Keeping a log can also be helpful to identify patterns of negative impacts that require adopting programme-wide mitigation measures or adaptations to programme design, delivery modalities or approaches.

Lessons learned from monitoring processes around conflict sensitivity interactions and approaches to managing them should be captured periodically, for example in donor reporting and through internal reporting mechanisms. It can be beneficial to share lessons learned at a regional and organisational level to support other missions as well.

3.2 CS TOOL Process monitoring

The final aspect of monitoring for conflict sensitivity involves **tracking whether measures that enable conflict sensitivity are integrated into strategies, policies, and assistance delivery**. Process monitoring extends to all functions and levels of the organisation/mission looking both at processes at a strategic level, within programming and support functions such as HR etc.

At a strategic level, plans for periodic review of the mission strategy should include inquiries into whether the identified conflict sensitivity considerations have been taken into account in operationalising the strategy. Indicators on specific outcomes may have been set in the strategy development process that can be reviewed against.

The organisational self-assessment (**MODULE 1 -CS TOOL Conflict Sensitivity organisational self-assessment**) conducted as part of strategy development and associated action plan for conflict sensitivity provides a good way to develop process benchmarks and set standards of goals, which can be reviewed/monitored periodically. Monitoring can be done by conducting an 'audit' to track whether key processes for conflict sensitivity have been undertaken or are in place.

PROCESS INDICATORS FOR PROGRAMMING	PROCESS INDICATORS FOR STRATEGY
Programme level conflict analysis is being undertaken and regularly updated	National level conflict analysis is being undertaken and regularly updated
Conflict sensitivity interactions are being identified and tracked	Strategic level conflict sensitivity interactions have been identified and response plan have been developed
Programme meetings include context updates and discussions of conflict sensitivity issues	Reflection on conflict sensitivity is included during strategic reviews/mid-term evaluations

3.3 CS TOOL Evaluating Conflict Sensitivity

Evaluative inquiries are incorporated into ongoing monitoring processes supporting ongoing understanding of the impact of the intervention on the context. However, if a mid-term or final evaluation is planned, whether conducted inhouse or commissioned, inquiries on conflict sensitivity should be considered along with Programme outcomes. In fact, **conflict sensitivity impacts are part of programme outcomes, although they are not the primary objectives and may be indirect and unintended.**

OECD DAC evaluation criteria serve as a framework for easily including conflict sensitivity in evaluations. Assessing *relevance* means looking at how responsive and adaptive the intervention has been to changing peace and conflict context based on conflict analysis. *Effectiveness* refers to how well effects of the conflict context on the intervention have been managed. Finally, evaluating *impact* involves identifying effects of the intervention on the peace and conflict context.

OECD DAC CRITERIA	APPLICATION FOR CONFLICT SENSITIVITY
Relevance	Is the intervention responsive and adjusting to the conflict context?
Effectiveness	Are conflict mitigation measures effective in managing conflict?
Impact	What are the effects, intended or unintended, on the peace and conflict context?

3.4 CS TOOL Context monitoring: Factor update matrix¹

This tool helps an organisation to summarise and capture key changes to peace and conflict via ongoing context monitoring. One factor matrix can be used at a national level and per location of intervention. A summarised snapshot update (collating different events and updates and analysing them) should be developed on a periodic basis, for example every two or three months and shared mission wide or with relevant colleagues to inform discussions on programming and conflict sensitivity implications.

The matrix can be used as a working document to log ongoing updates by including them in the snapshot update indicating date of update and source. Other means or types of logs can also be used for this purpose.

FACTOR TITLE	BRIEF DESCRIPTION	SNAPSHOT UPDATE	TREND
Factor name (factor type: political, social, economic, security and justice)	Briefly describe factor	Summarise updates relevant to the factor and describe how they are relevant	Indicate trend: improving, worsening or steady

¹ This tool was developed by the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.

3.5 CS TOOL Conflict sensitivity incident tracker²

This tool supports an organisation to monitor (track and log) potential conflict sensitivity risks and opportunities systematically and regularly, including responses to managing them.

The tool consists of two matrices:

A tracker which outlines the **process, approaches and means of monitoring each interaction** and;

A tracker which **logs incidents that occur and captures approaches to managing them**. The two trackers can be used separately or combined into one matrix. They may also be adapted to fit within the a mission's monitoring frameworks.

CONFLICT SENSITIVITY PROCESS TRACKER

CONFLICT SENSITIVITY INTERACTION	UNIT OF MEASUREMENT, CALCULATION METHOD	METHOD OF COLLECTION	FREQUENCY	RESPONSIBILITY & OTHER COMMENTS
List interactions		Describe how data will be collected	Describe how often data will be collected	describe who is responsible for monitoring

CONFLICT SENSITIVITY INCIDENT TRACKER

DATE	DESCRIPTION	TYPE OF INTERACTION	DATA SOURCE	LOCATION	MITIGATION/ RESPONSE/ ADAPTATION
Indicate the date the interaction occurred	Describe the risk/opportunity that occurred, who was involved and what impact it had	Indicate the type of interaction (distribution, diversion etc.)	Indicate which data source the interaction was identified through	Indicate the location in the country where it occurred	Describe the actions taken to mitigate, respond to and adapt programming and the impact of that

² Source: "Conflict Sensitivity Manual for Libya" (June 2022), developed through the Conflict Sensitive Assistance (CSA) in Libya programme facilitated by Peaceful Change initiative.



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