Conflict Sensitivity in Emergency Response

Practical steps for the first 30 days

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INTRODUCTION

This guide, ***Conflict Sensitivity in Emergency Response – practical steps for the first 30 days****,* has been developed as a part of the pilot phase for the DFID CHF funded consortium project *The practice of conflict sensitivity – concept to impact.*

The conflict sensitivity consortium is formed of 10 international NGOs: ActionAid; CAFOD; CARE International UK; International Alert; Plan International; Responding to Conflict; Saferworld; Save the Children UK; Skillshare International; and Worldvision.

The objective of the guide is to provide international emergency humanitarian teams with a set of practical conflict sensitive approaches (CSA) that will help improve the conflict sensitivity of their work during the first 30 days of an emergency response.

What is conflict sensitivity?

The conflict sensitivity consortium has developed a working definition of conflict sensitivity / conflict sensitive approaches:

"A conflict sensitive approach involves gaining a sound understanding (through conflict analysis) of the two-way interactions between activities and context and acting to minimise negative impacts and maximise positive impacts of interventions on conflict, within an organisation's given priorities / objectives (mandate)."

The consortium definition further elaborates that conflict sensitive approaches:

- Apply to all contexts regardless of the severity or frequency of violence, even in situations where underlying tensions have not recently resulted in violence.

- Applies across and throughout all areas of work and should be applied as an institutional approach (beyond tools).

- Applies to all types of work, to encompass humanitarian, development and peacebuilding, also including, where appropriate, work conducted by local civil society, government or private sector partners.

- Does not require changing mandates / priorities / objectives, and does not entail an explicit commitment to peacebuilding as a priority (can be mainstreamed across any priority / mandate).

Why is conflict sensitivity important?

Conflict sensitivity is about helping to ensure high professional standards and good practice. A conflict sensitive approach is important because it helps humanitarian aid workers to:

- Ensure that programming does not contribute to violence.
- Accurately identify the key decision makers, local leaders, potential spoilers (people who might try to exacerbate conflict for their own interests) and beneficiaries.
- Have a better understanding of the context in which they are operating.
- Reflect on the atmosphere of anger, hatred, mistrust and fear between and within communities that pervades situations of conflict, and how this will impact on their work.
- Build good working relationships in the short and long term. This includes management and dispute resolution mechanisms between agencies and beneficiaries, and relationships between civil and military.
- Reduce the risk of the intervention sparking or supporting violence by identifying flash points and helping to build bridges between antagonists.
- Think more carefully about issues relating to the protection of the beneficiary population and for agency staff.
- Ensure that an intervention strategy is designed that adheres to the principle of humanitarian impartiality.
- Encourage and promote transparency, accountability and inclusive processes.
- Enhance the reputation of the agency

Why the first 30 days?

The first 30 days is a critical period in an emergency response during which an initial assessment takes place and the nature of the longer term response is developed. It is a period during which many key assumptions about the operating environment will be formed. These will then help shape the response programme. Unfortunately, when these assumptions turn out to be wrong they can have disastrous effects for the organisations involved, the provision of assistance, and the intended beneficiaries.

As emergency response humanitarian agency personnel are only too well aware, they often have to operate in highly politicised environments in which individuals and communities have loyalties founded in deep historical, ethnic and religious identities, where there are vulnerable, marginalised and excluded sections of the population, and in which some parties may deliberately foment tension and violence for their personal gain and power.

Taking time to look through a conflict sensitive lens during the first 30 days of an emergency response helps humanitarian aid workers to make sense of such situations, enables them to avoid making wrong assumptions and helps them to design appropriate responses.

Using this guide

Recognising the intensely time-critical pressures and demands felt by emergency response teams operating in disaster affected environments, this guide draws extensively the experiences of practitioners in such contexts and existing relevant field manuals to indentify and describe the essential conflict sensitive approaches that may be reasonably managed within the operational constraints of the first 30 days.

The 11 conflict sensitive approaches outlined in the guidance section represent the minimum recommended requirement for improving conflict sensitivity during the first 30 days of an emergency response.

The approaches are divided into 3 time periods for implementation:

- Pre-deployment
- Week 1
- Weeks 2 - 4

Practical descriptions and 'how to' recommendations are provided for each of the 11 conflict sensitive approaches along with reference to additional resources for those who wish to pursue these approaches in more depth.

PART 1: CHECKLIST OF MINIMUM RECOMMENDED CONFLICT SENSITIVE APPROACHES

Distilled from Part 2 of this guide, the table below provides a quick checklist of the minimum essential activities that are recommended for enhancing conflict sensitivity during the first 30 days of an emergency response.

PRE-DEPLOYMENT	1. Develop an institutional approach by integrating conflict sensitive approaches into emergency response policy frameworks 2. Clarify role expectations and accountabilities in relation to conflict sensitive approaches and activities 3. Provide training on conflict sensitivity and approaches in emergency response to strengthen the capacities of emergency teams 4. Make sure emergency teams access up to date country briefings and analysis
WEEK 1	5. Start collecting and analysing conflict related information 6. Establish a reference group of informed key stakeholders
WEEKS 2 - 4	7. Incorporate conflict sensitive analysis and reference group findings into response design and update regularly 8. Ensure role expectations on the use of conflict sensitive approaches are clarified in the recruitment of local staff and provide a short training / orientation 9. Conduct at least 2 follow-up meetings with the reference group 10. Raise conflict sensitive issues and concerns in thematic cluster groups 11. Monitor and report on conflict sensitive issues in the external environment and in all thematic programme areas

PART 2: GUIDANCE

1. PRE-DEPLOYMENT	**1.1 Policy framework** **1.2 Role expectations** **1.3 Capacity building** **1.4 Country briefings**

Introduction

A number of important steps towards strengthening conflict sensitivity in emergency response need to take place long before any emergency teams are sent on mission to a disaster affected country. These steps will ensure that when they are deployed, emergency teams and their managers will understand, value and actively support conflict sensitive steps that are outlined for in-country use.

1.1 Policy framework

What?

Most organisations have written policies, operating procedures, quality assurance standards and other guidance covering all aspects of their work. Emergency response departments will have a policy framework which informs where and how they work which might include documentation outlining the criteria for initiating a response, the scope of activities to be included and parameters for their implementation.

Why?

Conflict sensitivity needs to be integrated into the policy framework that guides the organisation's emergency response department and associated departments such as human resources, finance, fundraising and communications. If it is not a part of the policy framework it will appear as though conflict sensitivity is not being valued at an organisational level. This will then make it difficult to convince senior managers and their emergency response teams that conflict sensitivity is something they need to take seriously. The integration of conflict sensitivity into the policy frameworks helps ensure that emergency teams become accountable for conflict sensitivity in the field. When conflict sensitivity is integrated into a policy framework it will include information on:

- What conflict sensitivity means and why it is important
- How it is to be achieved
- Who is to be responsible
- How it is to be monitored and evaluated

How?

Integrating conflict sensitivity into the policy framework can be done in a number of ways depending upon the organisation's culture and how its existing policies are organised. This section sets out some suggested 'how-to' steps:

- Establish a dedicated inter-departmental working group or task force with clear terms of reference to look into the issue of integrating conflict sensitivity into the policy framework.

- Develop a work-plan.

- Identify any additional resources required. For example is an external consultant needed? Or should the organisation recruit a conflict specialist to work alongside the emergency team.

- Good policies are generally based on sound evidence and research because this helps convince people that they have been well thought out and have practical field based applications that adds value to programmes. Consider whether a desk review of available literature is all that is required or whether additional baseline surveys of conflict sensitivity are needed?

- Consider whether you want to develop a specific policy on conflict sensitivity, amend existing policies to integrate conflict sensitivity or both?

- Consult widely within the organisation to ensure ownership of the process and product.

- Produce draft policy / amendments, disseminate and invite comments.

- Revise draft policy / amendments.

- Hold a validation workshop to present revised policy / amendments.

- Communicate new policy / amendments to wider organisation ensuring that key managers and emergency teams are aware of the implications it holds for their work.

Who?

This process needs to be initiated and endorsed at a CEO / Senior Management Team level. The task force or working group should include senior managers from across a number of departments. The head of the emergency response department should lead the task force. If the organisation has a conflict department or unit they should be included.

When?

The integration of conflict sensitivity into a policy framework is a process that is likely to take a minimum of 3 months.

Additional resources

Some organisations have already started the process of integrating a conflict sensitive approach. For example see:

- World Vision. *Conflict Sensitivity in Emergencies. Learning from the Asia Tsunami Response*. 2006 http://conflictsensitivity.org/files/publib/Conflict%20sensitivity%20in%20Emergencies.pdf
- Tearfund. *Disaster Management Team Good Practice Guidelines: Conflict Sensitivity.* Version 1, February 2007. Authors: Bob Hansford, David Bainbridge and Shona Macpherson.
  International Alert, Africa Peace Forum, Centre for Conflict Resolution, Consortium of Humanitarian Agencies, Forum of Early Warning and Response, Saferworld (2004**).** *Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding: A Resource Pack***.** International Alert, London. http://www.conflictsensitivity.org/resource_pack
- Department for International Development –UK (DFID) *Conducting Conflict Assessments: Guidance Notes*. DFID, London, January 2002. http://www.dfid.gov.uk/Documents/publications/conflictassessmentguidance.pdf

1.2 Role expectations

What?

Role expectations are the responsibilities, activities and performance requirements that are found in an individual team member's job description, work-plan and performance review document. Normally these expectations will be linked to organisational, departmental and programme objectives.

Conflict sensitivity considerations integrated into role expectation for emergency teams will include:

- Conflict sensitivity related responsibilities in each team members job description
- Conflict sensitivity objectives in an individual's work plan
- Conflict sensitivity objectives in the department's work plan

- Conflict sensitivity objectives / activities in the programme plan

Why?

By ensuring that all team members understand what is expected of them and what they will be accountable for when it comes to conflict sensitivity in emergency response, it is more likely that related policy and operating guides will be adhered to in the field and the minimum requirements implemented. It will underline also the importance of conflict sensitivity to the organisation and its work by ensuring that there is a strategic coherence and continuity flowing from the policy through to the practice level.

How?

- Advertised job descriptions for emergency department personnel and field team members should include a responsibility for conflict sensitivity appropriate to the position's level and function.

- The key competencies or person specification section of a job description should include "*a sound awareness of conflict sensitive issues and approaches in emergency response*" or similar.

- The application review panel should have conflict sensitivity as one of the candidate assessment criteria and check whether this has been addressed in the candidate's application form and personal statement.

- During the interview there should be a question and / or exercise related to conflict sensitivity. Suggested questions could be: "*What do you understand by the term conflict sensitivity and how do you think it might apply in your work*"; or "*Our organisation is committed to ensuring that our programmes are conflict sensitive, what do you think this means?"* or similar.

- Team member's individual workplans should include objectives and activities related to the conflict sensitivity responsibility outlined on their job description.

- Team / departmental / programme workplans should include objectives and activities related to implementing the minimum recommended conflict sensitive approaches.

- Line managers should be responsible for insisting on team members being reporting on progress and performance in relation to conflict sensitivity objectives / activities.

Who?

Integrating conflict sensitivity into job descriptions and recruitment processes should be a function of the Emergency Department in collaboration with the Human Resources Department. Integration into departmental or programme workplans needs to be led by the head of the emergency department and include all the team members. The development of personal workplans is the responsibility of the team member together the line manager.

When?

For all new recruitments.

1.3 Capacity building

What?

Capacity building is the process of ensuring that an organisation, department and individual team members are equipped with the necessary resources to effectively and efficiently perform the required work. In terms of capacity building for conflict sensitivity in emergencies this process could include training programmes, the recruitment of specialist personnel, and the allocation of funds within the emergency and/or staff development budgets for this purpose.

Why?

Conflict sensitivity and conflict sensitive approaches to emergency response may be unfamiliar concepts for many organisations, departments and individual team members. In order to ensure that conflict sensitive policies and role expectations can be realised, organisations need to identify and address internal capacity gaps that may exist in relation to conflict sensitivity in emergencies.

How?

- Conduct a brief skills audit on conflict sensitivity within the emergency department in order to establish a base line of existing capacities in this field. This can be done internally or through an external consultant. A simple self-assessment questionnaire such as the following is the minimum requirement:

    a) How would you assess your understanding of the term "conflict sensitivity" in relation to emergency response? None, poor, average or good?

    b) How would you assess your familiarity with the use of conflict sensitive approaches in relation to emergency response? None, poor, average or good?

    c) Have you ever received any training in conflict sensitivity or a related field? (If so provide details e.g. length of course, dates, provider, content, location).

- Organisational capacities for conflict sensitivity may be located in other departments and may be utilised in support of capacity building for the emergency team. If practicable is therefore important to also conduct an organisation wide skills audit.

- Having examined the findings of the skills audit the emergency department managers should then seek / allocate sufficient budgetary provision for obtaining the level of capacity building in conflict sensitivity that is required.

- The minimum evidence of capacity in this field is that all emergency department managers and all deployable field personnel have attended a 1 to 3 days training course on conflict sensitivity in humanitarian response conducted by a reputed training provider. This can be done through either an individually contracted consultant or an institution offering regular or bespoke courses..

- In selecting a course or designing the TOR for a consultant trainer to conduct a course the following topics are the recommended minimum content:

  a) What is conflict? Conflict processes and dynamics.

  b) Negative and positive impacts of conflict on humanitarian assistance and vice versa.

  c) What are conflict sensitivity / conflict sensitive approaches?

  d) Why conflict sensitivity is important in humanitarian work?

  e) Practical tools for conflict analysis.

  f) The use of practical and relevant case studies.

- Short refresher courses should be conducted every 2 years for all staff in order to update knowledge and share learning and field experiences.

- For organisations / departments who require enhanced capacities for conflict sensitivity in emergency response the recruitment of a field deployable / roving "Emergency Response Conflict Advisor" or similar position could be considered. The benefits of such a post would be:

  a) Recognition of the importance of conflict sensitivity as a cross-cutting issue.

  b) Provision of specialist support for thematic (shelter, watsan, health, food etc) clusters and leads.

  c) A designated person to coordinate, consolidate thematic inputs, analyse and report on conflict related issues.

  d) Training for local personnel could be provided.

- The minimum person specification for an "Emergency Response Conflict Advisor" or similar position should be:

    a) A master's degree in a relevant subject (conflict resolution, peace studies, humanitarian studies)

    b) Minimum 3 years field experience in a conflict affected country.

    c) Evidence of participation in training in conflict sensitivity tools.

    d) Demonstrated evidence of conducting conflict analysis.

    e) Demonstrated evidence of conducting training / mentoring on conflict analysis and conflict sensitive approaches.

Who?

Emergency department and human resource managers should be responsible for leading on capacity building strategy. All emergency department head quarters and field deployable team members should receive training.

When?

Conducting a skills audit could take as little as one week. However, given the work load and commitments of emergency departments getting everyone up to the minimum requirement in terms of training could take more than 6 months and would then need to be ongoing for regular refresher courses and new team members.

1.4 Country briefings

What?

Country briefings are written and / or verbal reports about the country in which the disaster has taken place. Country briefings typically include contextual background and information on the social, political, security and economic dynamics. In terms of conflict sensitive emergency pre-deployment requirements, any known pre-disaster conflict related issues and concerns would be highlighted.

Why?

Disasters can occur anywhere and emergency response personnel cannot be expected to have a thorough pre-existing awareness of the conflict dynamics in those countries. There are however always resources in the form of key readings and people with previous first hand experience of the disaster affected country who can be accessed to provide initial emergency response teams with a summative appreciation of the key issues and dynamics they might encounter in the field. This awareness will enable emergency responders to be better prepared and more conflict sensitive in their work.

Practical Example: *The Indian Ocean tsunami disaster struck Sri Lanka during the third year of a ceasefire agreement between the Government and the rebel Tamil Tigers. Although this agreement was already unravelling at the time, many aid agencies failed to understand that Sri Lanka was not just disaster affected but also conflict affected. In many cases this lack of understanding had a negative impact on the agency's assistance programme.*

How?

There are various methods through which country information can be obtained. This section outlines four possible options:

- Compile and regularly update in-house briefing packs of short key readings on all high risk and disaster prone countries. These can then read by emergency department managers and field teams prior to deployment.

- Commission an external service provider such as a research institute to provide rapid written country briefings on demand within a short time frame i.e. 48 hours.

- Maintain an in-house data-base of key country specialists who can be called upon at short notice to provide verbal country background briefings to emergency departments and field teams. Such specialists could be drawn from former development aid workers, diplomats and academics.

- Commission an external service provider to source rapid, on-demand verbal briefings.

Whatever option of combination of options is selected the key requirements for country briefing information are that:

- The information is current, relevant and oriented to the needs of emergency response teams (potential providers should be briefed on these requirements).

- Includes an identification of conflict issues, tensions and dynamics that exist in the disaster affected country.

- Provides information on key stakeholders and, if possible, key initial contacts.

- Can be accessed quickly.

- Are short and concise. The reading time for briefing packs should be no more than 2 hours; verbal briefings should be 2 hours max if face-to-face and no more than 30 minutes per session if recorded or via the phone or teleconferencing (with multiple sessions up to 2 hours in total).

Who?

If an in-house data base of country experts or briefing material is to be maintained a designated member of the emergency department, human resource department or research unit (if there is one) will need to be responsible. If outsourcing then a designated officer(s) needs to be appointed to manage the procurement of services and ensure the ongoing quality of the services provided.

When?

Ideally country briefings need to be made available a few days prior to departure. As emergency response teams are often dispatched on assessment and relief missions within 48 hours of a disaster any briefings for such teams would have to be conducted immediately on notification of departure or en route.

Additional resources

- International Crisis Group: www.crisisgroup.org
- Feinstein International Center: http://fic.tufts.edu/

2. WEEK ONE	2.1 Establishing a reference group 2.2 Data collection and analysis 2.3 Response design

Introduction

On arrival in country you will need to build on the information from pre-deployment readings and briefings in order to deepen analysis of conflict sensitive issues. This is important because from the time of your initial briefings (a) the disaster itself may have changed the dynamics of group relationships and (b) new tensions and potential conflict flashpoints may have developed. In-country contacts should be able to update you on how the current situation will impact on your work, and how your intervention may have both negative and positive implications in interactions with other stakeholders.

2.1 Establishing a reference group

What?

A reference group is a small group of informed in-country contacts that emergency workers can draw upon for local contextual information and insights relating to conflict issues and dynamics in the society. They will also be able to provide opinions regarding how humanitarian assistance is likely to impact on the situation and how the humanitarian intervention may be affected by existing or potential sources of conflict.

Why?

Newly deployed emergency response teams need to be able to rapidly access accurate and unbiased in-country information from people in-the-know. Establishing a reference group helps with this and provides contacts for periodic updating of information and analysis.

How?

- A reference group should comprise of between 5 and 10 key contacts. There should be a mix of local and international contacts, men and women.
- International contacts should be the "old hands" who have a minimum of 2 years in-country experience. These will generally be people working in diplomatic and donor missions, development or other pre-existing assistance programmes, education and health sectors, and international business.

- Local contacts include nationals working in international and domestic NGOs, diplomatic and donor missions, academia, government departments and the media.

- A good starting point for identifying who to speak with is the diplomatic mission of your own country. You will probably need to register there, so try to get an appointment with the senior political officer, defence attaché, head of aid or deputy head of mission. Another key starting point would be the senior staff of your own organisation's development or pre-emergency humanitarian in-country team if applicable.

- If you are in a field location initial contacts will include local government officials, village leaders, the school principal, senior military officer, and heads of community based organisations.

- Try to arrange meetings with these initial contacts that allow for a meaningful discussion. An hour should suffice - you won't have time for more and in any case most people will not be able to spend longer with you. An important part of the first meeting is relationship building.

Who?

Whether you are involved in an initial assessment mission or the longer term operational response it will be useful to have a personal reference group in order to help in updating the conflict sensitive analysis of the situation in general and of your specialist sector in particular. Often these will be the people you will be speaking to routinely in the course of your continuing sectoral analysis.

When?

You should aim to have your first discussion with a key contact on day 2 of your arrival in-country and have completed your 5 to 10 discussions by the end of the first week or in sufficient time for it to inform the recommendations of the initial assessment.

2.2 Data collection and analysis

What?

Data collection is the systematic eliciting of information from your reference group and other sources. Analysis is the processing of that information in order to understand why and how it is relevant to your work.

Why?

Data needs to be collected systematically in order to be able to process and make sense of it. Analysis is required in order to turn the data you have collected into something that can usefully inform your work.

How?

- You should plan for your meetings with the reference group by making a note of what you want to say and what you want to find out before you go.

Initial meeting plan for first key contacts:

- Introduce yourself.

- Explain what your organisation does and what your mandate is in country. Handover your agency's brochure and your visiting card..

- Explain why you have asked for this meeting. You should also have already done this in brief when you booked the meeting.

i. That you are new in-country;

ii. That you are talking to a range of key contacts to assist in your orientation

iii. That you are particularly interested in learning about key conflict issues, tensions or dynamics that might impact on your work, because such insights will help to ensure that the assistance you provide does not make things worse.

iv. That this will mean you and your team will be able to plan emergency interventions that are more conflict sensitive.

v. Explain that the identity of the interviewee will kept confidential and his / her views and opinions will not be attributed in any country analysis reports that the emergency team produces.

vi. Check that it is OK to take notes during the meeting.

Key questions to ask:

- *Can you give a brief overview of the key issues, dynamics and tensions?*
- *What are the security issues?*
- *What are the social issues?*
- *What are the political issues?*
- *What communal / ethnic / religious / other tensions exist?*
- *How might these impact upon the provision of emergency assistance in the short term / long term?*
- *Are there any key issues that the emergency programme needs to be sensitive to?*
- *Do you have any other advice?*
- *Who else do you suggest I talk to?*

- Conclude the meeting by thanking the person for their time and ask whether it would be possible to have a follow-up meeting in the near future.

- Allow sufficient time after the meeting and before your next appointment to check the notes your have made. These will need to be written up into your computer on return to your office.

- Other informants will include local team members you have recruited. Translators and drivers can also be valuable sources of information. Read the local newspapers (many diplomatic missions process these daily into summaries in their own languages) and obtain briefings from UNOCHA, ICRC and other agencies that are made available to the wider humanitarian community.

- In analysing the data take time to think about the implications of the information you have received. Share what you have discovered with other team members. Find out what they have learned and discuss what this means for the assessment, design and implementation of your response programme.

Things to discuss during analysis meetings:

- What are the key conflict issues?
- How might these issues impact on our work?
- How might our work affect these issues?
- Is there anything we can to do reduce the risks.
- What issues connect and divide the community?
- Is there anything we can to do help improve relationships?
- How does our assessment need to reflect these issues?
- How does our response design need to reflect these issues?

Who?

Data collection and analysis should be conducted by all key members of the assessment team or early response team. One person should be allocated to coordinate the findings. This will usually be the team leader or the person who has had the most experience and training in conflict sensitivity.

When?

Specify a meeting time near the end of the first week for all the team members to share data and analysis on conflict sensitive issues. 2 hours should be allocated for this meeting and it should be chaired or facilitated by the person coordinating the information.

Additional Resources

APFO, CECORE, CHA, FEWER, International Alert, Saferworld (2004) *Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding.*
http://www.saferworld.org.uk/publications.php?id=148

Department for International Development –UK (DFID) *Conducting Conflict Assessments: Guidance Notes*. DFID, London, January 2002.
http://www.dfid.gov.uk/Documents/publications/conflictassessmentguidance.pdf

World Vision. *What is Making Sense of Turbulent Contexts (MSTC) and Why Do We Do It?*

2.3 Response design

What?

Following an initial assessment of needs and a conflict analysis amongst the disaster affected community an emergency response programme is then designed to meet those needs. This design needs to be conflict sensitive and informed by the conflict analysis (see 2.2).

Why?

Conflict sensitivity is not an end it itself. The purpose of the pre-deployment policy formation, training and briefings and in-country analysis are to ensure that emergency response programmes are conflict sensitive, do no harm, minimise the risks for conflict and maximise the opportunities for positive relationship building and strengthening.

How?

- When conducting response planning meetings make sure that sufficient time is set aside to discuss the implications of the conflict analysis on the programme design.

- For each of the components of response planning (i.e. targeting, prioritisation of deliverables, implementation strategies, working with local partners and other agencies etc) take time to ask the following questions:

    I. Will this component exacerbate local tensions or conflict?
    II. How can we design this in such a way to prevent exacerbating tensions and conflict?

III. How can we design this in such a way that it will strengthen local relationships and make tensions and conflict less likely?
IV. How will existing tensions and conflict in the operating environment impact on this component?
V. Can we design the component in such a way that it will minimise any negative impacts?

Conflict sensitivity is written into the response plan

When writing up the response plan make sure that there is a) a section detailing the findings of the conflict analysis and any recommendations arising from that analysis; and b) that in each of the component sections (i.e. shelter, health, watsan, food aid etc) that there are subsections in which the conflict analysis and recommendations are specifically linked to each of the response components.

Who?

Whether response planning is conducted in the field or at the agency's headquarters, whoever is leading the process should be responsible for ensuring that conflict sensitivity is a part of the discussion and is written into the plan.

When?

The response plan generally derives from the initial assessment conducted during the first week.

3. WEEKS TWO to FOUR	3.1 National staff role expectations 3.2 Reference group follow-up 3.3 Cluster groups 3.4 Reporting

Introduction

3.2 National staff role expectations

What?

During the first 30 days of an emergency response new national staff will often be recruited to the team. As in section 1.2, conflict sensitivity considerations should be integrated into the role expectations of national staff.

Why?

National staff are members of the emergency team who are in close day to day contact with the disaster affected target groups. As such they are likely to the first to know of any emerging issues or changes in target group dynamics and in the wider environment. It is therefore essential that they understand and implement the organisation's conflict sensitivity requirements.

How?

The same as detailed in section 1.2 but may be amended to reflect the realities of in-country recruitment practices.

Who?

Integrating conflict sensitivity into national staff recruitment processes should be the responsibility of the emergency response team leader and field level human resource manager. The development of personal workplans is the responsibility of the individual team member together their line manager.

When?

For all new national recruitments.

National staff – an additional conflict sensitive consideration

There will be circumstances when national staff identities (ethnic, religious etc) may be different from the disaster affected community that your assistance programme is targeting. Depending upon the dynamics this could have positive or negative impacts. e.g. it could demonstrate that in times of crisis societal divisions can be transcended and people of different backgrounds are willing to help each other. However, it can also reinforce existing hierarchies and create resentment and animosity.

Potential team member – target ground dynamics and relationships therefore need to be considered when planning the positioning of personnel.

3.2 Reference group follow-up

What?

Revisiting the same reference group contacts that were established in week one.

Why?

There are three main objectives for reference group follow-up meetings.

The first is to clarify any issues and points you were unsure about from the previous meeting.

Secondly, to check whether your analysis of the context formed in week one was accurate. You may have received conflicting views from your other sources and team members so this is a good opportunity to highlight and discuss those differences.

Thirdly, early phase emergencies are often fluid environments and local conflict dynamics are liable to change, or new tensions emerge. Emergency teams need to be sensitive to these changes and the impact that they can have on their response. Follow-up meetings provide an opportunity to discuss with established contacts whether any changes have occurred and if so, what implications they might have for the emergency response.

How?

- Follow-up meetings will be similar in format and length to the first meeting.
- Reaffirm how helpful the previous meeting had been in shaping your team's analysis and planning.
- Explain the purpose of the meeting.
- Start with any clarifications that might have arisen from the previous meeting.
- Then briefly outline the main observations from your team's analysis noting any differences in opinions from your other sources and discuss.
- Inquire about any changes (e.g. negative and positive conflict developments, tensions, relationships between parties) the respondent has noted in environment since the last meeting.
- Ask about the respondent's prediction for future developments.
- When the meeting is concluded the process for writing-up, analysis and sharing with team members should be the same as in section 2.1

Who?

If follow-up meetings are not possible with the same respondents as in week one (i.e. if the emergency team has changed location) then a new reference group should be established in the new location.

When?

A minimum of one round of follow-up meetings towards the end of week 2 or the beginning of week 3.

3.3 Cluster Groups

What?

Cluster groups are inter-agency meetings that focus on a particular thematic intervention i.e. health, shelter, watsan, food security, livelihoods, etc)

Why?

It is important that issues relating to conflict, conflict sensitivity and conflict sensitive approaches are routinely brought up and discussed in these meetings. By doing this significance of conflict sensitivity is raised as something that is of relevance for all areas of emergency work. It also enables a sharing of conflict related analysis between team members and agencies working on a particular thematic area of emergency response. I opens up opportunities for common approaches to be adopted in response to conflict related issues.

How?

- Make sure that conflict issues / conflict sensitivity is a specified item on the agenda for the meeting with an adequate time allocation.
- Come to the meeting prepared to share your team's conflict analysis.
- Stimulate discussion amongst others by asking open questions e.g. "*what's your organisation's analysis?"; "we have observed 'x' conflict issue, what is your view on this?"*
- Decide whether any action point(s) are required.
- Make sure the issues and action points are recorded in the minutes and disseminated (check that they have been recorded accurately).
- Follow-up on any issues / action points during the next meeting.
- Feed-back any issues / other perspectives / actions points to your own organisation.

Who?

The person representing the organisation at the cluster group meeting.

When?

Cluster groups meetings are usually weekly in the early phase of an emergency.

3.4 Reporting

What?

Reporting takes place at all levels of the organisation. This may be verbal and informal reporting for lower level accountabilities to their line-managers (such as daily or weekly team meetings) or written and formal for higher levels (such as sectoral reports to the team leader and the country reports to head office).

Why?

A section on conflict issues and conflict sensitivity should be included in all levels of reporting. This provides a tangible means of verifying that conflict sensitivity is being accounted for. It provides a record of issues, analysis and related decisions which is important for future reference and institutional memory as the composition of an emergency response teams change over time.

How?

- Have a distinct conflict related issues or conflict sensitivity section in the general section of any report and in each of the thematic subsections.

- The content should include a) a summary of any conflict analysis; b) implications for the programme and c) details of any action points taken.

Who?

Whether you are reporting to, or being reported to, ensure to include a section on conflict sensitivity.

When?

For all regular narrative programme reports (daily, weekly, monthly reports; progress reports; country reports etc).