



Monitoring Report of Agencies' Progress and Plans UK and Sri Lanka Consortium

Introduction

During FY02 (April 2009-March 2010), all Consortium agencies in the UK, Sri Lanka, Sierra Leone and Kenya completed self-assessments to review the level of integration of conflict-sensitive principles and approaches into their organisational systems and identify main blockages and opportunities. Each agency then developed change objectives to pursue during FY03 and FY04 (see Annex 4: Summary of Self-Assessment Findings).

This report provides an overview of the main achievements and progress to over the past two quarters for agencies in the UK consortium and in the Sri Lanka consortium, as well as an indication of their most significant upcoming plans and a few highlighted key challenges. Progress is also underway in Kenya and Sierra Leone, although those countries are not yet implementing this reporting structure. In the next report, all four countries will provide progress reports as per the below template.

UK Consortium Progress Reports as of September 2010

Agency	Progress to Date in Pursuing Change Objectives and Integrating Conflict Sensitivity in Policies and Practices	Upcoming Plans
ActionAid UK	<p><u>Change objective 1.2: Knowledge and awareness of senior staff of CSA increased</u></p> <p>Senior management staff awareness of conflict sensitivity has been increased through the following activities:</p> <ul style="list-style-type: none"> A discussion paper on the organisational importance of conflict and conflict sensitivity was produced and presented to ActionAid senior staff at a Country Director Forum in Hanoi in June 2010. At the forum in Hanoi, key members of ActionAid staff reflected on why working with conflict and conflict sensitivity is important for ActionAid at both the country and international level. The discussions also acknowledged the need to build staff capacity around conflict and conflict sensitivity. The session was very well attended with more than 24 CDs present. An organisational communiqué endorsing the presentation came out of the CD Forum. 	<ul style="list-style-type: none"> ActionAid will continue to work on ensuring conflict sensitivity is emphasised in the new organisational strategy, and to engage senior members of staff on the issue at relevant forums. The process of incorporating CSA into our PVA guide is still ongoing, with the electronic version being made available before the end of 2010. Before March 2010, AA will hold a workshop on integrating CS into PVA & other organisational tools. The design for the workshop will be discussed at the IECT team meeting in November. The objective is to get engagement with the process of developing the wider organisational

	<ul style="list-style-type: none"> As part of ActionAid's internal strategy review process, a proposition for developing an organisational policy on conflict of which conflict sensitivity is a fundamental aspect has been developed. This proposition will be put forward for the next organisational strategy. Currently, Action Aid is going through a process to get organisational buy-in and prominence in the new strategy. The Human Security Team have presented on the issue of conflict sensitivity to the organisation's new CEO as part of her induction. IECT has developed a one pager on CS & the Project and it is available on the HIVE and has been disseminated across the organisation. We have also included conflict analysis skills in the criteria for certain deployments in the new EFAST roster. <p><u>Change objective 2.1: CSA integrated into key programming tools in ActionAid</u></p> <ul style="list-style-type: none"> Between April and August we undertook a process of integrating CSA into our Participatory Vulnerability Analysis guide/manual. Conflict sensitivity will be included in the new manual to be used by staff using the PVA methodology in AA's conflict & emergency work. This is a first step for attempting to integrate CS into the wider organisational programme Framework. Concurrent with the process of the new strategy formulation, a cross-organisational review of the HRBA handbook is being undertaken. This will followed by a review of all organisational tools (PVA, STAR, REFLECT, TDI) to develop an integrated programmes toolkit. 	<p>programme handbook, ensuring this has a conflict-sensitive focus.</p>
CAFOD	<ul style="list-style-type: none"> A draft of the change objectives has been approved in principle by the Humanitarian Management Team and is currently being revised with management comments. CAFOD CS Focal person has setup regular teleconference call updates with CAFOD CS Focal people in Kenya and Sierra Leone. These updates are useful to have a common agenda and push Change Objectives forward, however have provided an opportunity to face some of these 	<ul style="list-style-type: none"> Presenting the work of CS Consortium at CAFOD Global Humanitarian meeting in October 2010. This is an opportunity to also push forward the internal CS agenda for CAFOD. A briefing of this kind has already been initiated in CAFOD through the consortium, however, outside of the consortium activities CAFOD works with partners in

	<p>challenges together and support each other in this process.</p> <ul style="list-style-type: none"> • April 2010 meeting of CAFOD Emergency Response Team – Africa had a whole day dedicated to promote CSA and the work of the CS Consortium. • CAFOD has started the process of identifying more staff champions to promote greater awareness and build support for institutional progress in London head quarters, following the example of CAFOD in Nairobi. • CAFOD provided inputs towards CBHA staff competencies, and ensured that CS knowledge and practice was included in the relevant staff competency profiles. 	<p>conflict areas (i.e. Northern Kenya) where some of our partners use CSA. A representative from CAFOD's partner in Marsabit (the Diocese of Marsabit) will participate in the meeting and give examples of our CS work in the planned session.</p> <ul style="list-style-type: none"> • CAFOD's HIV/Aids toolkit is in the progress of being revised. Currently reviews are taking place and CS , as well as DRR and Gender, are being incorporated. • CAFOD hopes to pilot CSA in an emergency intervention. CAFOD plans to submit a proposal to CS Consortium by end of October 2010. • There is a possibility to include CS Indicators in a global M&E Framework CAFOD is compiling, where all where all CAFOD programme components will feature, including conflict resolution and peacebuilding. • CSA have been proposed to some partners who work in emergency contexts and are aware that humanitarian interventions may interact negatively with fragile contexts. Caritas Gulu, in Uganda is interested in mainstreaming CSA in one of their interventions that has been fully funded by CAFOD. One of the partners in Sri Lanka is interested in undertaking a pilot project, although this is yet to be confirmed
CARE UK	<ul style="list-style-type: none"> • In January 2010 CARE UK's Regional Programme Coordinator (RPC) for Latin America and the Caribbean (LAC) was one of three non-specialist staff members trained in conflict sensitivity through the Consortium. Since January, the LAC RPC has been actively engaging in promoting conflict sensitivity in the LAC region, with ongoing mentoring from the CIUK Conflict Team (weekly meetings to provide support and technical input). The LAC RPC has been 	<ul style="list-style-type: none"> • The key piece of work ongoing is an initiative to integrate conflict analysis into Underlying Causes of Poverty (UCP) Analysis. CARE UK is working with country offices in Nepal, Uganda, Somalia and South Sudan to influence their approach to poverty analysis, advising on conflict analysis tools and

	<p>working closely with Country Offices in the LAC region on the initiation and rollout of a LAC conflict sensitivity and DNH capacity-building programme. This is focusing in particular on the integration of conflict sensitivity in an EC funded Indigenous Rights Programme in Ecuador, Peru and Bolivia. This is a significant achievement for CIUK as prior to this consortium, knowledge and skills on conflict sensitivity resided predominantly in the specialist Conflict Team. This consortium has enabled CIUK to expand skills to other parts of the organisation. This work to build the capacity of the LAC RPC to champion conflict sensitivity is an initial pilot and the next phase will be to document the LAC RPC's experiences, and then transfer her skills and changed practices to the RPCs for other regions, and finally to work to sustainably integrate changed practices into the broader work of the RPCs, probably through development of tailored induction guidance to be managed by the HR department.</p> <ul style="list-style-type: none"> Another related piece of progress stemming from ongoing internal awareness raising and advocacy has been that we have gained buy-in from CIUK's HR department to work jointly on 4 HR-related joint objectives that have now started and will continue into late 2010/early 2011: <ol style="list-style-type: none"> Draft a statement that articulates CIUK's commitment to conflict sensitivity as an organisational priority. Support to Senior Managers to understand the CS implications for their teams and supporting those teams to effect the changes required. Develop enhanced induction materials on CSA. Articulation of the implications of CSA for different roles in CIUK – a 'Job Analysis'. Achieving HR and organisational buy-in to these four pieces of work is already a significant achievement and shows progress in terms of extending organisational support for conflict sensitivity beyond the programme department to all areas of the organisation. 	<p>working to ensure that conflict is fully integrated into both the analysis, and the way the analysis is conducted. A CARE UK conflict advisor will be travelling to Nepal in November to shadow their UCP analysis and to ensure that conflict analysis is adequately captured. Lessons from this experience in Nepal will be documented and shared across CARE International and efforts will be made to ensure that best practices inform other UCP analyses planned for late 2010/early 2011 in Somalia and South Sudan.</p> <ul style="list-style-type: none"> CARE UK is also starting to revise CARE International's Emergency Toolkit to incorporate consortium lessons learnt on conflict sensitivity (drawing upon the Emergency Consultancy). Other pipeline activities include working with Disaster Risk Reduction and Climate Change Adaptation teams to try to develop an integrated risk management approach to draw upon synergies between Conflict Analysis, Climate Change Vulnerability Analysis and Disaster Risk Analysis. This work should lead in 2011 to integrating conflict into Country Emergency Preparedness Plans. Other pieces of work ongoing include ensuring that conflict sensitivity is a component of CARE International's PQAT (Programme Quality Assessment Tool).
International Alert	<p><i>Objective 1: By 2011 International Alert staff and Alert's partners will be aware of the importance of applying conflict sensitive approaches to their peacebuilding work and will have the core</i></p>	<ul style="list-style-type: none"> Building up our ability to build conflict sensitivity into country office audits and 'health scans'.

	<p><i>analytical and decision-making skills to apply such approaches.</i></p> <ul style="list-style-type: none"> • Over the last six months Alert had made several steps in achieving its change objectives, we Trained Alert's Programme Design and Fundraising team in conflict sensitivity in order to ensure that the projects we design are conflict sensitive from the outset. We also ran Conflict-Sensitivity Training for a broad range of participants including 4 participants from the Dutch ministry of foreign affairs who have now picked up conflict-sensitive development in fragile states as a core strategy for the next 2 years. The Conflict Sensitivity Consortium Coordinator also attended this five day event along with 5 members of International Alert. The Training and Learning team at Alert have also devised a training on conflict sensitivity which will be delivered to the board in this period as a means of ensuring high level buy-in, commitment and coherence of message and approach. • Our Secretary General regularly writes a highly regarded blog which is read widely by the peacebuilding and development communities and his blog not only refers to peace building issues but also to issues directly linked to conflict sensitivity. • Our training of UK Government led to requests for training in conflict sensitivity from the Dutch and Irish Governments. We have now delivered training in the UK, the Hague, Yemen and will conduct training with the Irish embassy in Timor Leste and the Royal Netherlands embassies in DRC and Sudan in this period. Conflict sensitivity now forms the basic foundation of all the training that Alert does with the public and private sectors. For example, we now fully integrate Conflict Sensitive Business Practice Training in our work with the extractive industry. This training and skills building is taking place at all levels of the organisation. <p><i>Objective 2: by 2011 International Alert supports its staff by providing frameworks for programme design, implementation, monitoring and evaluation that guide staff in the analytical and decision-making processes that underpin the development of conflict sensitive approaches to their peacebuilding work, and has support systems which reinforce and enable such approaches.</i></p>	<ul style="list-style-type: none"> • Training in Pakistan and Mali for Netherlands embassy staff on conflict sensitivity • Working more closely through our European consortia to influence thinking and the application of conflict sensitive approaches. • Alert will also use the policy influence and outreach strategy to strengthen its own outreach with donors and partners. Specifically, Alert will do a light touch assessment of the opportunities and constraints to conflict sensitivity with at least one donor. This will fit into a broader scope of work looking at conflict sensitivity and the peacebuilding architecture which is also funded by DfID. This will also involve training of civil society and World Bank staff in 3 countries on conflict sensitive development.
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	<ul style="list-style-type: none"> As noted, our programme design and fundraising staff have all been given training support and ongoing mentoring on developing conflict and gender sensitive programmes and projects. We are also developing tools and a training module on conflict and gender analysis which will be rolled out this month. This is especially relevant given the mainstreaming fatigue which besets many institutions The website is now up and running and looking great thanks to the efforts of the consortium co-ordinator and Alert's web manager. The site is accessible, attractive and professional and should allow Alert as well as consortium members to keep up to date with developments in the project as well as with the concepts and practice of conflict sensitivity. 	
Plan UK	<ul style="list-style-type: none"> Conflict sensitivity integrated into the workplan of the two Plan UK Consortium representatives in addition to the Disaster Risk Management team's individual workplans. Day long Conflict Analysis session conducted at Plan's Country Office in South Sudan (Notes from workshop: Annex 1) The introductory lunchtime workshop on Conflict Sensitivity held at Plan UK with 25-30 participants attending. Session included a short powerpoint presentation (Powerpoint presentation: Annex 2) and group work focusing on three case studies specific to Plan to explore the programmatic challenges and introduce conflict sensitive solutions. (Notes from case studies: Annex 3) Conflict sensitive workspace set up on Plan's global intranet and key documents uploaded. Conflict focal points across the network established including at our International Headquarters, Australia NO, Sweden NO, Liberia CO, Sierra Leone CO, Timor Leste CO and the UK NO. Conflict Champions within Plan UK identified Conflict sensitivity integrated in a number of Country Office five year Country Strategic Plans across the Plan network 	<ul style="list-style-type: none"> A full day Conflict Analysis training organised in November 2010 for the Plan UK Programme Department and other key teams, including representatives from our International Headquarters co-facilitated by a member of staff from Alert who will be able to share their knowledge and experience and the Plan UK representative to the Consortium to encourage interaction between the two agencies. The introductory lunchtime workshop on conflict sensitivity will replicated at our International Headquarters in November 2010. A consultant has been identified and funds secured for a conflict sensitivity mapping project planned in November to look critically at examples of conflict sensitive and insensitive programming in Plan. Outputs will include a best practice summary; a compendium of Conflict Analysis tools that can be used across the Plan network in any context; recommendations for embedding a Conflict Sensitive Approach into the

	<p>where appropriate (including Zimbabwe, Timor Leste, Liberia)</p> <ul style="list-style-type: none"> A specialist Consultant conducted a 10 day project for Plan Liberia to assist the Country Office in integrating a CSA in their new Country Strategic Plan and to conduct a Conflict Analysis (Consultant report: Annex 4) 	<p>Plan systems, tool and methodologies that make up our Programming Framework. (Terms of Reference: Annex 5).</p> <ul style="list-style-type: none"> Develop a work plan and capacity building plan with Plan UK Conflict Sensitive Champions.
Responding to Conflict (RTC)	<p><u>1. Staff (awareness, knowledge, capacity)</u></p> <p><u>1.2 All staff understand and are able to apply CSA principles and practice in their area of work</u></p> <ul style="list-style-type: none"> Current staff updated in staff meetings – part of regular agenda New Staff positions: the job description, advertisement and application form included CSA knowledge and application. Interview questions relating to knowledge and practice of CSA principles included in recruitment process. Practical exercise relating to CSA principles and practice is part of current recruitment process. <p><u>2. Programming (processes, systems, policies)</u></p> <p><u>2.1 Consultancies and Training integrate CSA</u></p> <ul style="list-style-type: none"> P:SPP course is focused on policy and practice of conflict sensitivity. All consultancies this year have included conflict sensitivity – either practice, policy or both. Process of recruitment for courses and undertaking consultancies are conflict sensitive. <p><u>2.2 Process for the development of strategy and programmes integrates CSA</u></p> <ul style="list-style-type: none"> Current RTC Strategy and Business_Plan incorporates principles and practice of CS This will be maintained as we work towards new Strategic Plan (November 2010). <p><u>3. Beyond Programming</u></p> <p><u>3.1 RTC external communications and CS</u></p>	<p><u>Looking ahead:</u></p> <ul style="list-style-type: none"> A presentation to the Secretary Generals of 80 National Red Cross offices to be held in Geneva on 7 October - focus will be to examine conflict sensitive policy and practice issues in fulfilling the humanitarian mandate A one week open course in Birmingham, advertised internationally for decision-makers and shapers: Peacebuilding: Strengthening Organisational Policy and Practice. The term Peacebuilding here is used in its broadest sense: that is even in the midst of violence, what needs to be done differently that will contribute to the breaking of the cycles of violence and move towards creating sustainable societies - this is very much focused on the interface between policy and practice with a conflict sensitive lens. A consultancy with Skillshare International to examine their policy and practice guidelines to ensure that these are conflict sensitive. (just starting)

	<ul style="list-style-type: none"> Current communication and FR strategies are under review in line with point 2.2 above. <p>In addition, during the period July-Sept 2010, RTC has undertaken:</p> <ol style="list-style-type: none"> 1. A consultancy for Action Aid to ensure that their PVA includes conflict sensitivity: this included creating a table of participatory tools of analysis that may support the PVA at different stages. 2. Meetings with British Red Cross to consider how conflict sensitive approaches fits with their Humanitarian Mandate, especially as it relates to their strategic focus on Resilience. This applies within the UK and also at the level of other national societies. 3. Conflict transformation training for training for women leaders in Africa (mainly Horn, and East Africa but including participants from Nigeria, DRC, Haiti and Cyprus). The Training for Trainers included aspects of CSA at the policy and practice level. 4. Three days with the Lesotho Disability Programme of Skillshare - bringing different actors in the Disability Sector together to consider the changes that need to be made in policy and practice within this sector within Lesotho. This is part of a much bigger programme, and included issues directly related to conflict sensitive approaches. Both civil society actors and members of state bodies were present. 	
Saferworld	<p><u>1. Definition of conflict-sensitivity and how it relates to Saferworld's mandate is clearly articulated and institutionalised</u></p> <ul style="list-style-type: none"> Saferworld is in the process of developing a new 3-year Strategic Plan for 2011-14, which has provided an opportunity to integrate CSA more closely at the heart of SW's vision and strategy (previously it appeared something of an add-on). In the latest (draft) version of the SP, there are three goals which SW will work towards, expressed in terms of "We believe that a safer world is one in which...". One of these is: "<u>We believe that a safer world is one in which aid helps people to build peace, rather than undermining it</u>". Although not explicitly expressed as 'conflict-sensitive approaches' we believe that this is a more accessible articulation of the principle of CSA. 	<ul style="list-style-type: none"> SW is organising a roundtable on October 13th, entitled 'Giving aid in difficult environments'. This topic obviously relates to conflict-sensitivity and the event has been designed to provide an opportunity for funders including statutory donors, trusts and foundations to share their perspectives on giving aid in fragile and insecure environments with a discussion group that includes peace, development and relief practitioners and academics. Key-note speakers include a DfID Senior Conflict Advisor, who will be giving an aid agency perspective.

	<p><u>2. Increased number of SW programme staff have understanding and skills to undertake systematic conflict analysis, assess conflict-sensitivity of SW's work, and support other actors to be more conflict-sensitive</u></p> <ul style="list-style-type: none"> • During this reporting period, Saferworld has initiated a number of new conflict-sensitivity projects, which are enhancing the capacity of the staff concerned – as well as project stakeholders – to support conflict-sensitivity. These initiatives include: • A DfID-funded project to conflict-sensitise local-level climate change adaptation programming in Nepal; • An internal conflict-sensitivity assessment of SW's regional dialogue and community security work in Georgia; • A multi-agency programme (in partnership with IA and Refugee Law Programme) funded by DfID and designed to ensure that recovery/reconstruction in (post-conflict) Northern Uganda is conflict-sensitive and builds peace. <p>.</p> <p><u>3. Useful and accessible in-house tools for undertaking conflict analysis and CSA</u></p> <ul style="list-style-type: none"> • During this period SW has embarked upon a process to consolidate the organisation's experiences and learning re CSA. This will involve collating all existing in-house tools and experiences relating to CSA, organising these materials, and from this knowledge-base to distil a number of good practice documents and guidance tools. The aim is to strengthen cross-programme learning and institutional knowledge within SW, but also more broadly to make available documents that practitioners need to make sense of conflict sensitivity as a <u>practical approach</u> to project implementation. As can be imagined, this process will take time, but we are committed to consolidate existing SW knowledge/learning re CSA, and what emerges should also contribute to the CSA Consortium process. <p><u>4. Greater incorporation of CSA into country programme strategies and implementation</u></p> <ul style="list-style-type: none"> • This is on-going – e.g. see reference to work in Georgia above. 	
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	<p>Other relevant activities:</p> <ul style="list-style-type: none"> • During this reporting period, SW-UK provided written feedback on the draft Conflict Sensitivity Toolkit developed by the Kenya CSA Consortium. • SW-UK also contributed to the development of the CSA Consortium's Outreach & Policy Influencing strategy 	
<p>Save the Children UK</p>	<ul style="list-style-type: none"> • Save the Children Emergency Standard Operating Procedures have been updated and expanded upon during the last reporting period. ESOPs for education, health, programme design and quality have included conflict sensitivity approaches in their guidelines and standards. Discussions are ongoing with other sectors to ensure that conflict sensitivity is particularly/notably included in their standards. • During the last reporting period, a number of staff within the organisation have received Emergency Security training which includes exercises incorporating conflict sensitive approaches to responding to emergencies and setting up new programmes. Staff trained include a mix of existing HQ personnel who are required to travel to programme countries as well as newly recruited emergency response staff and a wide range of trainees. 	<ul style="list-style-type: none"> • Security training will continue to be provided to new and existing staff. • Training and sensitisation was done in October 2010 for the UK Ministry of Defence as part of their training for staff officers by the UK/NATO Stabilisation unit. Whilst the purpose of the training/sensitisation was to look at civil/military relations and engagement between NGOs and NATO forces (primarily in Afghanistan), Save the Children took the opportunity to discuss child protection and conflict sensitivity issues. Save the Children is in discussion with other multi-country bodies which provide peace-keepers (e.g. UNDPKO and the EU) regarding providing more training/sensitisation primarily on child protection and engagement, but will look at how the organisation can incorporate conflict sensitivity issues into this work. (Save the Children International is regularly engaged in child protection training with the military either at a HQ level or, most commonly, as part of their child protection programmes in the field. Such training includes training of peacekeepers for UN or AU missions).

<p>World Vision</p>	<p>Change Objective 1.2: <i>POs and EOs have a good understanding CS/ Peacebuilding/ Macro-Meso tools (DNH etc.) and how this relates to their work.</i></p> <ul style="list-style-type: none"> Conflict Sensitivity has been included as part of the International Programmes Team Plans for FY11 (Oct 10-Sept 11). This is the first time that CS has been specifically mentioned in WVUK's team planning and shows the increased importance it has within the organisation. Specifically: <i>"Ensure Programme Officers are aware of conflict sensitivity issues and ensure that CS issues are considered in all IPM¹/ADP² design and redesign processes."</i> There are additional objectives relating to MSTC³ and LCP⁴/DNH⁵ (WV's tools for macro and micro level context analysis). <p>Change Objective 2.3: <i>WV's Guidance on Integrated Programmes (GIP) considers CS.</i></p> <ul style="list-style-type: none"> WVUK's Fragile States Advisor has been conducting a review of WV's GIP, with a particular focus on how it can be applied to Fragile States. The GIP is our main resource for field level programming staff on all programming issues. It provides clear step by step guidance and links to programming tools and reference materials. See: http://www.transformational-development.org/ministry/transdev2.nsf/IPM%20layout%2001d.html. The review is now almost complete, and one of the recommendations is for stronger inclusion of CSA in the handbook. It is likely that the handbook will be revised in the coming months to ensure CSA is included (see section 2 for more details). 	<p>Change Objective 1.1: <i>Conflict Sensitivity integrated throughout existing HR systems.</i></p> <ul style="list-style-type: none"> A meeting has been arranged (for late October 2010) with relevant staff members to discuss the possibility of ensuring that Conflict Sensitivity is included as a part of WVUK's Child Protection policy and briefing. This policy applies to all who visit our Project's in the field (e.g. WVUK staff and donors). <p>Change Objective 1.2: <i>POs and EOs have a good understanding CS/ Peacebuilding/ Macro-Meso tools (DNH etc.) and how this relates to their work.</i></p> <p>Change Objective 2.1: <i>POs/ EOs are able to support NOs to consider CS in Project Cycle Management</i></p> <ul style="list-style-type: none"> The Consortium will be funding 3 days of the March WVUK Learning week which will be focused on CSA. Learning Weeks are attended by all Policy and Programmes staff based in WVUK (approximately 30 people). During the training, participants will start to develop simple checklists for the inclusion of CS in Project Cycle Management. <p>Change Objective 2.3: <i>WV's Guidance on Integrated Programmes (GIP) considers CS.</i></p> <ul style="list-style-type: none"> During the next 6 months WVUK's Fragile States Advisor will be updating/ revising WV's GIP, and based on the recommendations of their initial review (see
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¹ Integrated Programming Model: The IPM model equips WV local level staff to work effectively with partners towards the sustained well-being of children, within families and communities – especially the most vulnerable.

² Area Development Programme: World Vision's programming model for long term community development (precedes IPM).

³ Making Sense of Turbulent Contexts

⁴ Local Capacities for Peace

⁵ Do No Harm

		section 1) they hope to ensure that CS is included in this handbook which should be used by all WV programming staff, worldwide. The revised CS aspects of the handbook will be shared with Consortium members, possibly for input during the drafting process.
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Key Challenges experienced by the UK Consortium

Some key challenges were identified including:

ActionAid

The process of formulating a new organisation-wide strategy presents an opportunity for pushing the conflict sensitivity agenda, but also a challenge because there are many other issues competing for space and attention. In the organisation, conflict is not always identified as violent conflict. It is often confused with the healthy process of social change that involves conflict. Therefore, conflict is mostly perceived to be a healthy and desirable aspect of AA's work. This is a very salient view which can be quite challenging for integrating conflict sensitivity. It is interesting to note that CPs do not always share this view especially given the fact that 24 out of the 38 countries (in the global south) where AA works have been affected by conflict.

Integrating CSA into our PVA has been challenging as resistance was greatest from some of the PVA practitioners who were not at all comfortable with the integration. They felt that it turned the PVA into a conflict analysis tool and that it made it too focused on conflict. They also thought that PVA –by definition- includes conflict and that integrating conflict interfered with the concise and simple nature of the original version of the guide. This is still an ongoing challenge and an ongoing conversation in the organisation. We hope that the process of developing an integrated organisational tool will contribute to the integration of CS across the organisation.

World Vision

It was not clear whether our change objectives had been “agreed” by the Consortium Coordinator, with no initial feedback on the objectives submitted, and then changes to the format requested many months later. This resulted in uncertainty, and contributed to a lack of internal prioritisation for the change objectives. The fact that we now know the change objectives are adequate as they stand and have to provide regular reports on progress means that it is much more likely that they will be actioned. Between October 2009 and September 2010 WVUK went through the process of planning and preparing a new five year strategy, which also resulted in an organisational restructure. During this period most staff were focused on the strategy and there were many staff changes, including several staff who had been initially keen on taking aspects of the change objectives forward. This also contributed to very little being done on change objectives after the self assessment was completed.

Other

Time constraints have been flagged by many agencies.

Sri Lanka Consortium

Progress update on individual agency change objectives – as of September 2010

<p>CARE International Sri Lanka</p>	<p><i>Change objective 1: Clear guidance exists as to how conflict sensitivity is integrated or used in programming stages and policy development. Guidance exists for the incorporation of conflict sensitivity into Human Resources, Procurement, Administration, Finance, Audit and Communications.</i></p> <p>Benchmarks : <u>Development of a guidance note</u></p> <p>Upcoming plans: With the initiation of CARE's Long Range Strategic Planning Process (LRSP) in September 2010, which will define CARE's programming focus, operational models and partnerships, the development of the guidance note is to be postponed until the LRSP processes ends in December 2010.</p>
	<p><i>Change objective 2: An organizational culture of practice with regards to conflict sensitivity will exist within the organization.</i></p> <p>Benchmarks 1: <u>Build capacity and re-introduce staff to the practice of conflict sensitivity.</u></p> <p>Upcoming plans :</p> <p>a) Under the joint capacity building and learning plan the Sri Lanka Consortium has scheduled a DNH/LCP ToT to be led by WV. Dependant on the scheduling five staff members to be selected to participate in ToT potentially to be held in January 2011.</p> <p>b) Nine staff members are to participate in skills development training in November 2010 that will focus on developing practitioner skills in 'conflict sensitive economic recovery in post war settings'. (Funding for this is acquired from other sources).</p> <p>Benchmark 2: <u>Improving context analysis by adapting existing analysis tools or including specific tools that will strengthen our understanding of the contexts highlighting specific trends and dynamics that should be monitored regularly at the national and district levels.</u></p> <p>Progress made: Regular technical support provided to projects in CARE (2 during the reporting period) on questionnaires to be used in collection of information.</p> <p><i>Change objective 3 : Improve accountability. Identify specific project and program expectations in terms of conflict sensitivity that will then be included as the responsibilities of particular staff Job Descriptions and Individual Operating Plans. Set up mechanisms through which conflict insensitivity be discussed at the project and program level.</i></p>

	<p>Benchmark 1: <u>Review and strengthen complaint mechanisms for internal and external purposes.</u></p> <p>Progress made: Most projects implementing in CARE has developed complaint mechanisms. These are at different levels and some are exercised in partnership with stakeholders. As a measure of mapping the existing complaints mechanisms, each project is documenting the systems already in place, their purpose, and their weaknesses and strengths. The projects are to send these details by the end of this month. This information will be used to develop best practices for setting up such mechanisms in addition to guidance on what such a system would look like.</p> <p>Benchmark 2: <u>Set up systematic and regular (yearly or quarterly) program and project review processes; create the space (and make it mandatory) within these processes to discuss evolving contexts and the conflict sensitivity of projects (focusing not only on positive experiences but also on negative examples).</u></p> <p>Progress made: With the initiation of the strategic planning process, sessions have been dedicated to discussing contextual changes, additionally several visits have been conducted to help individual projects integrate conflict sensitivity. Projects who have undergone discussions aimed at incorporating CS practices have been asked to provide brief reviews of practices so far. This will be shared with others.</p> <p>Benchmark 3 : <u>Incorporation of CS considerations into partner MOUs</u></p> <p>Progress: Mapping of the different types of partnerships (including MoUs/ agreements used) has begun as part of the CARE's Long Range Strategic Planning process, providing an opportunity to look at how CS can be incorporated in to such opportunities. This exercise is to be completed by December 2010.</p>
International Alert	<p><i>Change objective: By 2012 International Alert staff and Alert's partners will have an increased awareness of conflict sensitive approaches, and the core analytical and decision-making skills needed to apply them.</i></p> <p><i>Activities</i></p> <ul style="list-style-type: none"> • Develop, disseminate and discuss (within Alert and with partners) a briefing note on conflict sensitivity in practice. <p>Progress made: 2 internal discussions around conflict sensitivity in the Sri Lankan context have taken place. A practice paper is currently being drafted for dissemination in December 2010.</p> <ul style="list-style-type: none"> • Create opportunities for partners to attend conflict sensitivity training on specific work areas. <p>Progress made: International Alert, together with local partner, the Peacebuilding & Development Institute in Sri Lanka, have developed a training on economic recovery in post-war contexts to increase the conflict sensitivity of economic development institutions. This is due to be held in November. Participants are drawn from consortium members and partners outside of the consortium.</p>
Save the Children	<p><i>Change objective 1: A. To understand more about conflict sensitivity and to include a CSA in our program Cycle.</i></p> <p><i>a) Humanitarian accountability framework, DNH and Partnership</i></p> <p><i>b) Team building</i></p>

	<p><i>Benchmarks : <u>Consultation, review discussions, training programs, assessment of existing resources and completion of a baseline.</u></i></p> <p>Progress: In April 2010, a thorough analysis of the partners was conducted. With the recommendations to be implemented the above, Save has identified suitable partners.</p> <p><i>Change objective 2 : To build the capacity of SCiSL and partner staff on conflict sensitivity and to maximize the impact in the lives of children and their families.</i></p> <p><i>Benchmarks : 1. Developed a detailed capacity building /action plan to mitigate the issues. 2. Develop session plans and translate materials. 3. Deliver a quality training programs in local languages.</i></p> <p>Progress : Pre-preparatory discussions with the partner organizations were organized and partners and SCiSL officials at management levels were oriented on the project.</p>
World Vision Lanka	<p><i>Change Objective 1 - Strengthen existing orientation training on CSA for new staff</i></p> <p>Benchmark : <u>Plan and deliver training to new staff.</u></p> <p>Upcoming activities: As of now the material for above is being prepared (Powerpoint and handouts) and the training will commence after the 30 September 2010.</p> <p><i>Change Objective 2 : Evaluate learning of staff on CS</i></p> <p>Benchmark : <u>Measure CS of staff and their application of CSA to internal processes</u></p> <p>Upcoming activities : will be completed by December 2011</p> <p>Change objective 3 : Build capacity of all staff and partners on CSA – definition and tools</p> <p>• Benchmark : <u>Plan and deliver training to existing staff (Conduct update training and full training for entire staff)</u></p> <p>Upcoming plans: the update training for selected staff will take place after the 31 October 2010 and before 31 March 2011 and the full training to entire staff will take place before 30 September 2011 – 30% by 31 March 2011 and the remainder by 30 September 2011 .</p> <p><i>Change objective 4 :CS policy developed at WVL</i></p> <p>Benchmark : <u>Draft policy, standards, indicators and guiding notes/operating principles with endorsement by SMT</u> Process complete by December 2011</p>
Peace and community Action	<p><i>Change objective 1 : Improve Policies and strategies of PCA to include CS</i></p> <p>Benchmarks were :</p> <p>1.1 Raise awareness & ownership of CSA within management :</p> <p>1.2 All policies & strategies include CSA</p>

	<p>1.3 There is a specific CS policy within the organisation 1.4 Secure “buy in”, agreement & “sign off” on CS in PCA from Board of Directors</p> <p>Progress: Capacity building of the management was undertaken via a residential workshop which allowed them to explore and understand the issues, embed them in to their understanding of the organizations practices and incorporate CS into PCA overall project management cycle. In addition a 12 month plan to embed CS in to all levels of the organization has been completed and the project has developed a workgroup regarding CS policy for PCA.</p> <p><i>Change objectives 2: Institutional Commitment</i></p> <p>Benchmarks:</p> <p>2.1 Raise awareness of CS outside of peacebuilding. 2.2 CS Assessments need to be understood & then undertaken at each phase of the project management cycle. 2.3 CS needs to be seen as part of the Organisational Development process being undertaken by CA at present.</p> <p>Progress : Through the conflict analysis process led by PCA in the East, awareness raising on CS was completed for staff and partners. A CS action plan was integrated into Organizational Development plans & reviewed by Senior Management Team/District Committee meetings. PCA has recently developed its own model which integrates the CS cycle into both the project management cycle and its needs-based systematic planning process (NAOMIE).</p>
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Key Challenges experienced by the SL Consortium

PCA

Leading & undertaking the Conflict Analysis of the Eastern Province has been PCA's major challenge. PCA led WVL and SCiSL in a sub-consortium partnership to do this. They took a joined-up “cascade learning” approach to ensure (1) A cross-organisation training team was developed, (2) The capacity of these staff with training experience in each organization was developed in the use of the CA tools. These were previously explored in a training two days led by Saferworld, and enabled a two-day joint workshop for the combined staff teams on CA research, (3) There were sufficient trained staff researchers to undertake a significant research task (34 staff in total), (4) There was a consistent, coherent approach to the task within each organization which was monitored by the respective trainers from each organization. This action was a major element of capacity building within PCA as well as the other organizations. At the end of the activity we hoped to have an effective CA trainer, a tried and tested two day training programme, and 11 key staff including all staff at project level trained in undertaking CA research. Looking at this activity as a capacity building event it was seen as successful but more training is required if these staff are to undertake CA as an embedded process within PCA instead of as a “bolt-on” activity.

World Vision

WVL reviewed originally drafted change objectives and it became clear that these had the nature of aspirational goals. The team at WVL attended the review workshop on 14 and 15 May 2010 and had a planning meeting on 1 June and decided to reword the change objectives to become activity focused and shared these revised change objectives [above] with the consortium. The above are the final change objectives and WVL will work towards and monitor the progress of the same to achieve the CS vision set for the organization.