CONFLICT SENSITIVITY PRACTITIONERS' TRAINING MANUAL

Overview

This manual is intended for development, humanitarian and peace practitioners, it also applies to diplomatic, governmental and donor agencies in identifying possible areas for infusion of conflict sensitivity.

The manual is ideally useful as a guide for operationalisation of conflict sensitivity by way of assessments, context analysis and mainstreaming of conflict sensitive approaches in institutional policies, organisational interventions; community based initiatives, individuals' daily work and life settings but especially in conflict prone/affected zones. The realisation that assistance becomes part and parcel of the context and the conflict in the setting in which it is given makes it paramount for the people working in such scenarios to be able to understand the interaction between their actions and processes with the conflict dynamics in the context.

This guiding manual is aimed at improving and enhancing the values and principles in the understanding, application and monitoring of conflict-sensitive programming. It is intended to equip practitioners with skills and knowledge that will enable them to among other tasks conduct conflict sensitive trainings, conflict analysis, undertake peace and conflict impact assessments, as well as to design, implement, monitor and evaluate conflict sensitive programs.

It is designed for institutions and individuals who wish to ensure that the impact of their engagement will, as a minimum 'do no harm', and as an optimum, have a positive effect on the conflict areas in which the interventions are carried out.

Institutional mandates and policies should therefore deliberately be designed to take into account the realities in conflict contexts to support peace and avoid exacerbating the tensions. This resource will help practitioners both in their personal life and in their work with communities.

The Manual's Structure

This manual is made up of nine modules, the modules look at different elements that are essential to conflict sensitivity. Each module includes suggestions for practitioners on how to organize and engage with various ideas as well as adapting them to the context of operation with the flexibility of using other relevant tools to add value to the interventions.

The guide thus provides practitioners opportunities to explore practical ways of utilising the conflict sensitivity concepts to achieve better programming and improved positive impacts in humanitarian, development, peacebuilding and multi-mandated interventions.

Module 1: Introduction to conflict sensitive approaches

Conflict sensitive approaches refer to strategies and methods that help humanitarian, development and peacebuilding interveners to examine and take into account the unintended impacts of their interventions on the context of conflict.

There exist two broad schools of thought in relation to conflict sensitivity:

The first relates to humanitarian maximalism, which holds that conflicts require responses addressing not only symptoms but also their root causes, hence the need to broaden humanitarian mandates to include developmental and peace building objectives.[1]

The second approach is humanitarian minimalism, which reaffirms the core beliefs of humanitarianism and pushes for a return to basic. It recognises the need to ensure that aid "does no harm," but that it is not part of its mandate to try and "do good" but be neutral, impartial and adhere to international humanitarian law.[2]

All of these schools of thought concur on the norms that should govern interventions, thus the steps given here help in understanding conflict sensitivity. Specific approaches will be discussed as a separate module in this guide.

Steps towards understanding conflict sensitivity therefore include and are not limited to:

- acknowledging the reality that actors' interventions in conflict prone areas have the potential to 'do harm'

- analysing and understanding the interaction between an organization's interventions through its mandate and policies on the context

- assessing how interventions impact on conflict and peace situations

- the practice of examining intervention details through a conflict lens with a view to developing alternatives and options that address the observed shortcomings

- application of conflict sensitivity throughout the actions and processes for sustainable development and just peace. Hence, the totality of organisational practices, processes and actions should be acknowledged as interacting with the context, in terms of influencing conflict positively or negatively. In this light, procurement policies and procedures, financial policies and procedures, and resource transfers (i.e. the actual implementation of interventions in program/project areas), among others, need to be executed conflict sensitively in order to minimise negative impacts and maximise the positive..

- learning and unlearning through actions and experiences that maximize positive impacts and minimize negative impacts of interventions

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[1] See Manasseh Wepundi & Millicent Otieno, *The Practice of Conflict Sensitivity in Kenya: Beyond the Concept*, Nairobi: Kenya Conflict Sensitivity Consortium, 2009, p.2-3
[2] Ibid.

Module 2: Defining conflict sensitivity

Conflict sensitivity can be defined as different efforts, methods and tools for working in a conflict zones with the objective of at least avoiding destructive, negative, harmful, unintended effects and if possible contributing to peacebuilding through positive effects.

The Kenya Conflict Sensitivity Consortium defines the concept as:

> "a deliberately systematic practice that ensures our processes and actions minimize negative and maximize positive effects within a given context, based on the awareness about the interaction between the said processes and actions and the particular context."[3]

Conflict sensitivity is about

a) Understanding the context and the conflict: this means being able to identify conflict causes, stage/level of conflict, drivers and structural factors of conflict

b) Understanding the interaction between the intervention and that context: being conscious of the fact that the context and the conflict impacts on your work and your work impacts on both the context and the conflict

c) Acting upon that understanding of the contextual realities, in order to avoid negative impacts and maximize positive impacts of your intervention[4]

Conflict-sensitive practice has come to mean not only adjusting existing development, humanitarian, human rights, peacebuilding and other activities to avoid or minimize negative impacts and promote positive impacts on the conflict context, but also the design of initiatives to address the underlying causes of conflict.

The concept is applicable throughout the program cycle as depicted in the Kenya Conflict Sensitivity Consortium's diagram 1 below:

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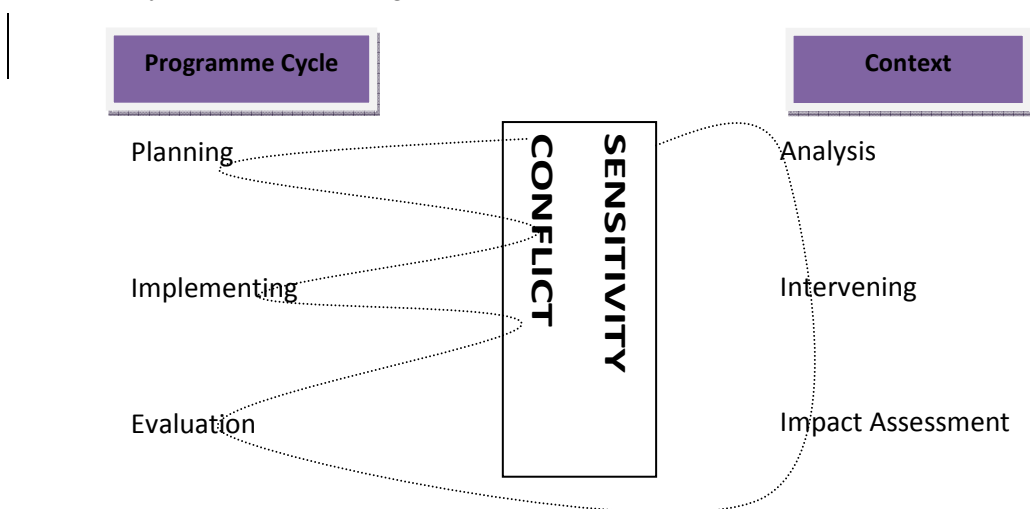
[3] See Manasseh Wepundi & Millicent Otieno, Op. Cit. p.4

[4] *See* International Alert *et al.*, 2004. *Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding: A Resource Pack.* London: International Alert

- At the planning and program design stage, the application of conflict sensitivity begins with conflict analysis.

- During the implementation phase, an intervener relies on conflict indicators (e.g. frequency of disputes, armament, fights over the new resource brought by the agency etc) and peace indicators (e.g. water management committees, frequency of inter-group dialogue etc) to measure the level of positive or negative impact the intervention is having. If there are unintended negative consequences, the intervention is redesigned.

- Similarly, during the evaluation stage, conflict and peace indicators are measured alongside general program indicators, in order to measure the intended as well as intended consequences. This should either inform the manner of exit or re-engagement with the community.

Module 3: Steps in conflict sensitivity programming

This module will help practitioners explore the steps to be taken in mainstreaming conflict sensitivity into development, humanitarian and peacebuilding programming in contexts of conflicts. In order to entrench CS in the institutional mandate, policies and project cycle management, there is need for deliberate and systematic efforts to do the same. Different approaches and ways are used to infuse CS at various levels of the interventions, thus this module will give some step down guides in conflict sensitivity programming.

Steps in different stages of the project cycle

- ***In the planning phase:***
    - o to define new interventions and to conflict-sensitise both new and pre-defined interventions (e.g. selection of areas of operation, beneficiaries, partners, staff, time-frame) one has to take into account the findings of the conflict analysis and the conflict dynamics in the context.
    - o A conflict analysis tells you the causes of conflicts, who the actors (belligerents, inciters, and interveners) are, the patterns of conflict and its dynamics, as well as the capacities for peace. These will not only help an agency determine the needs of the various groups, but will also help locate hotspots of conflict, and reveal how interventions could unwittingly worsen an existing conflict, create a new one or contribute towards it resolution.
- ***Implementation stage***
    - o In this stage, one is concerned about the details of organisational actions and processes (i.e. both the actual interventions as well as the totality of organisation policies including finance, human resource, procurement and decision making policies and processes);
    - o One observes the interaction between the context and the intervention in terms of what, when, where and how the intervention is undertaken. The cumulative impact should be used to inform project design (and redesigning where necessary) as well as day-to-day decision-making.
- Monitoring and evaluation stage
    - o One measures the interaction of the intervention(s) and the conflict dynamics in which they are situated.

Exercise: Steps in Mainstreaming Conflict Sensitivity

1. Conduct a cross-departmental conflict sensitivity self assessment (see Annex 1 for self-assessment tool). How well do all staff members understand conflict sensitivity? What are the gaps in terms of application? How can the organisation ensure shared understanding and common application of the concept?

2. Conduct a brief conflict analysis of your area of operation. What are the causes of conflict (dividers) in that area? What brings people together (connectors)? What are the conflict dynamics? How has the intervention/organisation impacted on dividers and/or connectors? Are there approaches that should change?

3. Retrospectively look at any of your organisational interventions. What success stories can you highlight (in relation to applying conflict sensitivity)? What areas need growth? How can the lessons be documented and share organisationally and with partners if possible?

his should help participants understand the steps involved in CS mainstreaming and the processes that brings to fruition successes as well as program effectiveness

Module 4: Levels of Application

Conflict sensitivity is applicable in all contexts and at all levels. This because the interdependence of each societal sector means that failure to apply it in one level, affects the success of its practice at another level. Hence several levels can be highlighted:

A. Organisational Level

This relates to organisational policies and processes such as:

i. Human resource policy

    a. Does staff recruitment uphold diversity? Are qualified persons from organisational area of operation hired for some positions?

    b. Do staff induction procedures include orienting new staff on conflict sensitivity?

    c. How are staff members' grievances handled?

ii. Procurement policy

    a. Are local contractors given a chance to bid to provide the organisation needed goods and services? Are procurement policies and procedures so stringent that they lock out local contractors?

    b. Are calls for expressions of interest publicly and locally advertised to enable local providers to apply for them?

iii. Overall organisational policies

    a. Does the organisation explicitly recognise conflict sensitivity in its policies?

B. Project Level

This relates to the integration of conflict sensitivity in organisational interventions. Therefore conflict sensitivity should be integrated at all three levels:

i. Planning

ii. Implementation

iii. Monitoring and evaluation

Refer to diagram 1 (in Module 2) and Module 7.

C. Donor Level

This relates to how donors integrate conflict sensitivity both internally and in their interactions with civil society organisations. Donors can help popularise the mainstreaming of conflict sensitive approaches (CSA) through:

i.   Making it a prerequisite for applicants for their funding to integrate conflict sensitivity in their proposals, monitoring and evaluation frameworks and progress reports.

ii.   Supporting the capacity building of civil society actors on issues of conflict sensitivity.

iii.   Explicit espousal of CSA in donor policies

Module 5: Conflict analysis

This module provides basic understanding of conflict analysis, compares the art and methods of conflict analysis both theoretical and generic tools as well as enhancing participants' analytical skills. Practitioners and organizations (local, international and donor agencies) should be equipped with conflict analysis tools and methods. Conflict sensitivity emphasized the need to embrace systematic and thorough analysis of the context as well as the conflict and thereafter using the findings to influence programmatic decisions and strategies.

"Conflict analysis is a systematic examination of a particular conflict in a particular context, with a view to understand its profile, causes, actors/stakeholders, and the dynamics.[5]

It is quite challenging to understand conflict because of the complexities and fluidity of its nature. In order to conduct a useful analysis of any conflict, it helps if the issues are broken down into separate parts. Dealing with the issues separately helps one to better understand the different components of the conflict and how they influence the overall conflict scenario.

Practitioners need to have an understanding of the following questions:

> What is conflict analysis? Why is it important to analyze conflict? How do we analyze conflict? What does conflict analysis involve? Who should conduct a conflict analysis?

In a workshop setting, participants should be given time to brainstorm, come up with the definition and agree on a common understanding of the issues raised.

Conflict analysis process

There are various different ways of analyzing conflict. A combination of different tools is encouraged for a rich analysis. In appreciation of the, it is recommended that whichever approach is used at least the following components should be taken into account in the process:

- Understanding the history of the conflict, its level, stages and the dynamics
- Identification of the types of conflict
- Identification of the parties to the conflict/actors in the conflict and their roles (looking at their positions, interests and needs).
- Identification of the conflict issues and the nature of these issues.
- Identification of the structural causes and possible results of the conflict.
- Identification of the manner in which the conflict is being experienced and expressed.
- Identification of the key driving factors the conflict
- Identification of the local capacities for peace (existing systems and mechanisms for conflict resolution and peacebuilding)

Explain that the purpose for which for which an analysis is being done can determine how it is done and who is to be involved by giving examples.

Underscore the importance of the following:

- Conflict analysis should provide a better understanding of the context and the conflict dynamics in each context.

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[5] Madola. S., Giarmana. V., Dalrymple. S. & Manoocha. Degahati. (2008). Conflict Sensitive Development Briefing

- Conflict analysis thus describes the central component of conflict sensitivity, the quality of the analysis depends very much on the skills and knowledge individuals or groups involved, and the questions asked. Analysis, which reflects the inputs and priorities of local actors, is the optimum approach

Conflict analysis can be carried out at various levels (e.g. local, regional, national, etc) and seeks to establish the linkages between these levels. Identifying the appropriate focus for the conflict analysis is crucial: the issues and dynamics at the national level may be different from those at the grassroots. But while linking the level of conflict analysis (e.g. community, district, region or national) with the level of intervention (e.g. project, sector, policy), it is also important to establish systematic linkages with other interrelated levels of conflict dynamics. These linkages are important, as all of these different levels impact on each other.

Conflict sensitivity has implications for agencies' analysis, programming and advocacy. Agencies should carry out on-going, in-depth analysis of the conflict environment, based on the perspectives of communities themselves, and use this analysis to inform every step of the programme cycle: planning, implementation, monitoring and evaluation. Conflict analysis should also form the basis for advocacy to influence the policy parameters of international interventions and for guidance tools to inform decisions regarding the impact of advocacy on field access and security.[6]

Conflict analysis and assessment tools should be used as programmatic tools throughout the programme cycle, including monitoring and evaluating impact on conflict in order to (re)design projects. The findings help development, humanitarian and peacebuilding organizations to gain a better understanding of the context in which they work and how their interventions may impact on the context and the conflict.

Program/Reprogram (what it entails)

Planning

- At this stage, organizations should identify the problem that the project is aiming to address by using problem identification methodologies.
- Organizations should gather relevant, reliable, and contemporary information at the planning stage of an intervention (development, humanitarian, and peacebuilding).
- Organizations should ensure the adherence to all Government policies6 with regard to humanitarian and development work.

A conflict analysis should be conducted in order to understand the context in which organizations operate and anticipate how such a context will affect, and be affected by, project implementation. It could also be used to help understand the beneficiaries and staff (skills and other relevant traits).

Organizations should conduct a risk assessment and scenario development during the preplanning stage.

Conflict profile and root causes (structural, proximate and triggers) should be identified at the pre-planning stage.

Organizations should identify drivers of conflict and/or peace. Any problem identification undertaken should be inclusive, or at least 'do no harm' to the existing dividers and connectors. The notion of 'do no harm' should be used in a practical way. For example, a project intervention should not reduce opportunities available to other groups (existing livelihood practices or status quo of peaceful living).

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[66] Lange, M. *Building Institutional Capacity for Conflict Sensitive Practice: A Case of International NGOs*. p.8

Organizations should make use of an appropriate conflict analysis tool (objective tree and log frame).

Setting up of the project:

Organizations should include Conflict Sensitive measures in their intervention strategy in order to prevent further conflicts and reduce tensions.

Sustainability/Exit strategy:

Every organization should include a sustainability/exit strategy and a contingency plan for their intervention.

Monitor/Evaluate

As discussed Modules 2 and 3, M&E frameworks should integrate conflict sensitivity by measuring the impact of the intervention on peace and conflict. This is through monitoring of peace and conflict indicators, and determination of the extent to which the intervention had an impact on either.

Module 6: Conflict sensitive approaches

There are different ways to practice conflict sensitivity, hence the phrase "Conflict Sensitive Approaches" (CSA). Some of these include Do No Harm (DNH), Peace and Conflict Impact Assessments (PCIA) and Reflecting on Peace Practices (RPP).
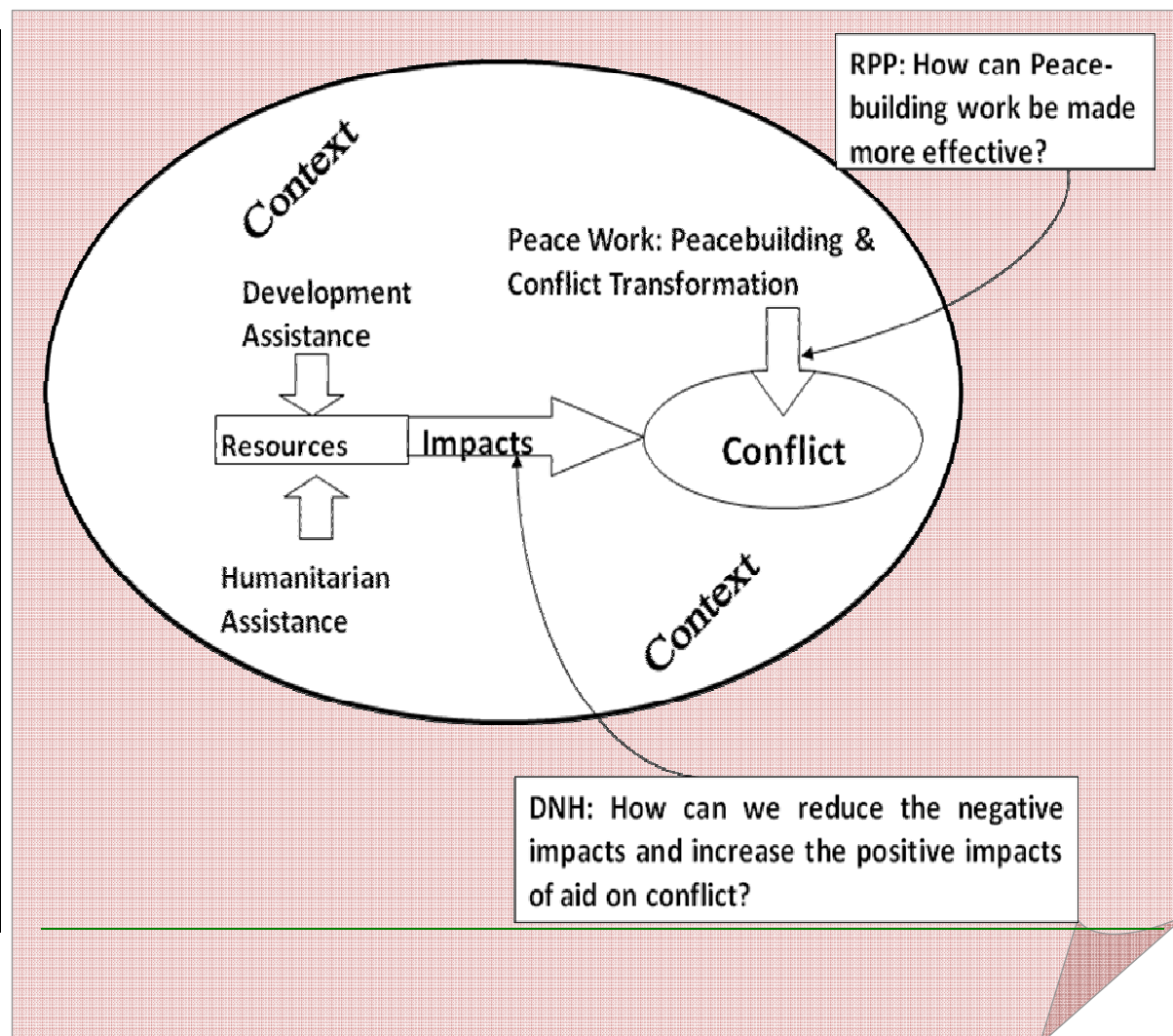
Peace and Conflict Impact Assessment (PCIA)

PCIA is a means of evaluating and anticipating (as far as possible) the impacts of proposed and completed development   projects on:

i.   Structures and processes which strengthen the prospects for peaceful coexistence and decrease the likelihood of the outbreak, reoccurrence, or continuation, of violent conflict, and;

ii.   Structures and processes that increase the likelihood that conflict will be dealth with through violent means.

Where necessary futuristic/anticipatory assessments of projects should consider alternative project designs (including "no-action" alternative) as well as measures or "peace and conflict safeguards" that could be incorporated into a project's design to offset potentially adverse impacts. Its best to have such an assessment at the earliest stage of a project design.[7]

Do No Harm (DNH)

The Do No Harm approach seeks to answer the question "How may assistance be provided in ways that rather than feed into and exacerbate conflict, help the local communities disengage from the violence that surrounds them and start developing alternative systems that address the underlying causes of conflict.?" *This question prompts the need for conflict sensitivity in development and humanitarian work.*

Participant's need to understand that their interventions have the potential of dual effects i.e. either reinforcing capacities for peace and bringing about improved relations or unintentionally reinforcing divisions and increasing tensions or capacities for violence.

The framework can be looked at in two segments, the analytical part on one hand and the programmatic one on the other. The analytical part deals with understanding the conflict context while the programmatic part deals with unpacking the assistance and programming it to suit the context.

Reflecting on Peace Practices (RPP)

RPP seeks to look at how peacebuilding work can be made more effective. RPP is about *reflection* and *practice*. It looks into what we learn from our experiences and how the experience compares with that of other practitioners. General lessons learnt from our experiences can then be disseminated. RPP is thus an experience-based learning process that attempts to prevent or mitigate violent conflict.

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[7] Kenneth, Bush, *A Measure of Peace: Peace and Conflict Impact Assessment (PCIA) of Development Projects in Conflict Zones,* Working Paper No.1, Ontario: IDRC, 1998, p.7

Module 7: Application of conflict sensitive approaches in project cycle

Applying conflict sensitivity at project and programme level defines the project cycle linking the conflict analysis to each constituent step of planning implementation monitoring and evaluation. It describes how to undertake each step in a conflict-sensitive fashion and the major challenges faced in doing so.

Conflict-sensitive planning and programming, like all forms of organizational development, requires investment in building capacity beyond tools and policy frameworks. While policies and tools are important drivers for mainstreaming conflict sensitivity, their use is often blocked by a number of internal organizational constraints. 'Conflict-sensitivity mainstreaming' is a comprehensive, yet incremental process of integrating sensitivity to conflict throughout the entire programming cycle at all levels of the organization and across **all** programmes.

Mainstreaming a conflict-sensitive approach also necessitates maintaining open communication channels on and between all levels of the organization and facilitating the flow of knowledge and learning.

Design

Conflict sensitive project design means the project details have to take into account the conflict issues even if the interventions do not directly tackle or address the underlying causes of conflict in the context. The design process has to be conflict sensitive and it includes:

- Problem statement and justification

- Identification of type and area of intervention

- Developing intervention strategies

Implementation

Conflict-sensitive **implementation** involves:

- Using conflict-sensitive tools and methodologies;

- Investing in developing, disseminating and providing training in these;

- Hiring specialist, experienced and trained conflict advisors to support field and HQ staff;

- Cooperating closely with local partners in identifying and addressing conflict dynamics; and

- Anticipating changing dynamics and developing contingency plans

For conflict sensitive implementation, it is important to draw on the outcomes of an inclusive and participatory planning process in the form of a conflict analysis. This should include:

- A needs assessment;

- A profile of the conflict context;

- Causes of the conflict (including key actors and stakeholders, as well as their relation to each other and any divisions and/or connections);

- Identification of conflict and/or peace drivers;

- Mapping of scenarios;

- Analysis of risks and risk mitigation strategies for the project, its staff, and participants; and

- Lessons learnt from previous interventions.

Conflict Sensitive Monitoring and Evaluation

Monitoring is an integral part of any project, from start to finish. A project is a series of activities (investments) that aim at solving particular problems within a given time frame and in a particular location. These investments could be in the form of time, money, human and material resources. Before achieving the objectives, a project goes through several stages, monitoring being one of them. Monitoring should take place at and be integrated into all stages of the project cycle.

During the process of monitoring, one routinely gathers information on all aspects of the project, its actual outputs and impacts during implementation. Monitoring additionally provides the project team with current information that enables them to assess progress in meeting project objectives, and to adjust implementation activities as necessary. The data generated can be used for informed decision making and for evaluation purposes.

Purpose of Monitoring:

- Analysing the situation in the community and its project;
- Determining whether the inputs in the project are well utilized;
- Identifying problems facing the community or project and finding solutions;
- Ensuring all activities are carried out properly by the right people and in time;
- Using lessons from one project experience on to another; and
- Determining whether the way the project was planned is the most appropriate way of solving the problem at hand.

Monitoring should be executed by all individuals and institutions which have an interest (stake holders) in the project. To efficiently implement a project, the people responsible for planning and implementation should incorporate all the interrelated stages from the beginning.

Conflict-sensitive monitoring will enable project staff to gain a detailed understanding of the context, the intervention, and the interaction between the two. It introduces an understanding of conflict actors, profile, causes and dynamics into traditional monitoring processes and activities to inform required adjustments and changes to project or programme activities. In this way, conflict sensitive monitoring helps ensure the intervention has as positive an impact as possible on conflict dynamics.

Evaluation is a one-off assessment that typically takes place at the end of a project, although it can also be undertaken as a mid-project review. On the basis of systematically applied objective criteria, an evaluation assesses the design, implementation and overall results of an ongoing or completed project in relation to its stated goals and objectives.

Conflict-sensitive evaluation introduces a detailed understanding of actors, profile, causes and dynamics into traditional evaluation activities and processes. Conflict-sensitive evaluations are used to understand the overall impact a given intervention has had on its context, and the context on the intervention. These evaluations can then be used to adjust subsequent phases of an ongoing initiative, and / or provide lessons for future initiatives

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The five key steps in monitoring and evaluation

Step 1: Work out a systematic way of monitoring and evaluation of the interventions by deciding when to monitor or evaluate
Step 2: Design monitoring and evaluation tools and processes
Step 3: Ongoing collection of data and relevant information
Step 4: Periodic analysis of the information
Step 5: Come up with viable alternatives and redesign the interventions to avert or mitigate the negative effects

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Conflict-sensitive monitoring and evaluation are characterized by an explicit articulation of the link between the goals and implementation of the programme and the two-way effect of the interventions on the wider conflict environment. The emphasis is on understanding the context as it changes over time and measuring the interaction between the project and the context.

The key principles for conflict-sensitive **monitoring and evaluation** include:
- Monitoring and evaluating programmes according to their impact on conflict and peace and vice versa;
- Setting flexible indicators that cover the process and outcomes of the programme as well as its outputs; and
- Conducting joint monitoring and evaluation with local partners and communities on the processes and actions with a conflict/peace impact lens.

Module 8: Best practice and experiential learning

Case Study

The Kenya Conflict Sensitivity Consortium is a country chapter in a four-nation project titled "The practice of conflict sensitivity – concept to impact." It began in UK in 2008 but rolled out to three other countries (Kenya, Sierra Leone and Sri Lanka) in 2009. The project aims at strengthening the practice of conflict sensitivity throughout and beyond a broad consortium of humanitarian, peace-building and multi-mandate development organisations.

When it was launched in Kenya (with the coordination point hosted at Action Aid International-Kenya), the very first challenge the Project Manager faced was to work toward member organisations' buy-in. To achieve this, it became useful to engage decision-makers in all the eight member organisations, secure focal persons for the Consortium in each organisation, and involve the support of the UK-based international Project Manager in areas where further clarifications on the project were needed.

The confidence and trust building process was long. Then the Consortium, as its first activity, implemented a series of conflict-sensitivity self-assessment exercises alongside documentation of case studies.

The self-assessments served several purposes. First, it measured each member organisational staff's knowledge of conflict sensitivity, and unpacked the tenets of CSA to the members. Based on the new-found understanding, staff then measured the extent of conflict sensitivity of their member organisation's respective departments. This process highlighted strengths, gaps, but also created newfound appreciation of the applicability of the concept in all departments. Third, it created collective organisation resolve to put the concept to practice through formulation of change objectives.

The documentation of case studies accorded members an opportunity to reflectively look at past practices with a view to historicising them as a basis for conserving lessons learnt. Stories relating to successes and challenges in the implementation of organisational activities were recorded. These helped create a bank of information on experiences that were later published in 2009.

Based on the documented case studies and the results of the self-assessments, the Consortium members met to concretise change objectives for the Consortium as well as for the individual members. These formed the roadmap for the journey towards mainstreaming conflict sensitivity.

The next major step became the implementation of a countrywide conflict analysis as a step towards understanding the Consortium members' area of operation. The analysis was also to be used to determine where two conflict sensitivity pilot projects would be implemented.

Therefore upon completion of the conflict analysis, the consortium agreed to implement pilot projects in Kibera, Nairobi (spearheaded by CARE-Kenya) and Maralal, Samburu (spearheaded by CAFOD). The pilot projects began in 2010. Further, concurrently accompanying the analysis process was a capacity building initiative where Consortium members were trained in conflict sensitivity.

In 2011, the Consortium embarked on monitoring visits, to assess the members' progress in the institutionalisation of conflict sensitivity and gather success stories in the same light. This

monitoring process used the 2009 self-assessments as the benchmark for marking members' progress in applying conflict sensitivity.

Some best practices, from this story include:

- Organisational/Management and Staff Buy-in: Having the organisation embrace the need for conflict sensitivity is important
- Capacity building is a critical element in ensuring an organisation has the necessary work force to help in institutionalisation of conflict sensitivity
- Documentation of case studies, success stories and lessons
- Conflict sensitivity self-assessments
- Conflict analysis
- Piloting/Application of conflict sensitivity
- Integrating conflict sensitivity in monitoring and evaluation

Module 9: Conflict sensitive action planning and exit strategy

Conflict sensitivity is as much a question of strengthened relationships between different actors operating in the same context as it is one of an organization operating in a specific region.

- When extending the project or following up with a new phase, organizations should consider beneficiary expectations and flexible exit strategies, in order to respond to changes in the conflict context;
- Organizations should discuss and develop options for phasing out, as early as possible, with triggers for different options clearly identified. Doing so will make it possible to minimize unrealistic expectations among project staff and beneficiaries; and
- When the project seeks to build sustainable structures to last beyond the life of the project, it should aim to build structural capacity, which will continue to analyze the conflict context and practice CS even after the project ends.

Steps

- Capacity building
- Community Ownership
- Participatory processes