



INTRODUCTION TO CONFLICT SENSITIVITY

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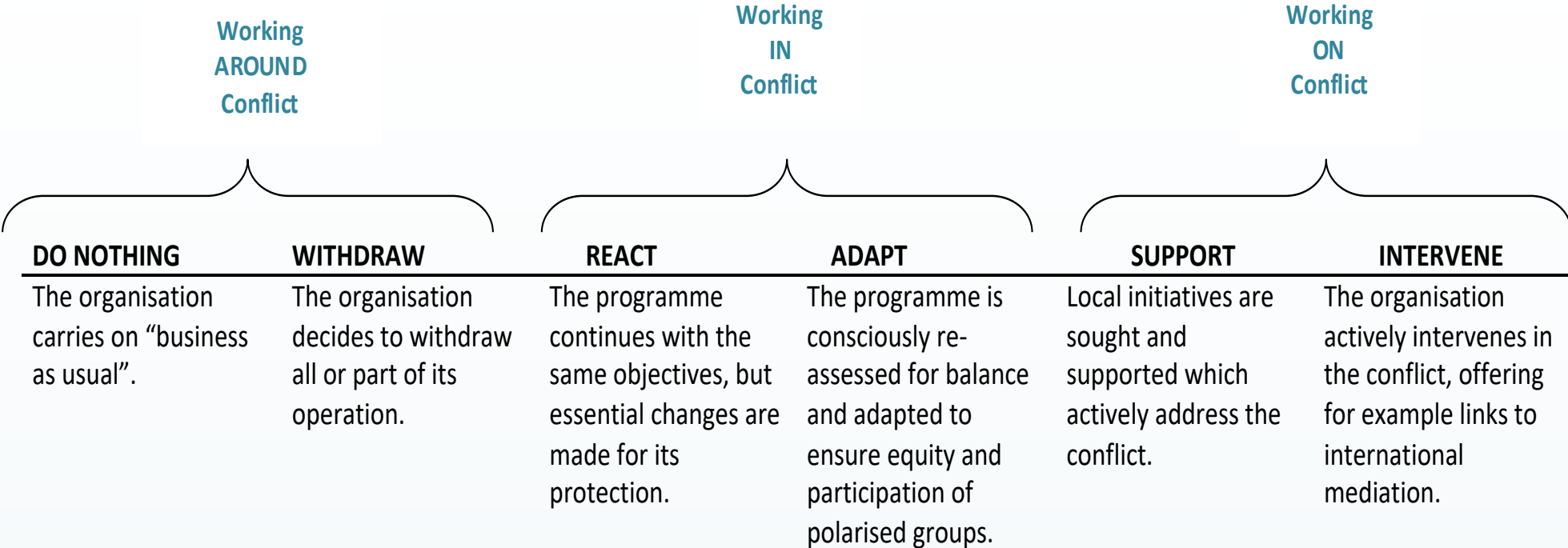
Excerpts from slides prepared for Water, Peace and Security tailor-made capacity development activities in Iraq. Please attribute authors when using materials.

Main assumptions

Any initiative conducted in a conflict-affected area will interact with that conflict

Such interaction will have consequences that may have positive or negative effects on that conflict

SPECTRUM OF STRATEGIC OPTIONS



Conflict Sensitivity Definition

Conflict sensitivity means the ability of your organisation to:

- Understand the context in which you operate
- Understand the interaction between your intervention and the context
- Act upon the understanding of this interaction, in order to avoid negative impacts and maximise positive impact

The “What” and “How” of Conflict Sensitivity

What to do

Understand the context in which you operate

Understand the interaction between your intervention and the context

Use this understanding to avoid negative impacts and maximise positive impacts

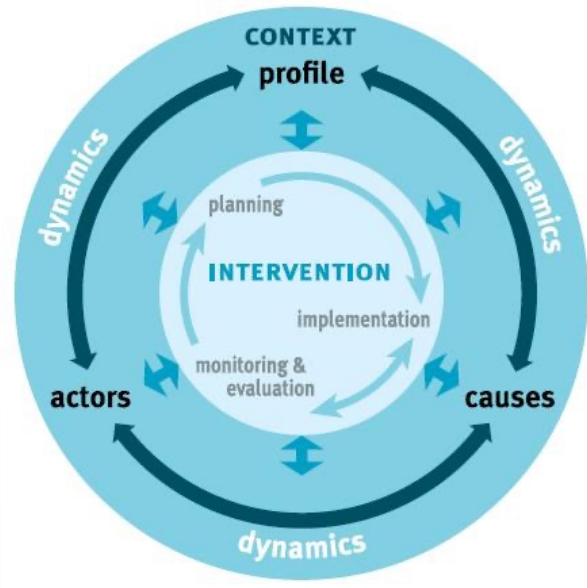
How to do it

Carry out a conflict analysis and update it regularly

Link the conflict analysis with the programming cycle of your intervention

Plan, implement, monitor and evaluate your intervention in a conflict sensitive fashion (including redesign when necessary)

Conflict Sensitivity



... is important on strategic level when deciding about overall country strategy, on project level when designing and implementing activities, and on organizational level when creating policies.

.... is an approach both to work and the presence in the context. It encompasses how planning and setting priorities should be consider, how to implement or carry out work and monitor it, how to evaluate the success of intervention and how to think about the impact of overall presence.

... is not a specific tool or checklist. Rather, it is about being aware of conflict dynamics in the context in which work is happening, and making a commitment to thinking through how to structure and manage the work and adapt the presence.

Assumptions for applying conflict sensitivity

- Willingness and ability to implement conflict sensitivity
- Openness to continuous learning and institutional adaptability to reflect conflict sensitivity
- Ability to deal with uncertainty, as there is no one-fits-all recipe for conflict sensitivity
- Honesty and humility in recognising the extent or limitation of the impact of interventions
- Recognition of the complexity and interdependence of the wider system in which institutions operate.

Guiding principles

Participatory process

Inclusiveness of actors, issues and perceptions

Impartiality in relation to actors and issues

Transparency

Respect for people's ownership of the conflict and their suffering

Accountability for one's own actions

Partnership and co-ordination

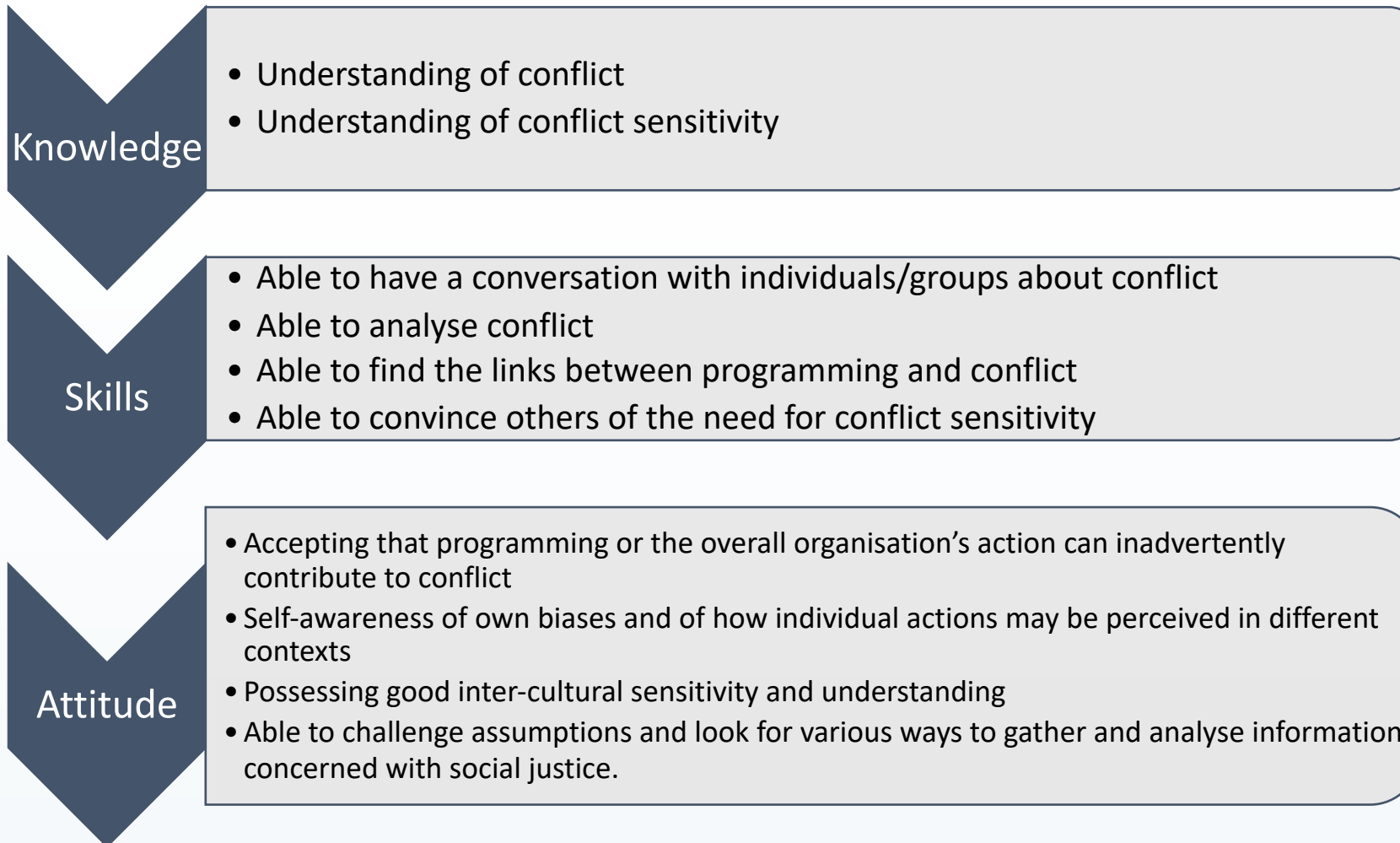
Complementarity and coherence

Timeliness

Conflict sensitivity - levels

| Strategic level | Organisational level | Project level |
|---|--|--|
| <ul style="list-style-type: none">• Important when deciding on overall country strategy• Country office level of ambition on conflict sensitivity identified• Cumulative impact of programmes on peace & stability assessed | <ul style="list-style-type: none">• Organisational strengths & weaknesses assessed:<ul style="list-style-type: none">• defined leadership/senior management commitment to conflict sensitivity• relevant/priority policies and strategies promote conflict sensitivity• conflict sensitivity integrated into human resource management (including as staff competency) | <ul style="list-style-type: none">• Conflict sensitive planning• Conflict sensitive implementation• Conflict sensitive monitoring and evaluation |

Overall competences for conflict sensitivity



Key issues for conflict sensitive programming include:

Targeting

Procurement

Relationship with communities

Accountability

Relationships with partners

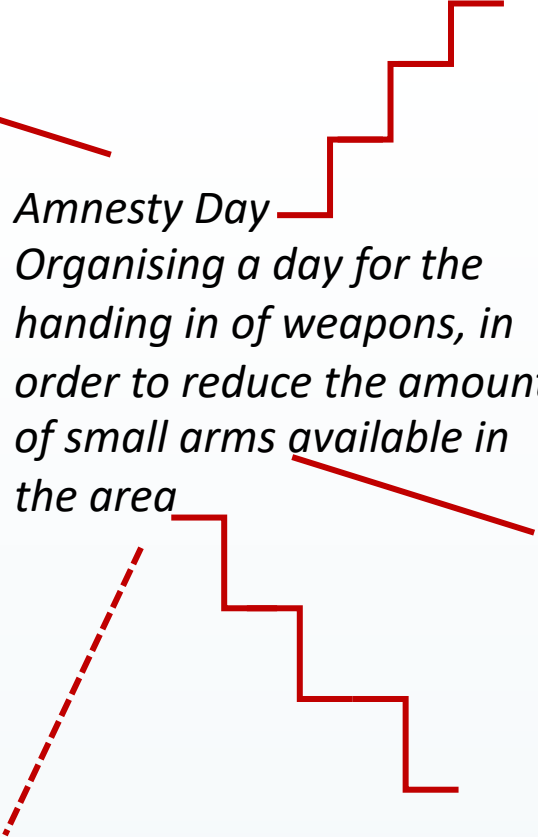
Relationships with the government and donors

Existence of exit strategy

Force Field Analysis

Vision

To create a stable environment in which all can live in harmony.

| Positive forces | Programme activities | Negative forces |
|--|--|--|
| Systems and Structures Recognised political leaders are present in the area |  <p><i>Amnesty Day</i> <i>Organising a day for the handing in of weapons, in order to reduce the amount of small arms available in the area</i></p> | Systems and Structures Large number of ex-combatants and returned exiles |
| Attitudes and Cultures Traditional processes of decision making respected by most people | | Attitudes and Cultures Lack of respect for recognised leadership especially amongst the younger generation |
| Current Behaviour One successful peace rally held – supported by many people from both sides | | Current Behaviour Militant groups who defy the political leadership |