

A woman in a light-colored military-style uniform and a white bucket hat with a blue flower is using a metal detector in a desert landscape. She is holding a long-handled metal detector with a circular coil at the end. The background shows a vast, flat desert with some sparse vegetation and distant hills under a clear sky.

# WORKSHOP IN CONFLICT SENSITIVITY AND DO-NO- HARM

3 October 2022

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# Contents of the presentation

1. Defining Key Concepts
2. Sida's overall approach to an integrated conflict perspective
3. Conflict sensitivity in Sida's contribution management
4. Introduction to the DNH Framework/Approach

# Conflict and related terms

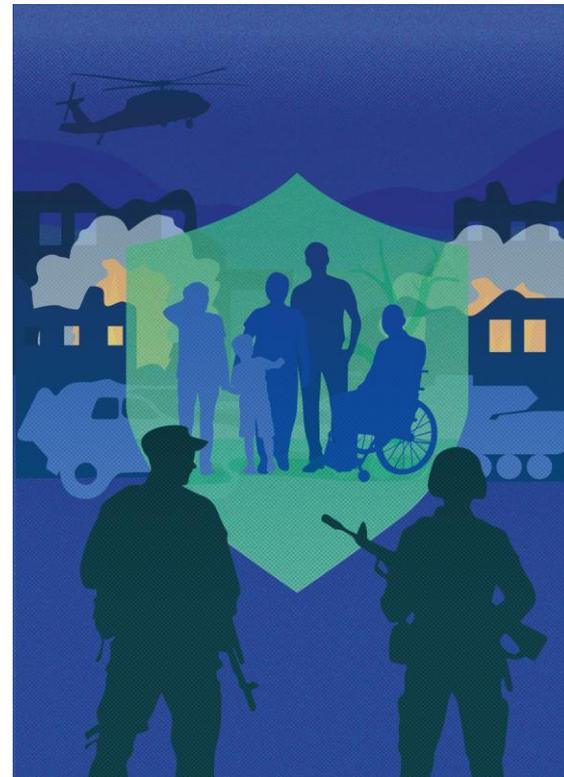
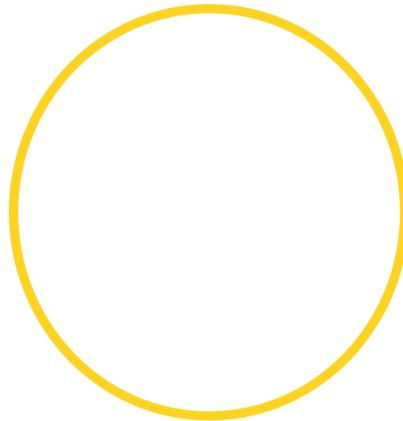


Illustration by Dialonia's IHL centre

# The conflict cycle

Situations of  
rising tension

Situations of  
submerged tension



**Violent conflicts**

Post-conflict  
situations

# A conflict sensitive approach involves the ability of an organisation to:

1. Understand the context of conflict;
2. Understand the two-way interaction between its operations and context, and;
3. Act on that understanding to minimize negative impacts and maximize positive impacts of operations on conflict and tensions



# What do we mean by two-way interaction?

## 1. Working IN conflict/tensions

### Risk awareness

- how the conflict affects the development intervention

Context



Project

### Conflict Sensitivity

- how the intervention affects the conflict: for better or for worse

Project



Context



## 2. Working ON conflict/tensions

Explicit peacebuilding objective (+ all of the above)

## Conflict sensitivity

- Applies in all contexts, to all types of work, and to all aspects and areas of work
- Is concerned with destructive conflict, both manifested (violent) and latent (underlying)
- Does not require organisations to fundamentally change their mandate, mission, or priorities
- Does not require an explicit commitment to peacebuilding

# Principles underpinning conflict sensitivity

- Responsibility
- Impartiality
- Inclusivity
- Participatory
- Transparency
- Partnership, coordination and complementarity
- Timeliness and flexibility

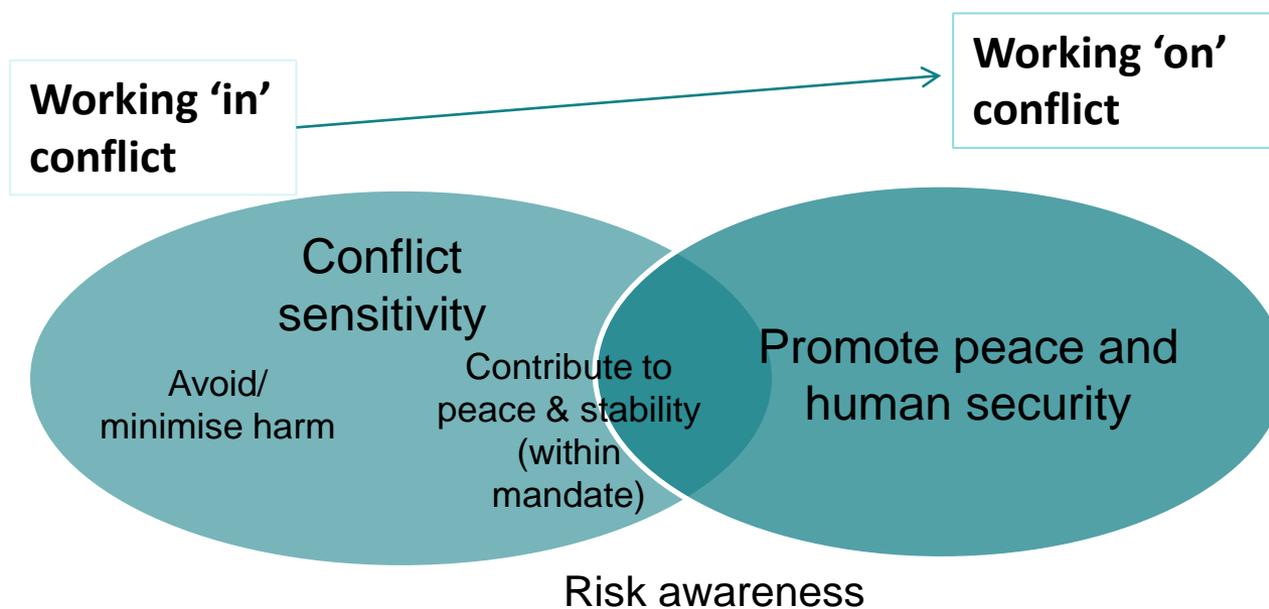
# Why conflict sensitivity?

- Sida is instructed by the Government to mainstream conflict sensitivity in all activities.
- It is a relevant method in all phases of the conflict cycle.
- It helps improve the quality and effectiveness through an in-depth understanding of the local context, including peace and conflict drivers.
- It supports the operationalization of the HDP nexus approach in fragile and conflict-affected contexts.

Activities that are **not conflict-sensitive** may, for example:

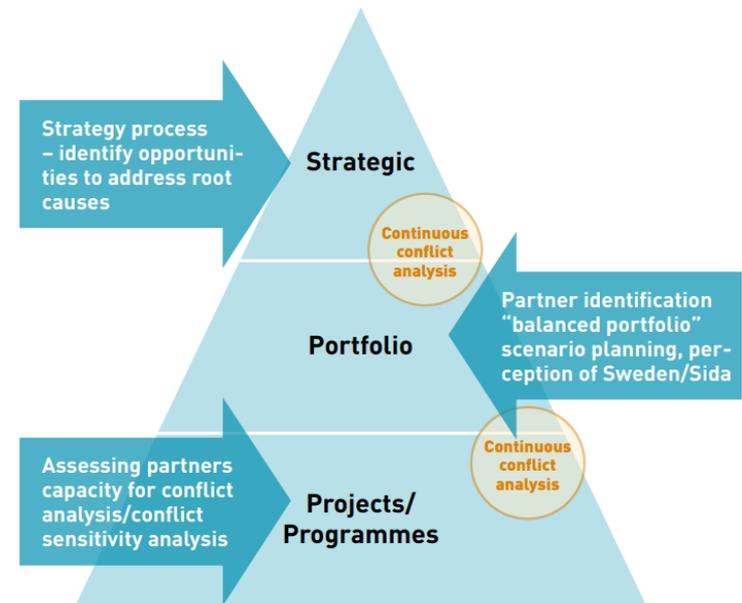
- do harm**, e.g., by causing, aggravating, prolonging and fueling tensions, or aggravating inequalities and divisions;
- be **ineffective** and **costlier** through, for example, theft and diversion of resources
- put people's **lives at risk**, including implementing partner and target groups;
- damage** Sida's and implementing partner's **reputation** and **trust**.

# The difference between conflict sensitivity and peacebuilding



# Sida's overall approach to conflict sensitivity

- Management commitment, staff resources and capacities.
- Integrated conflict perspective in the strategy cycle: strategy proposals, operationalisation, reporting
- Assessing and following-up partners contextual awareness (including of key peace and conflict drivers), programme design and institutional capacity

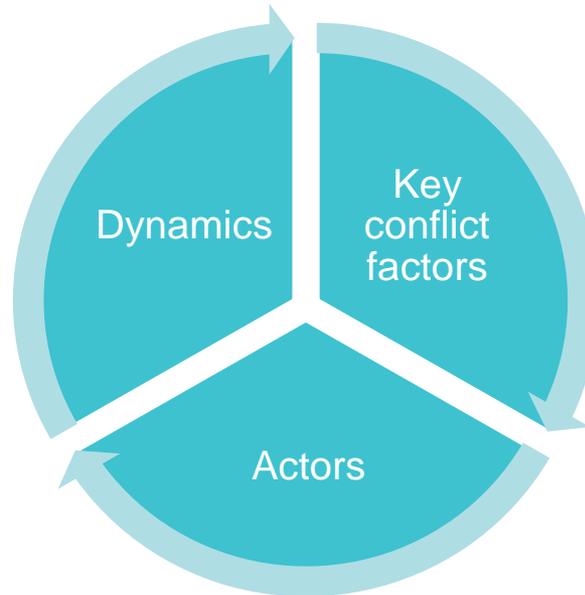


# MDPA: Sida's main tool for context analysis at strategy level



# Main focus of the peace & conflict analysis

- What are current conflict trends?
- What are windows of opportunity?
- What scenario can be developed?



- What is the conflict about?  
What are the root/structural causes of conflict?
- What triggers can contribute to a conflict outbreak/further escalation?
- What new factors contribute to prolonging conflict dynamics?
- What factors can contribute to peace?

- Who and what are the main actors? Local, national, regional, international.
- What are their interests, goals, positions (i.e. proposed "solution"), capacities and relationships?
- What institutional capacities for peace can be identified?
- What actors can be spoilers? Why?

# DR<sup>DRAFT</sup>: Sida's 4-step approach to conflict sensitivity in contribution management

## Step 1

Programming cycle	Partner's role project/programme level in a given context	Partners role organisational level	Phase in Sida's contribution management cycle	Sida's role
Planning	Develop a clear understanding of the context by conducting conflict analysis or at a minimum integrate key elements of a conflict analysis in the broader context analysis.	<p>Ensure the overall context analysis reflects factors relevant from a conflict sensitivity perspective (for regional and global contributions).</p> <p>Prepare organisational documents to reflect the organisational commitment, resources and staff capacities in relation to conflict sensitivity.</p>	Step 1: Plan appraisal	<p>Initial dialogue to begin to understand the partner's approach.</p> <p>Request documentation needed for the assessment of the partner's conflict sensitivity analysis and approach and/or partner's institutional capacity to integrate conflict sensitivity.</p>

# DRAFT: Step 2

<b>Design</b>	Partner submits proposal, including a conflict sensitivity analysis of the planned initiative and/or an explanation of how conflict sensitivity has been integrated at an organisational level. The proposal should ideally explain how conflict sensitivity considerations have informed key aspects of the programme design, such as the theory of change, results framework and risk mitigation plan.	Describe how conflict sensitivity is integrated in policies, strategies, guidelines and operational approaches. It may not be explicit in documents. Rather, conflict sensitivity can be implicitly considered in recruitments, HR and procurement policies and decisions, strategic planning, budgeting, partner assessments etc.  Integrate conflict sensitivity in regular routines and practices of the organisation, e.g. into the monitoring, evaluation and learning systems and processes.	<b>Step 2: Appraise and agree</b>	Continue the assessment and dialogue with the partner with key focus on understanding of the (conflict) context, how conflict sensitivity has informed strategic decisions at programme and/or organisational level.  If weaknesses are identified, develop agreement conditions and/include conflict sensitivity in the dialogue plan to strengthen conflict sensitivity in the implementation phase. Establish monitoring and reporting requirements with regards to conflict sensitivity.
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# Step 3

## Implementation

Revisit the analysis of the conflict context, note key changes in the conflict dynamics and in the programme.

Describe the routines in place to ensure the integration of a conflict sensitive approach, .e.g. level of flexibility to adjust activities during the implementation.

Apply conflict sensitive principles (such as inclusiveness, transparency and accountability) and approaches (such as participatory, flexible and adaptive management).

Monitor conflict sensitivity outcomes by checking for intended and unintended positive impacts as well as potential unintended negative impacts on peace and conflict dynamics.

Develop staff and implementing partners capacities on conflict sensitivity, e.g. by including it in induction trainings

Ensure there are sufficient routines in place as project/programme level to revisit the conflict sensitivity at a regular basis.

Regular institutional dialogue on CS and considerations of how different strategic decisions can impact the ability to be conflict sensitive.

## Step 3: Follow-up

Assess the partner's continued conflict sensitivity approach in annual reporting, annual meetings and field visits. Reflect for example if there are conditions in place to adjust the programme or at country level on a regular basis.

If agreement conditions were identified in step 2, the follow-up will mainly focus on the implementation

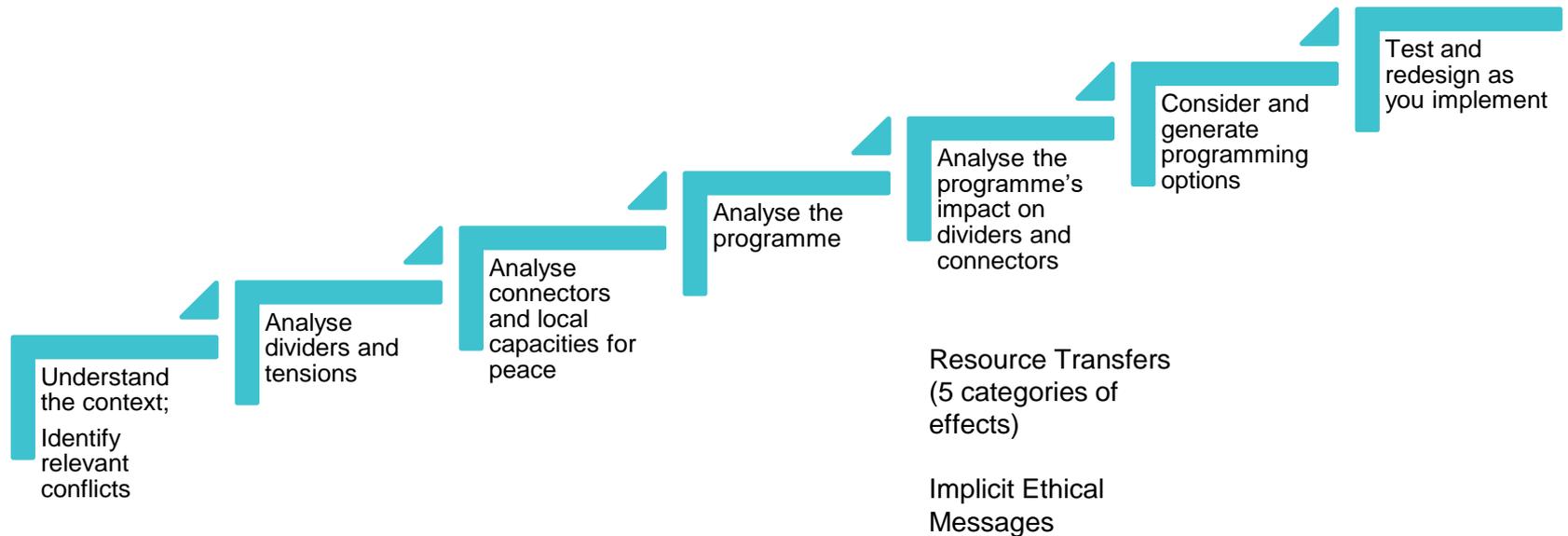
# Step 4

<b>Monitoring, evaluation and learning</b>	Monitor and evaluate whether conflict sensitivity processes (e.g. conflict analysis, risk mitigation, maximising positive impacts, etc.) have been effectively implemented.	Revisit current routines and organisational capacities to integrate a conflict sensitive approach.	<b>Step 4: Close contribution</b>	Draw conclusions and note lessons learned regarding the partner's ability to integrate a conflict sensitive approach, including organisational capacities.  Include positive and potential negative unintended impacts on peace and conflict dynamics in the results assessment and in lessons learned.
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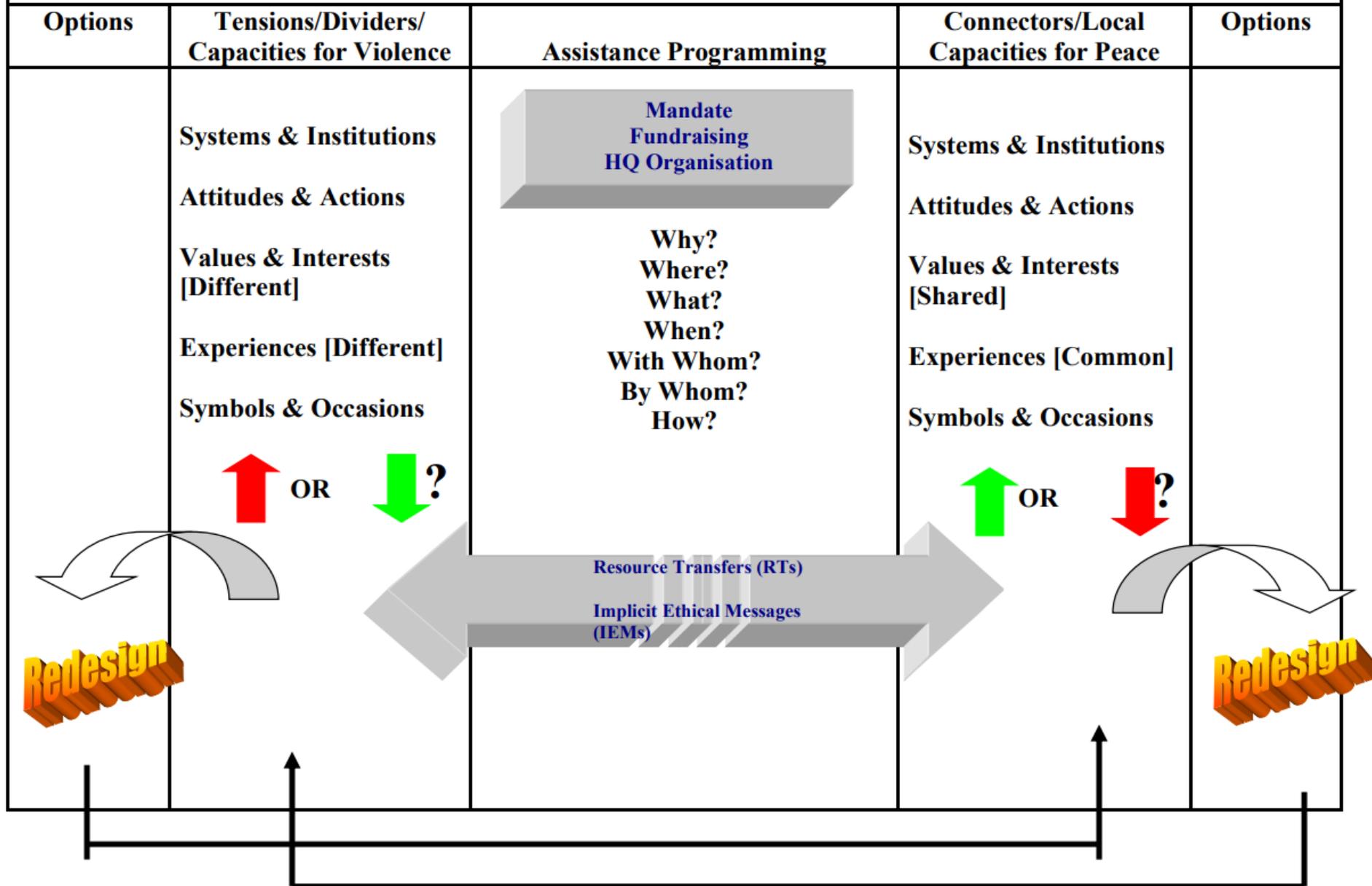
# What is the Do-No-Harm Framework/Approach?

A framework (**tool** / methodology) for analysing the effects of an organisations programme on **peace** and **conflict drivers** (*dividers and connectors*) in order to **minimize negative effects** and **maximize positive effects**

# 7 Steps of the Do-No-Harm Approach



# Context of Conflict



# Dividers and connectors analysis

*Dividers are . . .*

- Dividers are those things or factors that increase tensions between people or groups and may lead to destructive competition.

*Connectors are . . .*

- Connectors are those things or factors that reduce tensions between people or groups and lead to and undergird constructive collaboration. We also use the phrase “local capacities for peace”.

# A programme's effects on conflict through resource transfers & implicit ethical messages

## Resource transfers

- Distribution effects
- Legitimization effects
- Market effects
- Substitution effects
- Theft/diversion

## Implicit ethical messages

- Disrespect, Mistrust, Competition (among aid agencies)
- Impunity for misconduct
- Different values for different lives
- Etc.

# Group discussion

## Instruction:

Focus the discussion on a specific context that you are familiar with and work in and discuss the following **questions**:

1. What are the main dividers and connectors in that context? *= step 2 & 3 of the DNH Approach*
2. How does your organisation (or a given programme that your organisation implements) interact with those dividers and connectors through resource transfers and implicit ethical messages? *= step 5 of the DNH Approach*
3. **Bonus, if you have the time:** What have you done to minimise negative effects and maximise positive effects on peace and conflict dynamics/dividers and connectors? *= step 6 and 7 of the DNH Approach.*

# Recommended resources

- [Peace and conflict toolbox | Sida](#)
- CDA Users Guide to Do No Harm: [Microsoft Word - Final 2015 CDA From Principle to Practice.docx \(sida.se\)](#)
- [UNSDG | Good Practice Note on Conflict Sensitivity, Peacebuilding, and Sustaining Peace](#). Takes an institutional approach to mainstreaming conflict sensitivity and peacebuilding in all UN agencies.
- The [Conflict Sensitivity Community Hub](#), managed by SwissPeace, gathers resources on conflict sensitivity, such as a [How to Guide](#), [Factsheet on Conflict Sensitivity](#) and much more.
- Another tip is to Google your specific thematic area such as health, education, private sector development, etc., together with conflict sensitivity and you will come across a wealth of tailored guidance to this specific field. One example is the Interagency Network on Education in Emergency (INEE), which has a rich base of resources on [Conflict Sensitive Education](#).
- Contact: Main contact is your programme manager at Sida. Sida has several HQ-level advisors and policy specialists on Peace & Security.