



Building Conflict Sensitive Interventions

Participant Guide

Implementation Staff



PRACTICAL
LEARNING
for
INTERNATIONAL
ACTION

Building Conflict Sensitive Interventions

Participant Guide - Implementation Staff

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Course Overview

This course is designed to explain principles and application of **conflict sensitivity** to implementation staff who participate in humanitarian and development aid programs.

The course consists of four topics:

- Analyzing the Conflict
- Listening to the Community
- Assessing the Impact
- Applying Principles of Conflict Sensitivity

Course materials include:

- An **online e-learning course** with modules for each topic
- A **toolkit** with resources that are referenced throughout the course
- **Participant guide** (this document)

Course Level Objectives

By the end of this course, you should be able to:

- Explain the importance of applying conflict sensitive strategies to aid work
- Conduct a conflict analysis
- Outline a process for community member interviews
- Assess the relationship between conflict and aid interventions
- Apply conflict sensitivity principles when implementing aid programs
- Minimize the negative effects and maximize the positive effects of aid programs on conflict

Analyzing the Conflict

Section Objectives

By the end of this section, you should be able to:

- List the activities involved in conflict analysis
- Identify dividers and connectors
- Outline an action plan for conducting an informal conflict analysis for your program
- Utilize conflict analysis tools

Action Items

You should complete the following action items by the beginning of the instructor-led session:

- Ask your program manager if there are any formal plans to conduct a conflict analysis
- Determine how to report back on any conflict dynamics you observe
- Find out if the program has a process in place to make adaptations
- Fill out the *Conflict Analysis Template* in your toolkit
- Examine the groups you've identified in the "Who" section:
 - Who (if anyone) do you already know from these groups that you could speak with?

- Who is missing from your list?
- Who could connect you with hard to reach community members?
- Review the *Mitigating Bias* handout in your toolkit

Key Points

- All communities experience conflict
- All programs can benefit from formal or even informal conflict analysis
- Benefits of conflict analysis:
 - Improve your interactions with local community members
 - Ensure the safety of you, your program team, and program participants
 - Deliver better outcomes and ensure that your organization's presence is a positive force in the community
- We have a responsibility to demonstrate "RAFT" principles
 - Respect
 - Accountability
 - Fairness
 - Transparency

Toolkit Resources

- *Do Not Harm Worksheet*
- *Sample Terms of Reference & Guidelines for a Conflict Analysis*
- *Conflict Analysis Template*
- *Conflict Analysis Tools*

- *Conflict Tree*
- *Conflict Onion*
- *Actor Map*
- *Root Causes of Conflict*
- *Applying a Gender Lens to Dividers and Connectors*
- *Mitigating Bias*
- *Rapid Conflict Analysis Template*
- *Rapid Connectors and Dividers Analysis*

Notes

Listening to the Community

Section Objectives

By the end of this section, you should be able to:

- Outline a process for conducting interviews and focus groups with community members
- Develop a list of groups and individuals to speak with
- Develop a set of questions for the community in your area of operations
- Identify ways to demonstrate active listening

Action Items

You should complete the following action items by the beginning of the instructor-led session:

- Determine an objective for an interview or focus group
- Develop a list of who to talk to
- Develop a set of questions
- Identify who you could practice the interview with
- Set up interview session (if applicable to current phase of the intervention)

Key Points

- No conflict analysis complete without direct input from the communities
- Community interviews and focus groups should be conducted for all interventions
- Ask the right questions and show respect by *how* we ask those questions
- Demonstrate active listening during conversations
- Having a process in place for interviews and focus groups will make the best use of time and yield richer information

Toolkit Resources

- *Developing Questions*
- *Gender Sensitivity for Trainers and Facilitators*
- *Possible Interviewee Groups*
- *Field Notes Template for Data Collection*
- *Active Listening Techniques*

Notes

Assessing the Impact

Section Objectives

By the end of this section, you should be able to:

- Assess the impact of an intervention on a conflict and vice versa
- Identify risks associated with the intervention
- Determine the impact of their actions on conflict

Action Items

You should complete the following action items by the beginning of the instructor-led session:

- Review the *Mitigating Bias* handout
- Begin filling out the *Assessment Template* for your own intervention
- Fill out the *Risk Matrix* to the best of your ability
- Generate actionable things you can do to mitigate risk
 - Identify the most necessary action items
 - Identify the most realistic action items
- Share your insights with a colleague

Key Points

- Our actions can either increase tensions and reinforce dividers in a community or ease tensions and strengthen connectors

- Understanding how conflict impacts programs - and how programs impact conflicts - can help us make better decisions
- Conducting a risk analysis is an essential part of assessing the impact of our interventions
- Adapt your actions to mitigate risks during your intervention

Toolkit Resources

- *Impact Assessment Template*
- *Program Impact Gender Analysis*
- *Gender Dimensions to Impacts*
- *Risk Matrix*
- *Conflict Sensitivity in the Program Cycle*

Notes

Applying Principles of Conflict Sensitivity

Section Objectives

By the end of this section, you should be able to:

- List common signs of conflict in aid interventions
- Identify signs of personal bias
- Recognize signs of stress
- Identify key guidelines for reporting successes and challenges to managers
- Outline conflict sensitive actions to take during implementation

Action Items

You should complete the following action items by the beginning of the instructor-led session:

- Find out your organization's reporting policy
 - Who to report successes/challenges to?
 - When to report them?
 - How to follow up?
- Review the *Trauma Handouts* in your toolkit
- Come up with three action items each for how to increase the following in your work:
 - Respect
 - Accountability
 - Fairness

- Transparency

Key Points

- In order to be conflict sensitive in your work, you must be able to recognize key signs that can contribute to rising tensions
- Everyone has personal biases, we need to be able to mitigate these if we want to be conflict sensitive
- You may need to seek counseling if you witness a traumatic event
- Report the negative AND positive impacts of your intervention to your manager
- Offer insights on practical ways to improve the intervention
- Demonstrate RAFT (Respect, Accountability, Fairness and Transparency) principles at all times during your work

Toolkit Resources

- *Detailed Conflict Sensitivity Checklist*
- *Program Participant Identification and Selection Questions*
- *Dealing with Trauma and its Aftermath*
- *Vicarious Trauma*
- *When to Work in Partnerships*
- *Ten Principles of Partnership*
- *Conflict Sensitivity Capacity Assessment Tool*

Notes