**THEMATIC STUDY REPORT**

Conflict Sensitivity:

Experiences from UNDP's Local & Community Development Practice

**UN
DP**

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Resilient nations.*
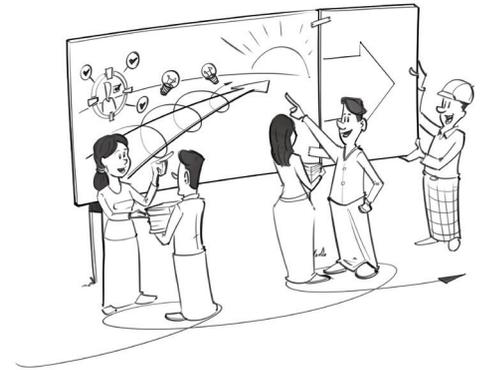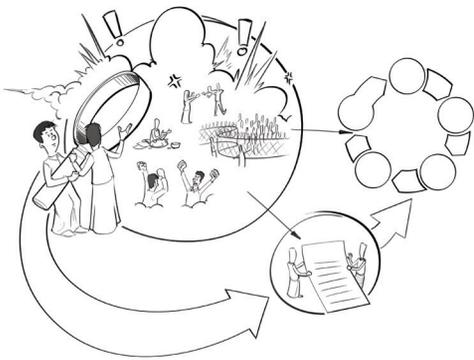
About this initiative:

This report is part of a broader UNDP Myanmar initiative on improving conflict sensitivity in development programming in Myanmar through knowledge sharing, capacity development and policy action, with funding support from the Republic of Korea (ROK) and the Korea International Cooperation Agency (KOICA) under the Saemaul Initiative Towards Sustainable and Inclusive New Communities (ISNC) project.

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Acronyms

CBCSPD	Cross-Border Cooperation for Sustainable Peace and Development
CDA	Conflict-related Development Analysis
CHT	Chittagong Hill Tracts
CHTDF	Chittagong Hill Tracts Development Facility
CO	Country Office
CSO	Civil Society Organization
DNH	Do No Harm
EAO	Ethnic Armed Organization
EU	European Union
FARC	Revolutionary Armed Forces of Colombia
ICA	Institutional and Context Analysis
KII	Key Informant Interview
KOICA	Korea International Cooperation Agency
LRP	Livelihoods Recovery for Peace Project
NGO	Non-Governmental Organizations
ROK	Republic of Korea
SCBMP	Support to Confidence Building Measures Programme
STEP	Southern Thailand Empowerment and Participation
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WFP	World Food Programme

Executive summary

Being conflict sensitive means understanding the intersections between development interventions and conflict, and designing and delivering developmental programmes in ways that do not exacerbate conflict (Do No Harm), but instead mitigate anticipated conflict and where possible, enable and strengthen peace.

This report aims to capture experiences, lessons and good practice from UNDP's experiences with conflict sensitivity in local and community development programming. It highlights the following:
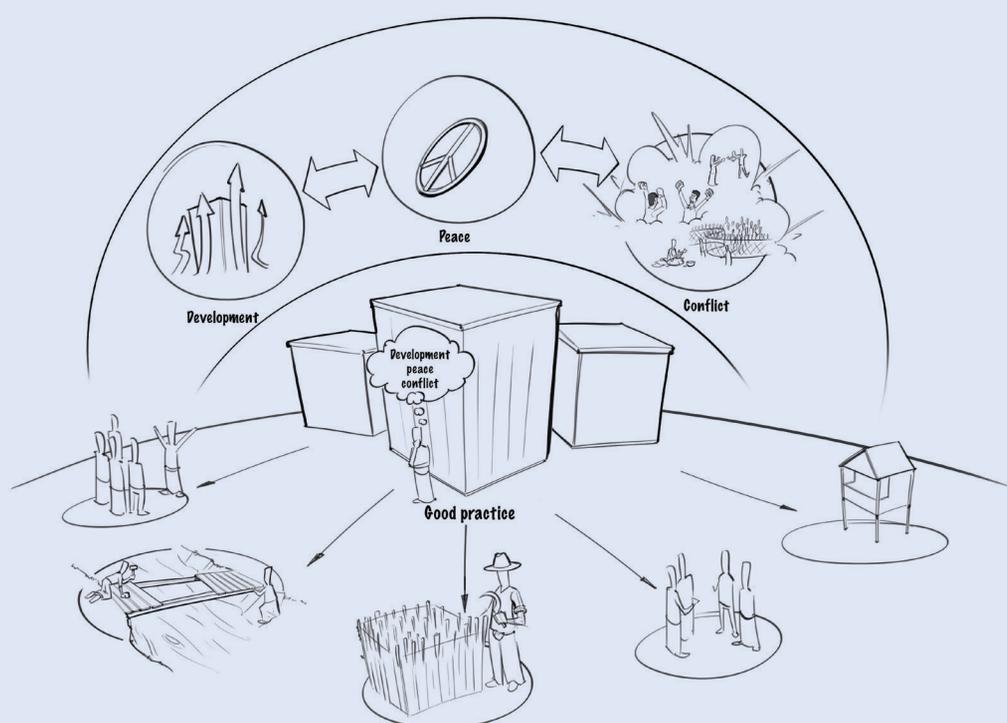
- Organizationally, UNDP places a high premium on integrating conflict sensitivity into different aspects and phases of programmatic engagement. Country Offices (COs) are developing and testing new approaches and strategies for integrating conflict sensitivity and for overcoming challenges that are both common to other offices and unique to their respective contexts.

- UNDP frequently works in highly complex political environments, where conflict sensitivity principles sit in tension with pragmatic considerations, including on how best to manage alignment with government priorities while ensuring buy-in from a broad range of national stakeholders; how best to engage with international donors and partners and leverage or mitigate their priorities and how they are perceived by national stakeholders; how to position specific local or community development programmes in ways that help and don't harm the office's broader role and engagement in a peace process; and how to target geographies and population groups based on evidence-based criteria while managing perceptions of bias.

- As an agency, UNDP has an impressive range of local and community programmes that not only aim to avoid harm, but are in fact designed to achieve peace outcomes. Types of development impact vary but are often focused on improving livelihoods, income generation and access to basic services. Types of peace impacts also vary, but typically include: building better citizen-state relations; strengthening interaction or cooperation across community divides; empowering marginalized groups and addressing structural economic and social exclusion; and helping the recovery of conflict-affected communities. A key learning is that Do No Harm (DNH) and peace-supportive aims have to be integrated into programme design from the beginning, rather than treated as an afterthought. Where local and community development projects are leveraged to address the root causes of conflict— to tackle exclusion or to facilitate social cohesion— they have to be held accountable for achieving these outcomes through strong indicators and monitoring, rather than be treated as accidental positive outcomes.

- Stakeholder consultations and beneficiary selection can make or break projects, and good practice speaks to investing enough time and resources in stakeholder consultations not simply at the start of a programme but throughout, and adopting transparent selection criteria and communicating these widely. Conflict-sensitive programming is more successful when supported by adaptive management procedures that allow UNDP to respond to context analysis and stakeholder feedback. Finally, despite impressive trends in monitoring and evaluating for conflict sensitivity, these efforts are still nascent and stymied by challenges with regards to collecting and sharing data in fragile contexts and the longer-term nature of what is being measured.

- Conflict sensitivity is influenced by how it mainstreamed into programme implementation cycles, but also, and more critically, by how it is taken-up by country offices at the strategic level. Conflict sensitivity must influence how UNDP offices design their country programme frameworks, how they prioritize and sequence their interventions, how they put in place operational policies and procedures, and how they invest in strengthening an organizational culture for conflict sensitivity.

From these findings, the study makes the following recommendations:
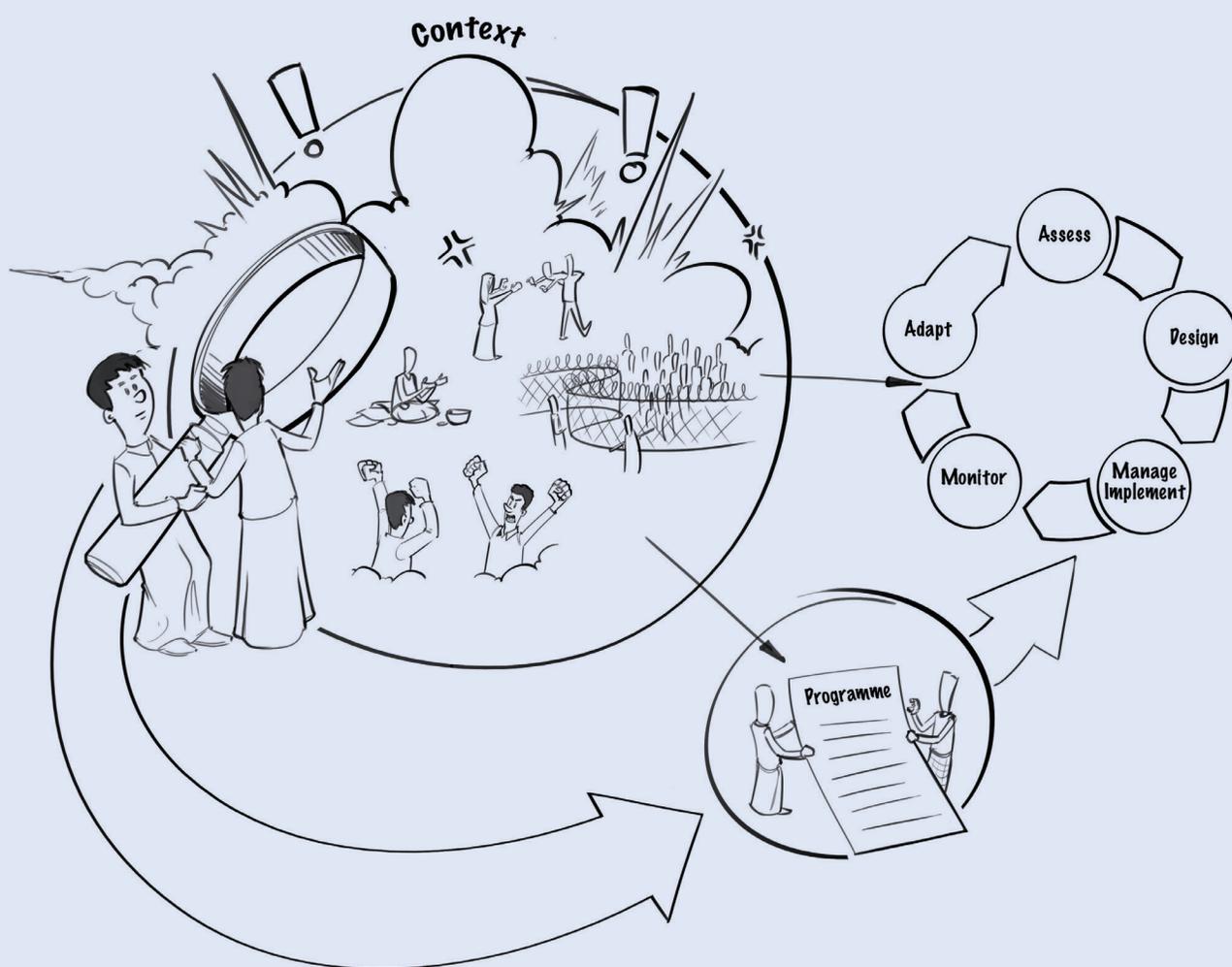
01. **Create and sustain inclusive platforms for project consultation, oversight and monitoring,** involving the participation of relevant government and non-state actors.

02. **Invest in continuous conflict analysis** to inform and influence funding and partnership decisions, project design, implementation and operational modalities.

03. **Seek to leverage local and community development support for maximum peacebuilding impact** by integrating peacebuilding goals and objectives, and ensuring that development activities and outcomes mainstream a peacebuilding approach, rather than designing peacebuilding activities in isolation.

04. **Invest in undertaking conflict analysis at multiple levels,** particularly at community level within the project target areas, but also at subnational, national and sub-regional levels.

05. **Prioritize broad consultation to mitigate the risk of resistance** from those feeling left out. Similarly, promote a sense of fairness among stakeholders, develop robust criteria for beneficiary selection in consultation and share these transparently.

06. **Build a project management structure that is responsive to change.**

07. **Invest in measuring change at different levels.** It is essential to track the project's impact on conflict and peace dynamics in its target context and more broadly. Developing and tracking interaction indicators (that measure changes in conflict and peace dynamics closely linked to the project's sphere of influence) will alert staff to risks of doing harm and also reveal positive peace impacts.

08. **Assess the integration of conflict sensitivity** within organizations at all levels, beyond programme and project management.

1.0
Introduction
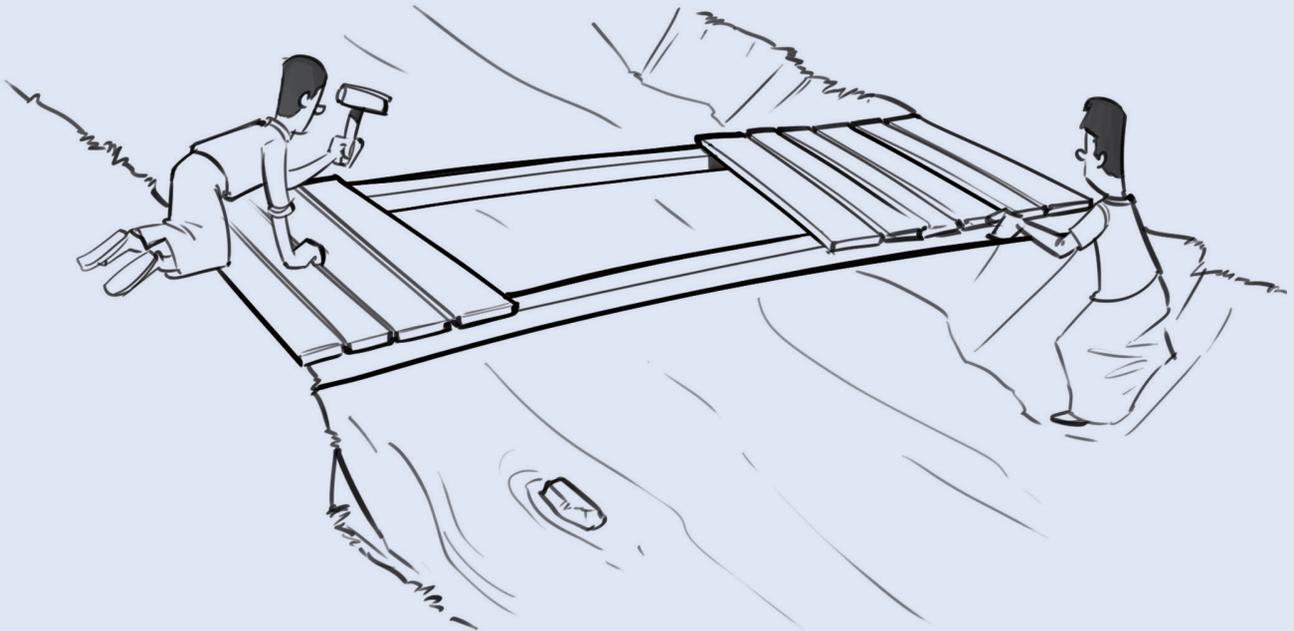
This study report presents insights gathered from UNDP in different countries with integrating conflict sensitivity into local and community development programming. It seeks to capture common challenges, considerations and established or emerging good practice in this area, looking at strategies encompassing the 'minimalist' end of the conflict sensitivity spectrum—avoiding harm—up to the 'maximalist' end, whereby development assistance is designed and implemented to support peace (see box 1 and section 4.2 for more details on conflict sensitivity concepts).

The purpose is to generate comparative learning to inform local and community development approaches in the transitional context of Myanmar, while also being of use to UNDP country teams and other actors supporting development in conflict-affected contexts.

This report is based on a study that was part of a wider UNDP initiative funded by the Republic of Korea (ROK) and the Korean International Cooperation Agency (KOICA) under the "Saemaul Initiative Towards Inclusive and Sustainable New Communities". The idea is to complement KOICA's bilateral funding to Myanmar (and other countries) for rural development through knowledge management, capacity development and policy advice for strengthening conflict sensitivity in local and community development programming. In addition to scoping global good practice, the initiative includes a scoping of Myanmar good practice and lessons learned, capacity development on conflict-sensitive local and community development

programming, an international study visit for government officials and the formulation of an indicator guide and menu for use by government institutions implementing or monitoring local and community development projects.

1.1 Background

Interactions between development assistance, peace and conflict are more relevant than ever. As the World Development Report highlighted in 2011, armed conflict typically comes in repeated cycles and is a huge drain on development. At the time of the Report's publication, no low-income fragile or conflict-affected country had achieved a single Millennium Development Goal target, which is a testament to this fact. Goal 16 of the Sustainable Development Goals, which is dedicated to the promotion of peace, justice, and strong institutions, recognizes that armed conflict, violence and insecurity have a destructive impact on development and that peace is required for sustainable development.

UNDP works to eradicate poverty, inequality and exclusion in over 170 countries, with a focus on democratic governance and peacebuilding, sustainable development, and climate and disaster resilience. UNDP has cultivated expertise both in delivering development programmes in conflict and post-conflict contexts and in delivering development programmes that contribute to preventing conflict and sustaining peace. This report seeks to draw out insights and comparative learning on conflict sensitivity practice from UNDP's local and community development portfolio.

Box 1

Defining conflict sensitivity
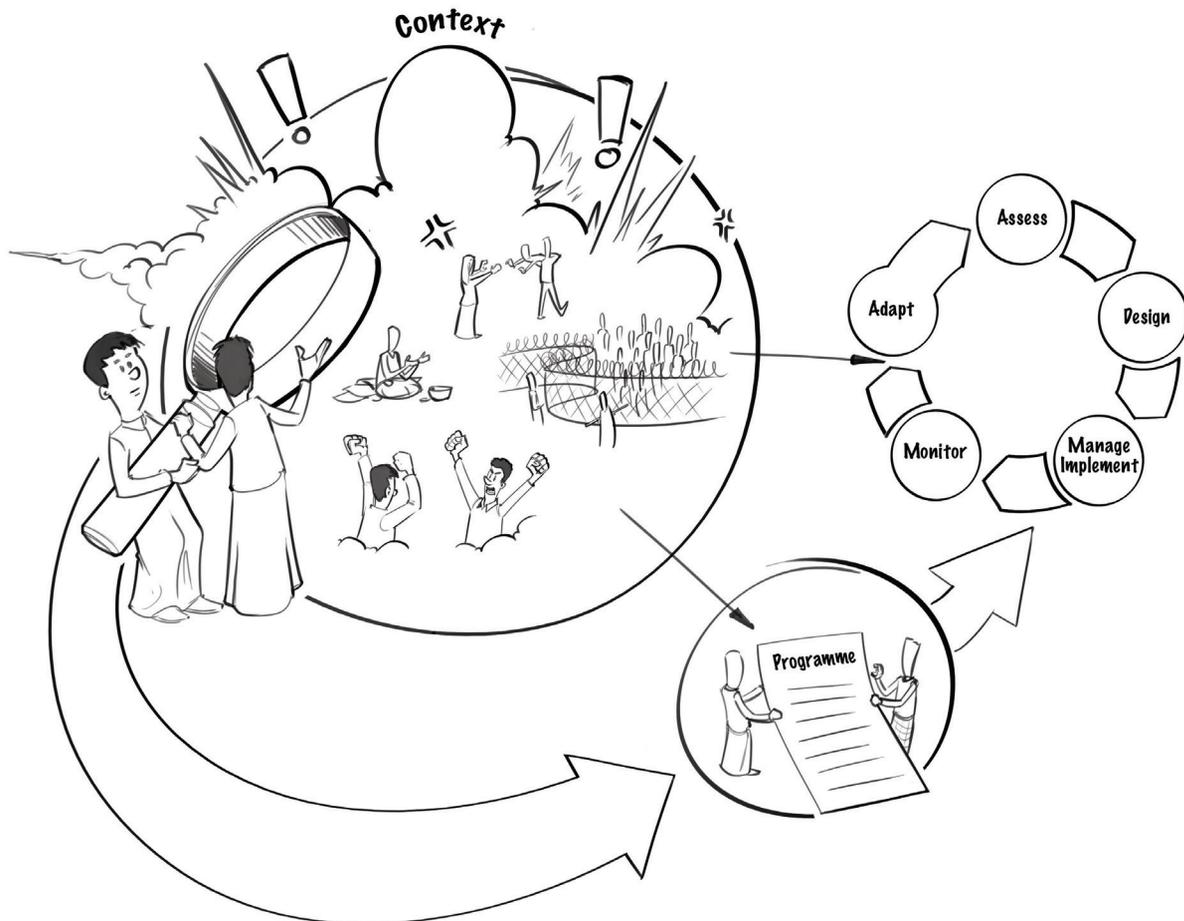
Whatever their sectoral focus, development interventions have the potential to exacerbate drivers of conflict or to help support long-term positive peace. In order to achieve the latter, development programmes need to both avoid creating or exacerbating tensions and, wherever possible, make a positive contribution to peace. This requires actors and programmes to be conflict sensitive.

Conflict sensitivity and Do No Harm (DNH) are very similar concepts and frequently used interchangeably. DNH, as originally conceptualized, meant both avoiding the negative and increasing the positive impacts of the interaction between development assistance programmes and their contexts. Over time, many development actors began to focus only

on the first part of this definition, and to-date, DNH is commonly interpreted at face value, i.e. to simply 'avoid doing harm'; however, both DNH and conflict sensitivity need to be understood as both 'doing no harm' and 'doing good', i.e. using development assistance to promote peace.

Conflict sensitivity is a way of working and requires development actors to:

- Understand the context in which they operate.
- Understand how their programme(s) interact with that context.
- Adapt their programme(s) to minimize negative results from interaction and maximize positive results.

Scope — Local and communtiy developement — D.N.H + Peace

Methodology — Desk review — Interviews

Research question — What does this teach us?
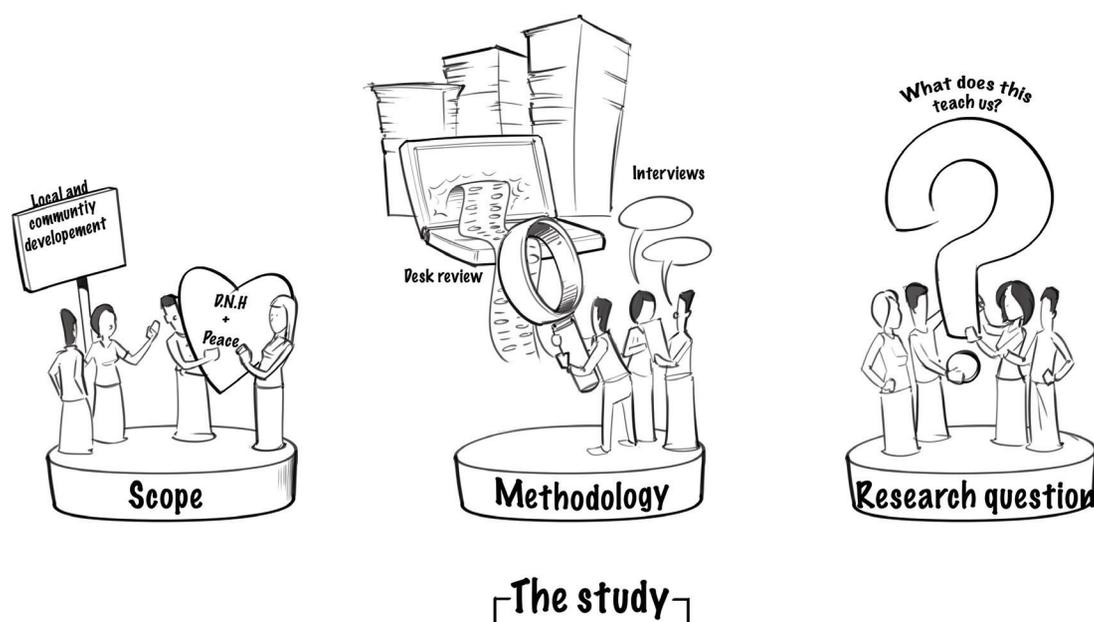
The study

1.2 Methodology

The study drew on relevant experiences from UNDP local and community development programmes, ongoing or completed within the past three years. It looked at programmes targeting specific subnational locations that aim to improve the local economy and society, and broadly use local resources, mechanisms and capacities. Within this spectrum, the study looked at programmes that have deliberately integrated DNH measures and/or made positive contributions to peace.

It took a broad view of peace and conflict contexts. In doing so, the study sourced examples that relate to armed conflicts and civil wars; intercommunal conflicts; identity-based discrimination, vulnerabilities and conflicts; state-society relations and conflicts; and intergroup relations and conflicts.

The study focused on local and community development, rather than on development more broadly, to manage its scale and make the findings more targeted. The focus is relevant for UNDP (and for UNDP in Myanmar), because of its in-country and international experience in, and critical learning from, downstream poverty alleviation, livelihoods and early recovery programming; however, many of the findings are equally relevant to other types of development support and investment.

The study used a layered methodology. First, it relied on a 2016 mapping study undertaken by UNDP's Bureau for Policy and Programme Support (BPPS) of the agency's global conflict prevention and peacebuilding

work for an initial indication of relevant examples. Consultations with staff in UNDP's Regional Bureaux provided further guidance on specific programmes and projects. Subsequently, key informant interviews (KIIs) of 60–90 minutes were undertaken with UNDP personnel—programme managers, project managers and conflict advisors—based both regionally and in Country Offices. The respondents interviewed in this study were anonymized to allow for honest reflection of experiences and learning.

The study centred on an overarching research question: What learning does the experience/programme/ project under consideration offer about designing, implementing, sustaining and measuring the application and impact of conflict sensitivity in local and community development programming? More specifically, the study inquired into whether and how initiatives aimed to follow the DNH approach and/ or support peace, and whether and how this aim informed the various phases of programme or project implementation, sustainability, measurability, tools, areas of innovation and lessons learned.

The study did not aim to test a particular theory or approach to conflict sensitivity; instead, it aimed to analyse relevant experiences and extract relevant learning (the key UNDP programmes and projects that were used or referenced in this study are summarized in section 4.1). Because contributions of relevance are limited to UNDP's local and community development portfolio, the scope does not cover large-scale development projects or private sector investments.

2.0
Findings:
Conflict sensitivity in local & community development practice
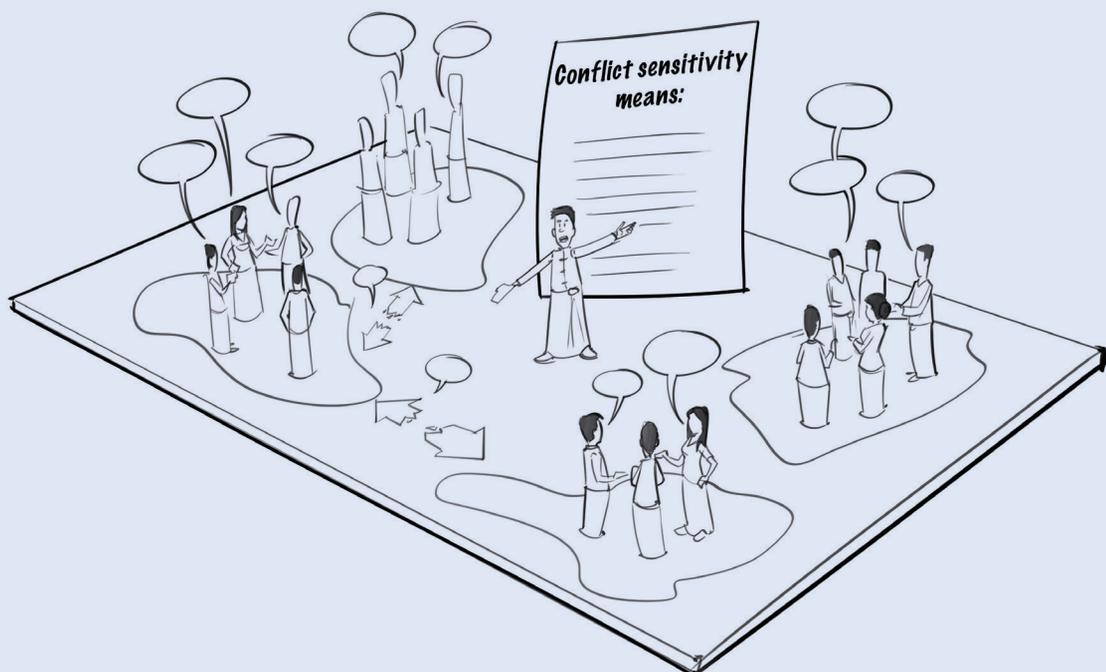
2.1

Principles, policy and strategy

This section of the report briefly scans the broader issues around principles and strategy, as they directly and indirectly impact UNDP's local and community development work.

2.1.1 Securing political buy-in while ensuring impartiality

The most prominent strategic consideration centres on securing political buy-in while maintaining impartiality. In several countries, particularly those where the government is or has been a party to the conflict, this involves treading a delicate line between garnering government support, and bringing on board other political and civic actors (often oppositional to the government). Key points of learning include emphasizing the impartiality of the United Nations, framing work carefully, taking time to build confidence, and establishing strategic partnerships.

In **Thailand**, one of the three objectives of UNDP's **Southern Thailand Empowerment and Participation (STEP)** project is to empower communities and populations in need with skills and resources to successfully establish and manage community development initiatives to improve human security and social cohesion. In the context of ongoing conflict between the Government and separatists in the south, the project seeks to leverage community development initiatives to build cohesion between Buddhist and Muslim community members. First, UNDP undertook considerable outreach with government agencies and civic groups in the south to build the trust required

to start project implementation, but also put in place measures to sustain this outreach throughout project implementation. On the one hand, this was helpful to mitigate potential suspicions on the Government's part that project assistance was politically motivated, and on the other to build up assurances with other stakeholders that project assistance would be unbiased and inclusive. Second, the project facilitated discussions with all stakeholders (central government, local authorities and local community representatives), allowing them to identify 'neutral' civic actors to facilitate business development work across both communities. Through facilitated consensus-building exercises, the stakeholders themselves settled on university professors from the local university in the target region as respected, well-informed and perceptibly neutral actors. The good practice here is not simply the importance of 'neutral' partners but also the value of allowing project stakeholders themselves to identify these in a consensual manner. UNDP in **Moldova** is implementing a **Support to Confidence Building Measures Programme (SCBMP)** that aims to connect communities on either side of the Nistru River's banks (separated by the Transnistrian conflict in 1992) first by involving local authorities, civil society organizations (CSOs), business actors and other stakeholders in resolving common development problems, and second, through support to economic and social development of local communities. Similar to **STEP** in Thailand, to secure buy-in and balance interests, the project built in long lead times to allow for trust building with the Moldovan central government and the Transnistrian authorities ahead of project implementation. Project staff also highlighted the importance of managing stakeholder expectations about what local and community development projects can deliver, i.e. that such projects can help strengthen links between divided communities, though solely they cannot achieve durable peace in target areas, which goes far beyond the remit of such work.

UNDP's **Cross-border Cooperation for Sustainable Peace and Development (CBCSPD)** project (2015–2017) in **Kyrgyz Republic** and **Tajikistan** aims to increase cooperation and trust between multi-ethnic and/or excluded communities in pilot Tajik-Kyrgyz village clusters towards mitigating risks of renewed cross-border violence. It does so by supporting communities to build ties around restoring, using and managing community infrastructure; accessing and managing natural resources; and focuses on improving ties between youth and women from the different sides. Learning from the project reinforces the need for frequent engagement with both central and local officials to maintain political support for programmes. By way of good practice, the programme also set up a joint monitoring group involving government and civil society representatives who periodically and jointly visit project sites and make joint recommendations for improvements. This has helped create a strong sense of joint government and civil society ownership of the project and is proving to be an effective platform for broader coordination between these stakeholders. The programme provides food for thought on how UNDP's project governance mechanisms can be used more creatively as conflict sensitivity measures.

UNDP **Bangladesh's** experience vis-à-vis its work in the Chittagong Hills Tracts (CHT) provides useful learning on strategies for, and challenges related to, securing political support in sensitive political contexts. The **Chittagong Hills Tracts Development Facility (CHTDF)** was a large-scale development programme that aimed, among other things, to build capacity of institutions in CHT to effectively plan, manage and technically support community-based development initiatives; to empower ethnic minority communities through small-scale development activities; and to build confidence between communities and the state through dialogue and problem solving. The Government position at the time was that the civil war had ended and that what was needed was to secure a fragile peace. In this context, UNDP reframed the project's conflict sensitivity aims as 'peace sensitivity' aims, which made the task of securing buy-in from Government easier, but at the same time didn't compromise on the key aims of the work. Similarly, where stakeholders were averse to the term 'peacebuilding', the CHT project was framed around 'intercommunity' and 'state-to-citizen' confidence building, again without conceding on content. Notwithstanding these strategies, the core aims

of the project (i.e. empowering indigenous communities and improving social cohesion between indigenous and Bengali communities in CHT) were met with continuous strong resistance. This experience confirms the challenge of balancing conflict-sensitive and human rights-based development approaches in politically sensitive contexts.

In some contexts, the learning outcomes confirm the need for balancing regional, national and subnational ownership. In **Colombia**, UNDP's project on **Employability and Entrepreneurship for Rural Families Victims of the Armed Conflict**, seeks to support the development of peasant farmers most affected by both conflict and exclusion. Some communities were mistrusting of local government officials who were directly involved in the conflict with FARC (Revolutionary Armed Forces of Colombia). As a result, the project sought their involvement on a more selective and case-specific basis. The good practice here is to undertake the task of securing buy-in based on an informed understanding of the conflict and conflict actors, instead of a more carte blanche approach. In **Uganda**, UNDP's **Local Development and Social Cohesion in Northern Uganda** project aims to, among other things, improve employment opportunities, economic recovery and reintegration initiatives targeting youth, crisis-affected and vulnerable communities. The project includes initiatives to reduce the flow of small arms and light weapons as well as people trafficking in northern Uganda. Kenya and Ethiopia share porous borders with Uganda. As a result, project impacts can only be sustained if there is support for complementary initiatives in these countries. This is an example of an important potential consideration for programmes to involve stakeholders beyond national governments by including more regional and transnational actors.

Interviews with several UNDP offices highlighted the importance and difficulty of balancing donor interests with national buy-in. The perception of national actors and, *inter alia*, their support for a programme can be directly impacted by who is funding it. In **Colombia**, this has meant being sensitive about accepting funds from donors whose governments have played a significant role in Colombia's conflict and consequently are perceived as biased. In other instances, such as in the case of **Georgia**, the **joint UNDP/EU Confidence Building Early Response Mechanism (COBERM)**, which provides of a platform for engagement of civil society
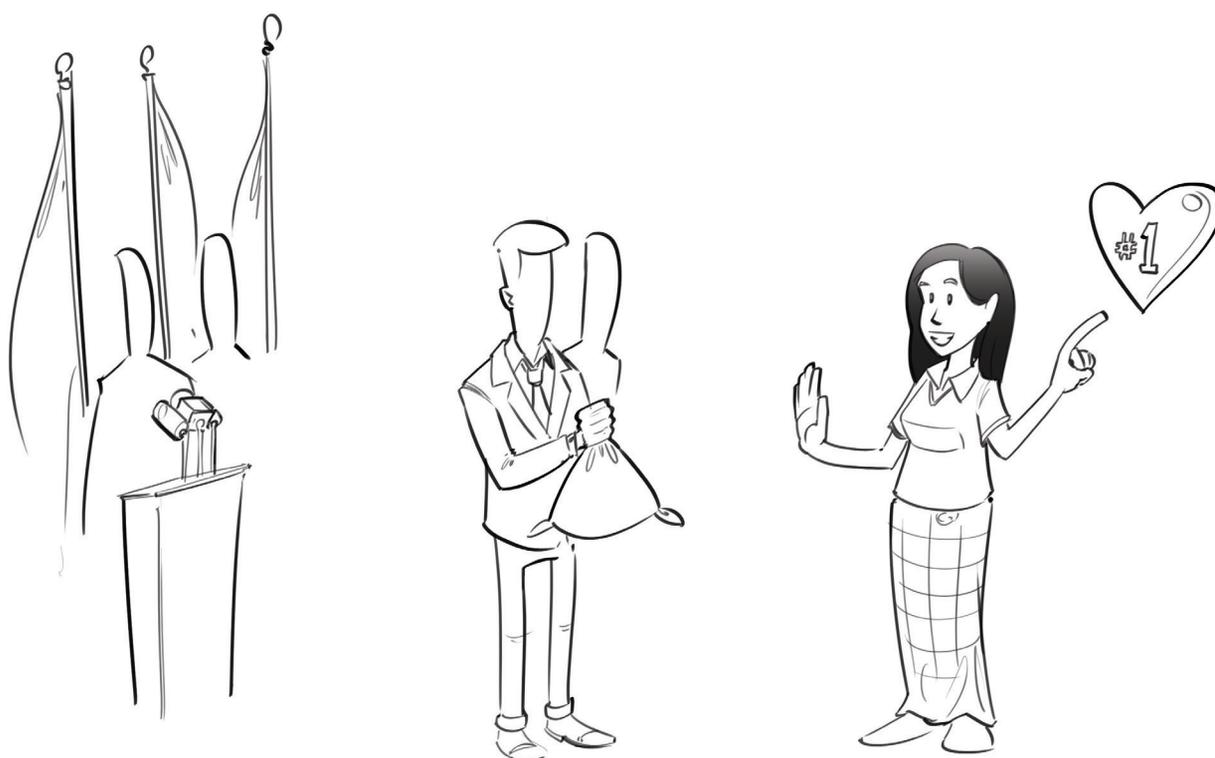
Securing and balancing buy-in

actors to create preconditions for reconciliation by stimulating cooperation at grassroots level UNDP plays a valuable intermediary role in providing donors with an impartial, apolitical and flexible mechanism.

2.1.2 Minding the interplays between project and context

There are tensions for UNDP about how best to position its local and community development programmes within a country's or region's broader peace and conflict context. One frequent strategic consideration is the timing and sequencing of development assistance in conflict-affected contexts. On the one hand, it is important to address the needs of conflict-affected communities. This is important, both to fill the development lag and to avoid reinforcing patterns of discrimination and marginalization. Such programmes can also be effective measures to restore confidence among people long-affected by conflict. On the flip side, if these programmes are ill-timed, they can be conflict 'insensitive'. For example, as some interviewees noted, communities and community leaders benefitting from local and community development projects risk getting 'too comfortable' and as a result, are less inclined to

engage in finding long-term solutions to the conflict. In other cases, these programmes risk becoming easy substitutes, allowing governments to evade responsibility for service delivery, in particular for those groups that are already underserved or excluded.

Another strategic consideration for UNDP is whether and how its downstream assistance portfolio impacts and is impacted by other conflict prevention and peacebuilding efforts. Depending on the political context, this interplay can either help or hurt. In some countries, downstream development assistance programmes provide UNDP with legitimacy or entry-points to engage in more upstream peacebuilding activities. For example, in **Georgia, the Confidence-building Early Response Mechanism (COBERM)**, a programme designed to build confidence between divided communities, provided UNDP with an entry-point to promote people-to-people connectivity, restoring trust and dialogue between divided communities while addressing real needs, such as livelihoods and capacity building. In any post conflict setting cooperation is possible on many levels and with many stakeholders, but few affect change. COBERM was effective in selecting the 'right' cooperation partners,

The interplay between upstream and downstream programming
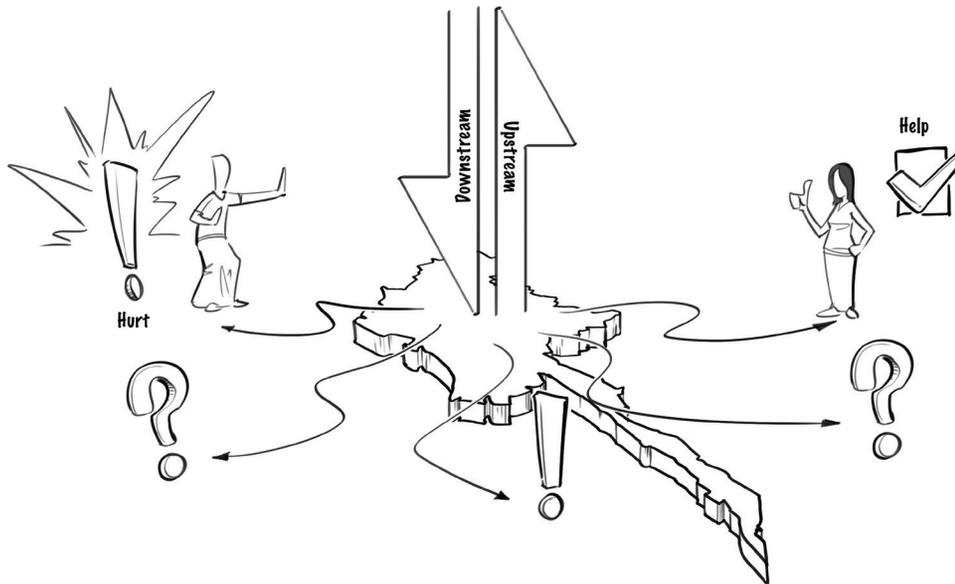
including a wide range of professionals such as medical and corporate professionals, who were key influencers and connectors in the peace process, who were able to bridge divides and serve as models of a more forward-looking approach. In **Moldova**, by contrast, the fact that UNDP was *not* involved in the formal peace process gave it the political space to design its local development programme (**SCBMP**) in ways that promoted peacebuilding between communities at the local level.

UNDP's experiences speak to the need for ensuring that Country Offices undertake analysis that combines macro-political and project-level analysis, allowing local and community development programmes to be designed, implemented and monitored in ways that are mindful of the two-way interaction between project and context, both in the immediate project environment and in the broader national and regional context.

2.1.3 Strategies for achieving conflict-sensitive and peace outcomes through local and community development

Globally, UNDP has an impressive range of examples where local and community development programmes have moved beyond DNH and proactively promote peace. These peacebuilding outcomes can be broadly categorized as follows: strengthening interaction or social cohesion across community divides; building

better citizen-state relations; empowering marginalized groups and addressing structural economic and social exclusion; and helping the recovery of conflict-affected communities.

In several countries, UNDP projects are leveraging economic incentives for peace. Economic gain proves a mutually appealing entry point for connection and interdependence. For example, UNDP **Thailand's STEP** project looks to leverage community development to improve cohesion between Buddhist and Muslim communities. Guided by this aim, the project works on initiatives designed to include persons from both groups. UNDP **Moldova's SCBMP** aims, among other things, to build connections and confidence between divided communities through support to business ventures. The project works with the local Chamber of Commerce to provide business education services, knowledge-sharing and networking opportunities for entrepreneurs from both sides, who in turn serve as examples for their peers. Within **Abkhazia**, in which Georgian and Abkhaz communities live apart, UNDP's **Confidence Building Early Response Mechanism (COBERM)** has sought to create multiple linkages and communication among the various multi-ethnic communities. This included support to development of a multi-ethnic Scouts movement, support to most vulnerable families affected by conflict and provision of various informal educational opportunities for youth and women.

Achieving peace outcomes

Opportunity: improving citizen-state relations

Local and community developement

Opportunity: addressing conflict root causes

Peace building

Opportunity: helping communities recover from conflict

Opportunity: promoting interaction and cooperation between groups
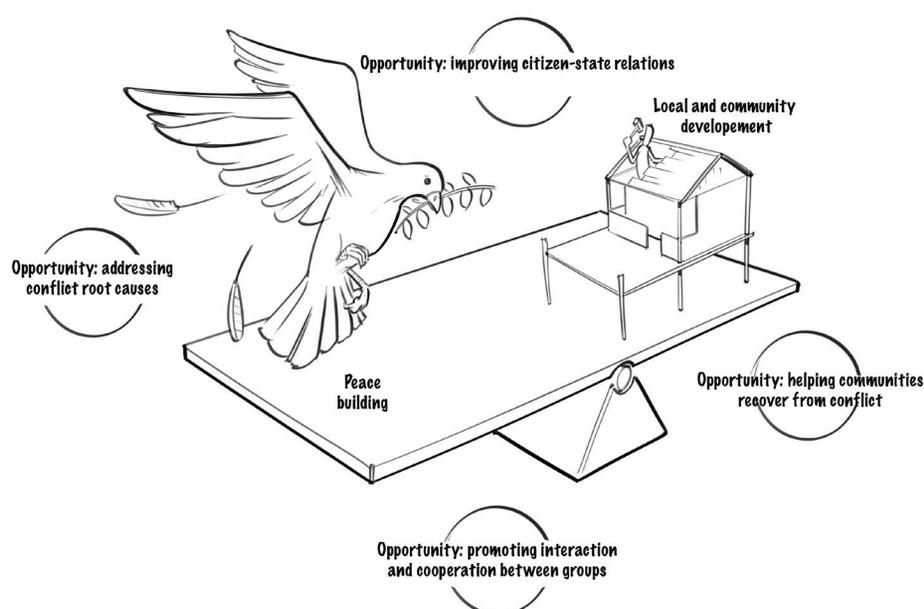
There are pitfalls to 'contact theory', the belief that simply increasing interaction between hostile groups improves mutual perceptions, understanding and trust. Experience shows that divided groups may interact with each other for personal benefit in a purely transactional manner, with no improvement in their attitudes or behaviour. With **STEP** in **Thailand**, while the initial incentive for collaboration is financial, the project is designed to facilitate an extended process by which Buddhist and Muslim groups jointly develop and run business initiatives. This allows groups to move beyond incentivized collaboration and build more meaningful relationships. The good practice here is to design socio-economic activities that allow for deeper collaboration and gradual trust-building and create a stake for continued co-existence and interdependence beyond the project. Within the framework of the **COBERM** supported initiatives implemented by CSOs, UNDP **Georgia** is investing in efforts to measure and track changes of attitudes and impact of confidence building work to positively transform perceptions and consolidate relationships leading to reconciliation. Such good practice necessitates strong indicators, baselines and end lines, allowing projects to test their theories of change.

In other countries, UNDP local and community development programmes are leveraging assistance to improve relations between the state and communities. In **Bangladesh, CHTDF** sought to improve supply and demand for improved government service delivery

as a means of improving state-citizen (vertical) and intercommunity (horizontal) relations. On the 'supply' side, the project worked with Hill District Councils, who were typically largely idle, to become much more active and responsive to indigenous communities. With the project's support, they began leading sectoral coordination, and collaborating with line ministries on agriculture, horticulture and fishing services in their areas. The project also worked on the 'demand' side with indigenous communities by helping them understand how to access these services. With improved service provision and increased service uptake, sectoral services became natural interaction points for different communities.

The study found that many UNDP local and community development programmes have used socio-economic assistance to address identity-based discrimination or structural exclusion, where these were either root causes of past and ongoing conflicts, or drivers of potentially new conflicts. In **Jordan**, UNDP initiated a project entitled **Mitigating the Impact of the Syrian Refugee Crisis on Jordanian Vulnerable Host Communities**, which combines various approaches, including vocational training, emergency employment through a cash-for-work scheme, entrepreneurship development, and skills exchange between Syrian refugees and Jordanians, all aiming to empower young men and women to both respond to the risk of radicalization and to mitigate tensions between host

and refugee communities. In order to tackle these risks, the project's vocational and entrepreneurship training and support goes hand-in-hand with modules on self-esteem, communication and conflict management. As a subset of the larger at-risk target population, the project supports women's vocational training and employment creation, with a view to changing taboos around women in visible employment. In a similar vein, UNDP **Nepal's Livelihood Recovery for Peace Project (LRP)**, provided targeted small-scale livelihoods support for poor and low-caste communities, aiming to improve their socio-economic and civic standing, as a way of tackling identity-based discrimination that had fuelled the armed conflict.

If local and community development assistance is to tackle the root causes of conflict or prevent future conflict, it has to be long-term and sustainable. Unfortunately, UNDP's programme frameworks frequently fall short of the time horizons required for translating economic benefits into political and social capital needed for empowering marginalized or at-risk groups. In this regard, partners play a valuable role. Several interviewees reflected positively on the ability of private sector and public-private partnerships to both boost and maintain the income of conflict-affected people and to sustain these gains beyond 'projectized' external support. In **Colombia**, UNDP supports farmers to boost productivity, and then

facilitates market linkages between beneficiary farmers and multinational companies, as a way sustaining the project's results. UNDP must also be mindful that working with communities affected by violence or who are at-risk requires deep sensitivities to their experiences of violence and often trauma. As one strategy, UNDP **Colombia** employs psychologists to accompany its development work with conflict-affected and vulnerable people. The good practice here is to plan and implement programmes with adequate sensitivities to the timelines, accompaniment and support needed for communities to recover emotionally and psychologically.

An important note that while there is potential for local and community development programme to be peace supportive by tackling conflict causes and drivers and contributing to peace (the maximalist end of conflict sensitivity), not all programmes are mandated to or equipped to do so. There are many effective conflict sensitive local and community development programmes that stay within the minimalist end of conflict sensitivity (DNH) that do not aim to build peace. The potential to move through this spectrum (minimalist to maximalist) must be carefully assessed against the context, organizational mandates, stakeholder views, planning and implementation timeframes and capacities.
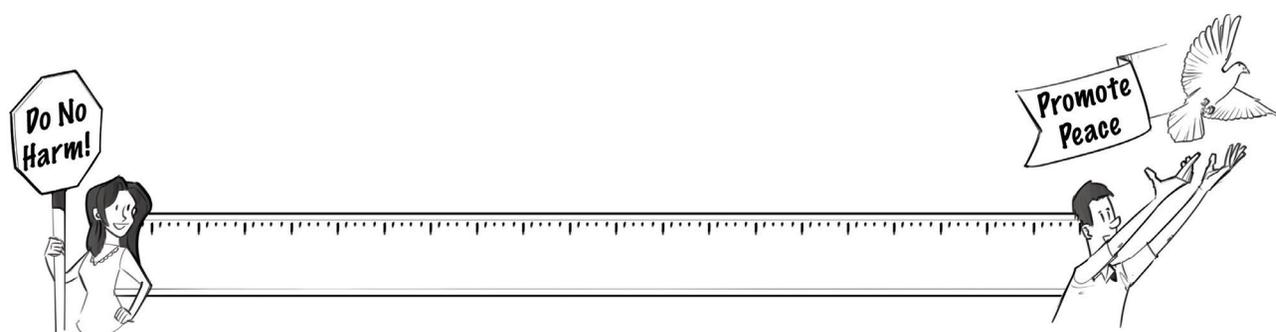
2.2

Programme Management

The next section of this chapter follows the integration of conflict sensitivity into the different steps of a typical project management cycle. Each key project management stage includes an introductory explanation of what the task typically involves, both from general project management and conflict-sensitivity perspective.

2.2.1 Conflict analysis

What does this task involve?

Conducting a structured conflict analysis and regularly updating it throughout all stages of the project cycle to inform the way interventions are designed, implemented and monitored, is the cornerstone of conflict sensitivity.

Conflict analysis takes a systematic approach to:

- Understanding the background and history of the conflict.
- Identifying the causes of conflict.
- Identifying all the relevant groups involved.
- Understanding the perspectives of these groups and how they relate to each other.

In some situations it may be too sensitive to talk of conflict analysis. Using the broader term 'context analysis' can help to overcome this challenge; however, it is important to differentiate between a context analysis that examines a broad array of social, economic, political and cultural issues and a one that specifically seeks to understand conflict.[1]

In terms of process, best practice emphasizes maximizing participation and gathering local perspectives. Triangulation is also central to conducting analysis, where perspectives and accounts will vary considerably. It is also good practice to make the analysis findings available to those who contributed to it, both to validate the results and to close the feedback loop. This also helps to avoid the frustration that local stakeholders and communities experience when consultations are unidirectional and feel extractive.

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1 Conflict Sensitivity Consortium, 'How to guide to conflict sensitivity', February 2012, p.4
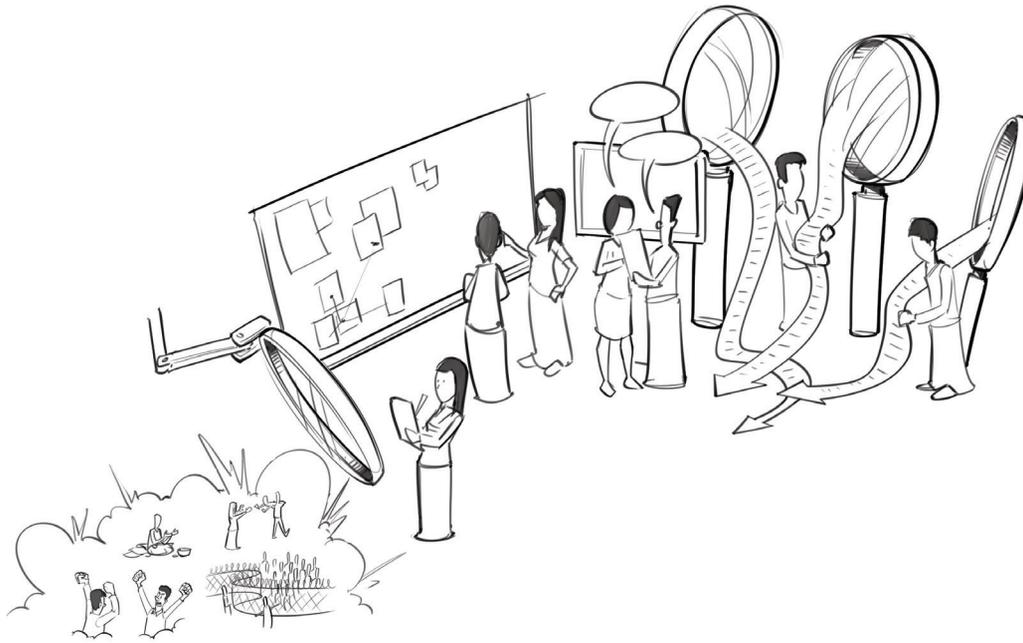
Reducing the 'mainstreaming burden'

Key findings

UNDP's global experience emphasizes the importance of periodic sound conflict analysis at multiple levels. In UNDP **Thailand's STEP** project, conflict analysis is undertaken annually in consultation with national and local stakeholders—including the Government, university professors, community members and local NGOS. This analysis forms the basis of an updated work plan, which is then approved by government counterpart ministries. In Bangladesh, **CTDF** undertook an Institutional and Context Analysis (see analysis tools in section 4.2 for more information on ICA) during the later stages of project implementation, which helped the Country Office to better understand stakeholder positions and perceptions, and in doing so, increase its engagement and advocacy efforts with certain groups in order to break down resistance.

There seems to be a gap between norm and practice. While UNDP encourages regular conflict analysis, in practice this does not happen very often. Interviews also confirmed that while conflict and peacebuilding specialists within the organization champion the practice of conflict analysis, they frequently swim against the tide of a larger UNDP population that either don't have the time, resources or technical skills required, or don't perceive their work as 'conflict related' and therefore requiring conflict analysis. In UNDP

Nepal, as part of an interagency initiative to strengthen and institutionalize conflict sensitivity capacities (**UN Interagency Programme on Mainstreaming Conflict Sensitivity**), the UNDP team researched the cost-effectiveness of conflict sensitive programming with concrete examples of financial and other costs borne by projects when they failed to consider or adapt to conflict risks. The good practice here is to present a sound business case for regular conflict analysis, rather than extoling this kind of analysis for its own sake. It is important to also find creative ways to undertake conflict analysis, and to combine it with other analysis, to lighten the perceived mainstreaming burden on programme colleagues. For the **Nepal** office, this involved working with the office's gender and social inclusion advisors to undertake combined analysis and develop integrated checklists. The **SCBMP** in **Moldova** uses UNDP's new social and environmental screening tool, which incorporates gender, disaster risk reduction and other elements, including some aspects of DNH, but complements this with other activities, such as regular conflict mapping, stakeholder consultations, and periodic reflection. The practice is reinforced by UNDP **Uganda's** experiences, where efforts are made to promote joint analysis to avoid duplication and promote common understanding (see box 2).
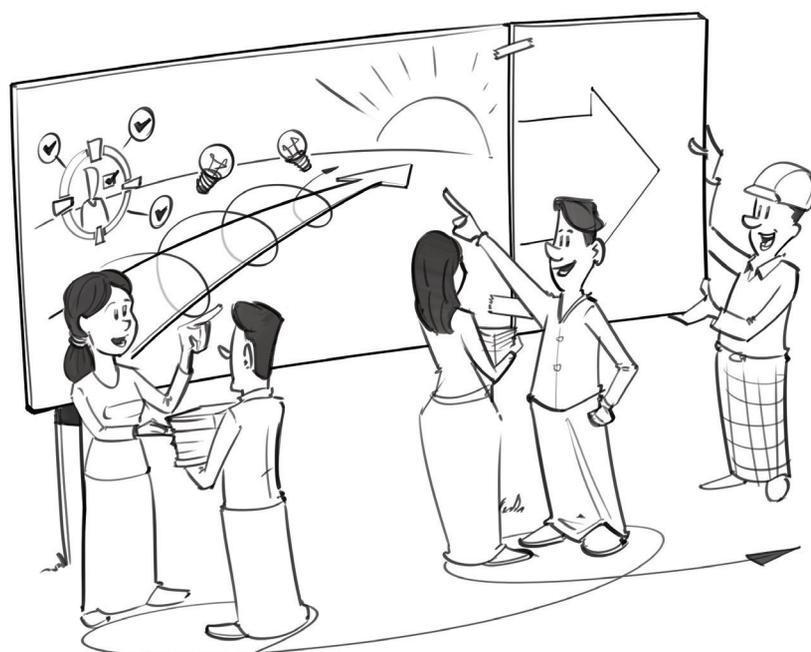
Iterative project design

Box 2

Coordinating analysis exchange Uganda

UNDP Uganda co-chairs (with the United States Agency for International Development) the Northern Uganda Development Partner Group, which involves a range of peacebuilding stakeholders (e.g. technical staff from various agencies). This group functions as a joint platform to harmonize support to northern Uganda. A key function of the group is to coordinate conflict assessments and to share findings from specific analytical initiatives. The forum frequently invites external actors to share insights.

Box 3

Monthly closed-door political analysis: Georgia

UNDP Georgia facilitates regular conflict analysis linked to a monthly coordination meeting of UN representatives and trusted external actors. The meeting uses Chatham House Rules, providing anonymity to speakers, which allows a free and confidential exchange of ideas and opinions. These meetings are helping UNDP (and attendees) to remain abreast of political developments and risks, to coordinate strategies, and to take these back into programme design and adaptation. The office also consults regularly with local NGOs and communities to ensure an accurate picture of dynamics on the ground. So far, given political sensitivities, the meetings don't involve government authorities, but UNDP uses other meetings to keep abreast of their views and is exploring ways of sharing the analysis coming out of these meetings with authorities.

Country Offices are also finding that more real-time exchange of information, analysis and scenario planning is as or more useful than commissioning in-depth and lengthy analytics. This is especially true in places where the peace and conflict dynamics are fluid or when undertaking conflict analysis is politically sensitive. UNDP **Georgia's** experience with regular closed-door analysis provides useful insights (see box 3).

2.2.2 Project design

What does this task involve?

Integrating conflict sensitivity at the design stage involves using findings from the conflict analysis to inform all key parameters of the project, such as

- What the project will do.
- Who will implement it and for whom.
- Who the beneficiaries/participants will be.
- Where the project will be implemented.
- When the project activities will take place.
- How the project will be implemented.

It is important to integrate DNH measures in each of these considerations. It is also good practice to, wherever possible, be able to articulate how a project's design will contribute to peacebuilding. Some dimensions of project design that are particularly important for conflict sensitivity include project structure (essentially its timeframe and implementation modality), beneficiary targeting decisions, the strategic integration of peacebuilding within the development project design, and the project design process—who is involved, when and how.

Good practice in terms of conflict-sensitive project design processes emphasizes a high degree of participation, ideally with key design decisions being generated bottom-up from beneficiaries and key stakeholders, and a deep consideration of context. In transitional contexts, particular attention is needed to the politics of those involved, and when and how they contribute, in order to secure both the input and approval of key people and agencies.

Key findings

There is no set approach to project design in UNDP. While approaches vary, they usually place a high premium on participatory and consultative design. Interviews for this study confirmed that the traditional project structure, with relatively short-term, time-bound, predesigned and rigid initiatives are unsuitable for conflict sensitive programming. As good practice, many offices are factoring in considerable lead-time, often between six months to a year, at the beginning of a project, for consultations and relationship-building with stakeholders. The **Eurasian**, **Thai** and **Jordanian** programmes referenced in this study all dedicated

considerable lead-times to consult with and agree on intercommunity initiatives.

Beneficiary and geographic targeting is one of the more challenging conflict sensitivity considerations during project design. Experiences from UNDP reinforce the need for robust and transparent criteria both for beneficiary selection and for subproject design. UNDP **Jordan's** efforts to develop a rigorous project design and beneficiary selection process provide useful learning in this regard (see box 4). Another lesson comes from UNDP's **CBCSPD** project in **Kyrgyz Republic** and **Tajikistan**, which supports intercommunity cohesion through joint activities around natural resource and infrastructure management. The project partners with and benefits from UNICEF'S specialized expertise on youth, in order to design subprojects and select youth beneficiaries at risk of participating in violence, which speaks to the underutilized potential for working with specialized agencies when addressing particular vulnerabilities or targeting certain population segments. The **CBCSPD** project also ensures consultation with both target villages, as well as neighbouring/adjacent villages, in order to understand the project-context interactions beyond project coverage. These strategies are allowing UNDP to inform the work of other agencies. For example, during its regular village consultations, villagers expressed their discontent about a planned bridge construction activity in a neighbouring village, which UNDP was able to report to the United Nations agency involved, who in turn was able to reconsider and adapt its plans.

2.2.3 Project implementation

What does this task involve?

Conflict-sensitive implementation involves carrying out a project in a way that does not unintentionally cause or exacerbate tensions and that capitalizes on opportunities to contribute to peacebuilding outcomes. The way that the implementing team manages relationships with actors who are both directly and indirectly affected by the project is central to conflict-sensitive implementation. The team needs to recognize the role and activities of these actors and seek, wherever possible, to build relationships with, and among, the different players for greater effectiveness.

Facilitating information flows
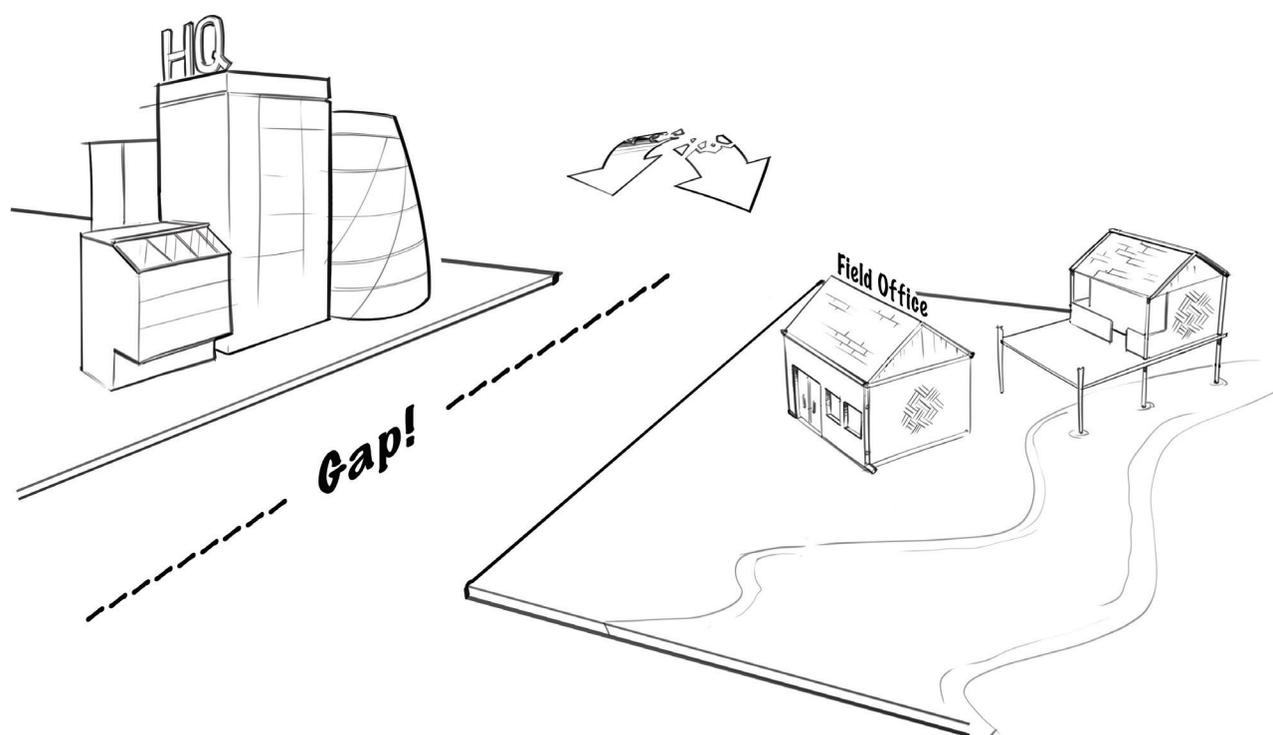
Box 4

Conflict-sensitive project design and beneficiary targeting: Jordan

UNDP Jordan undertook a careful and sophisticated project design process for its livelihoods support, given its intention to prevent conflict and the acute political sensitivities of refugee and host community dynamics. The team approached elected mayors and council members at municipality level to gather their perspectives and secure their support. At the same time, the team consulted with local community-based organizations (CBOs), as well as loose networks of young people, who tended not to be affiliated with CBOs. In addition, the team conducted focus group discussions and household visits. These different stakeholders provided a critical diversity of views.

Once the overall project was designed, the team also developed a rigorous selection process that included

a clear rationale for why certain groups of people are supported. UNDP also devised and communicated eligibility criteria and selection criteria (who can apply and who will be prioritized), and a selection process (advertisement, community meetings, application, and interviews). This information was communicated and validated at different stakeholder meetings, and then widely disseminated.

Investing in devising these products and communicating them widely helped the office to avoid high beneficiary drop-out rates, ensure that the desired target group was reached, and avoid complaints from both authorities and communities.

Senior level commitment

Integration at all levels

Right people - Technical Expertise - Capacities

Matching resources

Institutionalizing conflict sensitivity
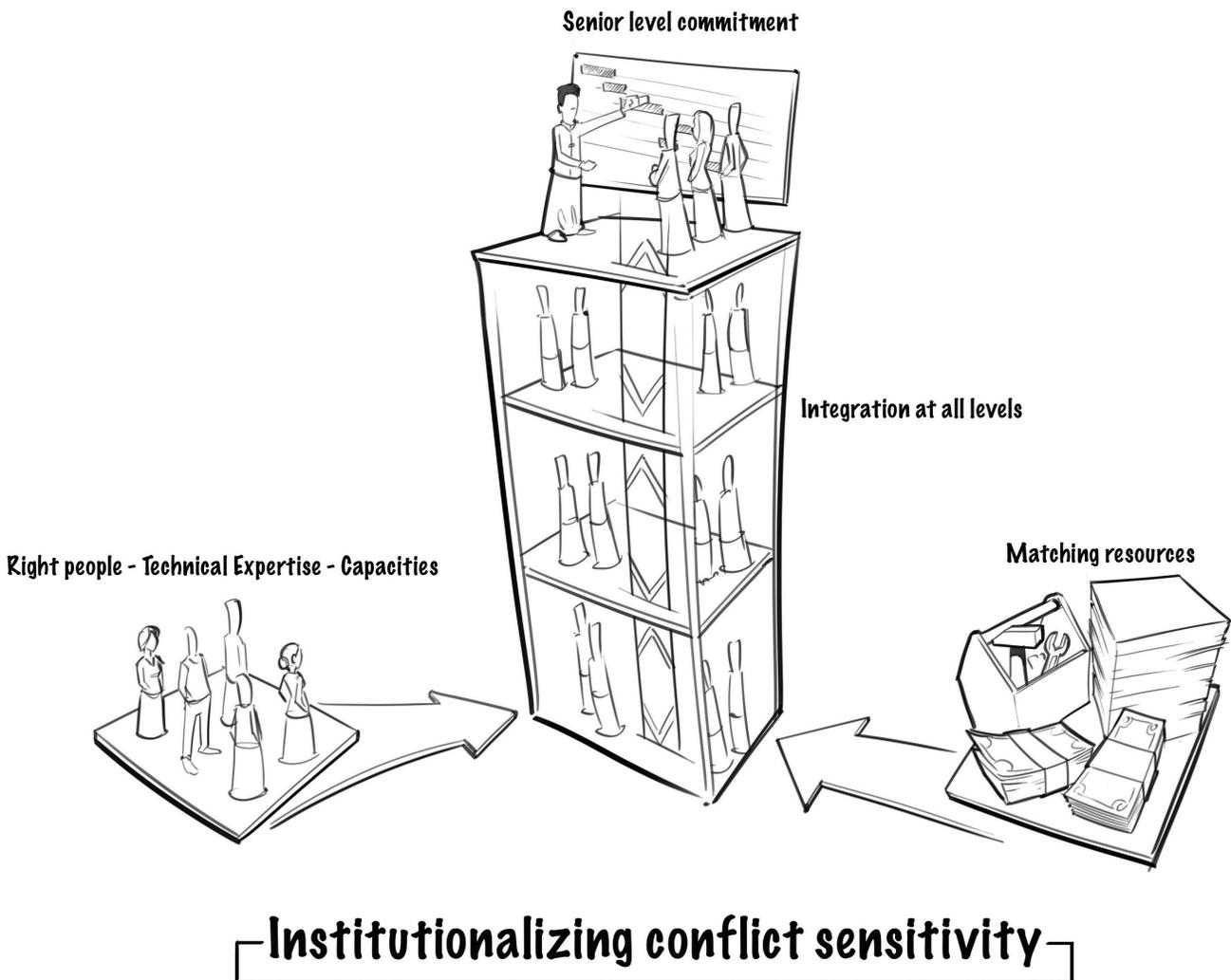
Key findings

With regard to implementation, good practice centres on the degree to which project structures facilitate information flow between different levels. The main risk is a gap between context knowledge at the field level and the power to influence decisions.

UNDP's global experiences also emphasize the importance of adaptive management for conflict-sensitive project implementation. For example, UNDP **Moldova's SCBMP** has invested time to develop detailed contingency plans in the event project implementation stalls. The project has also used its governance mechanisms (e.g. Project Board) more creatively, as a tool for consulting with a cross-section of stakeholders in order to keep abreast of context changes. Moldova also provides useful learning on setting up informal peer groups to accompany project implementation (see box 5).

Box 5

Harnessing a contact group for conflict sensitivity mainstreaming: Moldova

A conflict-sensitivity contact group was developed in the UN in Moldova. This group functions as an informal peer support network to exchange learning. This forum is now working towards a more streamlined and robust approach to conflict sensitivity in the UN Country Team, including rolling out training modules and developing a Code of Conduct for working with due consideration of conflict dynamics.
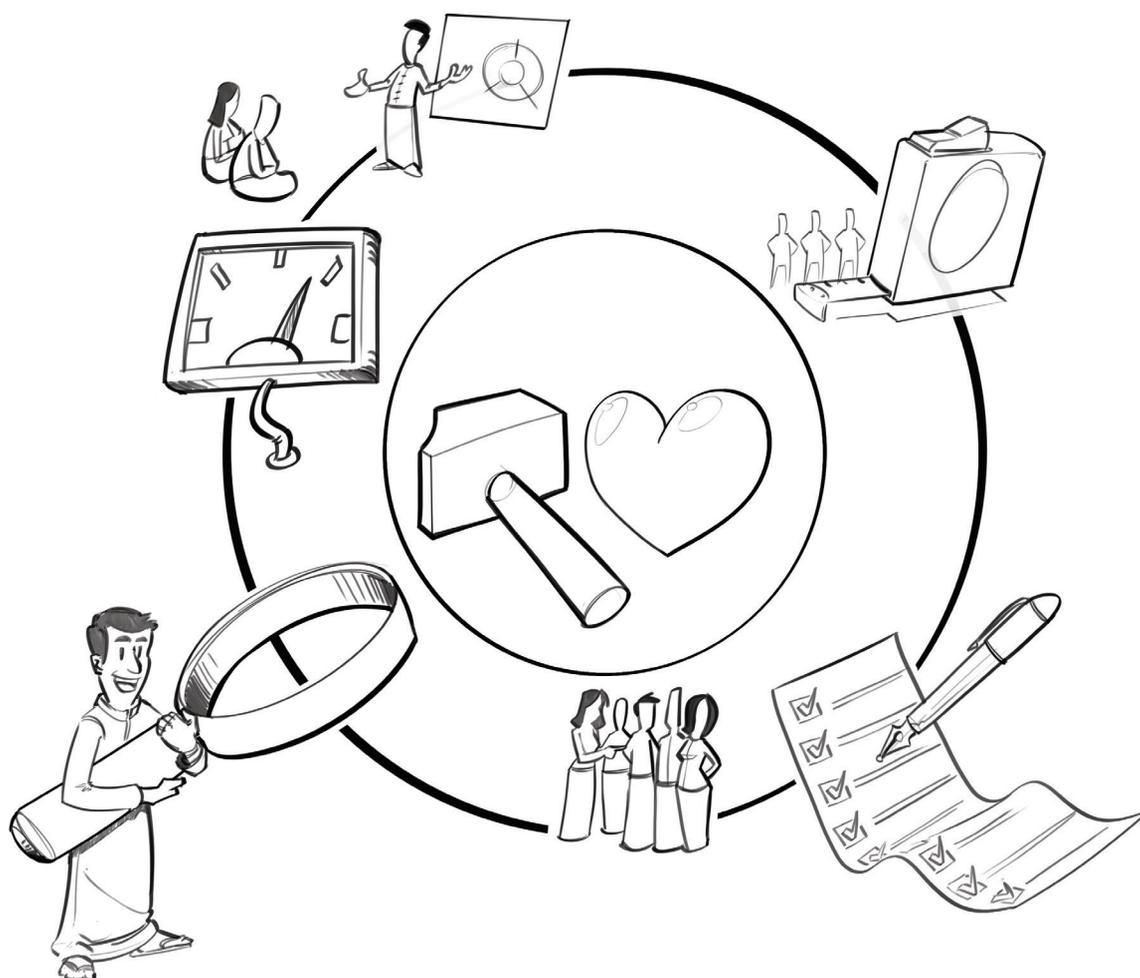
Measuring conflict sensitivity

Interviews for the study also provided reflections on the importance of 'institutionalized' approaches and capacities. Many UNDP personnel felt that the institutional set-up, both at the project management and wider organizational levels, is crucial for conflict sensitivity. Senior decision makers need to fully support the integration of conflict sensitivity into projects, and match this with resources. Conflict sensitivity needs to be integrated into all levels of organizational and project decision-making. The practice of relegating conflict sensitivity to designated staff, without a wider organizational or office practice, was found largely not to work.

There were many reflections on optimal approaches to strengthening capacities for conflict sensitivity, which was considered essential to move staff away from perceiving it as 'extra work'. This means integrating conflict sensitivity into policy, strategy, programming

and operational documents. Learning from UNDP **Nepal** was to avoid allocating conflict sensitivity to focal persons in teams or departments. While this might seem a good strategy to anchor responsibility in the short term, in the mid-term, colleagues tend to view conflict sensitivity as the focal person's job rather than as a collective responsibility, which it needs to be.

To strengthen project partners' conflict sensitivity capacity, UNDP **Colombia** used joint training with government and civil society representatives to strengthen relationships between these stakeholders. These efforts were further sustained by providing stakeholders with opportunities to use these capacities. For example, government officials have used their skills to facilitate dialogues to reach agreements with communities on sensitive issues. **Nepal's** experiences provide reflections on building sustainable capacity (see box 6).

Box 6

Institutionalizing conflict sensitivity in government-led local development: Nepal

In Nepal, an interagency conflict sensitivity initiative has sought to build sustainable capacity within government to apply conflict-sensitive approaches to development work. It has integrated conflict sensitivity into the Local Development Training Academy (LDTA), which provides trainings to district and village level officials. The LDTA is now overseeing the integration of conflict sensitivity into district development planning. Local district and village level officials are supported to analyse the context, forecast possible risks, and develop strategies to avoid negative impacts on conflict. One of the challenges to embedding capacity is the frequent transfer of trained government officials. Apart from integrating conflict sensitivity into government training academies, the Country Office also used a train-the-trainer approach to build capacity within government ministries.

2.2.4 Monitoring and evaluation (M&E)

What does this task involve?

Monitoring for conflict sensitivity includes reflecting on the interaction between the intervention and the context as part of the broader monitoring plan. It involves three key elements:

- Monitoring the context
- Monitoring the effects of the context on the intervention
- Monitoring the effects of the intervention on the context

A key objective of monitoring for conflict sensitivity is to help the project adapt implementation where conflict issues or changes directly relating to the intervention are identified.

Regarding the evaluation of conflict sensitivity, it is important to ensure that evaluations cover the direct project results, as well as the interaction between the intervention and the context. It is also important to consider whether or not adaptations were needed and made as a result of conflict sensitivity.[2]

Key findings

Generally, the M&E of conflict sensitivity is the weakest area of practice in UNDP. The study evidenced few examples of systematic measuring. Where conflict sensitivity M&E was being done, it was far more at input or activity levels; for example, counting numbers of participants in training rather than any changes in their attitudes or capacities as a consequence of the training.

Some reflections emerged on the importance of setting measurable objectives. UNDP **Moldova's SCBMP** aims, among other things, to build connections and confidence between divided communities through support to business ventures, but notes that attitudinal changes are often too complex and long term to measure, and it is better to measure degrees of contact and interaction. UNDP's **CBCSPD** project in **Kyrgyz Republic** and **Tajikistan**, which aims to increase cooperation and trust between multi-ethnic and/or excluded communities uses the measurement of trust between ethnic/national groups to measure its peacebuilding impacts. To do so, the project has undertaken a baseline perception survey in 2016, which it will use to track changes in trust levels over the course of project implementation. The project also uses pre/post surveys at community meetings to measure perception changes in the short term. Finally, CBCSPD employs a mechanism to track incidents and trends in violence, by way of trained monitors based in regional centres who spot early warning signs of inter-ethnic conflict, rate these against the likelihood of violent conflict, and report them back to UNDP. In one instance, such an alert enabled UNDP to facilitate dialogues between CSOs and government representatives to diffuse tensions. Analysis is also shared with the government and law enforcement agencies, though some data remains confidential to UNDP.

3.0
Conclusions & recommendations

At the strategic level, securing the political buy-in from all sides of a conflict was cited as challenging, given mistrust of actors working across conflict divides. The perceived impartiality of the United Nations provides UNDP an opportunity to play a bridging role between conflicting parties. Alternatively, risks of association need to be navigated carefully to preserve faith in UNDP's impartiality. Funding from politicized actors and working with certain actors if their role in a conflict is perceived too negatively needs to be avoided. Strategic alliances are also critical, to enhance trust and outreach to different sides. UNDP can also establish inclusive platforms that bring stakeholders together to jointly oversee and monitor programmes and to build mutual confidence.

Local and community development work can help to lay the foundations for political settlement, including by bridging community and stakeholder divides at the local level. At the same it can undermine a political settlement, including by altering the incentives for conflicting parties to engage in a peace process or by allowing the state to evade its obligations to deliver services to excluded populations. The emerging lesson is the need for strong political economy analysis to plan for and navigate political and conflict dynamics adeptly. A key learning is for UNDP to undertake analysis for local and community development interventions that looks at both the macro level peace and conflict dynamics, as well as at the local context, in order to foresee and mitigate harm.

UNDP is a leader in the field in terms of leveraging local and community development for peacebuilding aims in conflict contexts. In fact, peacebuilding is often the primary purpose of local and community development. Approaches typically draw on livelihoods and service delivery support to achieve a range of peace impacts, including: building better citizen-state relations; strengthening interaction or social cohesion across community divides; empowering marginalized groups and addressing structural economic and social exclusion; and helping the recovery of conflict-affected communities. The success of these strategies depends, however, on a genuinely comprehensive approach. Peacebuilding objectives and conflict sensitivity will likely only be fully realized when blended with, rather than siloed from, development work in a project's design. Finally, a delicate balance must be struck between respecting cultural norms to be conflict

sensitive and challenging these norms for positive change. Empowering women, young people and marginalized groups requires careful engagement both with internal champions and those resisting their empowerment.

Context and conflict analysis needs to be fit for purpose. In some UNDP working contexts, the need is for in-depth insights to understand complex conflict causes and effects in order to shape responses. In others, the need is to ensure regular, fast, analytical exchanges between key project stakeholders to ensure its responsiveness to shifting political and conflict dynamics. Analysis coordination and sharing is good practice to promote coherence between agencies. A standing forum is a helpful structure to enable this. There remains a challenge within UNDP to make conflict analysis a deliberate practice, including in contexts where conflict is not overt. Country experiences on 'making the case' for conflict sensitivity, for example from an aid effectiveness lens, offers insights on how to create traction with sceptical managers, staff and donors.

UNDP can still be prone to top-down design processes due to time and funding shortages and a predisposed inclination to align with national priorities; however, local and community development programming for peacebuilding demands the space and flexibility for beneficiaries to shape their own agendas and for initiatives to generate the ownership and trust-building processes required. This area of work therefore provides UNDP with opportunities to work more flexibly and bottom-up, and to model this in its partnership with governments. There are significant conflict sensitivity risks around project design processes, especially regarding who feels consulted and whether the design meets diverse needs and expectations. Beneficiary targeting is a typically sensitive issue, with the risk of anger or resentment from some groups at being left out or favouring 'the other side'. Several Country Offices model good practice, wherein the right range of diverse stakeholders are consulted in-depth; robust criteria for participation are developed in consultation and shared widely; and strong outreach and transparency enables effective targeting without grievances.

Conflict-sensitive approaches to project implementation require frequent and participative information flows to ensure full, fast awareness of changes on the

ground for proper responsiveness. Having inclusive, multi-stakeholder project management and oversight structures can enable drawing on participants' connections and analyses to help it adapt to changes on the ground. Effective strategies for building United Nations staff, government and civil society capacity through implementation include developing peer support networks, training state and non-state stakeholders together to build mutual trust, and institutionalizing conflict sensitivity capacities in national agencies.

UNDP's experience of conflict sensitivity M&E is mixed. Generally, there is a dearth of robust monitoring of the peacebuilding impact of local and community development across conflict divides; however, there is currently focused work ongoing to develop ways to measure social cohesion, as well as new frameworks for measuring changes in different forms of capital that underpin positive peace. Some conflict monitoring initiatives are functioning dually as early warning, early response systems and as evidence bases to track the impact of confidence-building work.

Complementary findings from Myanmar scoping study

In parallel to this study, a scoping study of Myanmar good practice and lessons learned in integrating conflict sensitivity into local and community development projects was conducted. It generated key findings that reflect those of this international study of UNDP's experience in many ways:

- Given the complex transition underway in Myanmar, development initiatives need to be cognizant of the risks of exacerbating grievances, discrimination and conflict divides at local, regional and national levels. This is especially the case in ethnic minority areas, given their considerable conflict dynamics and impacts, but also across Myanmar, given the country's ethnic, religious, linguistic and socio-economic diversity, as well as the many forms of latent or localized conflicts that exist. Development partners also need to be mindful of the interplay between levels, such as how local or community development interventions can negatively or positively affect other ongoing national processes (e.g. the peace process and the democratic transition) and vice versa.

- A key tension for development partners exists around aligning with and strengthening the state for greater effectiveness and improved service delivery in contexts where the state is party to an ongoing conflict: one in which the 'the state' itself is being contested by a range of non-state actors. At the same time, the decision to delay assistance until a peace process is fully underway or a peace agreement is reached, risks increasing the vulnerability of conflict-affected communities who—because of perceived and actual historical structural discrimination—tend to have higher development needs and grievances.

- Development initiatives should also strive to support peace wherever possible. This might include integrating into development projects approaches that support dialogue and build trust across divides at community and/or political levels, and that empower traditionally marginalized people. It might also involve countering corruption and boosting transparency, accountability and citizen participation in and oversight of government and development agency decision-making. This can support democracy and help local people, particularly marginalized communities, to trust authorities. Some local and community development projects are making these kinds of peacebuilding contributions in Myanmar, but much more can and should be done to integrate support for peace within development strategies and approaches.

From these findings, the study makes the following recommendations:

1) **Create and sustain inclusive platforms for project consultation, oversight and monitoring**, involving the participation of relevant government and non-state actors. This will ensure the required political support, a balanced perspective on project strategy and (potentially) build positive relationships between participating actors. Where positive steps for peace and human rights create tensions with cultural norms, promote dialogue on these tensions among national actors, support incremental steps towards equal rights and peace, and cultivate local and national champions to help make positive changes.

2) **Invest in continuous conflict analysis** to inform and influence funding and partnership decisions, project design, implementation and operational modalities.

3) **Seek to leverage local and community development support for maximum peacebuilding impact** by integrating peacebuilding goals and objectives, and ensuring that development activities and outcomes mainstream a peacebuilding approach, rather than designing peacebuilding activities in isolation.

4) **Invest in undertaking conflict analysis at multiple levels,** particularly at community level within the project target areas, but also at subnational, national and subregional levels. Local development dynamics affect national political and peace processes, and vice versa, so the potential interactions must be analysed to inform DNH strategies. Invest in a blend of in-depth, evidence-based conflict analysis, rapid insight and advice. UNDP should complement regular project level and national conflict analysis with standing platforms for analytical exchange between diverse experts attuned to different stakeholder perspectives. This will help project staff remain politically informed for adaptive management amid fluid conflict and political dynamics.

5) **Prioritize broad consultation to mitigate the risk of resistance** from those feeling left out. Similarly, promote a sense of fairness among stakeholders, develop robust criteria for beneficiary selection in consultation and share these transparently. Avoid overly predetermining local and community development project designs. Harness community-driven development thinking and enable beneficiary groups to collaboratively shape their own initiatives. This will create ownership and more sustainability, filter out potentially harmful ideas and build trust among participants.

6) **Build a project management structure that is responsive to change.** This requires frequent and participative information flows of information from the field to headquarters and back, and flexibility to enable quick decisions and actions. Also mainstream capacity support for key staff, stakeholders and beneficiaries (such as community groups leading change processes) on building conflict sensitivity into project activities to ensure smooth implementation and stronger peacebuilding outcomes.

7) **Invest in measuring change at different levels.** It is essential to track the project's impact on conflict and peace dynamics in its target context and more broadly. Developing and tracking interaction indicators (that measure changes in conflict and peace dynamics closely linked to the project's sphere of influence) will alert staff to risks of doing harm and also reveal positive peace impacts. Gathering regular feedback from beneficiaries is an essential way to understand the project's impact on the context throughout implementation, and to note and respond to any grievances they may voice.

4.0
Resources

4.1

UNDP programme/project summaries scoped/referenced

Bangladesh

Chittagong Hill Tracts (CHT) Development Facility: 2003-2016

This large-scale development programme had the following objectives: Build the capacity of CHT institutions to effectively plan, manage, and technically support bottom-up community-based development initiatives; conduct special region-wide initiatives that address cross-cutting development priorities and peacebuilding opportunities; empower the Para communities for self-reliant development based upon self-assessment of development opportunities, and design and management of small-scale development activities supported through Quick Impact Funds; lead confidence-building discussions and activities among and between communities, CHT leaders from all communities, Government, and donors, to address issues that have impeded development, and seek practical and alternative solutions; and enhance UNDP operational infrastructure and capacities to support CHT development.

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Colombia

Employability and entrepreneurship for rural families victims of the armed conflict (2014-2018)

The programme supports the development of peasant farmers who have been most affected by the conflict and whose structural exclusion contributed to its cause. The programme provides funding for agricultural activities directly to community groups, including vulnerable and disadvantaged people, such as poor women. Agronomists based in the community long-term provide technical support.

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Georgia

Confidence Building Early Response Mechanism (COBERM) - Phase III

This flagship programme, is a joint EU/UNDP initiative that promotes involvement of local Civil Society Organizations (CSOs) in a wide range of areas and activities, including support to immediate and concrete initiatives, which seek to have a demonstrable impact on building confidence among communities affected by conflict. COBERM was set up in May 2010, and implemented two phases during 2010-2015. Its third phase was launched in January 2016. COBERM is an apolitical, impartial and flexible mechanism. The main aims of COBERM are twofold: 1) To support innovative people-to-people confidence-building opportunities; 2) To Help create an environment conducive to fostering peace, stability and human security.

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Jordan

Mitigating the Impact of the Syrian Refugee Crisis on Jordanian Vulnerable Host Communities (2013–ongoing)

The programme is supporting social cohesion and economic stability in Jordanian communities hosting Syrian refugees to respond to unemployment and risks of radicalization, and to mitigate the potential for escalation of tensions between host and refugee communities. It provides inclusive livelihoods opportunities for vulnerable Jordanians and provides vocational training and employment opportunities, with an emphasis on youth and women.

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Kyrgyz Republic and Tajikistan

Joint Cross-border Cooperation for Sustainable Peace and Development (CBCSPD) project (2015–2017)

The CBCSPD project aims to increase cooperation and trust between multi-ethnic and/or excluded communities in pilot Tajik-Kyrgyz village clusters towards mitigating risks of renewed cross-border violence. The project is supporting communities to build ties around the restoration, use and maintenance of community infrastructure and to cooperate to better access and manage natural resources. A focus on youth initiatives aims to reduce their engagement in cross-border violence. The project also seeks to boost women's participation in cross-border cooperation initiatives.

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Moldova

Support to Confidence Building Measures Programme (SCBMP) 2009–2018

Now in its fourth phase, SCBMP seeks to connect the communities on either side of the Nistru River, who have been divided as a result of the so-called Transnistria conflict in 1992. Local authorities, CSOs, business actors and other stakeholders are involved in resolving common problems encountered through economic and social development of local communities. It aims to promote an environment of trust and cooperation, and generate new perspectives on a shared future, while responding to the development needs of both communities. The programme is funded by the European Union.

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Nepal

UN Interagency Programme on Mainstreaming Conflict Sensitivity: 2010–2016

Led by UNDP in partnership with the Resident Coordinator's Office and UNICEF, the initiative focused on developing and institutionalizing conflict sensitivity capacity, initially within the UN system and then within the Government of Nepal. The Nepal Administrative Staff College and Local Development Training Academy—training centres for national and local level civil servants—both integrated courses on conflict sensitivity into their curricula. The initiative also strengthened the Ministry of Peace and Reconstruction capacity on conflict sensitivity through training and accompaniment, and integrated 'peace sensitivity' into policies, e.g. Nepal National Planning Commission's guidelines for development programming and assessment.

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Livelihoods Recovery for Peace (LRP) project: 2009–2015

LRP provided integrated community support on income generation, health, education, leadership and gender issues in three conflict-affected Tarai (southern plains) districts. During this period, LRP empowered 27,202 ultra-poor and marginalized households of whom 96% were women and 62% disadvantaged Dalits ('low-caste' members).

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Thailand

Southern Thailand Empowerment and Participation (STEP) Project, Phase 1: 2010–2014; Phase 2: 2015–2017

The project has three objectives: first, to support participation in the peace process; second, to promote access to justice; and third, to empower communities and populations in need with skills and resources to successfully establish and manage community

development initiatives based on locally appropriate and sustainable practices that contribute to improved human security, social cohesion, and sustainable development.

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Uganda

Local Development and Social Cohesion in Northern Uganda Project (2013–2015)

The project had four outputs: To increase community justice, security and social cohesion for peaceful resolution of disputes, in particular related to land and women's issues; enhance employment opportunities, economic recovery and reintegration initiatives targeting youth, crises-affected and vulnerable people; encourage peaceful and sustainable mining in northern Uganda; and strengthen the capacities of local authorities and civil society to civically engage, coordinate and plan for economic recovery and peace consolidation.

Inclusive Sustainable New Communities (2015–2017)

UNDP Uganda is also implementing a project based on the Republic of Korea's Saemaul Undong (New Village Movement) model in northern Uganda. The project aims to build on Government of Uganda and development partners' achievements in local development and decentralization by promoting community-based local development. The project will also attempt to create linkages of community-level results to national and policy level.

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4.2

Conflict sensitivity resources

Key resources drawn upon for this report and that may be useful for actors seeking to integrate conflict sensitivity into local and community development programming are featured below.

Websites / Resource hubs

UN online course on conflict sensitivity (www.unssc.org)

This is an online, self-paced, free learning tool, accessible to all UN staff, to raise awareness and build skills for conflict sensitivity programming.

www.conflictsensitivity.org

This website, hosted by International Alert, is a product of the 'Practice of Conflict Sensitivity—Concept to Impact' project, which aimed to strengthen the practice of conflict sensitivity throughout and beyond a broad consortium of humanitarian, peacebuilding and multi-mandate development NGOs (2008–2012). The website contains a range of tools, resources and case studies.

www.dmeforpeace.org/peacexchange

This website is an interactive platform for a global community of practitioners, donors and academics who aim to improve conflict-sensitive development programming by collecting and building knowledge on a diverse set of materials, experiences and reflections.

www.gsdrc.org/topic-guides/conflict-sensitivity

This topic guide was developed in 2014 and is a product of the Governance and Social Development Resource Centre. It discusses the origin, evolution and applicability of conflict sensitivity. It highlights three key conflict-sensitive approaches and tools: DNH, Peace and Conflict Impact Assessment and Aid for Peace. It contains a range of papers and resources on concepts, approaches, tools and experiences of conflict sensitivity application.

How-to Guides / Resource Packs

'How to guide to conflict sensitivity', Conflict Sensitivity Consortium, February 2012

This guide is a product of the above-mentioned conflict sensitivity consortium project. It draws upon consortium experience to illustrate real examples of

integrating conflict sensitivity into different types and phases of development, humanitarian and peacebuilding programming. It aims to provide practical, user-friendly information for people who are focusing at project or organization-wide level, whether aiming for best practice or just starting out on the journey towards working in a conflict-sensitive manner.

The guide is organized into six core chapters. Each contains a number of sub-themes exploring the 'what', the 'why' and particularly the 'how' of conflict sensitivity. Chapters include:

- **Chapter one:** provides an introduction to, and practical guidance on, conflict analysis
- **Chapter two:** provides guidance on how to integrate conflict sensitivity across all stages of the project cycle (needs assessment, design, implementation, monitoring and evaluation)
- **Chapter three:** examines some of the most critical issues for conflict sensitive programming in depth, including targeting, procurement, relationship with communities/ government/partners, feedback/ accountability and exit strategies
- **Chapter four:** provides tailored guidance on conflict-sensitive emergency responses
- **Chapter five:** provides guidance on how to conduct a self-assessment of organizational strengths and weaknesses in terms of conflict sensitivity
- **Chapter six:** provides practical guidance on how to sustainably improve organization-wide conflict sensitivity

Compendium One: Planning, Monitoring and Evaluation (PME) in Conflict Prevention and Recovery Settings, UNDP

This compendium to UNDP's Handbook on Planning, Monitoring and Evaluating for Results provides guidance and resources for practitioners operating in conflict prevention and recovery settings. Development work in settings marked by conflict is not 'business as usual'. This means that the PME of development work in these settings requires awareness of, and attention to, factors relevant to programming in settings marked by violent conflict. This compendium explains the rationale and key principles underpinning PME in conflict settings, points out practical implications for PME and offers a list of additional tools and resources.

Given the notable impact of conflict prevention and recovery situations on gender relations and activities, and UNDP's corporate position on gender as a cross-cutting issue, PME of gender in conflict prevention and recovery settings is also briefly discussed.

'Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding', International Alert and Saferworld, January 2004

This resource pack seeks to document current practice, available frameworks and lessons learned. It addresses the concept of conflict sensitivity as the notion of systematically taking into account both the positive and negative impacts of interventions, in terms of conflict or peace dynamics, on the contexts in which they are undertaken, and, conversely, the impact of these contexts on the interventions.

The resource pack is organized in separate stand-alone units and does not need to be read from cover to cover. It is structured as follows:

- **Chapter one:** An Introduction to conflict-sensitive approaches to development, humanitarian assistance and peacebuilding provides an operational definition of conflict sensitivity and related principles. It situates conflict sensitivity within the current debates in the fields of development, humanitarian assistance and peacebuilding.
- **Chapter two:** Conflict analysis describes the central component of conflict sensitivity. Building on a compendium of tools and the lessons learned from their application, the chapter presents key elements of conflict analysis, and guidance on how to undertake it.
- **Chapter three:** 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.
- **Chapter four:** Integrating conflict sensitivity into sectoral approaches defines sector-wide approaches and presents a framework for integrating conflict sensitivity into the programming cycle.
- **Chapter five:** Institutional capacity building for

conflict sensitivity recommends processes and strategies for mainstreaming conflict sensitivity in implementing organizations and their partners

Analysis tools

Conflict-related Development Analysis (CDA), UNDP, 2016

CDA is an analytical tool targeted at UNDP practitioners and other development agencies working in conflict prone and affected situations. In particular, it was designed as a practical tool to better understand the linkages between development and conflict, with a view to increasing the impact of development on conflict.

As a supplement to the CDA, UNDP also developed a conflict-related risk assessment tool. The tool is applied on an ongoing basis to track and monitor changes in key risk sectors of society, whether they pertain to conflict, natural hazards or economic shocks. This information is then used to update scenarios and inform subsequent strategic and programmatic interventions, as well as institutional risk management and mitigation.

'Institutional and Context Analysis Guidance Note', UNDP, September 2012

This Guidance Note present UNDP's methodology for undertaking political economy analysis to support development programmes. The Guidance Note emerged as a direct response to demand from Country Offices for a resource that helps UNDP staff understand the political and institutional context in which they operate in a way that is suited to the needs and mandate of the organization. It offers practical guidance to UNDP Country Offices on how to use ICA to assess the enabling environment.

ICA refers to analyses that focus on political and institutional factors, as well as processes concerning the use of national and external resources in a given setting and how these have an impact on the implementation of UNDP programmes and policy advice. An ICA is envisioned as an input to programming that focuses on how different actors in society, who are subject to an assortment of incentives and constraints, shape the likelihood of programme success.

This guidance note offers ideas on undertaking country level ICA to develop a Country Programme (chapter one) and conducting an ICA at the sector or project level (chapter two).

Articles

'Conflict Sensitivity: Taking it to the Next Level', Swisspeace, February 2016

This working paper is a compilation of thirteen articles reflecting on conflict sensitivity in development and peacebuilding policy and practice from a range of contributors. Published by Swisspeace, it reflects the collaborative efforts of multiple organizations and individuals and is a product of the Conflict Sensitivity Community Hub (CSC-Hub). This is an emerging conflict sensitivity community of practice, which has launched a range of actions intent on ensuring the topic continues to receive dynamic attention, critique and reflection.

'Measuring the Un-Measurable: Solutions to Measurement Challenges in Fragile and Conflict-affected Environments', Search for Common Ground and UK Department for International Development, March 2013

This practical how-to guide provides an overview of key tools, methodologies, and approaches in the social sciences that can be utilized for measuring intangible change in conflict-affected and fragile environments. The paper presents the tool and examines the strengths and weaknesses of the individual tools.

Each tool is accompanied with a small discussion on how it can be used for measuring hard-to-reach, intangible changes in situations of conflict and fragility, and some examples of application are included.

Key questions this document addresses:

- Why are programme results difficult to measure in conflict, crime and security?
- What are the existing social science tools and methodologies that can help us measure results in conflict, crime and security?
- How can these tools be best used, and for what?

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