



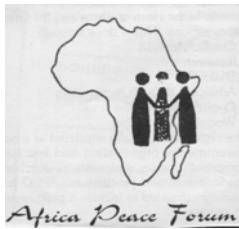
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CONSORTIUM OF



HUMANITARIAN AGENCIES



**CONFLICT-SENSITIVE APPROACHES TO DEVELOPMENT,
HUMANITARIAN ASSISTANCE & PEACE-BUILDING:
TOOLS FOR PEACE AND CONFLICT IMPACT ASSESSMENT**

REPORT

**Stakeholders Report
13th-15th June 2003
Negumbo, Sri Lanka**

1 GENERAL ISSUES ON CONFLICT SENSITIVE APPROACHES

1.1 Introduction

On 13th-15th June a Workshop on Conflict Sensitivity was held in Negumbo, Sri Lanka, involving 33 donor, government and NGO actors in the fields of development, humanitarian assistance and peacebuilding. It was convened by The Consortium of Humanitarian Agencies (Sri Lanka) in partnership with International Alert (UK), Saferworld (UK) and the Forum on Early Warning and Early Response (UK). The aim of the workshop was to gather feedback on concepts and approaches developed in the Resource Pack, to provide a forum to discuss Sri Lankan experiences and tools, and to develop skills of participants in specific areas, such as conflict sensitive monitoring and evaluation.

1.2 Group Expectations

Participant expectations varied from those who were looking for practical tools &/or how to implement conflict sensitivity, to those taking a more eclectic approach of gathering up useful elements, to those seeking to interact with; & learn from; other participants. Participants faced a range of scenarios, from those developing their own tools, to those who wished to use the workshop as a moment to review their own conflict sensitive approaches. One participant was concerned to see the bridge between theory and practice, while another sought to challenge the conceptual underpinnings of CSA. The applicability of CSA to Sri Lanka was of much interest, as was the relationship between the Resource Pack and the sustaining of the Peace Process.

1.3 General Comments on Conflict Sensitive Approaches in Sri Lanka

- Conflict sensitive approaches in Sri Lanka have been developed domestically and there is a considerable depth of experience and knowledge particularly among certain donors and NGOs.
- These relate particularly to conflict analysis and less to conflict sensitivity throughout the project/programming cycle.
- There is still much work to do to enhance these tools and approaches.
- Tools are recognised as 'steps' and not the only element of conflict sensitivity - enabling environments, both internal and external to participating organisations, are required.
- Conflict sensitivity is often framed in relation to peacebuilding or beneficiary selection, not in terms of relationship between projects and operating environment

2 SPECIFIC COMMENTS ON THE CSA PROGRAMME

2.1 Target Groups

The inclusion of peacebuilders within the target groups interested participants, some of whom concurred that such interventions are not automatically conflict sensitive. One participant proposed that conflict sensitivity is 'how' while peacebuilding is the objective. The breadth of the project, in terms of reaching out to development, humanitarian and peacebuilding actors, was raised as a concern – could the project address conflict sensitivity of such a large group?

2.2 Language - Defining conflict Sensitivity in Sri Lanka

Both terms – 'conflict' and 'sensitivity' were questioned. The breadth of the definition of *conflict* was raised, with issues such as self-harm, or other non-violent conflicts such as between fishermen, as potentially falling within the remit. The question of 'who' was raised in various guises – does it mean that communities living in conflict should be conflict sensitive? Does it relate to the individual or the organisation as a whole? The term *sensitivity* was challenged in that some conflict can be good, and is needed for growth.

The notion of conflict sensitivity was framed both as a *sustainability* issue – that activities should be a means and not an ends, increasing communities ability to deal with conflict situations in the future, and further that the 'operating environment' needs to be understood not only in 'conflict' terms. I.e. the environment includes economic, social and political factors, that conflict environments are 'full of

broken politics', thus understanding the political is crucial. Indeed, the major conflict causes in Sri Lanka are considered to be political, and thus politics is a key element of sensitivity.

One peacebuilding actor defined conflict sensitivity as *when* and *how* you dialogue with groups, finding that conflict resolution skills give you conflict sensitivity. However the Resource Pack uses a different entry point, focusing on process. For instance thinking about the questions you should ask prior to undertaking the dialogue.

One NGO noted that they must cope with 'ossified mind sets' and thus conflict sensitivity also meant how to change such mindsets. Further questions were raised on the lack of clarity in the discussion between macro and micro, and what the notion 'improve' means in terms of conflict.

2.3 Methodology

A general question was raised as to whether the Resource Pack seeks to *diffuse* conflict, *avoid impacting* conflict, to *prevent* conflict, or to have a *positive impact* on conflict. Conflict reduction and peacebuilding were posed as two competing alternatives.

2.4 National Applications & Field Testing

Participants were keen to hear how Kenya and Uganda differed from Sri Lanka, and to other countries more broadly. It was noted that the mapping to date has not addressed the South of Sri Lanka.

3 SPECIFIC COMMENTS ON THE RESOURCE PACK DRAFT

3.1 Chapter 1

Proposed principles for conflict sensitivity were presented. Participants noted that the operationalisation of principles was a key blockage, and that this often related to an *internal* factor(s) of an organisation. For instance, a national donor must act in that country's interest, and this may compete with a CSA.

On the principles themselves, a point was raised on *how* to embed the principle of impartiality, since actors always bring their own perspectives, and that this is particularly challenging when the intervener comes in as an outsider to a situation. A further principle was suggested – that of respecting other approaches within the same context.

3.2 Chapter 2

Questions relating to chapter 2 as a whole included a specific request for a critique of tools mentioned in the chapter (this is addressed in the annexes) and how to cope with a situation where a conflict analysis lead you to a decision not to make an intervention but in which making the intervention could actively push for change? Clarity was sought on how conflict sensitivity differs from contextual analysis.

Group work & discussion focussed on conflict sensitive planning, and conflict sensitive monitoring & evaluation. Planning was discussed with a view to both linking needs assessments to conflict analysis, and sensitising the process of needs assessment. Participants worked in groups according to type of actor (government, donor, local or international NGOs and peacebuilders) to identify:

- Current practice in linking conflict analysis to planning
- Remaining gaps
- How to close these gaps

The findings are presented in the table at Annex 1. Common threads that came out of the group work and discussion were

- Skills development – extending beyond the individual to the culture of an organisation
- Communication, participation, and co-ordination – both internally and externally to the organisation

- Image management and perceptions – it is important to know how others perceive your work as this can trigger conflict
- Operationalisation – relating specifically to staffing structures and policies

While traditional monitoring and evaluation looks at outcomes in relation to objectives, conflict sensitive monitoring and evaluation explores the impact the activity has had on an environment, and vice versa. Three key elements were noted:

- Linkage with conflict analysis
- Information on the activity
- Linkage between context and activity

Indicators were requested to measure attitudes and behaviours, and confusion was expressed on how to use indicators to represent causal relations, particularly where many conflict issues present in one community. While participants were keen to see a definitive list of conflict sensitive indicators, the approach of the Resource Pack is that indicators are entirely context specific and thus a comprehensive all applicable list cannot be devised. However, broad categories of stakeholders to the activity can be identified who should be consulted to define and measure indicators. Workshop participants identified a number of possible sources of information for conflict sensitive M&E:

- Participants
- Implementers – staff, NGOs...
- Beneficiaries
- Others who are indirectly involved in that project (such as a trainer)
- Those who are not benefiting from the project but living in the same context
- Government sector & Non state actors (where government are not implementers)
- Other organisations working in the same field
- Media
- Impartial observers
- Enlightened politicians (undefined)

The notion of attribution was discussed, with some participants hoping indicators could be devised to clearly show causality. However the CSA to M&E requires a slightly lower pitch – causality cannot be shown with 100% certainty, as perceptions of stakeholders are the key ingredient, although these should be triangulated. The notion of perception-based indicators was an epiphany moment for one participant, who felt that such qualitative reporting demanded a re-educating among actors.

Several organisations raised specific points. One donor commented how, while field visits are undertaken, the majority of the information used in M&E rests on secondary sources, supplied by partners. One government representative described the two sets of evaluators used – internal and external - and the use of surveys and stakeholder meetings to undertake M&E. Reflecting on the practical exercise, participants felt that M&E is overly focussed on donor reporting.

3.3 Chapter 3

A wider definition of 'Sector Wide Approaches' (SWAP) was employed than had been discussed in previous workshops. Here a SWAP is defined as long-term development assistance to national government that builds a partnership approach, with provision of assistance to specific sectors in line with the government's own strategy. It involves donor co-ordination (pooling of funds) and stakeholder participation in strategic planning, and can involve a range of different forms of assistance (such as technical assistance or budget support).

The importance of CSA within SWAP relates to a need to relate the project to other (often pre-existing) levels of analysis and action at the macro level, i.e. linking the activity up to this wider environment and the decisions made elsewhere. The concept was discussed to understand to what degree SWAPs exist in Sri Lanka. Participants identified the following macro assessments being undertaken by donors and governments:

- PRSP
- Multilateral needs assessment – for Tokyo
- Regional assessments

- Needs assessments feeding into bigger initiatives such as NECORD
- Opinion Survey
- Sectoral assessment
- Policy/environment analysis

Participants felt that SWAPs do exist to a degree in Sri Lanka, by agencies such as UNICEF, although SWAPs do not always work through the government. Many agencies are co-operating, and many seek to influence government policy. The World Bank's recent needs assessment survey was cited as an example of a two-track approach – sourcing information from the relevant government ministries as well as directly from the field. The lack of local leadership was noted as a problem.

3.4 Chapter 4

Participants broke into working groups according to actor type (government, donors, INGOs, local NGOs and peacebuilders) to work on a series of questions relating to building institutional capacity. The findings are summarised according to the steps each group worked through at Annex 2.

Broadly speaking, these tables show much divergence between the actor groups. The motivation for conflict sensitivity was agreed by all groups as sustainability and mandate, although other motivations were also suggested specific to each actor. Varying degrees of accountability were noted, with donors expressing least consistency. Analysis of a context also varies between actors, with a notable difference between peacebuilding organisations and other NGOs. All different organisations use different means to co-ordinate, raising the question of whether there exist effective mechanisms for inter-actor co-ordination. Likewise, divergent processes of planning and implementation were noted, with gaps identified in areas such as information collection and feeding this into decision-making.

4 EXPLORING BETTER PRACTICE¹ IN SRI LANKA

Participants identified areas of better practice within their organisations to exhibit existing CSAs. The examples cited can be grouped into 14 broad themes:

- Information gathering – that this is continuous, and involves both internal and external dialogues.
- Networks – Particularly that vertical networks (from the grassroots to the government) are used to transmit early warning signals. Further that horizontal networks can be used to build civil society (such as the VOICE project)
- Co-ordination – district and divisional level co-ordination mechanisms to best understand the role of actors.
- Participatory decision making – including participation of community in determining the development and measurement of indicators.
- Transparency – of both information and knowledge, for both internal and external actors.
- Hierarchies – two opposing 'better practices' were identified. One that avoiding hierarchies and building teams would avoid conflict, and another that a clear organisational structure enable quick communication and action.
- Evaluation – that this is continuous and is both external and internal. It can be done in relation to progress with partner organisations.
- Indicators – used in project proposals and needs assessments
- Development of Partners – Local partner practice is enhanced through providing skills and knowledge on conflict resolution, peacebuilding and reconciliation. Further assistance is being given to customise tools to context.
- Use of specific approaches – Do No Harm was cited by several participants in selecting beneficiaries, determining the purpose of an activity and how the people are involved. Another cited the use of PCIA
- Embedding conflict sensitivity within the organisations's principles.
- Long term engagement and institutional knowledge.

¹ The term 'best practice' was deemed inappropriate by participants since people are still working towards best practice.

- Inclusiveness – such that all groups should be involved in the consultations concerning a project, even where they are not involved in implementation.
- Limitations – to recognise that there is a threshold to stakeholder inclusiveness, beyond which implementation becomes impossible.

Participants further identified areas for further work, both broad and specific issues. These are similarly summarised below under several broad themes:

- Turning Analysis to Action – The analysis may be very good, but it does not always turn into action
- Linkage – How to develop the linkage between the programmes and the context, and between the micro, meso and macro.
- Public Sector – That CSA is a new concept to public sector officials, who require sensitisation
- Systematisation – That making a systematic process in a specific order would make CSA easier
- Donor relations – Unrealistic deadlines undermine the flexibility of implementers. This results from restrictions in the funding process.

A further difficulty was identified in terms of continuous analysis causing continuously changing processes; that there is a difficult balance between analysis and action. The possibility of building links between organisations that focus on analysis with organisations that focus on implementation to better inform one another was discussed. A clearing house for donors and NGOs was also proposed.

5 CONCLUSIONS

Conflict sensitive approaches in Sri Lanka have been developed domestically and there is a considerable depth of experience and knowledge particularly among certain donors and NGOs. However, these relate particularly to conflict analysis and less to conflict sensitivity throughout the project/programming cycle, revealing a conflict 'awareness' more than a conflict 'sensitivity'. As such, the workshop participants were highly informed concerning conflict, and sought a nuanced meaning of the term 'conflict sensitivity', wanting to clarify the meaning of each term. While principles were accepted as useful, internal factors were noted as key blockages to the operationalisation of such principles.

Group work drew out common threads on conflict sensitive planning and implementation. These included skills development, communication; participation & co-ordination, image management & perceptions, and operationalisation. Causality was a key issue in terms of conflict sensitive monitoring and evaluation, not only in terms of where many conflict issues present in a community, but also relating to perceptions. The centrality of perceptions was emphasised, possibly requiring and re-educating of actors.

Sector wide approaches were deemed to exist to a degree in Sri Lanka, although not always through the government, for instance PRSPs, the multilateral needs assessment for Tokyo, sectoral assessments and regional assessments.

When exploring institutional capacity for conflict sensitivity and thus the requirements for capacity building, actor groups (government/donor/INGO/LNGO/peacebuilding) revealed a considerable divergence in degrees of accountability, means to analyse context, means to feed information collection into decision making, and processes to co-ordinate.

'Better Practice' in conflict sensitivity among participants were identified. These can be organised as 'principles' (such as participation, transparency, inclusiveness – albeit qualified) and 'process' (such as information gathering, use of networks, co-ordination, continuous evaluation, and 'frameworks' - particularly the use of approaches such as do no harm and indicators). Areas for further work were identified, including the means to turn analysis into action, a means to link the programme with the context at all levels, and specific needs for the public sector and for donor's funding requirements.

**CONFLICT SENSITIVE APPROACHES TO DEVELOPMENT, HUMANITARIAN ASSISTANCE AND
PEACEBUILDING
CONSULTATIVE MEETING
13TH-15TH JUNE 2003**

**ROYAL OCEANIC HOTEL, NEGUMBO
SRI LANKA**

PROVISIONAL AGENDA

Friday 13th June 2003

- | | |
|----------------------|--|
| 8.30 - 9.00 | Registration and Coffee |
| 9.00 – 10.00 | Welcome, Introduction & Objectives of the Meeting

Brief summary of the project to date and future directions. Introduction to the Resource Pack, and how the meeting will feed <i>both</i> feed into the final completion of the Resource Pack <i>and</i> develop skills of participants in implementing conflict sensitive approaches. Agreement on the proposed objectives and agenda. |
| 10.00 – 11.00 | Mapping Conflict Sensitive Approaches in Sri Lanka

Presentation of findings from the mapping process in Sri Lanka to date, lessons learned and gaps identified. Discussion of findings. <i>This session will describe the range of conflict sensitive approaches identified in the mapping process and invite comment.</i> |
| 11.00 - 11.30 | Coffee Break |
| 11.30 - 12.30 | Defining Conflict Sensitivity in Sri Lanka

Discussion: How should we define 'conflict' and 'conflict sensitivity' in Sri Lanka? What principles underpin 'conflict sensitive approaches'? <i>This session will clarify a Sri Lankan approach, and verify (or otherwise) emergent principles of conflict sensitivity.</i> |
| 12.30 – 13.30 | Lunch |
| 13.30 – 15.30 | Linking Conflict Analysis to Planning – Reflecting on Current Practice and Identifying Gaps

Small group discussions to explore how organisations (governments, donors and civil society) link assessments (needs assessments, livelihoods assessments, PRA or other forms undertaken by participants) to conflict analysis, and how this, in turn, is linked to planning. Plenary feedback to describe current practice and gaps. Preliminary identification of 'enabling contexts' issues for working groups (day 2). <i>This session will provide participants the opportunity to reflect on their own practice, learn from others, and generate important learning for the Resource Pack.</i> |
| 15.30 – 16.00 | Coffee Break |
| 16.00 – 17.00 | Linking Conflict Analysis to Planning – Skills Development |

Practical exercise in conflict sensitive planning, applying principles defined in the morning, and developing skills through application. *This session will give practical hand-on experience in linking conflict analysis to needs assessments (or other forms of assessment) and planning.*

17.00 – 17.45

Wrap Up – Specific Comment on Resource Pack

Open floor for specific comment on elements in Chapter 2 (Modules 1 and 2) of the Resource Pack.

Saturday 14th May 2003

9.00 – 9.10

Proposed Programme of the Day

9.10 – 11.00

Conflict Sensitive Monitoring and Evaluation – Skills Development

Practical exercise in conflict sensitive monitoring and evaluation. Plenary feedback on exercise, and further identification of 'enabling contexts' issues for working groups. *This session will give hands-on experience in conflict sensitive monitoring and evaluation.*

11.00 – 11.30

Coffee Break

11.30 – 13.00

Working Groups on Enabling Contexts

Working group discussion of issues identified in sessions on linking conflict analysis to planning, and in conflict sensitive monitoring and evaluation. The aim of this session is to address the *environment* or *context* in which projects/programmes are implemented, and how these could *enable* conflict sensitive approaches. *This session will identify potential contextual blockages to conflict sensitivity and explore means to overcome them.*

13.00 – 14.00

Lunch

14.00 – 15.15

Capacity Building

Practical exercise on institutional capacity building on conflict sensitivity.

15.15 – 15.45

Coffee Break

15.45 - 17.00

Sector Wide Approaches – Are these relevant to Sri Lanka? Do they need to be Conflict Sensitive?

Presentation on the development of sector wide approaches in Sri Lanka. Discussion: Do Sector Wide Approaches need to be conflict sensitive? What opportunities and challenges exist for sector wide approaches to be sensitive to conflict? *This session will explore the relevance of Sector Wide Approaches to the Sri Lankan context.*

17.00 – 17.45

Wrap Up

Open floor for specific comment on elements in Chapter 2 (Modules 3 and 4), 3 and 4 of the Resource Pack.

Sunday 15th May 2003

9.00 – 9.05 **Proposed Programme of the Day**

9.05 – 10.30 **Overview of Project Next Steps - Planning for Field Testing and Training**

Discussion of testing in Colombo and focus groups in the Districts. .
Suggestions on content and form of training modules. *This session will provide information on next steps, and draw comment on the development of training modules for the Resource Pack.*

10.30 – 11.00 **Coffee Break**

11.00 – 12.00 **Future Directions**

Discussion of next steps within the framework of the CHA-led project and IA/SW/FEWER-led programme, and proposed future directions of the projects. *This session will invite participants to help determine the future work programme of the project.*

12.00 – 12.10 **Conclusions and Close**

RESOURCE PACK CONSULTATION MEETING
June 13 – 15, 2003

Hotel Royal Oceanic, Negombo, Sri Lanka

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ANNEX 1

Types of Organisation	What is current practice in terms of linking conflict analysis to planning?	What are the gaps?	How can you close that gap?
Government	<p>Current sources of information</p> <ul style="list-style-type: none"> • Media reports • Victims statements • Complaints from local leaders • SLMM reports <p>Planning process:</p> <ul style="list-style-type: none"> • Meet with local communities • Undertake feasibility studies • Undertake situation reports • Undertake case studies 	<ul style="list-style-type: none"> • Compartmentalisation of issues (particularly through limited mandates & geographic focus) • Co-ordination within government • Resource Limitation • Capacity of public sector managers • Fire fighting approach 	<ul style="list-style-type: none"> • Co-ordination and integration • Central monitoring system (with a common format, system and criteria) • Create a cross-cutting issues forum • Capacity building of civil servants on conflict sensitivity • Holistic approach • High level openness, particularly with beneficiaries, hosts and partners • Knowledge management system – recording knowledge & experience for future interventions.
Donors	<p>Conflict analysis is sometimes being used to support advocacy, identifying &/or prioritising issues to be addressed with different groups</p> <p>Community based dispute resolution is used to operationalise sensitivity in planning.</p> <p>Development work outcomes are fed back into the conflict analysis (Dfid)</p> <p>Information sharing is co-ordinated at the policy level</p> <p>Some funds not targeting conflict at all (GTZ) others do (AusAid)</p>	<p>Weak in planning</p> <p>Lack of resources allocated to conflict sensitivity</p> <p>Geographic balance of resource allocation creating tensions</p> <p>Also need to co-ordinate at the community level, consolidating efforts at all levels regarding the peace process.</p>	<p>Commit more resources to conflict sensitivity</p> <p>Need to strengthen advocacy</p> <p>A need to engage more to address perceptions of where money is spent, & target reporting at this perception issue.</p> <p>However information sharing could be better used to share lessons learned & best practice.</p> <p>Specific need for peace makers to include conflict analysis, do no harm and conflict sensitivity in their project applications and appraisals.</p>
INGOs	<p>Use a range of approaches:</p> <ul style="list-style-type: none"> • Do no Harm • Institutional knowledge • Common sense • Group discussion • Problem trees • Studies • Multi actor co-ordination • Community – NGO – Government involvement in planning & implementation • Multi sector/multi actor platforms – bringing all stakeholders together to identify needs, such that they agree on roles & responsibilities • Capacity building of partners • Hire local staff • Stakeholder mapping • ABC trianges – attitudes, behaviours, context 	<ul style="list-style-type: none"> • Co-ordination • Competition (not necessarily negative as can promote change) • Realistic assessments • Capacity • More time for shared visioning and shared planning • Weak/collapsed community structures • Little grassroots participation in heavy structures • Outside pressures, hidden interventions 	<ul style="list-style-type: none"> • Improve co-ordination skills (such as through trainings) • Clearly enunciate objectives • Improve NGO network & communication, particularly to enhance the existing networks • Ensure talk translates into action • Support community stuctures

	<ul style="list-style-type: none"> • Community mobilisers – identify gaps and relay information • Network relationship mapping • Contingency planning • Consortium issues – co-ordination • Transparency 		
LNGOs	<ul style="list-style-type: none"> • Needs assessments • Stakeholder analysis • Conflict mapping • participation 	Understanding the potential conflict impact of the conflict analysis on respondents and others	<ul style="list-style-type: none"> • clarity of purpose • not raising expectations • culturally sensitive approaches • be aware of conflict/negative impacts • involve the respondents in the planning process
Peacebuilding	<ul style="list-style-type: none"> • Pilot phase (assessing needs, relationship building, setting indicators...) • Maximising participatory decision making (include force field analysis) • Peace confidence index • Widespread interviews 	<p>Inclusiveness and participation within organisations – mandate ought to be shared and agreed by all staff</p> <p>Elistist nature of Colombo NGOs</p> <p>Inclusive policy making</p> <p>Lack of sensitivity to ‘spoilers’</p>	<p>Continual wider stakeholder engagement</p> <p>Increase receptive behaviour of actors</p> <p>Greater self criticism</p>

ANNEX 2

	Policy Development – what is your commitment to conflict sensitivity?	How does your institution approach the conflict environment?	Is your approach to implementation conflict sensitive?
Government	<p>The motivation for conflict sensitivity derives from</p> <p>NOTES ARE MISSING</p>	<p>NOTES ARE MISSING</p>	<p>A regular monitoring and evaluative system exists, with specialist systems developed for the North East – the different projects such as NECORD & NEIAP each use regular monitoring and evaluation systems. The Provincial Council and the Parliamentary consultative system likewise act as means to monitor conflict sensitivity.</p>
Donors	<p>The motivation for conflict sensitivity derives from</p> <ul style="list-style-type: none"> • National interest • Sustainability • Prestige • Mandate. <p>Resources are available in differing degrees. Accountability of staff & institution for conflict sensitivity is inconsistent. Leadership varies.</p>	<p>Analysis of the country's dynamics varies between donors, ranging from the informal & unstructured to highly structured. Capacity to influence the situation similarly varies. Several donors had developed strategies for complementarity. Co-ordination mechanisms include:</p> <ul style="list-style-type: none"> • Policy & programming co-ordination • Information sharing • Joint funding strategies 	<p>Information collection and analysis does not form a system per se, but does involve mechanisms for flexible decision making. Programme priorities are set elsewhere, although there are degrees of local influence. At the country level information feeds back into decision making, however higher up the organisation such feedback is more challenging.</p>
International NGOs	<p>The motivation for conflict sensitivity derives from</p> <ul style="list-style-type: none"> • Sustainability • Mandate • Approach <p>Resources (particularly capacity) are available in differing degrees. Accountability of staff & institution for conflict sensitivity is tied to monitoring. Leadership at various levels is deemed as important.</p>	<p>Many forms of analysis of the country's dynamics are undertaken (see annex 1) Capacity to influence the situation is via civil society (national and local), CBOs, local government actors, advocacy and participation. Joint strategising is considered a weak point. Co-ordination mechanisms include:</p> <ul style="list-style-type: none"> • CHA • District Consortiums (vary in strength) 	<p>Information collection and analysis systems exist, although there are gaps at the local level. Decision making mechanisms to include flexibility although these are not systematically used.</p> <p>Planning and the programme level involves top level actors, while project planning tends to be more participatory. The role of conflict analysis in planning varies.</p> <p>Many organisations are in the process of developing more tools for implementation, with current gaps identified as co-ordination and a lack of indicators. Choice of implementing partners is built on experience & trial periods, although CARE has developed a formal tool (Collaborative Organisational Learning Approach). The long term approach is to build partner capacity.</p> <p>Various time frames are applied for monitoring and evaluative review meetings at levels ranging from CBOs to donors. Also used are progress reports, joint field visits, internal and external evaluations, and project action planning agreements.</p>
Local NGOs	<p>The motivation for conflict sensitivity derives from</p>	<p>Analysis of the country's dynamics is generated through a range of means, including observation,</p>	<p>Collection and analysis of information ranges between a geographical focus on North East, to specific surveys.</p>

	<ul style="list-style-type: none"> • Sustainability • Mandate • Long run aim of peace <p>Resources in terms of capacity varies between organisations, however funding is limited. Staff & institution are held accountable for conflict sensitivity. Leadership exists in a range of formats, particularly through steering bodies.</p>	<p>specialist surveys and reports, and discussion.</p> <p>Capacity to influence the environment varies between organisations with differing mandates, as well as geographically. Joint strategising similarly varies. Co-ordination is achieved through forums.</p>	<p>Flexibility relates to whether the organisation undertakes follow up implementation or not.</p> <p>Planning involves a range of actors including steering committees, planning committees and a general assembly.</p>
Peacebuilding Organisations	<p>The motivation for conflict sensitivity derives from</p> <ul style="list-style-type: none"> • Sustainability • Relationship building • Practising what you preach • Creating an efficient & effective working environment <p>Resources are limited in terms of size of team. Staff & institution are held accountable for conflict sensitivity by external actors. Feedback to leader is important, with evaluation viewed as a continuum rather than an endpoint.</p>	<p>Analysis of the country's dynamics is achieved through conflict mapping, stakeholder analysis, needs assessment, and listening; questioning & thinking.</p> <p>Capacity to influence the situation is achieved through training, awareness, advocacy, dialogue promotion, knowledge generation & dissemination, & capacity building. While there is no general joint strategy there is some Complementarity in sectors. Co-ordination is achieved through CHA, PSG & the Road Map.</p>	<p>Information is collected and analysed using informal networks, working groups, advisory bodies, Un documents and media monitoring. Flexibility in decision making may be excessive!</p> <p>Planning involves civil society, donors, team meetings, using participatory processes. Planning is always based on the conflict analysis, as is geographic coverage.</p> <p>Monitoring and evaluation is undertaken through informal evaluative processes based on (often intangible) benchmarks, using discussion, sharing and assessment.</p>