

CONFLICT ANALYSIS: *LINKING HUMANITARIAN ACTION AND PEACEBUILDING*

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OCHA

CONFLICT ANALYSIS: LINKING HUMANITARIAN ACTION AND PEACEBUILDING

A RESEARCH PROJECT IN PARTNERSHIP WITH THE MSC INTERNATIONAL DEVELOPMENT AND HUMANITARIAN EMERGENCIES PROGRAM AT THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE, FOR THE UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS.

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ACRONYMS AND GLOSSARY

ACRONYMS

CARE	COOPERATIVE FOR ASSISTANCE AND RELIEF EVERYWHERE
DRC	DEMOCRATIC REPUBLIC OF THE CONGO
DAC	DEVELOPMENT ASSISTANCE COMMITTEE
FAO	FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
FGD	FOCUS GROUP DISCUSSION
GECARR	GOOD ENOUGH CONTEXT ANALYSIS FOR RAPID RESPONSE
HDPI	HUMANITARIAN-DEVELOPMENT-PEACE INITIATIVE
ICRC	INTERNATIONAL COMMITTEE OF THE RED CROSS
IDP	INTERNALLY DISPLACED PERSON
IFRC	INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES
IHL	INTERNATIONAL HUMANITARIAN LAW
KI	KEY INFORMANT
LSE	LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE
NGO	NON-GOVERNMENTAL ORGANIZATION
OECD	ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
OECD-DAC	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT AND THE DEVELOPMENT ASSISTANCE COMMITTEE
OCHA	OFFICE FOR THE COORDINATION OF THE HUMANITARIAN AFFAIRS
OCHA-ESB	OFFICE FOR THE COORDINATION OF THE HUMANITARIAN AFFAIRS - EMERGENCY SERVICES BRANCH
PCIA	PEACE AND CONFLICT IMPACT ASSESSMENT
SDGS	SUSTAINABLE DEVELOPMENT GOALS
UN	UNITED NATIONS
UNSSC	UNITED NATION SYSTEM STAFF COLLEGE
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
WHS	WORLD HUMANITARIAN SUMMIT

GLOSSARY

CONFLICT: A disagreement or dispute between multiple factions over a period of time.

CLUSTER APPROACH: ‘Clusters are groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action, e.g. water, health and logistics. They are designated by the Inter-Agency Standing Committee (IASC) and have clear responsibilities for coordination.’ The Cluster Approach refers to this coordination to address a humanitarian crisis.¹

DEVELOPMENT: organizations focused on mainly economic development and whose operations involve processes of ‘overcoming poverty and creating healthy, wealthy and sustainable societies’ (LSE International Development Department).²

DO NO HARM: This document “draws upon consortium experience to illustrate real examples of integrating conflict sensitivity. It aims to provide practical advice suitable for anyone aiming to improve conflict-sensitivity, whether in the field of development, humanitarian aid or peacebuilding work. 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.”³

HUMANITARIAN ASSISTANCE: An initiative that is aimed at providing rapid response (in terms of logistical or material solutions) to people affected by natural disasters or man-made disasters.

LESSONS LEARNED: These are the useful experiences gained from developing a project, that should be actively considered in the development of the same project or other similar future projects

PROTRACTED: An event that lasts for a longer period of time than expected or predicted.

PEACEBUILDING: “A process that facilitates the establishment of durable peace and tries to prevent the recurrence of violence by addressing root causes and effects of conflict through reconciliation, institution building, and political as well as economic transformation.”⁴

RESILIENCE: The ability and swiftness with which a community recovers from a setback. In the context of conflict sensitivity, these setbacks could be any negative effects from the conflict.

TRIGGER EVENT: An occurrence whether tangible or intangible that can lead to a change in the development of a conflict. These can cause either the outbreak or an upsurge of the conflict. Examples of trigger events are loss of leaders, price hikes, elections, poor governance.

¹ “What is the Cluster Approach,” *Humanitarian Response Info*, UN OCHA.

² “MSc Development Studies,” *LSE Graduate Studies Webpage*, LSE.

³ “How to Guide to Conflict Sensitivity,” *Conflict Sensitivity Consortium*, Kingdom of the Netherlands and UKAid.

⁴ “Peacebuilding Initiative History,” International Association for Humanitarian Policy and Conflict Research, and UN Peacebuilding Commission, 2007-2008.

EXECUTIVE SUMMARY

This report aims to analyze the way humanitarian, development, and peacebuilding organizations create and implement conflict analysis tools in complex environments. Key findings illustrate that, due to the changing nature of conflict with protracted crises becoming the new paradigm, the humanitarian, development, and peacebuilding distinction has been blurred. Conflict analysis enables a link between the humanitarian and peacebuilding disciplines, allowing each respective actor to tailor their programming in a manner sensitive to the context, understanding of the challenges, and responsive to beneficiary needs.

This research adopted a mixed methodology, using secondary data via desk review, primary data gathered from key informant interviews, and surveys administered to practitioners working at headquarters, regional, and national levels. This report aims to incorporate the theoretical foundations of the topic with practical perspectives from practitioners, to produce a comprehensive understanding of the complex themes surrounding this topic.

The evolution of the concept of conflict sensitivity starts with the *Do No Harm* framework - a cornerstone in the thinking around aid delivery – which suggests that aid can represent a solution, but also become a part of the problem if not sensitive to the conflict. This report suggests that, over time, this understanding has evolved into a multidimensional perspective, where economic, security, political, and ideological factors hold a crucial place in the conflict analysis, meaning a range of actors must cooperate to form a holistic understanding of the context. The World Humanitarian Summit held in Istanbul in 2016 further emphasized this need for increased cooperation amongst actors with different mandates in increasingly complex environments. Due to its coordination mandate, OCHA is well-positioned to address this issue of coherence and cooperation. Recently, OCHA initiated an Action Learning

Initiative with the UNSSC, alongside a 2016 workshop with the Graduate Institute in Geneva, with both projects finding a need for more coherence, participation, and a deeper understanding of conflict analysis methodologies.

Building upon this existing research, our findings highlight the need to have more available and relevant conflict analysis tools with increased understanding and receptiveness from staff. Further, at a broader level, the cluster approach can hold strategic value in providing OCHA a platform through which they can facilitate and coordinate discussion surrounding conflict analysis and sensitivity. This can help address issues of duplication, establish and maintain cutting-edge techniques, and help the sector in both minimizing bad practices and consolidating lessons learned.

Conflict analyses can be completed for two main purposes; knowledge-building and programmatic planning. This report finds that tools with a combination of both aims appear to be most beneficial as they allow for mitigation of administrative and context-based challenges. Further, defining the timeframe and scope of the conflict analysis is essential, as it is crucial to understand national and international factors which may have consequences at the regional or community level. Tools which employ a broader methodology, accounting for a wider range of factors, have also shown higher operational relevance.

The initiation phase of conflict analysis proves crucial to the overall success of the process. Clear timelines, specifically allocated responsibilities, and thorough understanding of the purposes are important from the outset. To build a comprehensive understanding of the context, this report finds it crucial to interview participants across gender, ethnic, cultural, and ideological divides. National and international staff alike should be involved in the process, and final results should aim to be as representative as is plausible for the given

scenario. This report finds that secondary data gathered from cross-sectoral reports, academic studies, and media also offer unique insights.

Additionally, research findings suggest that conflict analysis findings should be disseminated as widely as possible amongst staff working with the specific situation, as it allows each member to be aware of the context and their influence upon it. The survey and key informant interviews undertaken for this report suggest conflict analysis information is generally retained at the higher management level of the organization due to issues of sensitivity. Albeit sharing sensitive information remains a challenge, the entire organization serves to benefit from sharing redacted documents internally, and also opens itself up for learning opportunities from operational partners. This report finds that although there are challenges to broader cooperation due to sensitivity issues, there remains an interest amongst practitioners to be

involved in further developing conflict analysis techniques. This was particularly evident during consultations at the Humanitarian Networks and Partnerships Week, where humanitarians, academics, and peacebuilders shared an enthusiasm for the mainstreaming of conflict sensitivity techniques. This discussion provided a deeper insight into the challenges faced by the aforementioned actors, which are addressed in this report across three categories; administrative, contextual, and challenges to broader understanding.

Whilst the division between humanitarian, development, and peacebuilding actors still exists, the acknowledgement that temporary aid fails to produce lasting effects is pushing the humanitarian community to link responses with durable solutions. Rigorous conflict analysis can represent an opportunity to produce programs which offer lasting effects if a cross-sectoral participation is ensured.

RECOMMENDATIONS:

- ❖ **Enhance collaboration between OCHA and sector-wide agencies** in rapid response settings, by **facilitating for a comprehensive framework for conflict analysis tools** which other organizations could use and evolve to be more applicable to their organizational specifications.
- ❖ **Implement multi-year funding, allowing humanitarian organizations to have a more in-depth strategic vision based on a comprehensive conflict analysis** inspired by the *Do No Harm* framework, in commitment with the Sustainable Development Goals (SDGs), and leaving “no one behind”.
- ❖ **Define the scope, time-frame, and purpose** of the conflict analysis from the outset of the conflict analysis process.
- ❖ Analysis should combine mixed-methodologies to **consider a range of factors and diverse groups** of participants, to build a comprehensive analysis of the context.
- ❖ **Disseminate conflict analysis findings internally throughout humanitarian and development organizations**, so staff, alongside management and security personnel, are aware of the operational context.
- ❖ **Humanitarian and development organizations should create a comprehensive methodology for analysis development and implementation**, ensuring they are utilizing all resources available, whilst **producing a tool or method that has a lasting impact** on a context or on the workings of organizations in multiple contexts.
- ❖ **Humanitarian and development organizations should maintain a close link with academia, which can be more widely available, neutral, and less susceptible to information sharing issues** which are encountered at the operational level.
- ❖ Donors, governments, NGOs, and UN actors should **maintain a close engagement with each other** as increased interaction allows for a broader basis for consolidation of lessons across a range of contexts and actors

CHAPTER 1

INTRODUCTION

Understanding the evolving nature of complex crises is a priority for the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). In 2014, OCHA, alongside the network of humanitarian, development, and peacebuilding actors, is committed to understanding methods through which conflict situations can be understood better and response capabilities can be increased. Conflict analysis has the ability to inform humanitarian, development, and peacebuilding programs, and serves to benefit all levels of action; field, regional, and headquarters. In 2014, OCHA Geneva established a partnership with a consultancy team from the London School of Economics and Political Science (LSE). In 2016-2017, over a six-month period, from October 2016 to March 2017, rigorous and multidimensional research was conducted, the findings of which are included in this report. The objective of this partnership has been to consolidate existing knowledge through academic research, explore current analysis tools, and provide a broad understanding of the status of conflict sensitivity in the humanitarian sector.

Conflict sensitivity will be understood threefold, with respect to the ability of an organization to; 1. Understand the context in which it operates, 2. Understand the interaction between its intervention and context, and 3. Act upon this understanding in order to minimize negative impacts and maximize positive impacts on conflict⁵. Grounded in the *Do No Harm* framework, this perception of conflict sensitivity endorses the need for an in-depth understanding of the operational context, suggesting that good conflict analysis allows actors to capitalize on the peacebuilding opportunities inherently present in the humanitarian response phase. Due to the volatile environments in which conflict analysis takes place, the operational challenges for organizations are immense. With these considerations, this report suggests there is benefit from organizational lesson sharing, increased collaboration, and integration of conflict analysis methods.

1.1 SCOPE AND JUSTIFICATION

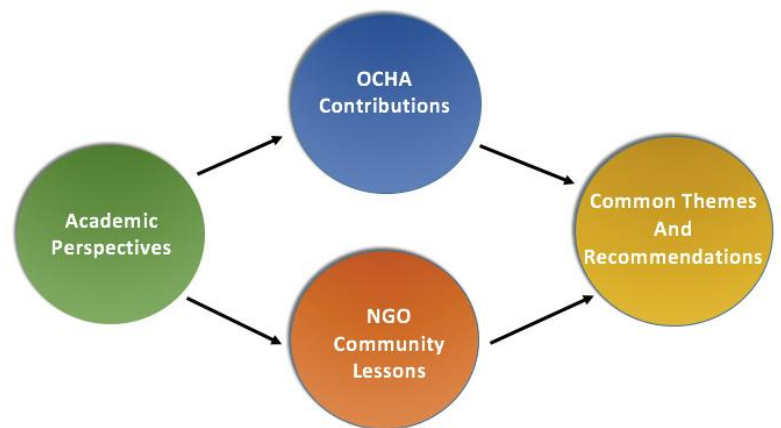
This report will begin with an explanation of the methodology undertaken for research in the remainder of Chapter 1. This will be followed by a theoretical exploration of conflict analysis in Chapter 2, assessing its intellectual foundations, historical evolution, and conceptual frameworks. Chapter 3 focuses on connecting conflict analysis and peacebuilding in order to address the rise of protracted crises. Chapter 4 offers common themes and lessons regarding the contents of analysis and the methods of development and implementation in NGOs, which were chosen due to their operational context in conflict environments, and according to criteria which can be found in the methodology section. Chapter 5 outlines how conflict analysis relates to OCHA, as well as progress that has already been made within the agency, ensuring the lessons and recommendations extracted from the NGO community and academia would be relevant and applicable to OCHA operations in the future. Chapter 6 will discuss some main challenges to analysis, prior to key recommendations and conclusions in Chapter 7.

⁵ Mary Anderson, *Do no harm: how aid can support peace – or war*, (Boulder, CO: Lynne Rienner, 1999), 2.

1.2 METHODOLOGY

This project focused on a variety of large organizations with known methods of conflict analysis discovered through discussions with members from the humanitarian community as well as information included in the Conflict Analysis Resource Pack, published by Saferworld and International Alert.⁶ The organizations varied from development, humanitarian, and a mixture of the two in order to illustrate and learn from the perspective of both emergency response and peacebuilding. Participating organizations include the following: World Vision, CARE International, Oxfam International, USAID, Action Against Hunger, ICRC, and IFRC and results can be found in Chapter 4. Additionally, participants at various offices of the OCHA also completed interviews and surveys; this information is only reflected in Chapter 5 results.

Information was gathered from these organizations through interviews with headquarter staff and senior in-country leadership, an online survey distributed to the wider staff, and a desk review of organizational reports. The client requested limiting data collection to Africa and the Middle East, as well as to recent humanitarian crises caused or affected by violent conflict. Although contacts were sought in many countries across these two regions, the country case studies used in this research were limited to areas where organizations responded to information requests. Interviews and report reviews were conducted on Lebanon, Mali, Syria, Democratic Republic of the Congo (DRC), South Sudan, Burundi, Yemen, Kenya, and the North Africa region.



1.3 LIMITATIONS

This project aimed to gather information about conflict analysis from a variety of sources in order to produce a well-rounded image of what this type of exercise looks like in the humanitarian sector, as well as why it is important for peacebuilding. Due to the broad nature of this research, there were limitations:

- ❖ Many organizations are currently developing or reworking conflict analysis tools which they were unable to share.
- ❖ Much of the information regarding a conflict analysis is sensitive and unable to be shared.
- ❖ Conflict analysis does not have a shared definition across the sector.
- ❖ Time constraints of this project limited the amount of people and organizations possible to contact.

⁶ *Conflict sensitive approaches to development, humanitarian assistance, and peacebuilding*, Saferworld Resource Pack, (APFO, CECORE, CHA, FEWER, International Alert, Saferworld, 2004) 12-13.

CHAPTER 2:

CONFLICT ANALYSIS IN ACADEMIA

2.1 HISTORICAL UNDERPINNINGS

Humanitarian and development actors operate with the inherent aim to mitigate violent conflict, minimizing harm and capitalizing on peacebuilding opportunities in any given response. Even still, during the violent conflicts of the 1990's across Rwanda, Eastern Europe, Somalia, and Haiti, the humanitarian imperative was existentially questioned; bringing to light the harm and exacerbation of structural violence to which humanitarian and peacebuilding actors may have inadvertently contributed.⁷ These implications lead to a deep reflection amongst the aid community, and the initiation of a healthy debate raising questions of ethics, methods, policy, and the nature of intervention.^{8 9}

Albeit humanitarian actors aim to operate under the principles of humanity, neutrality, impartiality, and independence, these principles sometimes remain challenging in practice. Given the changing nature of modern crises, some have argued that the humanitarian space has been contracted with the increasing collaboration of military and political actors, who do not operate under these same principles. With increasingly complex issues of access, and protection, a handful of humanitarian organizations continue operating by strict, Dunantist principles. Whilst, others have been more fluid in their perception of the principles, and adapted them for varied operational purposes. This evolution and subjectivity in interpretation can often lead to a tension between humanitarian and/or peacebuilding organizations. Ultimately, this tension can complicate the relationship between aid actors and beneficiary populations, who cannot always be expected to see interventions in a purely neutral light. As a result of this examination, the aid community has come to acknowledge its inherently embedded position in any conflict context.¹⁰ Subsequently, aid can bring about positive but also negative socio-economic and political outcomes, making the aid actor's role all the more consequential.¹¹ As a result of this process, more importance has been given to understanding the context and situation of a conflict, giving rise to the field of conflict sensitivity.

Amidst this context, the *Do No Harm* framework, conceptualized in the 1990's, lead the way for the practical application of conflict sensitivity. Anderson's (1999) ideas endorsed the need for actors to do no harm, whilst maximizing on the peacebuilding opportunities inherently present in the rapid response phase. In conjunction with the Peace and Conflict Impact Assessment (PCIA) methodology, by the end of the 1990's, NGO's alongside think-tanks and donors incorporated a conflict sensitive approach to their programming.

2.2 CURRENT INFLUENCES AND PERSPECTIVES

Since its origins, the understanding of conflict sensitivity has evolved to be more inclusive of broader socio-economic and political factors. This report further endorses the need for conflict sensitivity approaches to consider economic, security, political, and ideological divisions in areas of operation. This cross-sectoral coherence serves to benefit all actors in the conflict context. In light of this thinking, recent consultations at the Humanitarian Summit suggest that indicators of conflict risks can be expanded to include a multitude of factors. These risks include: increased migration and brain drain; economic disparities; destruction of public infrastructure; mounting political pressure; ethnic and religious divisions; suspension of rule of law; refugee and IDP influx and outflow; and intervention by civilian or military actors.¹² Consequently, conflict sensitivity

⁷ Peter Uvin, *Aiding Violence: The Development Enterprise in Rwanda*, (West Hartford: Kumarian Press, 1998), 3.

⁸ *Conflict sensitive approaches to development, humanitarian assistance, and peacebuilding*, Saferworld Resource Pack, 2.

⁹ "Encouraging effective evaluation of conflict prevention and peacebuilding activities: Towards DAC guidance," OECD DAC and CDA Collaborative Learning Projects, (*OECD Journal on Development*, 2007), 8.

¹⁰ Peter Uvin, *Aiding Violence*, 2-3.

¹¹ "A View from the Field: Humanitarian Action and the Search for Peace, Moving Beyond Practice?" Advanced Training Program on Humanitarian Action, (2010), 1.

¹² Masayo Kondo Rossier, "Conflict Analysis for Conflict Preparedness: An OCHA Case Study," *Public Diplomacy Magazine*, issue 16, (US: University of Southern California, 2016), 11.

can show benefits for preparedness, assisting the work of peacebuilding actors, whilst also benefitting humanitarian actors by exposing issues which can be addressed to increase resilience. Incorporating a wide range of such factors in the development and teaching of tools further serves to promote the practical and conceptual linkages between peacebuilding and humanitarian actors.¹³ This is evinced by a 2017 consultation at the Humanitarian Partnerships and Networks Week, Geneva; where through an open dialogue with a range of conflict stakeholders, different perspectives, and understandings of conflict sensitivity were brought to light and contributed to the findings in this report.

2.3 THE NATURE OF ANALYSIS

A key recommendation across this report is the need for adaptive processes to conflict analysis, as a one-size-fits-all solution does not prove effective due to the key elements of conflict analysis itself: 1. The dynamics of violence reduction and escalation; 2. The impact on the population and 3. The impacts on the duty-bearing organizations; governmental and NGOs. Given each element differs with each response, interactions between elements also differ.¹⁴ Hence, whilst action remains important, the reflective process by which external organizations thoughtfully consider the conflict context remains the most crucial component for informed programming. Further, given the nature of modern protracted crisis, complex war economies, intra-state violence, and binary divisions across ethnic lines, it remains crucial for external actors to intermittently repeat this reflective process and tailor approaches accordingly.¹⁵

Recent years have seen an increased engagement with the complexities, challenges, and benefits of conflict analysis. Although aid programming in conflict scenarios remains inherently difficult, there has been a shift in donor mentality whereby conflict analysis is seen to increase the effectiveness of aid. Bush (2009) finds that development interventions based on a detailed understanding of the environment can foster common interests amongst stakeholders, encourage positive communication, and increase neutral spaces for cooperation. This inclusiveness helps establish non-violent means of working together, as opposed to conflict insensitive interventions, which have often aimed to create new or externally determined connectors between groups, risking exacerbation of the conflict.¹⁶ Consequently, strengthening existing linkages between groups is a more effective intervention strategy. Furthermore, the role of the aid actor and their perceptions of the environment prove to be another crucial catalyst for positive intervention. In practical terms, the *Do No Harm* framework combined with other operational tools and risk management approaches assist in informing aid actors of the context, allowing a bottom-up approach to aid delivery.¹⁸

2.4 ORGANIZATIONAL OUTLOOKS

It remains crucial for donors, governments, NGOs, and UN actors to maintain a close engagement in promoting conflict analysis. Increased interaction allows for a broader basis of comparison for lessons learned across a range of contexts and actors.¹⁹ Furthermore, this allows organizations to increase the depth of their contextual knowledge and increase the effectiveness of implementing arms.²⁰ Additionally, an alignment with the academic community serves to benefit the knowledge of international organizations. Academia is often more widely available, neutral, and less susceptible to information sharing issues, which are encountered at the operational level.

¹³ Ibid.

¹⁴ *Conflict sensitive approaches to development, humanitarian assistance, and peacebuilding*, Saferworld Resource Pack, 5.

¹⁵ Thania Paffenholz, "Peace and conflict sensitivity in international cooperation: An introductory overview," *International Politics and Society*, issue 4, (2005), 65.

¹⁶ Kenneth Bush, "A Measure of Peace: Peace and Conflict Impact Assessment of Development Projects in Conflict Zones," IDRC Working Paper No. 1, (Canada: IDRC, 1998), 2.

¹⁷ Zahid Shahab Ahmed, "Development and Conflict Sensitivity: A Case Study of the Application of PCIA in Pakistan," *Asian Journal of Peacebuilding*, vol 3. no 2. (Seoul: Seoul National University, 2015), 217.

¹⁸ Simon Fisher, et al, *Working with Conflict: Skills and Strategies for Action*, (Birmingham: Zed Books, 2011), 8.

¹⁹ Maria Lange, "Organizational Development for Conflict Sensitivity: The Experience of International NGOs," *Journal of Peacekeeping and Development* vol 2. issue 2, (2005), 93.

²⁰ David Gullette and Dorothy Rosenberg, "Not just another box to tick: Conflict -sensitivity methods and the role of research in development programming," *Development Policy Review*, vol 33, issue 6, (ODI, 2015), 722.

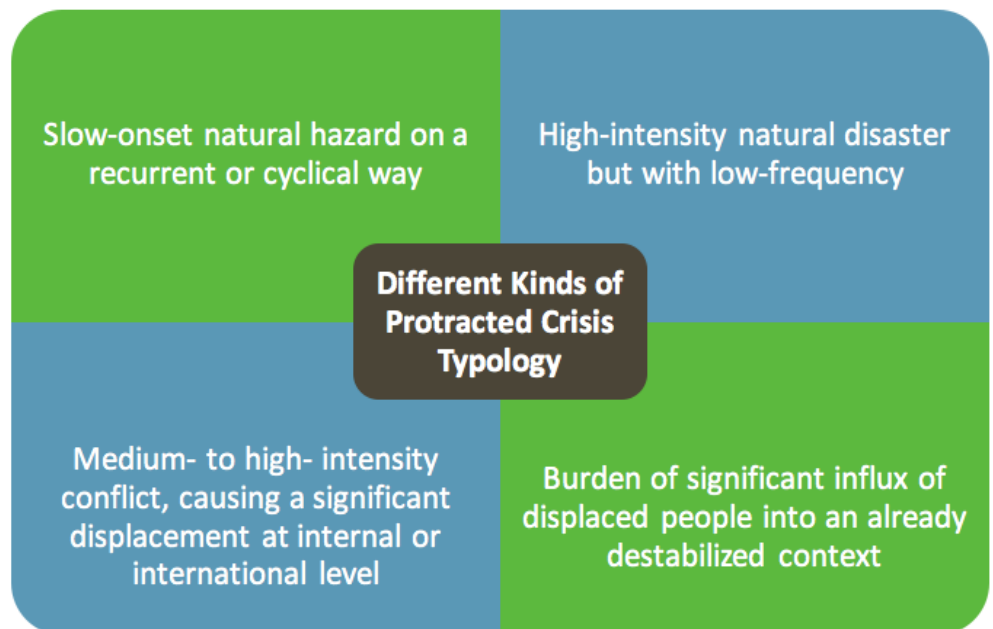
CHAPTER 3:

WHAT CONFLICT ANALYSIS CAN DO FOR PEACEBUILDING

The dichotomy between humanitarian, development, and peacebuilding approaches have been a subject of vigorous debate among policymakers and practitioners since the 1990s²¹ The 2016 World Humanitarian Summit (WHS) held in Istanbul, however, highlighted the crucial need to have a more collaborative approach between the humanitarian, development, and peacebuilding actors.²² This is a result of a changing context where protracted crisis has become the new normal.²³

The majority of recipient countries of funding from the Organization for Economic Cooperation and Development and the Development Assistance Committee (OECD-DAC) is spent in conflict zones.²⁴ With such a large number of crises and beneficiaries addressed, it remains critical to understand the variations in conflict contexts. The International Humanitarian Law (IHL) framework does not define the characteristics of a protracted conflict, and focuses instead on the conduct and consequences of war. Despite this lack of definition from the legal field, OCHA's understanding of the different kinds of protracted crisis typology includes:

- 1) Contexts affected by slow-onset natural hazard on a recurrent or cyclical way (example Sahel)
- 2) Contexts affected by high-intensity natural disaster but with low-frequency (example Haiti)
- 3) Contexts affected by medium-to high-intensity conflict, causing a significant displacement at internal or international level.
- 4) Contexts affected by the burden of significant influx of displaced people (example Lebanon, Turkey, Jordan; OCHA 2015)²⁵



Such contexts cause a “mixture of acute and long-term needs which often combine high levels of malnutrition, mortality, and disease alongside high and chronic levels of poverty, food insecurity, and a lack of economic opportunity.”²⁶

Whilst a rapid surge capacity to manage emergencies remains the overall objective of humanitarian response to crisis, the evidence suggests that their assistance is provided in crises which are most likely going to last. Ninety percent of humanitarian appeals last more than three years, with an average duration of seven

²¹Tasneem Mowjee, et al, *Coherence in Conflict: Bringing Humanitarian and Development Aid Streams Together*, DANDIA International Development Cooperation, (Ministry of Foreign Affairs Denmark, 2015), 8.

²²“Outcome of the World Humanitarian Summit: Report of the Secretary General,” (United Nations General Assembly, 71 session. 2016), 10.

²³Rodolpho Valente, and Romano Lasker, “An end in sight: Multi-year planning to meet and reduce humanitarian needs in protracted crisis,” *Fit for the Future Series*, (OCHA Policy and Studies Series, 2015), 4.

²⁴*Improving ODA allocation for a post-2015 world*. (UNDESA Development Cooperation Forum, 2016), 67.

²⁵“An End in Sight,” *Fit for the Future Series*, 5.

²⁶Christina Bennett, “The development agency of the future: fit for protracted crisis?” (ODI Working Paper, 2015), 6.

years.²⁷ Multiple triggers such as climate change, urbanization, population growth, and chronic poverty are aggravating humanitarian needs. Unfortunately, tendency is not expected to improve. On the contrary, forecasts highlighted that, for example, by 2050 the demand of food is expected to grow by seventy percent.²⁸ Humanitarian actors are responding more and more to chronic rather than acute needs, where different actors working together is becoming the rule. Humanitarian approaches therefore need to better understand the context where crises occur in order to provide assistance that will be sensitive to the conflict. Therefore, conflict analysis tools are vital for organizations to ensure their access to the humanitarian space, and in order to understand the root causes of a conflict. Reconciling the approaches and tools of humanitarians and developmental actors is crucial in today's protracted crises, where aid can alleviate the cycle of vulnerability.²⁹

3.1 THE RISE OF PROTRACTED CRISIS AND THE NEED FOR STRATEGIC FORESIGHT

As shown above, the distinction between humanitarian action, development, and peacebuilding in the current context is becoming less distinct. The cluster approach, which was introduced in 2005, aimed to enhance the collaboration and sharing of tools among different actors with different mandates in an expanding humanitarian landscape. As it stands, operations have been conducted by 4,480 organizations using more than 450,000 aid workers across the world, working according to different ideologies and missions.³⁰

Working in protracted crisis requires tools that envisage short- and long-term strategies (Bennett, 2015) and conflict analysis tools are no exception. Peacebuilders have developed and applied conflict analysis tools benefiting from longer-term presence and broader perspectives. Whilst it is clear that humanitarian action cannot end conflict in the absence of political will, humanitarian assistance can have considerable impacts. Poorly designed or badly coordinated interventions in contexts affected by conflict can “do harm.”³¹ As discussed in Chapter 2, the development agencies' reactions to this debate launched by Mary Anderson in 1994 has produced the collective will to better understand the relationship between aid and conflict.³² Following this, conflict analysis tools have been increasingly utilized within the planning, monitoring, and evaluation phases.³³ This is further displayed by the World Humanitarian Summit commitment number four of the “Peace Promise” which highlights the need to ensure conflict sensitive programming based on the *Do No Harm* framework.³⁴ This report encourages and supports this comprehensive approach to crisis management, as the increased complementarity among different actors through a mutual sharing of tools appears to be crucial for better analysis.³⁵

Multi-year planning is a vehicle that can help to link humanitarian action and peacebuilding in increased protracted crises. By allowing the joint planning of humanitarian, development, and peacebuilding organizations to overlap, the sector as a whole will be able to provide more well rounded solutions with longer lasting effects. The Humanitarian-Development-Peace Initiative (HDPI), a joint effort between the United Nations and the World Bank Group, highlight methods which can help facilitate and grow this partnership with methods like multi-year planning; “Under the HDPI, the UN and the Bank will identify collective outcomes and deliver comprehensive and integrated responses to countries at risk. This includes sharing data, joint analysis and assessment of needs, as well as aligned multi-year planning across peace, humanitarian, and development operations, which are critical to enable collaboration in these countries.”³⁶ This research project promotes conflict analysis as one tool that can help facilitate joint analysis, information sharing, and context driven analysis to inform multi year plans as well as other actions.

²⁷ Ibid.,

²⁸ “Global Agriculture towards 2050,” *How to Feed the World 2050*, (High-Level Expert Forum. Rome, 2009), 1.

²⁹ Bennett, 11.

³⁰ Neven, Bondokji, “The expectations in Humanitarian Operations: Field Perspectives from Jordan,” *Asian Journal of Peacebuilding*, Vol. 4, (2016) 1.

³¹ Anderson, *Do No Harm*, 37.

³² Manuela Leonhardt, “Providing Aid Agencies with Tools for Conflict- Sensitive Practice: Lessons Learned from Peace and Conflict Impact Assessment (PCIA),” *Journal of Peacebuilding & Development*, (2002), 43.

³³ Ibid.,

³⁴ “The Peace Promise: Commitments to more effective synergies among peace, humanitarian and development actions in complex humanitarian solutions,” (United Nations) 3.

³⁵ Bondokji, 2.

³⁶ “The Humanitarian-Development-Peace Initiative,” The World Bank IBRD-IDA Online Brief, (March 3, 2017).

CHAPTER 4:

LESSONS FROM THE NGO COMMUNITY

This section aims to outline lessons from the NGO community with regards to what forms conflict analysis can take, alongside how analysis development and implementation occurs. Interviews and surveys with the NGO participants helped this project to outline some of the main methodologies currently being utilized by the humanitarian, development, and peacebuilding sectors. Information for this section came from staff in headquarters, regional, and country offices.³⁷ A total of 18 interviews were conducted for this study. There is a push in the humanitarian community to link peacebuilding and emergency response as temporary aid often fails to produce lasting effects for the community. Conflict analysis can help organizations better understand a conflict and produce programs with lasting effects, because it provides a platform where humanitarian workers can engage with experts, international staff, beneficiaries, key stakeholders and other organizations. The following sections chronicle the major perspectives around contents of analysis, and subsequently how it can be used.

4.1 CONTENTS OF ANALYSIS

The actual contents of analyses varied depending on the organization, the purpose of this report, the context, and the time taken to complete an analysis. The length of analyses examined for this research, which focused on environments influenced or affected by conflict, varied from 5 to 20 pages and took between 4 weeks and 3 months to compile and complete. This section will discuss some of the different methodologies behind what can be included in and what can influence conflict analysis. By understanding the variations of conflict analysis, organizations can then tailor their processes so that the analysis produced complements their specific goals and mandates.

4.1.1 SCOPE OF ANALYSIS

In order for organizations to tailor a conflict analysis process to suit their specific goals, defining the organizational scope is essential. Some organizations limit the scope of an analysis to the national and community levels, but regional and international factors, such as migrant flows, can have important effects on a seemingly local context. The dilemma of the local context versus the global context is also apparent in reverse; analyses that dwell on the macro-picture may miss issues like a program's impact on a community.

The conflict analyses studied for this project also varied in the types of factors that were included and considered. Macro-level analysis looked at a multitude of players and influencing factors, whilst some organizations favored a more specific analysis that focused on one important aspect, such as gender or agriculture. By identifying changes in gender relations, or agriculture output, or access as trigger events, which could drastically change a context, organizations are able to narrow down the scope of their research to something relevant to the operations and mandate of their work.

Understanding what the best foresight length for a specific organization or context is another key feature which should be considered when completing an analysis. Foresight length of analyses examined for this project varied from six months to two years. Humanitarian organizations may favor emergency analysis centered around understanding what may happen in the next six months, but many conflict affected humanitarian disasters in the 21st century last much longer. Expanding strategic foresight is key for linking humanitarian action and peacebuilding, because it allows organizations to create a program or response which better recognizes the lasting effects of conflict many communities are left to address. Some organizations implement more than one conflict analysis tool with different foresight lengths to assist in meeting emergency needs as well as long-term needs.³⁸

³⁷ Participating organizations include the following: World Vision, CARE International, Oxfam International, USAID, Action Against Hunger, ICRC, and IFRC. For more information on methodologies including location and reasoning for choosing these organizations, please see Chapter 1.2.

³⁸ See World Vision tools in appendix.

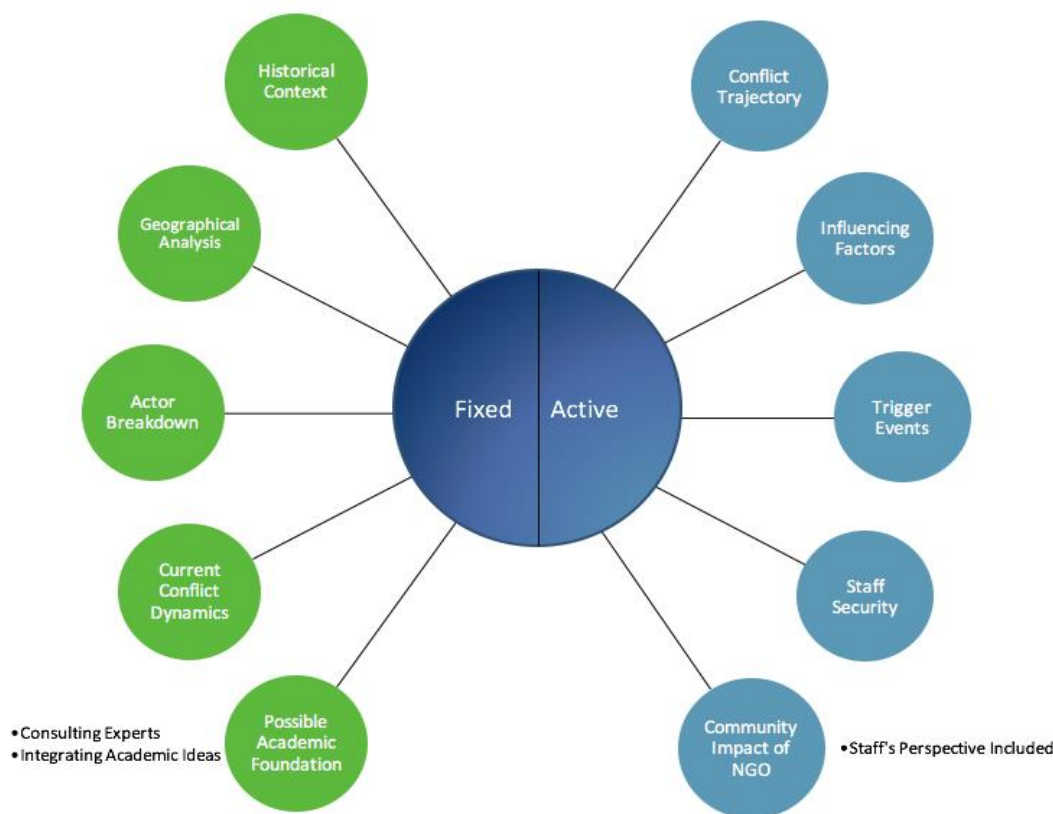
It is essential that organizations wishing to implement conflict analysis are aware of the difference between emergency and long-term analysis. Emergency analysis is usually a response to a specific event, and most often has limited foresight length because it is based on immediate trigger events. Long-term analysis considers a variety of factors that may happen in an extended time period. More pressure is being placed on organizations to predict and prepare for emergencies that may happen in the future, and how certain areas or sectors can prepare for this possibility. Although this is extremely difficult, broadening the scope of an analysis to look beyond emergency events or triggers can help link humanitarian action, development, and peacebuilding, whilst aiding in preparation for the next crisis.

4.1.2. ANALYSIS SUBSTANCE

Through contact with the NGO community, this research found two main categories in terms of what is available for organizations to include in a conflict analysis report. The two types of information are defined as fixed and active, and can be useful for humanitarian, development, and peacebuilding organizations alike. Fixed information can also be defined as background or contextual information; it is as if the analysis takes a snapshot of the current circumstances, including historical factors. This information often manifests as historical context, geographical analysis, actor breakdown, and current conflict dynamics. Some organizations chose to ground this information in an academic foundation, either consulting experts in a specific region, or by using broad concepts such as the aforementioned *Do No Harm* framework.

Active information is where most organizations put the majority of the focus during an analysis. Active information is most often in the form of conflict trajectory and influencing factors, or trigger events, which can dramatically change a context.

Some organizations are broadening this section to include how an organization's presence will impact a community (positive and negative), and the staff perspectives on this subject.³⁹ Staff security is also a key active event that should be included in conflict analysis reports.



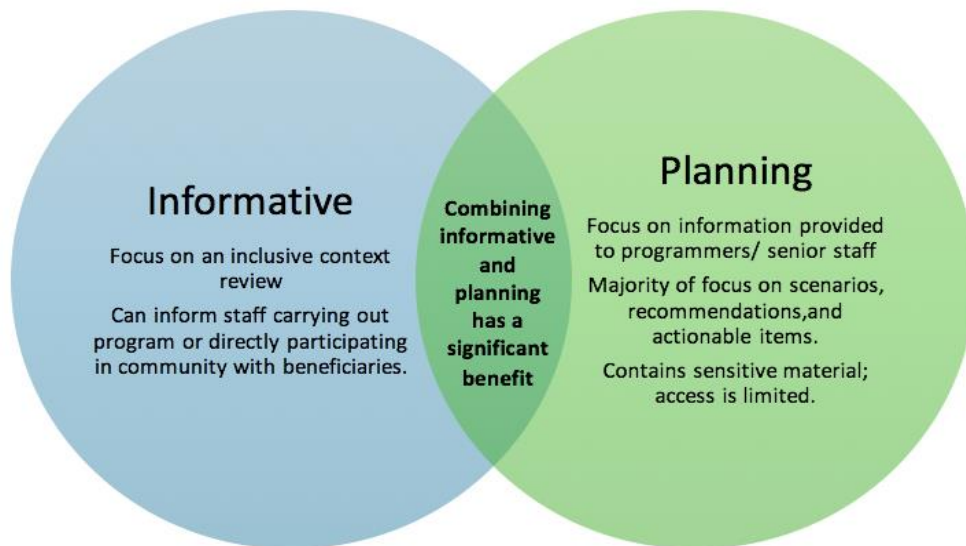
Active information may be regarded as more relevant but, it is important resources are spent gathering information for both sections. Although the author of a report may be well-versed in the fixed conditions of a context, the actual staff intending to use a report may not be. If this report is used for information, programming, or planning, it is important the information included is not limited to how things will change, but also what may have led up to those changes. These underlying factors may be able to help staff face other challenges that may or may not have been predicted.

³⁹ See CARE handbook appendix.

4.1.3 PURPOSE OF ANALYSIS

When analyzing the information collected during the research phase of this project, there were two main purposes of conflict analysis evident: informative and planning. Informative analyses focus on an inclusive context review in order to educate staff. This type of analysis can inform staff who are carrying out a program or who are directly participating in a community with beneficiaries. Since the era of *Do No Harm*, many organizations look for a way to minimize negative impact, and having informed staff is one way that conflict analysis can help ensure those implementing a program indeed “do no harm.”

The other type of analysis focuses on information provided to programmers, or senior staff in charge of planning an organization’s response to situational changes. Although these reports do also contain background and context information, the majority of focus is put on scenarios, recommendations, and actionable items. Often these reports contain sensitive material, and access is limited to programmers and senior country staff. Combining these two methods has a significant benefit for humanitarian, development, and peacebuilding organizations. Informed programs that consider context, changing factors, and impact is key, but often these nuances can be lost at the senior staff level if the employees actually carrying out the programs are not informed on the context. As suggested with respect to OCHA (Chapter 5), some existing organizations are already experimenting with producing redacted conflict analysis information to inform the wider staff about the context in which they are working.



4.2 THEMES IN THE DEVELOPMENT OF AN ANALYSIS

How organizations go about developing a context analysis for conflict settings involves numerous stages, from initiation and data collection, to information synthesis. During interviews with various humanitarian, development, and peacebuilding actors, research extracted some common themes expressed in the following section. Being mindful of different organizational capabilities and resources, creating a comprehensive methodology for developing a conflict analysis allows programmers, as well as the wider staff, to become more aware of what contributes to and informs their actions when responding to a humanitarian emergency. A comprehensive methodology also allows staff and analysts to take lessons from one context and apply it to other areas, which avoids restarting the whole process every time. This section hopes to share some useful methods which can be used across the emergency sector and in long-term projects.

4.2.1 INITIATION OF ANALYSIS

When a conflict analysis begins and who starts the process is an important issue for organizations to consider. If it is not clear who establishes when an analysis is needed, other important organizational requirements may take precedent, leaving conflict analysis out of the initial action phases.

Most emergency analysis in response to a significant change in context occurs at the request of a country office, because they are often the first part of an organization aware of any changes. The majority of interviewees expressed that these requests are then relayed to an international analysis team, or regional advisors. In some organizations, international or regional staff will then provide assistance or resources to help the country offices produce an analysis relevant to their needs and context. Staff assisting in the production of a conflict analysis varies from national staff, analysts, or in some cases technical experts. Technical experts can be useful when organizations choose a narrow scope (see section 5.1.1) where specific information is vital, such as agricultural or environmental sciences. Peacebuilding projects can further benefit from using technical advisors because long-term projects often need to consider a wider array of issues as opposed to deliver aid alone. The other main type of analysis discovered in this project is analysis prompted by scheduled revision. Depending on the fragility rating of a country or region, organizational requirements may suggest an analysis is done every year or every few years. Organizations that employed both emergency and scheduled analysis in order to bridge the gap between rapid response programs and those which had more of a peacebuilding and development focus were also encountered.

4.2.2 ANALYSIS CONTRIBUTORS AND RESEARCH METHODOLOGIES

Completing research in and around conflict settings comes with challenges and can often produce bias, but using a variety of contributors and data collection methods can help overcome these challenges.

Most organizations use secondary data from policy reports and academic sources to provide a foundation or background to the context. Where relevant statistics are available, they are usually included in a conflict analysis. The bulk of the information included in a conflict analysis is collected using interviews, focus groups, and surveys from the contributors.

Including the beneficiary perspective in an analysis is useful because it can help validate or challenge what is being assumed or proposed at the national or head office level. Another key aspect of collating conflict analysis information was consideration of social sub-groups for the community in question; including considerations across gender, age, social

class, religion and ethnic divisions. Some organizations find focus groups are a useful way of drawing out community opinions and possible impacts to beneficiaries as a result of programming. The overall aim of such groups is to weave in relevant, first-hand information from different perspectives. Several organizations also expressed the value in including staff perspectives because often the best people to assess the impact of a program are those who are implementing it. After this information is collected, important factors that can change the situation, or ways in which the environment can improve, are extracted. These key pieces are then used by organizations to produce context-specific scenarios or recommendations.



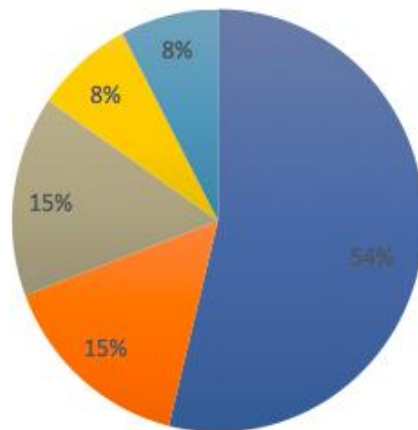
4.3 THEMES IN IMPLEMENTATION OF CONFLICT ANALYSIS

After a conflict analysis has been developed, it is important that the organizations implement it in their work. Research revealed that organizations adopt different approaches to implement conflict analysis into their activities, but none of the organizations interviewed had a standardized method of implementation across multiple offices. Scenarios and recommendations included in the analysis were often translated into actionable items, but this information usually stayed with senior country staff or program directors. Few organizations and country offices had shared conflict analysis findings widely, as there were often concerns of confidentiality and sensitivity of incoming information. Establishing pathways to disseminate findings can help provide important information to the wider staff and facilitate inter-agency cooperation.

4.3.1 SURVEY RESULTS

How is Conflict Information Usually Sent Out to Staff?

■ E-mail ■ Verbal Debrief ■ At Request of Staff Member ■ A Combination of the Above ■ Other



The majority of conflict information is transmitted through email, which adds to the importance organizations should place on producing redacted versions which can be shared more widely over non-secure servers.

All of those surveyed participated in a conflict workshop or seminar which is encouraging, and shows conflict analysis is becoming common across many organizations in a variety of fields.



100% of respondents reported that they had participated in a conflict analysis workshop or seminar

to discuss or develop conflict analysis tools and skills

92% of respondents conducted their own research on conflict analysis tools.



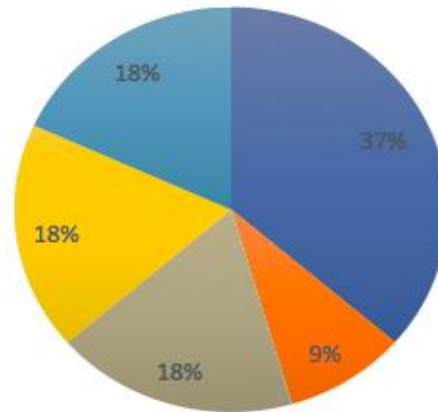
The overwhelming majority of staff surveyed expressed they had done their own research into a conflict environment in which they were working. This highlights the interest staff place in understanding the context where they are operating. Organizations could benefit from providing information for their staff to ensure the information they are learning from is credible and accurate.

4.3.2 KEEPING ANALYSIS RELEVANT

Ensuring analysis stays relevant is important because it can help link emergency response with more long-term peacebuilding or development initiatives. One of the clearest ways to ensure an analysis stays relevant is to update it after a major incident, or during a scheduled revision.

When Conflict Analysis is Updated

■ After a Major Incident ■ Once a Year ■ As Needed ■ Unsure ■ Other



Another dynamic way to ensure conflict analysis and information is relevant is to involve staff in the process, giving them access to the information. This project found staff in organizations that had a clear name or acronym for their conflict analysis tool were able to better identify with the process, purpose, and outcomes of the conflict analysis. Some organizations are also experimenting with podcasts and other multimedia forms which are able to translate information about a context in an engaging way. By allowing staff to participate in the process, it removes the obstacles to analysis that may seem disconnected from the everyday workings of an organization.



100% of respondents felt that conflict analysis tools were important for humanitarians.

Keeping analysis relevant is key for linking humanitarian action and peacebuilding initiatives. Producing an analysis that can be shared amongst staff and organizations ensures it can start or take part in a lasting dialogue. Reports that are limited to senior staff can be temporary due to staffing and/or program changes which can occur often and rapidly. If more people are able to join in the process of conducting a conflict analysis, the information gathered and analyzed is more likely to remain in an office, serving as a starting point in the future. Peacebuilding programs would benefit from a foundation of literature and analysis they are able to draw on when developing a program or planning their next actions.

CHAPTER 5:

THE ROLE OF OCHA

OCHA is responsible for the coordination of humanitarian assistance and as such works closely with NGOs aiming to achieve an effective and non-repetitive response to emergencies, as per the implementation of the cluster system following the humanitarian reform of 2005.⁴⁰

With respect to conflict sensitivity, OCHA's coordination role in a given crisis response creates an advantageous position to start a conversation around conflict analysis processes and tools for inter-agency use. OCHA invests in understanding the different methodologies behind conflict analysis, because comprehensive tools could assist OCHA to promote communication, multi-year planning, and increase foresight analysis throughout the humanitarian sector.

5.1 OCHA'S PREVIOUS FINDINGS

OCHA conducted a pilot course co-organized with UN System Staff College (UNSSC) in October 2014, which led to a more comprehensive action learning initiative, entitled "Conflict Analysis for Humanitarian Action and Peacebuilding." The co-organizers of this event included OCHA, UNSSC, and the Graduate Institute, Geneva, with the latter in charge of the follow-up stages. The initiative included an online module and, later, a face-to-face training session, and individual project follow-ups.⁴¹

The standard UNSSC online course on "Conflict Analysis for Prevention and Peacebuilding" was adapted and offered to participants, creating an introductory overview of the main conflict analysis tools. The three-day in-person workshop was held in Geneva on 20th to the 22nd of January, 2016. Overall, most participants appreciated sessions that focused on concrete tools or practical country cases. Therefore, more emphasis should be put on practical examples, with sessions guided by staff who have direct experience with conflict analysis in the field in the future.

THIS REPORT'S CONCLUDING REMARKS SUGGEST THERE IS A NEED TO:

- ❖ Internally resolve the lack of clear policy in regards to OCHA's involvement in peacebuilding
- ❖ Explore current practices being used to apply conflict analysis for linking humanitarian action and peacebuilding.
- ❖ Better utilize conflict analysis tools to improve humanitarian response.
- ❖ Collect good practices and lessons learned from the application of conflict analysis at the country and community levels, ultimately aiming to mainstream conflict analysis tools.⁴²

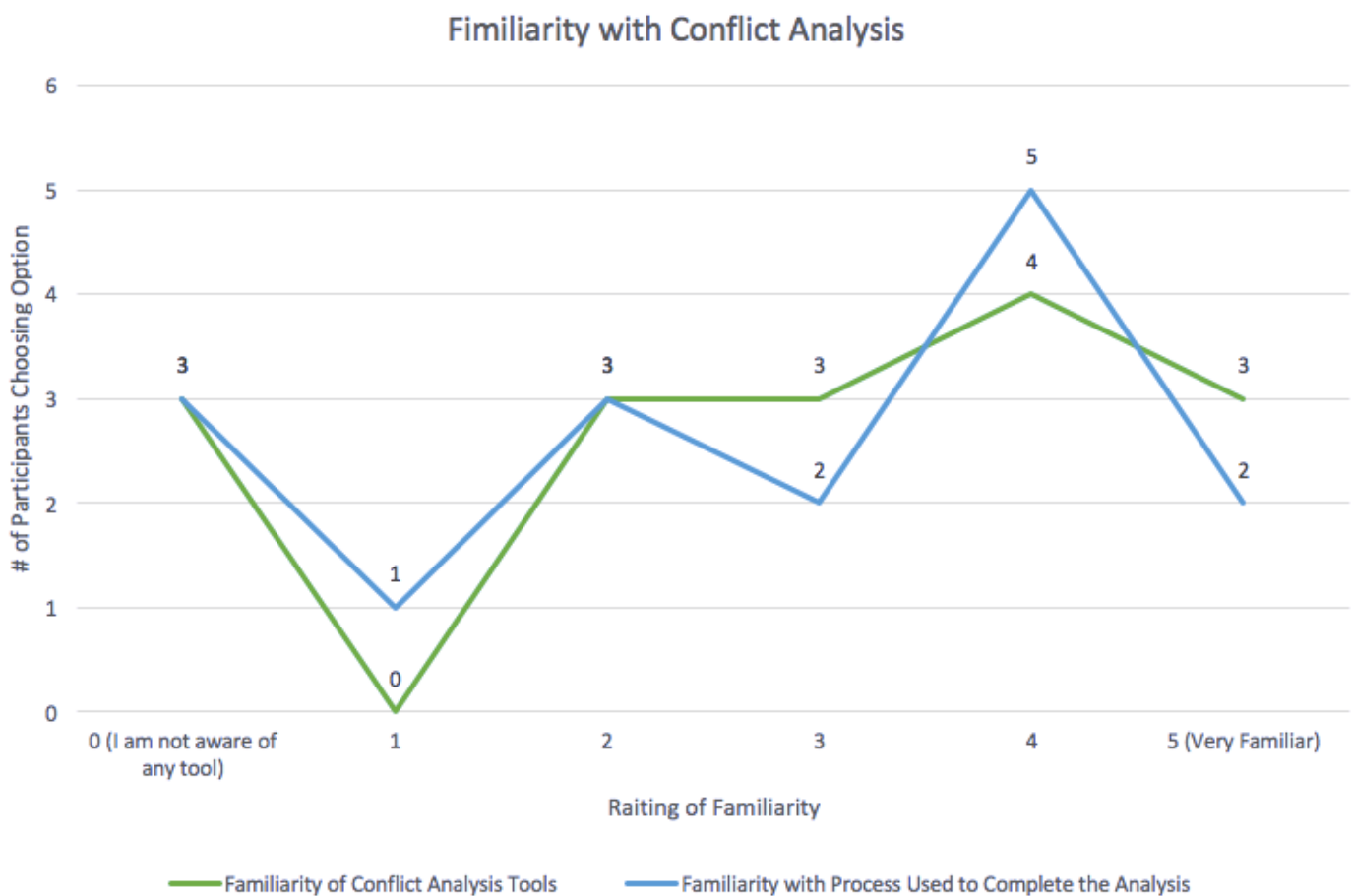
⁴⁰ "What is the Cluster Approach."

⁴¹ *Action Learning Initiative: Conflict Analysis for Humanitarian Action and Peacebuilding Final Report*, (United Nations System Staff College, Peace and Security Team, 2016).

⁴² *Ibid.*,

5.2 FINDINGS FROM OCHA INTERVIEWS AND SURVEYS

Within OCHA alone, 3 interviews and seventeen survey participants had a varying understanding of conflict analysis.⁴³ The range included individuals who did not have a clear understanding of what “conflict analysis” entails, to those who have developed their own conflict analysis tools. When asked about familiarity with conflict analysis tools used within OCHA on a digital survey, participants’ answers ranged the entire spectrum of 0 (I am not aware of any tool) to 5 (Very familiar). Individuals who rated their awareness a “0” were from different offices, as were those who rated their awareness a “5,” providing evidence that these answers are not representative of one specific location, but rather a variety of offices. Similar results were yielded for the following question, with the same scale, “How familiar are you with the process used to complete the analysis?”. For direct comparison, see Figure below.



⁴³ For further information on methodologies, please refer to Chapter 1.2. For a full list of interview questions and survey responses please see Appendixes.

Other questions included, “How is conflict information usually sent out to your staff?” with sixty percent of respondents noting that e-mail was the most common method of communicating this information.



60% of OCHA respondents stated that e-mail was the main method used when distributing conflict information.

An equal 12.5% fell into the other three categories: verbal debrief, at the request of a staff member, and "other."

75% of OCHA respondents conducted their own research on conflict analysis tools.



Three-quarters of respondents noted that they had conducted their own conflict analysis research, with an average response of “4” out of “5” to the question, “How valuable do you think conflict analysis tools are to humanitarians?” These two results led us to believe that individuals in the field find conflict analysis so important that they will spend their own time conducting research on the matter. This provides evidence that, if conflict analysis tools were more readily available, OCHA staff would be receptive to such information.

5.3 THE NEED FOR ANALYSIS

Given OCHA’s lead role in coordinating responses to conflict situations, it has a unique opportunity to assist in the development of a multi-purpose conflict analysis tool. This will further allow OCHA to assist the growth of sector-wide mainstreaming of conflict analysis methodologies by training partnering organizations, encouraging information sharing, and ensuring a sensitive approach from organizations. Due to a lack of information in publicly available documents, it would benefit the wider humanitarian community if OCHA encouraged NGOs to publicize redacted documents. Additional analysis of current tools is essential for three reasons: 1. In analyzing what has already been created, duplication of efforts could be avoided. 2. Sharing the positive and negative outcomes of conflict analysis techniques after an incident could inform the improvement and development process of tools, ensuring that those in use are currently at their best. 3. Although there remains a distinction between humanitarians and peacebuilders, it is essential that neither actor influences the factors discussed in Chapter 1, which could lead to exacerbation of the conflict or negatively impacting the other actor’s programming. By ensuring tools are thoroughly analyzed, unduplicated, and revised to overcome previous obstacles, humanitarians can thereby further rid the potential to influence the situation.



75% of OCHA respondents felt that conflict analysis tools were important for humanitarians.

CHAPTER 6:

CHALLENGES TO ANALYSIS

As shown through the discussions above, the sensitive nature of conflict analysis poses complex, dynamic, and constantly evolving challenges. Here, the report aims to highlight the key issues uncovered in the research, yet this list is not exhaustive as each analysis will encounter its own range of contextual hurdles.⁴⁴

Primarily, it remains critical to understand the conflict at the micro-, meso-, and macro- levels to combat the possibility of biases, superficiality, and administrative hurdles. Conflict remains multidimensional, and in addressing the challenges, a nuanced and thoughtful approach is essential. In order to address the breadth of these challenges, they have been categorically organized:

ADMINISTRATIVE CHALLENGES:

- ❖ Lack of funding, staff, and time constraints.
- ❖ Lack of access to data or information sharing challenges.
- ❖ Gaps between the knowledge and implementing arms of organizations; an analysis may not be translated into programming.
- ❖ Analysis may be tailored to look at specific aspects which are more likely to receive funding.

CONTEXTUAL CHALLENGES:

- ❖ Difficulty in conducting a thorough analysis due to sensitive nature of conflict and physical constraints.
- ❖ Analyzing only one side of the narrative, and misrepresenting other actors of the conflict.
- ❖ Analysis remains too surface-level, and addresses short-term issues whilst not mitigating against long-term driving forces.
- ❖ Inability to understand conflict as fluid, ever-changing, and driven by a multitude of changing forces.

BROADER UNDERSTANDING CHALLENGES:

- ❖ Lack of mainstream conflict sensitivity approaches across geographical and programmatic boundaries.
- ❖ Inconsistent training of staff and lack of dissemination of information across the sector.
- ❖ Organizational barriers preventing evolution of conflict sensitivity by not adapting to latest research, lessons learned, and new techniques.
- ❖ Focus on conflict phases (pre, during, post), as opposed to understanding the period of escalation, de-escalation, and tracing trends in the conflict scenario.
- ❖ Organizational resistance to participate in dialogues involving politically sensitive issues.

⁴⁴ Koenraad Van Brabant, "Conflict Analysis: Thirteen Weaknesses to Avoid," (Navigation 360, 2017).

CHAPTER 7

CONCLUSION

Providing relief in complex emergencies remains an incredibly complicated undertaking. Humanitarians, development practitioners, and peacebuilders alike have been challenged by the inherent complexity of conflict, and questioned the correct response methodologies on each occasion. Firstly, report suggests that rigorous conflict analysis techniques have the potential to assist each of these actors in determining the nature of the challenging contexts. This research finds that a broad consideration of actors, drivers of conflict, potential impacts, and strategic foresight are critical in producing an insightful and useful analysis. Secondly, in analyzing the creation and implementation of conflict analysis tools, several lessons can be extracted; 1. For sustainable beneficiary impact, each actor needs to communicate and understand the relationship between their work and the mandates of fellow responders, 2. It is important to thoroughly understand the collective impact external actors aim to have, and can have upon the affected community. Conflict analysis can be a concise, effective, and efficient vehicle for this communication and deliberation process. By taking the time to develop and implement comprehensive processes of analysis, immediate humanitarian response can link with longer-term development and peacebuilding efforts to ensure temporary aid is not the only thing the international community can offer to those affected by complex emergencies. A consideration of these factors can lead to sector-wide improvements in the transition between rapid response and long-term response phases. Research findings are informed by lessons from academia, OCHA offices, and the NGO community, each of whom emphasized the importance of these considerations and increased dialogue between actors.

By exploring how different organizations use conflict analysis tools in their operations, this report chronicled the contents of analysis, the different options regarding its development, and possible methods of implementation. Interviews and a survey were administered to over 40 individuals, in order to collect a wide array of information and perspectives. Key informants were

chosen specifically from headquarters and field locations, with a geographical spread across crises in Africa and the Middle East. Final results were compiled after conversations with practitioners operating in Lebanon, Mali, Syria, Democratic Republic of the Congo (DRC), South Sudan, Burundi, Yemen, Kenya, and the North Africa region. Additionally, through a consultation at the Humanitarian Networks and Partnerships Week in Geneva, another layer was added to the research. This unique opportunity allowed humanitarians, peace-builders, and academics to come together and share their perspectives in an open forum, allowing us an opportunity to connect the existing findings through an added dimension.

Conflict analysis is a fluid process, therefore, this report presented the extraction of lessons as broad themes across the sector, as opposed to tracing the patterns of single organizations in a linear perspective. By combining these lessons into one discussion, this research aimed to address an existing gap in the literature on conflict analysis. The breadth of research and analysis allowed this report to marry the various thematic perspectives which exist regarding conflict analysis techniques. Ultimately, by linking different methodologies, and highlighting aspects which can assist in linking humanitarian action, development, and peacebuilding, this research has targeted cross-disciplinary relevance.

Moving forward, this report highlights key administrative, contextual and broader understanding challenges posed to conflict analysis. Whilst no universal solutions exist, given the context dependency of the task at hand, research findings do point to certain guidelines which can assist organizations in their operations. Wider dissemination of conflict analysis findings serve as a key to ensuring an informed staff base who know the impacts they can have in any given context. Additionally, information sharing should be encouraged where permissible, aiming to increase organization specific, and sector wide learning. Technology and social media provide new platforms for staff education, but also for collection of information when entering a new context. Finally, the initiation phase of a conflict

analysis holds the key to its success, highlighting the need for rigorous planning, clearly identified responsibilities and targeted objectives.

This report is by no means exhaustive in its findings, and instead should be seen as a platform from which future operational and academic research can be conducted. Conflict analysis remains a broad concept, which holds relevance to economic, political, security, humanitarian, and peacebuilding actors. By studying existing tools across the humanitarian, development, and peacebuilding disciplines, this report has aimed to identify linkages and show how conflict analysis has the potential to improve response to conflict. Linking humanitarian action and peacebuilding initiatives is a multifaceted challenge, which

demands communication and understanding amongst responders and beneficiaries. Responsible conflict analysis has the potential to be a platform which can facilitate a connection between humanitarian goals and peacebuilding goals, if used appropriately. This report concludes its research with a list of recommendations demonstrating factors key in attaining the highest standards of conflict analysis. These recommendations aim to create a platform for communication and shared understanding across the sector, ultimately linking humanitarian action and peacebuilding.

7.1 RECOMENDATIONS

Drawing from this report's findings, the following recommendations have been designed to consider both the various organizations in need of conflict analysis, as well as the multifaceted tool itself. As conflict analysis is constantly changing, tools used to assess the context must also be adaptable. Thus, the following recommendations apply to a myriad of organizations:

- ❖ **Enhance collaboration between OCHA and sector-wide agencies** in rapid response settings, by **facilitating for a comprehensive framework for conflict analysis tools** which other organizations could use and evolve to be more applicable to their organizational specifications.
- ❖ **Implement multi-year funding, allowing humanitarian organizations to have a more in-depth strategic vision based on a comprehensive conflict analysis** inspired by the *Do No Harm* framework, in commitment with the Sustainable Development Goals (SDGs), and leaving “no one behind”.
- ❖ **Define the scope, time-frame, and purpose** of the conflict analysis from the outset of the conflict analysis process.
- ❖ Analysis should combine mixed-methodologies to **consider a range of factors and diverse groups** of participants, to build a comprehensive analysis of the context.
- ❖ **Disseminate conflict analysis findings internally throughout humanitarian and development organizations**, so staff, alongside management and security personnel, are aware of the operational context.
- ❖ **Humanitarian and development organizations should create a comprehensive methodology for analysis development and implementation**, ensuring they are utilizing all resources available, whilst **producing a tool or method that has a lasting impact** on a context or on the workings of organizations in multiple contexts.
- ❖ **Humanitarian and development organizations should maintain a close link with academia, which can be more widely available, neutral, and less susceptible to information sharing issues** which are encountered at the operational level.
- ❖ Donors, governments, NGOs, and UN actors should **maintain a close engagement with each other** as increased interaction allows for a broader basis for consolidation of lessons across a range of contexts and actors

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APPENDIXES

1. TERMS OF REFERENCE

2. REPORT SUMMARY HANDOUT

3. *DO NO HARM* FRAMEWORK

4. CARE INTERNATIONAL WORKSHEET

5. WORLD VISION ANALYSIS TOOLS

6. SURVEY DATA

7. INTERVIEW QUESTIONS

Appendix 1: Terms of Reference

Conflict Analysis: Linking Humanitarian Action and Peacebuilding

Background:

The United Nations Office for the Coordination of Humanitarian Affairs' (UN OCHA) mission is to 1) Mobilize and coordinate effective and principled humanitarian action in partnership with national and international actors in order to alleviate human suffering in disaster and emergencies, 2) Advocate the rights of people in need, 3) Promote preparedness and prevention, and 4) Facilitate sustainable solutions. In 2014 and 2015-16, UN OCHA conducted two workshops to promote conflict analysis skills and to link with peacebuilding concerns for sustainable peace through conflict analysis. In order to gain further understanding, in October 2016, UN OCHA commissioned a consultancy with a team of master students from the London School of Economics and Political Science (LSE). The objective of this partnership is to consolidate knowledge through academic research, explore practical ways conflict analysis tools are implemented by various actors of the humanitarian sector (if any) and ultimately, address how to better utilize conflict analysis tools and skills in order to link humanitarian action and peacebuilding.

Question:

What lessons can be learned by analyzing the way humanitarian and peacebuilding (development) organizations develop and implement conflict analysis tools in rapid response for conflict environments?

Objectives:

- i. Understand different conflict tools used by various organizations in rapid response.
- ii. Identify the development and implementation pattern for conflict tools.
- iii. Compare the usage of tools across a variety of settings.
- iv. Determine lessons that can be extracted from operations of the organizational tools studied.
- v. Propose how these lessons can be applied on a broader scale in terms of how to link with peacebuilding concerns and sustainable peace, in view of the changing nature of conflicts

Framework:

Understanding the changing nature of conflict (protracted crises) is an important and dynamic element for UN OCHA and the broader community of NGOs working in the rapid response humanitarian settings. Regional operations, country-specific missions, and field operations need to include conflict-sensitive assessments to better orientate humanitarian assistance and “do no harm”. Working with a conflict-sensitive approach in highly insecure and volatile settings is complex and would benefit from learning and sharing information across organizations and methods. The *Do No Harm* approach, in addition to academic literature, will provide a foundation for the study of conflict analysis tools in terms of specific operational practices. The comparison of conflict analysis procedures used by a variety of international organizations to implement their specific analysis tools can produce valuable lessons for the broader field concerning sustainable peace. Determining the exact procedure of development and implementation of each tool will provide the research with depth as opposed to a limited top level review of the analysis tools.

Methodology:

The consultancy team will produce a review of current academic literature to provide a theoretical framework in which the development of conflict analysis tools and implementation practices of organizations can be analyzed. Each member will take responsibility for following the process of conflict analysis for one or more organization across multiple conflict response cases. By following the organizational processes, each member will extrapolate general lessons from specific country examples that may be relevant for the larger community.

- Working Organization/Conflict Tool List
 - Academic Perspective; *Do No Harm* framework, ODI, Chatham House, Graduate Institute, Harvard Humanitarian Initiative, LSE;
 - UN OCHA (interviews with CO, e.g. DRC, CAR, Syria, Iraq, etc.);
 - Oxfam; *Do No Harm*, Self Assessment Tool
 - World Vision; GECARR;
 - IFRC; Better Programming Initiative (BPI)
 - CARE; Benefits/Harms Handbook, tools worksheets (Profile, Impact, Decision).

Data Sources:

Each organizational case study will include in-depth research into the conflict situation and the role of said organizations in response. Interviews with a variety of staff involved with the production of the conflict analysis or its use in the field will contribute a qualitative perspective to the tools' usage and success. A simple survey distributed to organization staff can contribute more quantitative data in terms of statistics like, how many employees had access to the tool? How many received specialized training?

Output:

This research aims to inform UN OCHA of current practices being used by INGOs and UN OCHA country office staff to develop and implement conflict analysis tools in a rapid response setting. The comparative nature of this research will contribute relevant lessons to the changing field of humanitarian response in conflicts.

Deliverables:

- Participation and presentation of initial research findings at the Humanitarian Networks and Partnerships Week, providing relevant perspectives for the final analysis.
- Final written report with complete research findings and two-page summary document.

Confidentiality:

Any information materials obtained from OCHA through this research will not be shared beyond the consultancy team. The findings and conclusions of this research will be solely the property of the clients, and will not be shared with any other organizations or parties.

Appendix 2



CONFLICT ANALYSIS: LINKING HUMANITARIAN ACTION AND PEACEBUILDING

THE LONDON SCHOOL OF ECONOMICS CONSULTANCY TEAM:

MERIAH-JO BRECKENRIDGE, KIRSTEN RASCHKO, ZUBIN MALHOTRA, EFUA ASIBON, STEPHANIE GIANDONATO

THE RISE OF PROTRACTED CRISIS'

Protracted crisis' have become the new norm forcing humanitarian actors to consider linking their actions to peacebuilding.

Types of Protracted Crisis

Slow-onset natural hazard on a recurrent or cyclical way

High-intensity natural disaster but with low frequency

Medium-high intensity conflict, causing significant displacement, international and/or international

Burden of significant influx of displaced people into an already destabilized context.

Conflict analysis can help actors meet important strategic foresight and low impact funding requirements.

ACKNOWLEDGEMENTS

Thank you to the United Nations Office for the Coordination of Humanitarian Affairs, Emergency Services Branch, conflict analysis team, for assistance in designing our research project.

RESEARCH OUTLINE

RESEARCH QUESTION

What lessons can be learned by analyzing the way humanitarian and peacebuilding organizations develop and implement conflict analysis tools in rapid response for conflict environments?

RESEARCH DESIGN

- Academic perspective: Desk review, academic discussions
- UNOCHA perspective: Interview/Survey
- NGO perspective: Interview/Survey/Desk Review
- Analysis: Common Themes and Recommendations

ACADEMIC PERSPECTIVE

HISTORICAL ORIGINS

- It is critical to understand the broader historical origins of conflict analysis across government, military and security sectors.

DO NO HARM AND HUMANITARIANISM

- Do No Harm framework has led to context specific humanitarian programming, stronger implementation and better monitoring.
- A stronger link between academia, think tanks and humanitarian organizations leads to more conflict sensitive programming.

DIFFERENT UNDERSTANDINGS

- Conflict analysis can be for preparedness, resilience building and for rapid response humanitarian action.
- Conflict analysis holds relevance for implementers, donors, governments and security personnel. Types of Protracted

WHAT IS CONFLICT ANALYSIS?

This multifaceted term has different definitions depending on which organization, academics, and practitioners you ask.





CONFLICT ANALYSIS: LINKING HUMANITARIAN ACTION AND PEACEBUILDING

CONFLICT ANALYSIS AND UNOCHA

PREVIOUS FINDINGS:

- UNSSC online course on “Conflict Analysis for Prevention and Peacebuilding” has been adapted and offered to participants of workshops hosted by the department
- OCHA has identified the need to better utilize conflict analysis, mainstream effective tools, and use these lessons to link humanitarian action and peacebuilding

LSE RESEARCH FINDINGS:

- Most employees surveyed had some knowledge of the tools or process of completing a conflict analysis
- The creation of a conflict analysis tool that could be shared between agencies via redaction of sensitive information would ensure agencies collaborate and ultimately learn from each other’s experience, rather than duplication

UNDERSTANDING CONFLICT ANALYSIS: THE NGO PERSPECTIVE

THEMES IN DEVELOPMENT OF ANALYSIS:

WHO Initiates the Analysis

Request By Offices

Scheduled Revisions

WHAT Information is Used

Stakeholders

Secondary Data

WHEN is it Updated

Post-Incident

A Scheduled Basis

HOW is it Implemented

Planning

Briefing

ELEMENTS OF ANALYSIS:

Data:

- Primary: Interviews, Focus Groups, Surveys
- Academic: Scholarly Perspectives, University Partnerships, Think Tanks
- Academic, Government, Beneficiaries, Staff, Local Community (Nationals), Key Informants

Output and Analysis Goals:

- Full context analysis to inform staff of the situation (ranges from 5-20 pages)
- Workshop and scenario based analysis to provide foundation for strategic planning

Triggers and Influencing Factors:

- The analysis begins with predetermined triggers based on academia or previous reports
- Triggers are a product of the analysis and the local perspective

CHALLENGES TO ANALYSIS:

- Administrative challenges: funding, staff, information sharing issues, time constraints
- Contextual challenges: sensitive material, bias risk, underrepresentation of groups, multitude of factors
- Broader understanding challenges: lack of mainstreaming and training, organizational barriers

CONCLUSION AND RECOMMENDATIONS:

- This report highlights that rigorous conflict analysis techniques are beneficial to humanitarian and peacebuilding actors in determining the nature of challenging contexts.
- Communication and cooperation between departments in organizations can assist in this process.
- With the rise of protracted crisis, organizations will benefit from analysis with strategic foresight.
- The gap between analysis exclusively for programmers and analysis with context information accessible to the wider staff should be closed.

Appendix 3

The Do No Harm Framework: A Brief Description of Seven Steps

http://www.donoharm.info/downloads/level000/Seven_Steps_English.pdf

The DO NO HARM “Analytical Framework” was developed from the programming experience of many assistance workers. It provides a tool for mapping the interactions of assistance and conflict and can be used to plan, monitor and evaluate both humanitarian and development assistance programmes.

The Framework is NOT prescriptive. It is a descriptive tool that: 1) identifies the categories of information that have been found through experience to be important for understanding how assistance affects conflict; 2) organizes these categories in a visual lay-out that highlights their actual and potential relationships; and 3) helps us predict the impacts of different programming decisions.

Step 1: Understanding the Context of Conflict: Step one involves identifying which conflicts are dangerous in terms of their destructiveness or violence. Every society has groups with different interests and identities that contend with other groups. However, many—even most—of these differences do not erupt into violence and, therefore, are not relevant for DO NO HARM analysis.

DO NO HARM is useful for understanding the impacts of assistance programmes on the socio/political schisms that cause, or have the potential to cause, destruction or violence between groups.

Step 2: Analyzing DIVIDERS and TENSIONS: Once the important schisms in society have been identified, the next step is to analyze what divides the groups. Some DIVIDERS or sources of TENSION between groups may be rooted in deep-seated, historical injustice (root causes) while others may be recent, short-lived or manipulated by subgroup leaders (proximate causes). They may arise from many sources including economic relations, geography, demography, politics or religion. Some may be entirely internal to a society; others may be promoted by outside powers. Understanding what divides people is critical to understanding, subsequently, how our assistance programmes feed into, or lessen, these forces.

Step 3: Analyzing CONNECTORS and LOCAL CAPACITIES FOR PEACE: The third step is analysis of how people, although they are divided by conflict, remain also connected across sub-group lines. The DO NO HARM PROJECT (DNH) found that in every society in conflict, people who are divided by some things remain connected by others. Markets, infrastructure, common experiences, historical events, symbols, shared attitudes, formal and informal associations; all of these continue to provide continuity with non-war life and with former colleagues and co-workers now alienated through conflict. Similarly, DNH found that all societies have individuals and institutions whose task it is to maintain intergroup

peace. These include justice systems (when they work!), police forces, elders groups, school teachers or clergy and other respected and trusted figures. In warfare, these “LOCAL CAPACITIES FOR PEACE” are not adequate to prevent violence. Yet, in conflict-prone, active conflict and post-conflict situations they continue to exist and offer one avenue for rebuilding non-war relations. To assess the impacts of assistance programmes on conflict, it is important to identify and understand CONNECTORS and LCPs.

Step 4: Analyzing the Assistance Programme: Step four of the DO NO HARM Framework involves a thorough review of all aspects of the assistance programme. Where and why is assistance offered, who are the staff (external and internal), how were they hired, who are the intended recipients of assistance, by what criteria are they included, what is provided, who decides, how is assistance delivered, warehoused, distributed?

Step 5: Analyzing the Assistance Programme's Impact on DIVIDERS and CONNECTORS (using the concepts of RESOURCE TRANSFERS and IMPLICIT ETHICAL MESSAGES): Step five is analysis of the interactions of each aspect of the assistance programme with the existing DIVIDERS/TENSIONS and CONNECTORS/LCPs.

We ask: Who gains and who loses (or who does not gain) from our assistance? Do these groups overlap with the DIVISIONS we identified as potentially or actually destructive? Are we supporting military activities or civilian structures? Are we missing or ignoring opportunities to reinforce CON-NECTORS? Are we inadvertently undermining or weakening LCPs?

We ask: What resources are we bringing into the conflict? What impact are our RESOURCE TRANS- FERS having?

We ask: What messages are we giving through the way in which we work? What impact are we having through our IMPLICIT ETHICAL MESSAGES?

Each aspect of programming should be reviewed for its actual and potential impacts on D/Ts and C/LCPs.

Step 6: Considering (and Generating) Programming Options: Finally, if our analysis of 1) the context of conflict; 2) DIVIDERS and TENSIONS; 3) CONNECTORS and LOCAL CAPACITIES FOR PEACE; and 4) our assistance programme shows that our assistance exacerbates intergroup DIVIDERS, then we must think about how to provide the same programme in a way that eliminates its negative, conflict-worsening impacts. If we find that we have overlooked local peace capacities or CONNECTORS, then we should redesign our programming not to miss this opportunity to support peace.

Step 7: Test Programming Options and Redesign Project: Once we have selected a better programming option is crucially important to re-check the impacts of our new approach on the DIVIDERS and CONNECTORS.

Appendix 4

CARE BENEFITS AND HARMS HANDBOOK WORKSHEET

[HTTP://PQDL.CARE.ORG/PRACTICE/BENEFITS-HARMS%20HANDBOOK.PDF](http://pmdl.care.org/practice/benefits-harms%20handbook.pdf)

Political Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT

Name unintended impact(s) here.	How can the project address the harm or take a new opportunity to benefit people?
<p>From your discussion of the Political Impact Tool, what is the one problem or opportunity that most requires action?</p> <p>Your decision should concretely address an unintended harm, caused by the project, to people's political rights, or aim take a new opportunity to benefit people as bearers of political rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project should stop empowering one political structure over another. The political authorities have too much control over the operations or impact of the project, and are using the project to undermine the community's rights to political participation. The project needs to stop exacerbating tensions between groups X and Y through its hiring processes and decisions on where to provide services.</i></p> <p><i>If you should be capitalizing on an opportunity, note here the concrete change that you need to make. E.g. The project needs to commit to hold itself accountable to the community politically. The project needs to work through local decision making structures and/or ensure the community participates in political decision-making in truly representative fashion. The project needs to create forums for people to speak out about political issues, or organize politically to protect their self-interests.</i></p>

II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT

Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____ 	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

III. IDENTIFY AND DISCUSS EXTERNAL OPPOSITION AND SUPPORT

External opposition	Consider how any of the following actors might react to your decision	External support
<p><i>Which of the following actors might oppose your decision?</i></p> <p><i>Why?</i></p> <p><i>What can you do to ensure that opposition does not prevent you making the necessary change?</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> The people/community we serve <input type="checkbox"/> Relief or development partners <input type="checkbox"/> Other civil society organizations <input type="checkbox"/> Government/rebel authorities <input type="checkbox"/> Security forces <input type="checkbox"/> Donors <input type="checkbox"/> International <input type="checkbox"/> Other _____ 	<p><i>Which of these actors might support your decision?</i></p> <p><i>Why?</i></p> <p><i>How can you use that support to help you make the necessary change?</i></p>

Security Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT

Name unintended impact(s) here.	How can the project minimize the harm or capitalize on the opportunity?
<p>From your experience or discussion of the Security Impact Tool, what is a problem or opportunity that requires action?</p> <p>Your decision should concretely address an unintended harm to people's security rights (caused by the project), or aim to take a new opportunity to benefit people as bearers of security rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project needs to stop attracting insecurity to the community. The project needs to stop creating tensions between two groups in the community. The project needs to stop causing insecurity within households.</i></p> <p><i>If you need to capitalize on an unforeseen opportunity, note here the change that you need to make. E.g. The project could explicitly and systematically hold itself accountable to the community on security issues. The project could use "do no harm" tools to build peace or resolve conflict between two groups, or between individuals in the community. The project could use community participation events to raise awareness about security rights and protection from security rights violations.</i></p>

II. IDENTIFY AND DISCUSS *INTERNAL* CONSTRAINTS AND SUPPORT

Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____ 	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

III. IDENTIFY AND DISCUSS *EXTERNAL* OPPOSITION AND SUPPORT

External opposition	Consider how any of the following actors might react to your decision	External support
<p><i>Which of the following actors might oppose your decision?</i></p> <p><i>Why?</i></p> <p><i>What can you do to ensure that opposition does not prevent you making the necessary change?</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> The people/community we serve <input type="checkbox"/> Relief or development partners <input type="checkbox"/> Other civil society organizations <input type="checkbox"/> Government/rebel authorities <input type="checkbox"/> Militias/gangs or criminals <input type="checkbox"/> Security forces <input type="checkbox"/> Donors <input type="checkbox"/> International <input type="checkbox"/> Other _____ 	<p><i>Which of these actors might support your decision?</i></p> <p><i>Why?</i></p> <p><i>How can you use that support to help you make the necessary change?</i></p>

Economic, Social & Cultural Decision Tool

I. IDENTIFY YOUR ISSUE, AND DECIDE WHAT YOU SHOULD DO TO ADDRESS IT

Name unintended impact(s) here.	How can the project address the problem or take an opportunity?
<p>From your discussion of the Economic, Social and Cultural Impact Tool, what is the one problem or opportunity that most requires action? Note here the concrete change or decision that your organization needs to make.</p> <p>Your decision should concretely address an unintended negative impact from the project on people's economic, social and/or cultural rights (problem), or take a new opportunity to treat people as bearers of economic, social and/or cultural rights.</p>	<p><i>If you need to address a harm, note here the concrete change that you need to make. E.g. The project needs to stop harming the community's economic assets or capacities. The project needs to stop harming the community's social attitudes, increasing dependence or diminishing cooperation between groups. The project should stop undermining the community's cultural practices or identity.</i></p> <p><i>If you need to capitalize on an opportunity, note here the concrete change that you need to make. E.g. The project should help the community protect its environmental resources. The project should build on the community's capacity to earn income through X activity. The project should strengthen the community's Y positive cultural practices.</i></p>

II. IDENTIFY AND DISCUSS INTERNAL CONSTRAINTS AND SUPPORT

Internal constraints	Attributes of your organization impacting your decision making	Internal support
<p><i>Note here the internal constraints to making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Consider why this decision was not made before.</i></p> <p><i>E.g. Staff are worried about their physical or job security if we make the change.</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Shared values and/or vision <input type="checkbox"/> Style and/or culture <input type="checkbox"/> Systems and/or structure <input type="checkbox"/> Strategies for project redesign <input type="checkbox"/> Staff interests and security <input type="checkbox"/> Skills of staff <input type="checkbox"/> Shortage of time/resources/data <input type="checkbox"/> Other _____ 	<p><i>Note here the supporting factors internal to your organization for making the necessary change, either to fix the problem or take the opportunity.</i></p> <p><i>Think about what would have to change to take this opportunity.</i></p> <p><i>E.g. The organization's mission and core values are pushing us to make this kind of change.</i></p>

III. IDENTIFY AND DISCUSS EXTERNAL OPPOSITION AND SUPPORT

External opposition	Consider how any of the following actors might react to your decision	External support
<p><i>Which of the following actors might oppose your decision?</i></p> <p><i>Why?</i></p> <p><i>What can you do to ensure that opposition does not prevent you making the necessary change?</i></p>	<ul style="list-style-type: none"> <input type="checkbox"/> The people/community we serve <input type="checkbox"/> Relief or development partners <input type="checkbox"/> Other civil society organizations <input type="checkbox"/> Government/rebel authorities <input type="checkbox"/> Security forces <input type="checkbox"/> Donors <input type="checkbox"/> International <input type="checkbox"/> Other _____ 	<p><i>Which of these actors might support your decision?</i></p> <p><i>Why?</i></p> <p><i>How can you use that support to help you make the necessary change?</i></p>

Appendix 5:

<http://wvi.org/sites/default/files/GECARR-Design-Final-A4.pdf>

Good Enough Context Analysis for Rapid Response (GECARR)

- ◆ A **World Vision context analysis tool** that provides a **macro-level analysis of a country** or a specific **geographic context** of a country.
- ◆ Used during or in **anticipation of an imminent change** or at the initial or urgent phase of a humanitarian response. It **provides an analysis** in a time-efficient and pragmatic way.
- ◆ It is a **flexible tool** that can be used in unpredictable and conflict-prone contexts. The process usually takes **about two weeks** with a short preparation phase beforehand.
- ◆ **Produces a snapshot** of the current situation through drawing together the views of a wide variety of internal and external stakeholders, including local communities and beneficiaries. **Micro-level insights from local community members** strengthen and inform the macro-level analysis.
- ◆ **Generates actionable and practical recommendations** for INGOs involved in humanitarian responses. These recommendations are **appropriate and relevant** to the context.
- ◆ Designed to be an **inter-agency tool**.

What does GECARR produce?

The output is a short document analysing the country context and needs, key actors, sources of cohesion and division (connectors and dividers) and likely future scenarios. It includes internal and external recommendations that inform organisational strategies, operational and security plans, program designs and external messaging. When using an inter-agency format, the process and the findings can contribute towards joint planning and joint operations going forward.

How does GECARR work?



For more information contact rapidcontextanalysis@wvi.org

July 2016

What is MSTC?

Introduction

Making Sense of Turbulent Contexts (MSTC) analysis is a collaborative 4-day workshop involving approximately 25 participants and 4 facilitators. By harnessing the collective wisdom of local actors, MSTC analyses a national or regional conflict at the macro level. The aim is to generate practical recommendations for aid positioning and strategy in conflict-affected and fragile contexts. The results can profoundly influence how organisations do the work of emergency response, long-term development, advocacy and/or peacebuilding.

World Vision International first used MSTC in 2003.

Since that time, there have been over 60 workshops in 23 countries, in every region of the world.

MSTC has been named by OECD-DAC¹ among influential macro-level

conflict analysis frameworks, evaluated by International Alert, and considered worthy of academic study.² MSTC usage is increasingly inter-agency in scope, and is reaching beyond the aid sector to engage the broader civil society. What makes MSTC unique is its emphasis on local knowledge.



MSTC Ethiopia 2008

Participatory Process

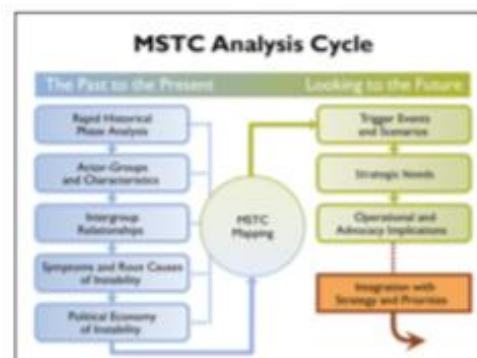
It is common for local-level analyses to engage local people, but macro-level analyses rely too often on external 'experts.' The absence of local perspectives limits understanding of conflict, and reinforces patterns of exclusion. In contrast, a participatory approach can help by diversifying perspectives and empowering local actors. Participatory forms of macro-analysis are an essential complement to expert-led approaches.

In an MSTC workshop, local aid and civil society actors are the sources of data and primary analysts. Local actors may be joined by others from government, donor agencies, think tanks, and other relevant sectors. MSTC facilitators create a safe space for all to contribute, even across lines of tension and conflict. Single-agency workshops allow an organization to focus planning around its own mandate, while multi-agency workshops can catalyse joint analysis and action within civil society.

Action-Oriented Outcomes

MSTC is designed for national or regional contexts where turbulence affects aid work on the ground. 'Turbulence' refers to long-term, cyclical instability, and involves conflict that is physically or structurally violent. Such contexts are complex and dynamic. Analysis helps aid actors to prepare for change, avoid unintentionally worsening conflict, and contribute towards peace.

MSTC participants analyse the actors, symptoms, causes and trends of turbulence. Most conflicts are multi-causal, so MSTC uses practical tools to peel away the historic, political, economic, and social layers. Political economy analysis often reveals fresh insight on how resource competition affects power relations.



MSTC is not a training event, but a hands-on analysis designed to shape aid planning. The future-oriented 'take-aways'

include identification of the context's short-term emergent scenarios and its medium-to-long-term strategic needs. On this basis, participants develop customized recommendations for aid strategy and effectiveness. When diverse participants fully engage the process, MSTC can produce world-class context analysis. For more information: <http://participate-mstc.net>

¹ OECD-DAC, 2012, *Evaluating Peacebuilding Activities in Settings of Conflict and Fragility: Improving Learning for Results*, 79.

² L. Freeman and R. Fisher, 2012, 'Comparing a Problem-Solving Workshop to a Conflict Assessment Framework: Conflict Analysis Versus Conflict Assessment in Practice.' In *Journal of Peacebuilding & Development* 7(1), 66-80.

Appendix 6: Survey Results

Question	Ranking Scale	Responses														
1. How familiar are you with the conflict analysis tools used by your organization?	Scale: 0-5 0 = "I am not aware of any tool" 5= "Very familiar"	<table border="1"> <thead> <tr> <th data-bbox="1204 392 1329 427">Score</th> <th data-bbox="1334 392 1465 427"># people</th> </tr> </thead> <tbody> <tr> <td data-bbox="1204 434 1329 488">5</td> <td data-bbox="1334 434 1465 488">8</td> </tr> <tr> <td data-bbox="1204 495 1329 548">4</td> <td data-bbox="1334 495 1465 548">10</td> </tr> <tr> <td data-bbox="1204 555 1329 609">3</td> <td data-bbox="1334 555 1465 609">6</td> </tr> <tr> <td data-bbox="1204 616 1329 669">2</td> <td data-bbox="1334 616 1465 669">3</td> </tr> <tr> <td data-bbox="1204 676 1329 730">1</td> <td data-bbox="1334 676 1465 730">0</td> </tr> <tr> <td data-bbox="1204 736 1329 790">0</td> <td data-bbox="1334 736 1465 790">3</td> </tr> </tbody> </table>	Score	# people	5	8	4	10	3	6	2	3	1	0	0	3
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2. How familiar are you with the process used to complete the analysis?	Scale: 0-5 0 = "I am not aware of any tool" 5= "Very familiar"	<table border="1"> <thead> <tr> <th data-bbox="1204 828 1329 864">Score</th> <th data-bbox="1334 828 1465 864"># people</th> </tr> </thead> <tbody> <tr> <td data-bbox="1204 871 1329 925">5</td> <td data-bbox="1334 871 1465 925">6</td> </tr> <tr> <td data-bbox="1204 931 1329 985">4</td> <td data-bbox="1334 931 1465 985">10</td> </tr> <tr> <td data-bbox="1204 992 1329 1046">3</td> <td data-bbox="1334 992 1465 1046">6</td> </tr> <tr> <td data-bbox="1204 1052 1329 1106">2</td> <td data-bbox="1334 1052 1465 1106">3</td> </tr> <tr> <td data-bbox="1204 1113 1329 1167">1</td> <td data-bbox="1334 1113 1465 1167">2</td> </tr> <tr> <td data-bbox="1204 1173 1329 1227">0</td> <td data-bbox="1334 1173 1465 1227">3</td> </tr> </tbody> </table>	Score	# people	5	6	4	10	3	6	2	3	1	2	0	3
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3. How is conflict information usually sent out to staff?	Multiple Choice: <ul style="list-style-type: none"> ○ Email ○ Verbal debrief ○ At request of staff member ○ Other 	<table border="1"> <thead> <tr> <th data-bbox="1204 1265 1426 1301">Score</th> <th data-bbox="1431 1265 1489 1301"># people</th> </tr> </thead> <tbody> <tr> <td data-bbox="1204 1308 1426 1361">Email</td> <td data-bbox="1431 1308 1489 1361">17</td> </tr> <tr> <td data-bbox="1204 1368 1426 1422">Verbal debrief</td> <td data-bbox="1431 1368 1489 1422">5</td> </tr> <tr> <td data-bbox="1204 1429 1426 1518">At request of staff member</td> <td data-bbox="1431 1429 1489 1518">4</td> </tr> <tr> <td data-bbox="1204 1525 1426 1579">Other</td> <td data-bbox="1431 1525 1489 1579">3</td> </tr> <tr> <td data-bbox="1204 1585 1426 1639">No Response</td> <td data-bbox="1431 1585 1489 1639">1</td> </tr> </tbody> </table>	Score	# people	Email	17	Verbal debrief	5	At request of staff member	4	Other	3	No Response	1		
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Verbal debrief	5															
At request of staff member	4															
Other	3															
No Response	1															
4. How much time do you usually spend reviewing a conflict analysis document(s)?	Multiple Choice: <ul style="list-style-type: none"> ○ Less than 1 hour ○ More than 1 hour ○ 2-4 hours ○ Other 	<table border="1"> <thead> <tr> <th data-bbox="1204 1675 1426 1711">Score</th> <th data-bbox="1431 1675 1489 1711"># people</th> </tr> </thead> <tbody> <tr> <td data-bbox="1204 1718 1426 1771">Less than 1 hour</td> <td data-bbox="1431 1718 1489 1771">8</td> </tr> <tr> <td data-bbox="1204 1778 1426 1868">More than 1 hour</td> <td data-bbox="1431 1778 1489 1868">9</td> </tr> <tr> <td data-bbox="1204 1874 1426 1928">2-4 hours</td> <td data-bbox="1431 1874 1489 1928">10</td> </tr> <tr> <td data-bbox="1204 1935 1426 1989">Other</td> <td data-bbox="1431 1935 1489 1989">2</td> </tr> <tr> <td data-bbox="1204 1995 1426 2049">No Response</td> <td data-bbox="1431 1995 1489 2049">1</td> </tr> </tbody> </table>	Score	# people	Less than 1 hour	8	More than 1 hour	9	2-4 hours	10	Other	2	No Response	1		
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2-4 hours	10															
Other	2															
No Response	1															

<p>5. How often are there revisions to conflict tools as a result of changing circumstances within the conflict?</p>	<p>Multiple Choice</p> <ul style="list-style-type: none"> ○ Once a month ○ After a major incident ○ Once a year ○ Other 	<table border="1"> <thead> <tr> <th>Score</th> <th># people</th> </tr> </thead> <tbody> <tr> <td>Once a Month</td> <td>0</td> </tr> <tr> <td>After a major incident</td> <td>13</td> </tr> <tr> <td>Once a year</td> <td>1</td> </tr> <tr> <td>Other</td> <td>13</td> </tr> <tr> <td>No Response</td> <td>3</td> </tr> </tbody> </table>	Score	# people	Once a Month	0	After a major incident	13	Once a year	1	Other	13	No Response	3		
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Once a Month	0															
After a major incident	13															
Once a year	1															
Other	13															
No Response	3															
<p>6. Have you ever participated in a seminar or workshop to discuss or develop conflict analysis tools and skills?</p>	<p>Yes or No Answer</p>	<table border="1"> <thead> <tr> <th>Score</th> <th># people</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>26</td> </tr> <tr> <td>No</td> <td>4</td> </tr> </tbody> </table>	Score	# people	Yes	26	No	4								
Score	# people															
Yes	26															
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<p>7. Have you ever done your own research into a conflict sensitivity issue pertaining to an environment in which you have worked?</p>	<p>Yes or No Answer</p>	<table border="1"> <thead> <tr> <th>Score</th> <th># people</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>24</td> </tr> <tr> <td>No</td> <td>6</td> </tr> </tbody> </table>	Score	# people	Yes	24	No	6								
Score	# people															
Yes	24															
No	6															
<p>8. How valuable do you think conflict analysis tools are to humanitarians?</p>	<p>Scale: 0-5 Where 0 = not very useful and 5 = very useful</p>	<table border="1"> <thead> <tr> <th>Score</th> <th># people</th> </tr> </thead> <tbody> <tr> <td>5</td> <td>14</td> </tr> <tr> <td>4</td> <td>12</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>2</td> <td>1</td> </tr> <tr> <td>1</td> <td>0</td> </tr> <tr> <td>0</td> <td>0</td> </tr> </tbody> </table>	Score	# people	5	14	4	12	3	3	2	1	1	0	0	0
Score	# people															
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Appendix 7:

INTERVIEW QUESTIONS

First, do you mind if I record this interview for my own record? Recordings will not be shared with anyone.

There are three sections we will touch on in this interview. First we will go over some broader points about the topic, then more into how the conflict analysis is developed, and finish with questions regarding the implementation process.

Broader Topic Questions

1. In your own words, what is your understanding of conflict analysis and conflict sensitivity?
2. How does your organization ensure the response to a conflict is sensitive to the specific environment?
3. In your own words, can you please describe the overall purpose of conflict analysis tools?

Development of Analysis

1. What is the process for developing and completing the conflict analysis document(s) at your organization?
2. Who within the organization contributes to the conflict sensitivity tool? (National or international?)
3. What sources do you approach for information used in the conflict analysis? (Academic, government, local population) (i.e. Who you get the information from)
4. What data collection methods are used to collect information relevant for the conflict analysis tool? (i.e. How you get the data)
5. How do you identify the triggers you believe will affect the population, (such as elections, drought, etc.) and do these affect your conflict analysis?
6. How often is the analysis updated? And if so when/why?

Implementation of Analysis

1. In your own words, how does the analysis inform actions taken by the organization?
2. Is the conflict analysis tool used within the Plan of Action (POA) exercise?
3. Is the conflict analysis tool used within the Project Cycle Management (PCM)? If yes, in which phase? (monitoring, evaluation, etc.)
4. Is there an organizational requirement of the mission head to do employee briefings, seminars, or workshops?
5. Is the conflict analysis readily available to all staff?
6. With confidentiality in mind, could we have access to conflict analysis tools that you are using/have used? (These will not be shared and are used specifically for an academic purpose)
7. Would you be able to complete a small, 8 question, survey after this interview? Would it be possible for you to forward this survey to some of the staff that worked in the field on a humanitarian operation?