International Organization for Migration (IOM)

The UN Migration Agency

INTEGRATING CONFLICT SENSITIVITY

AN OPERATIONAL GUIDE

DEPARTMENT OF OPERATIONS AND EMERGENCIES

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Abstract

IOM's commitment to effectively confront the mobility dimensions of crises and address the causes of displacement brings the Organization into conflict-affected and fragile contexts. In these environments, no intervention is *conflict-neutral*, meaning that IOM's presence and activities, regardless of their intended aims, will almost certainly impact positively or negatively on conflict dynamics. To facilitate the integration of conflict sensitivity practices in field missions, this document clarifies how conflict sensitivity best fits within existing frameworks and practices and provides recommendations for structuring IOM's engagements in all crisis contexts with a strategic commitment to conflict sensitivity. Whilst this guidance note specifically targets IOM staff, conflict sensitivity approaches is not unique to the organization. The approach is also being developed and mainstreamed by a broad range of humanitarian, peacebuilding and development actors. The principles in this document will be integrated into forthcoming updates on MCOF processes, supported by specific Instructions in due course.

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EXECUTIVE SUMMARY

IOM's commitment to effectively address the mobility dimensions of crises and confront the causes of displacement brings the Organization into conflict-affected and fragile contexts. Globally it is estimated that more than 40 million individuals have been displaced by conflict. In conflict and fragile contexts, no intervention is conflict-neutral, meaning that IOM's presence and activities, regardless of their intended aims, will impact positively or negatively on conflict dynamics. Conflict sensitivity requires IOM to: a. understand the context in which it operates; b. understand the interactions between its activities and that context; and c. use that understanding to maximize positive and minimize negative effects of its interventions on affected populations.

Conflict sensitivity is a set of principles and practices that can be applied to all of IOM's work, but is especially important for the Organization's work before, during and after crisis induced migration and, as such, serves as a key complement to the Migration Crisis Operational Framework (MCOF), to reduce or address rather than exacerbate conflict dynamics. 'Do No Harm' is one objective of conflict sensitivity, but much of IOM's work is also aimed at creating positive change, not only managing symptoms. As such conflict sensitivity is also focused on ensuring IOM's engagements 'do good'. This document focuses on all of IOM's work in crisis affected and fragile contexts, including emergency humanitarian interventions, and particularly those focused on conflict transformation, such as peacebuilding.

To facilitate conflict sensitivity integration by field missions, this Operational Guide draws examples from IOM's experience and clarifies how conflict sensitivity best fits within existing frameworks and practices, such as the Principles of Humanitarian Action (PHA) and Accountability to Affected Populations (AAP). Emphatically, conflict sensitivity should not be understood as an obstacle to IOM's crisis related work or a constraint on the Organization's timely, decisive humanitarian action. On the contrary, conflict sensitivity can strengthen IOM's effectiveness and positive impact under challenging circumstances.

MAIN DOCUMENT OUTLINE

Section 1: What is conflict sensitivity (CS)?
- Key concepts
- Common positive and negative effects
- CS, Do No Harm and IOM's core principles

Section 2: CS in the programming cycle
- CS in IOM's project cycle
- Risk management, monitoring and evaluation implications

Section 3: CS and mission leadership
- Sensitive positioning and steering partnerships, communications
- Institutionalising CS: staff, structures, practices

Section 4: Conflict sensitively supporting transition and recovery
- Sensitively supporting transition and recovery / structural programming
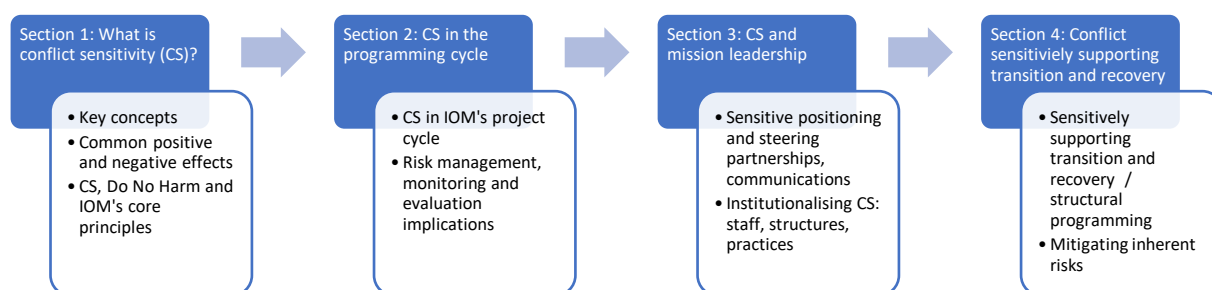- Mitigating inherent risks

Figure 1: Main document outline

A basic understanding of conflict sensitivity is provided in *Section 1*, including key concepts and common negative and positive secondary effects. This section explains how conflict sensitivity differs

from and contributes to IOM's core principles, such as "Do No Harm", Protection and Accountability to Affected Populations (AAP).

Targeting project managers, field teams and proposal developers, *Section 2* integrates conflict sensitivity guidance into the entire project cycle, as set out in the IOM Project Handbook from conceptualization to evaluation. It emphasizes the need for risk management and monitoring and evaluation methods to account for conflict and secondary effects.

Section 3 presents guidance to Chiefs of Mission, Programme Managers and other mission leaders on how to act on the understanding acquired through conflict sensitivity analysis to maximize positive and minimize negative secondary effects. Chiefs of Mission and their senior management have an essential role to play in institutionalizing conflict sensitivity into IOM's staff, structures and practices and in steering IOM's programming, overall positioning, partnerships and communications with sensitivity.

Section 4 recognizes that IOM increasingly supports governments and communities to pursue *transformational change*, as part of the organization's efforts to tackle the structural conditions that drive forced displacement, such as land or resource-based conflict or socio-economic marginalization. The need for conflict sensitivity is arguably at its highest for such initiatives as they tend to address highly complex problems and there is a risk of backlash from those who stand to lose during transformation processes.

Annexes: Endorsement guidance and conflict sensitivity analysis

To support operationalisation of conflict sensitivity within IOM, *Annex 1* outlines the key elements of conflict sensitivity analysis – the basis for conflict-sensitive action by IOM staff. *Annex 2* provides a sample set of templates that can be used or adapted by country missions undertaking conflict sensitivity analysis in practice.

SUMMARY OF SELECTED RECOMMENDATIONS

The following recommendations are fully elaborated in the contents of this document, presented in summary form below:

For Chiefs of Mission

- Commit to understanding conflict sensitivity and applying it to high-level decisions on strategy, programming, mission positioning, partnerships and communications. Noting that risk is often inherent in both action and inaction, invest in conflict sensitivity risk analysis and mitigation, particularly during strategic planning processes guided by the institution's Migration Crisis Operating Framework (MCOF).
- Conduct a mission assessment of internal capacities and draw up a plan to address any weaknesses, including through staff training, with support from IOM's Transition and Recovery Division (TRD), and adjustments to programmes and processes.
- Undertake a comprehensive and participatory conflict analysis, described in more detail in this document, at the sub-national or national level and evaluate how conflict dynamics will impact on the mission's strategic frameworks[1] and plans, as well as identifying mitigating measures.

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[1] Including the Migration Crisis Operational Framework (MCOF)

- Pay special attention to the conflict implications of projects that seek transformational change, ensuring that those at risk of being harmed are in a position to make well-informed decisions about the risks they may face.
- Communicate to key stakeholders, such as UN Country Team (UNCT) counterparts, host governments, donors and other partners, that conflict sensitivity is a core principle in IOM's work and necessitates resources to undertake.

For proposal developers and reviewers
- Ensure that the proposal is grounded in a recent analysis of conflict dynamics and the possible interactions between the context and the intervention. If a conflict or context analysis is envisaged during the inception phase of the project, incorporate relevant activities in the project narrative and budget.
- Identify local gender and age dynamics in areas targeted for interventions and anticipate how they will interact positively or negatively with the intervention, including the risk of exacerbating localised conflict.
- Account in the results and risk matrix for conflict and interactions, especially ensuring that assumptions and risks accurately reflect the context and possible secondary effects, and that indicators track implementation, context/intervention interactions and IOM's conflict sensitivity.
- Budget for conflict sensitivity, including funds for analysis, staff recruitment and training, participatory monitoring and consultations, time for reflection and adaptation, and feedback and complaint mechanisms.

For project managers and teams
- Invest in understanding the contexts in which we work, including the social, economic, political, infrastructural and environmental dynamics on the ground. Time taken to do this, away from the day-to-day project management, will benefit the impact and effectiveness of the intervention in the long term.
- Establish dialogue and reflection practices with project teams that enable management to assess how IOM's intervention is interacting with conflict dynamics and identify options.
- Broaden monitoring and evaluation exercises, to note and reflect on unintended outcomes, both positive and negative, and to take stock of contextual changes and interactions.
- Pay special attention to the conflict implications of procurement, including possible effects on markets, communities and conflict actors.
- Review data and information gathering activities to ensure that collection, analysis and dissemination fully consider conflict sensitivity principles.
- Commit to conflict sensitive behaviour in relationships with participants, partners and among staff.

IOM recognizes that conflict is a core driver of forced migration and an obstacle to durable solutions for displaced persons. IOM's commitment to prevent displacement and mitigate its negative effects underlies its contribution to humanitarian response and global efforts to sustain peace, understood as "*activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict, addressing root causes, assisting parties to conflict to end hostilities, ensuring national reconciliation, and moving towards recovery, reconstruction and development.*"[2] As IOM works, *inter alia*, to address the adverse drivers and structural causes of displacement and conflict, the Organization's work is increasingly in conflict-prone and afflicted environments where the need for sensitivity is most acute.

Conflict sensitivity is the ability of an organization to understand the context in which it operates, anticipate the interaction between its activities and that context, and <u>act on that understanding to maximize positive and minimize negative effects of its intervention on affected populations</u>.[3] The essential premise is that action in fragile or conflict contexts is never neutral: it always has an impact on conflict and peace.

As such, conflict sensitivity is relevant for all IOM's interventions in fragile and conflict-affected environments, understood as those with recent, ongoing or latent conflict, and emerges as a particular priority in the Organization's humanitarian, transition and recovery and development activities around migration and displacement crises, as set out in the Migration Crisis Operational Framework (MCOF). Acting with conflict sensitivity can strengthen IOM's effectiveness, reduce unintentional harms and leverage the potential to impact positively on social cohesion as well as peace. Conflict sensitive programming also contributes in practical ways to the institutional principles of Do No Harm, Protection in Humanitarian Action (PHA) and Accountability to Affected Populations (AAP).

To accommodate the diversity and complexity of IOM's interventions, including those that work *in* conflict *and* those that specifically address conflict (*on* conflict), this document provides a basic understanding of conflict sensitivity and its relevance to IOM. To support senior management and project teams in their respective roles, this operational guide provides perspective and tools to detect risks and opportunities, an illustration of possible responses and a roadmap for integrating conflict sensitivity into strategic and programmatic spheres. The operational guide does not seek to supply missions with the "right answers" to confront particular challenges, as this will always be context specific.

1. UNDERSTANDING CONFLICT SENSITIVITY

1.1 KEY CONCEPTS

Conflict sensitivity
Unpacking the elements of the introductory definition, conflict sensitivity can be understood as the ability of an organization to:

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[2] UN Security Council Resolution 2282 (2016); UN General Assembly Resolution 70/262 (2016).
[3] *See* Conflict Sensitivity Consortium (CSC), "How to Guide to Conflict Sensitivity," (2012), 2.

- *Understand the context*, particularly any previous, ongoing or latent conflicts, including their profile, causes, actors and dynamics; prevailing social groups, identities and relationships; and dividers and connectors. These concepts are elaborated in more detail below.

- *Understand the interaction* between its activities and that context. This is a two-way exploration of the potential effects of conflict on the intervention and the intervention on conflict. The latter inquiry recognizes that whether or not an intervention aims to act on the conflict, such as through community level peacebuilding, the interaction between the organization's actions, resources, behaviors and messages, on one side, and the factors that push people apart or drive conflict (dividers), or bring them together (connectors), on the other, is inevitable.

- *Act on that understanding* of context and anticipated interactions by adapting practices and programmes at the organizational and programmatic levels.

As such, conflict sensitivity is best understood as a principle but also an overall strategic approach, an institutional commitment and a responsibility not to harm those we are trying to assist. Within this broad framing, several methodologies[4] exist to help organizations implement conflict sensitivity in practice.

Working around, in or on conflict

In order to be conflict sensitive, an organization needs to decide how it wants to engage with conflict in its interventions: *working around* conflict means avoiding the conflict altogether; *working in* conflict involves recognizing conflict dynamics and adjusting interventions in response; and *working on* conflict requires conscious efforts to address the drivers of conflict. *Working around* conflict is not recommended as an approach for IOM as conflict-blind behavior can further fuel conflict, for example through prioritizing one vulnerable group for assistance over another. *Working in* conflict offers a spectrum of approaches, ranging from 'minimalist' – where the emphasis is on preventing or mitigating harm – and 'maximalist'– where strengthening positive impacts become parallel or sub-objectives for the intervention (as illustrated below).

Figure 2: Conflict sensitivity spectrum

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[4] These include: CDA Collaborative Learning Projects (CDA), "Do No Harm Workshop Trainers Manual", (2016), at https://www.cdacollaborative.org/publication/no-harm-workshop-trainers-manual-2016/; CSC (2012) op. cit.
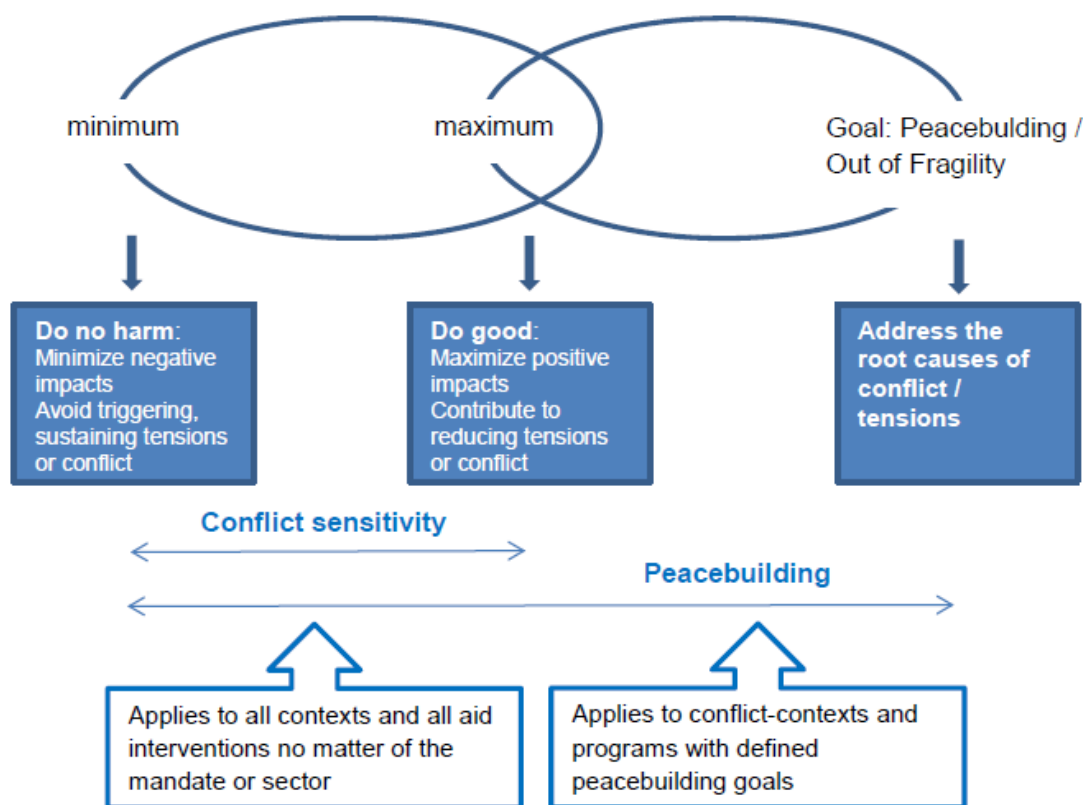
Figure 3: Minimalist and maximalist approaches to conflict sensitivity

Dividers and connectors

Understanding factors that push people apart and generate tension (dividers) or that bring people together and foster collaboration (connectors) is the analytical linchpin of many conflict sensitivity methodologies, as well as a key component of conflict/context analyses (described in more detail below).

Dividers and connectors can be systems and institutions; attitudes and actions; values and interests; experiences; or symbols and occasions.[5] Dividers and connectors should be clearly identified and accompanied by explanations for how divisions and connections are actually created. Note, for example, that religion is often cited as a divider, but it is often the way religion is used rather than religion per se that creates tensions or conflict.[6]

Social groups, identities and relationships

Conflict sensitive organizations look for group patterns of power hierarchy, marginalization, exclusion and discrimination that go beyond individual vulnerabilities and rights violations. A *social group* consists of two or more people who interact with each other and recognize themselves as members of that group. Social groups include, for example, families, neighborhoods, language or religious identity groups, gender-based groups, professional associations, sports teams and political parties. Most people belong to many social groups at the same time and hold identities that integrate these multiple affiliations. In times of social stress, however, certain group identities and boundaries may

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[5] CDA Collaborative Learning Projects (CDA), "Do No Harm: A Brief Introduction from CDA," (n.d.) at https://www.cdacollaborative.org/wp-content/uploads/2018/01/Do-No-Harm-A-Brief-Introduction-from-CDA.pdf.

[6] *See, e.g.*, CDA, "Do No Harm Guidance Note: Using Dividers and Connectors," (2010) at http://live-cdacollaborative.pantheonsite.io/wp-content/uploads/2016/02/Using-Dividers-and-Connectors.pdf.

come to dominate over others. Conflict sensitivity requires active attention to the nature of relationships within and between social groups, and their relationships with other actors, including the government, civil society, the international community and IOM specifically.

Social capital
Social capital refers to the links, shared values and understandings that enable individuals and groups to trust each other and work together. Subsequent refinements to the social capital concept draw a distinction between "bonding" and "bridging" capital. *Bonding capital* captures the ties, trust and willingness to collaborate within a social group, while *bridging capital* refers to relationships between social groups. One does not come automatically with the other. Urban displaced populations, for example, may have strong internal bonding capital, but could have little or no bridging capital with the wider community in a given settlement.

1.2. SECONDARY EFFECTS

The basic premise of conflict sensitivity is that all interventions in conflict-affected and fragile environments will interact with their context and impact on conflict. Where an organization is "working in" conflict and not actively pursuing peacebuilding outcomes, this impact is best understood as secondary to its humanitarian, transition and recovery or development aims. Conflict sensitivity enables the organization to anticipate secondary effects, minimize unintentional harm and maximize positive contributions.

Unintentional harm
The commitment of conflict sensitivity to "Do No Harm" focuses attention on the unintended harms that can result from well-meaning activities in fragile circumstances. While the precise harms at stake are context and activity dependent, the following categories are illustrative.

Harm to individuals
Programming, whilst intended to assistance, can do harm to beneficiaries, participants and community members in manifold ways. This includes, for example, by exposing them to physical danger due to the location of project activities, deteriorating their intimate or communal relationships, dismantling positive coping strategies or negatively impacting their psychosocial wellbeing through engaging in activities for which they are not mentally prepared. Applying a gender lens is crucial to understand the gender-differentiated impacts of these harms. Avoiding harm to individuals contributes to their protection.

Exacerbating tensions
Assistance can also reinforce lines of tension or exclusion by selecting certain beneficiaries over others and distributing assistance along these lines, including for instance relying on existing community structures that are dominated by older men, or a certain ethnic group. For example, in situations where relationships have soured between host and displaced communities, programming may worsen matters by providing aid to displaced persons only.

Market effects
Humanitarian and development programming impact on local and regional markets. For example, water distribution can disincentivize recipients from paying the fees needed to maintain water pumps. Job creation and small-business support can also affect the market in unpredictable and gender-specific ways *(See also the discussion on procurement in Section 2.4).*

Inadvertent support to conflict actors

There is a risk that aid intended for populations in need come to benefit conflict actors and sustain violence. Conflict actors sometimes divert or steal assistance items or illegally tax distributors, such as through road check points. There is also the possibility of an economic substitution effect, in which recipients of aid are able to abandon their economic activity and take up violence.

Negative impacts on leadership and policy

At the political level, the substitution effect means that by assisting populations in need, aid enables local authorities to abdicate responsibility for their constituencies or undermines their legitimacy creating *space* for violent groups to exist.

There is a related risk that humanitarian assistance can make it possible for political actors to maintain the status quo without taking the necessary measures to find solutions (sometimes referred to as a "humanitarian trap"). Over the longer term, development assistance can inadvertently reinforce discriminatory or unjust governmental policies (the "development trap"). At the grassroots level, a cursory acceptance of the authority of some leaders' risks legitimizing negative, discriminatory or exclusionary leaders and increasing their power over others.

Positive secondary effects

Note that if IOM acts to maximize the positive effects of its intervention on social cohesion or peace, it is not precise to call this action "unintentional." At the same time, conflict sensitivity does not equate to peacebuilding (see Figure 2 above for the Conflict Sensitivity Spectrum). An IOM project targeting specific issues or needs may be "conflict sensitized" by anticipating and reinforcing its potential positive effects, without thereby transforming into a peacebuilding project per se. The following are examples of positive secondary effects that are common in IOM programming.

- IOM's camp coordination and camp management activities can identify and strengthen existing connectors or positive forces that reduce tension and promote cohesion among camp residents and social groups, such as supporting the work of inter-faith civil society coalitions or inter-ethnic women's groups.
- IOM infrastructure activities can promote dialogue across social divides by bringing groups to the table around a common priority, such as repairing a local elementary school or collaboration on a disaster needs assessment or response.
- When IOM works on collective income generating activities, there may be options to develop participants' bonding and bridging capital, for example, through bringing together groups from across divides as well as strengthening internal bonds within groups in training, livelihood or networking activities or through shared social media platforms.
- IOM has worked to ensure that different interest groups – for instance sedentary farmers and nomadic pastoralists - are active stakeholders and collaborate in processes to address land rights and displacement.

1.3 POSITIONING CONFLICT SENSITIVITY ALONGSIDE CORE PRINCIPLES

Conflict sensitivity is complementary *to* but conceptually distinct *from* core principles and policies that guide IOM's work, including ''Do No Harm'' principles, Principles for Humanitarian Action (PHA; 2018) and Accountability to Affected Populations (AAP; 2019).

'Doing no harm' and supporting transformational change

As explained above, humanitarian, development and peacebuilding actors have an obligation to identify the potential for harm and to act to avoid that harm. The principle of "Do No Harm" is encompassed in all conflict sensitivity approaches, and requires an understanding of conflict and the interaction between activities and context. In addition, however, conflict sensitivity encourages action to maximize the positive secondary effects to weaken dividers, strengthen connectors and promote social cohesion (see also Section 4 on conflict sensitivity in pursuit of transformational change).

Protection

In IOM's *Principles of Humanitarian Action* (2018) and *Guidance Note on how to Mainstream Protection across IOM Crisis Response* (2016), protection mainstreaming is described as prioritizing safety and dignity, avoiding any unintended negative effects, delivering according to needs, promoting participation and empowerment of local capacities, and holding humanitarian actors accountable. As such, conflict sensitivity and protection share a central concern for avoiding harm.[7]

Moreover, IOM's guidance on protection dovetails with conflict sensitivity in its nuanced discussion on vulnerability, with conflict sensitivity adding a layer of analysis on the structural conditions and broader inequalities that contribute to vulnerability. IOM recognizes that migrants, displaced persons and host communities sometimes do not fit into specific categories, and that vulnerabilities depend on the interplay among many factors, including socio-demographic characteristics, capacities, location and crisis impacts.

Conflict sensitivity recognizes that vulnerable groups may simultaneously be conflict actors: displaced persons in need of assistance may also have played a role in inciting or perpetrating violence (e.g. in the refugee camps in the Democratic Republic of Congo after the 1994 Rwandan genocide). The Karen in Myanmar have a clear political agenda and are in conflict with the government while they are also victims, in need of assistance. As noted in IOM's guidance on protection, understanding these factors is critical to ensuring that the Organization does not cause any unintended negative consequences and instead builds on positive self-protective strategies.[8]

Accountability to Affected Populations (AAP)

AAP represents an obligation to advance the dignity, capacity and rights of affected persons and groups to participate in decisions that affect them. The key elements are transparency; inclusive and equitable participation; and responsiveness to feedback and complaints. Conflict sensitivity and AAP are mutually supportive. Both require and contribute to a deep contextual understanding. Feedback and complaints mechanisms established under AAP can provide early warnings on the negative impacts of IOM's work. AAP also hones in on a key interaction of concern to conflict sensitivity: the relationship between aid provider and affected populations. Both principles require institutions and staff to be critically self-aware of their influence on community power dynamics, their behavior and the potential for abuse.

There are situations in which AAP obligations and conflict sensitivity come into tension. If, for example, people who receive material aid are at risk of being attacked to steal the aid from them, then transparent communications on aid distribution could endanger the recipients. The principle of "Do No Harm" would prevail over transparency considerations in such cases, and a conflict sensitive approach would help reveal these risks and considerations

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[7] IOM, "Guidance Note on How to Mainstream Protection across IOM Crisis Response," IN/232 (2016).
[8] *Ibid*.

2. RECOMMENDATIONS FOR INTEGRATING CONFLICT SENSITIVITY WITHIN THE IOM PROJECT CYCLE

Building on the introduction to conflict sensitivity principles in Section 1, Section 2 provides technical guidance and recommendations for integrating the approach into the project cycle. Given the centrality of conflict and context analysis to the conflict sensitivity approach, this section begins with a brief explanation, which is accompanied by a longer description (*annexes 1) and a basic sample template (Annex 2).*

Conflict sensitivity analysis

Conflict sensitivity analysis = conflict analysis + interaction analysis
The foundation for any conflict sensitive action is a conflict analysis and an interaction analysis that reflects on potential interactions between programmes and the conflict context.

Conflict analysis

CONFLICT SENSITIVITY ANALYSIS – MAIN ELEMENTS (see Annex 1 for details)
1. Scope: Mission-wide analysis
2. Core components for context-wide conflict analysis
✓ Profile
✓ Causes
✓ Actors
✓ Dynamics
✓ Migration dimensions of conflict
3. Core considerations for programme specific or 'problem specific' conflict analysis
✓ Problem description causes, proximate causes and triggers
✓ Actor interests and incentives
✓ Dynamics between interest groups and the locus of their interactions
4. Additional components for conflict analysis at the project level
✓ Social groups
✓ Dividers and connectors analysis
✓ Interests and incentives
5. Interactions analysis
6. Considerations on scope, timing and process

Figure 4: Conflict sensitivity analysis-Main elements

Whilst conflict analyses vary in complexity and scope from the highly statistical to more anecdotal approaches, and a wide range of external resources provide guidance[9], IOM mission level engagement will depend on the financial resources and time available. Although a full description of conflict analysis is beyond the scope of this operational guidance note, given its centrality to applying conflict sensitivity principles, a brief description of the key components is provided in Annex 2, including a basic template, adapted from the *MCOF* context analysis tools that can be used to undertake a conflict analysis. In summary, this includes establishing a basic profile of the target area from different perspectives (political, environmental, social, economic, security); identifying the causes of conflict (historic, major, minor, dynamic/current); identifying the key actors and their motivations,

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[9] See, for example, Search for Common Ground Scan methodology for conflict analysis
https://www.sfcg.org/wp-content/themes/sfcgtheme/inc/download-file.php?filename=Conflict-Scans-Guidance-Note

relationships or contributions to conflict/peace; evolving dynamics and their interaction with conflict; social groups; and dividers and connectors.

Interaction analysis
The interaction analysis focuses on the relationship between IOM at mission/project levels and the context, including conflict dynamics. A brief description is provided in annex 1, and a template in annex 2.

While the benefits of rigorous and repeated analysis are clear, IOM should be wary of "analysis paralysis," where research brings increased knowledge, but with it an increased awareness of what is still unknown, thereby discouraging decisive and timely action. The timing of the analysis is crucial to ensure that it feeds into programme design; after which the analysis should be updated at key points to inform programme implementation and monitoring and allow for adaptation and learning.

Regarding the level at which to undertake a conflict analysis, whilst important to establish an understanding of conflict dynamics at a national level, particularly related to the strategic orientation of IOM missions, conflict dynamics are often highly context specific and should be evaluated at the level of project implementation, such as a community, town or district.

Calibrating conflict sensitive approaches
While this Operational Guidance is premised on the idea that *all* interventions in *all* conflict-affected environments have positive or negative secondary effects on conflict and peace, the stakes – and opportunity – for conflict sensitive approaches will vary from case to case.

For example, in the Organization's humanitarian response, time and access constraints may render some of the guidance provided in this section impracticable. In such cases, the need for conflict sensitivity should be viewed in the light of the humanitarian need for timely action. To that end, the mission can adopt a streamlined "Do No Harm" approach to launch the response and progressively deepen and integrate conflict sensitivity in the course of implementation. In addition to the "good enough" conflict analysis, best practice suggests the following recommended steps to conflict sensitize emergency response:[10]

- Contingency and preparedness plans reference updated conflict analysis.
- Decisions on partnerships reflect assessment of conflict-related risks and implications.
- All staff understand the conflict context.
- AAP feedback and complaint mechanisms are in place.
- Conflict-related questions and impacts are captured in monitoring and evaluation tools.

At the other end of the spectrum, transition, recovery and development efforts to address root causes of displacement and conflict require and generally offer the space to engage in a much more robust conflict sensitivity approach.

2.1 CONCEPTUALIZATION

Transforming ideas into projects
In conflict-affected contexts, it is recommended that conflict sensitivity analysis start in the conceptualization phase together with the needs and situation assessments called for by the IOM Project Handbook, even if the mission opts to undertake in-depth analysis incrementally during

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[10] *See* Zicherman *et. al.*, "Applying conflict sensitivity in emergency response," 17.

implementation (when IOM can access donor funds and is more likely to meet any expectations raised among participants by the analysis).

Factor analysis

The IOM Project Handbook calls for an analysis of factors that may affect the project, typically organized into political, economic, social, technological, legal, and environmental (PESTLE) categories *(See IOM Project Handbook pages 49-51).* In conflict-affected contexts, IOM can sensitize this analysis by including a conflict category (PESTLE+C) to identify conflict-related factors that may affect the project. For example, rising tensions among ethnic groups in a transit center may generate delays or suspension of IOM's activities there. IOM can also complete a parallel analysis on the project's potential impacts on each of these categories.

Cross-cutting issues: Gender and age

ASSUMPTIONS ON GENDER AND AGE	
Assumptions	**Alternatives**
Women and youth are homogenous categories; their common interests are stronger than those that divide them.	Women and youth may have interests and social identities that override their interests or identities as women or youth. For example, their primary identification may be with their ethnic group or class.
Women do not support violence.	Some women praise men for their skills and willingness to engage in violence and may be more inclined to marry men who exhibit these characteristics; other women choose to directly participate in violence or advocate violence on behalf of the group to which they identify.
LGBTQ+ people's needs are the same as men or women's needs.	In many crisis or conflict-affected contexts, these groups are targeted with specific types of violence, threats and exclusion as they're seen to deviate from the 'normal' norms.
Young men are prone to participate or support violence.	Most young men do not turn to violence, and young men are often active peacebuilders.
Women are connectors.	Women are sometimes divided by social or economic status or age. In their own actions and in how they educate their children, women can reproduce divisive attitudes and behaviors, including discriminatory views on women.
Women are always able to play peacebuilding roles.	Women may not have the political space or social capital to engage in peacebuilding.
Men are always less vulnerable than women and children.	Men often are more vulnerable to homicide, forced recruitment, unlawful arrest and torture; young males are also victims of sexual crimes.

Figure 5: Assumptions on gender and age

Conflict, crises and efforts to address them often impact on gendered and age-related issues of status, roles and relations and violence plays out in very gender-specific ways. During the conceptualization phase, it is recommended that IOM staff / Project Development Officers:

- Identify gender and age roles within the particular context.
- Consider whether unusual or difficult circumstances, such as internal displacement, have impacted on traditional roles and behavior and on the well-being or vulnerabilities of people from different genders.
- Understand how the proposed intervention can interact with gendered and age-related roles, positions, behaviors and relations – including gender – or age-based exclusion.

Notwithstanding prevailing stereotypes, gender and age are not reliable predictors of divisive or connecting behaviors. In its considerations on how age and gender play out in a given context, IOM should avoid assumptions like those illustrated in Figure 5.

Programming that provides benefits based on gender or age must account for the possibility of generating tensions between women, men and age groups. For example, the provision of income-generating opportunities to young men can unintentionally send a message that a woman's place is in the home and, at the same time, side-line older men who may be struggling already to maintain authority. On the other hand, recognizing the potential peacebuilding role of young men, programming that engages them together with young women in conflict resolution and prevention has shown promise, including by building the resilience of young participants to violence.[11]

2.2 PROPOSAL DEVELOPMENT

Results matrix
The IOM Project Handbook calls for a results matrix that sets out the objective, outcomes, outputs, activities, indicators, baseline, targets and assumptions for the project. This tends to focus on the programme and its intended results. Conflict sensitivity, however, requires adding a consideration of unintended impacts to each of these elements, as set out below.

Results
It is important to keep in mind that conflict sensitivity applies to all interventions and, as such, a conflict sensitive approach will not always be visible in a project's results. If IOM is providing humanitarian assistance to Internally Displaced Persons (IDPs) in an informal settlement, the objectives, outcomes and outputs will be guided by those humanitarian aims. That said, conflict sensitivity analysis is a process that can improve the effectiveness of programming and generate more successful outcomes.

Objectives and outcomes
When a project does not directly aim to work *on conflict*, but wants to be conflict sensitive, the project objectives and outcomes may not directly reflect the conflict sensitivity elements. For instance, the project objective could be "support for education services for displaced populations". It is also possible, however, to reflect the conflict sensitivity intentions in other ways, for instance the outcome could be formulated as "education services are provided in an equitable manner, involving all conflicting groups in collaborative management of the services." The objective may also be framed around explicitly addressing conflict drivers, e.g. "to improve relationships between conflict groups through peace education", which would then lead to peace-relevant outcomes.

Activities and outputs
Conflict sensitivity analysis may prompt adjustments in how the results are pursued at the activity level, and therefore affect outputs. For example, if IOM has detected discord among two social groups within a village, IOM may elect to treat both groups equally under the project and design cross-group participatory processes as additional activities.

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[11] *See, e.g.*, Siobhan McEvoy-Levy (ed.), Troublemakers or Peacemakers: Youth and Post-Accord Peacebuilding, (University of Notre Dame, 2006).

Assumptions

As conflict sensitivity analysis can never paint a complete picture of a complex system, particularly in fluid contexts, IOM's analysis should also identify any assumptions about the context and conflict dynamics (including expected changes induced by the intervention) that are necessary for the means-ends relationship to hold between activities, outputs, outcomes and objective. Like risks, these assumptions should be tracked continuously as changes may necessitate project adjustments in the course of implementation as well as contingency planning for anticipated scenarios.

Risks

Although the Project Handbook does not ask project developers to include risks in the results matrix, it does require them to identify these during the proposal development phase. Risks are defined in the Handbook as "the conditions that would prevent a successful means-end relationship." Risk analysis usually focuses on the risk of the context to a project, organization, staff, partners, assets and so forth. Adopting conflict sensitivity means adding the impacts of the project, organization, staff and partner behavior and composition, asset procurement and so forth on the conflict dynamics. This two-way interaction should be captured in any risk matrices or risk columns in log frames and should inform 'interaction indicators' (see *Indicators* below). Figure 6 illustrates common risk categories with examples drawn from this document.

ILLUSTRATIVE RISK CATEGORIES	
Risk category	**Examples**
Project	▪ Hostilities between beneficiary groups lead to delays or suspensions.
Mission	▪ IOM's reputation for impartiality is compromised by partnerships and activities that are seen as one-sided. ▪ Rifts within society exacerbate tensions among IOM staff and produce an uncooperative work environment. ▪ Conflict actors endanger IOM staff.
Beneficiaries and participants	▪ Beneficiaries are estranged from family members or neighbors. ▪ Backlash harms beneficiaries of projects aiming to change the status quo, e.g. tenants are evicted in response to efforts to secure tenant rights, or beneficiaries who are seen as benefitting disproportionately to others in the community. ▪ Participants are exposed to physical danger by conflict or violent actors.
Communities	▪ Assistance that is perceived as favoring one group over another increases resentments. ▪ Aid providers / IOM legitimize negative leaders.
Society	▪ Large-scale procurement in a restricted local market raises prices for residents. ▪ Assistance support government inaction or harmful policies. ▪ Humanitarian resources are diverted to support conflict actors and criminal violence.

Figure 6: Illustrative risk categories

Risk mitigation options always exist and are determined by strategic, financial, security and risk appetite considerations. In almost all cases, communications about IOM's work and the negative concerns that have emerged will be a cornerstone of any risk mitigation strategy. In some cases – like where assistance is seen as biased – additional service provision to hereto excluded areas could solve the problem. In other cases, more serious decisions may need to be made, for instance on suspending work in an area until staff safety can be guaranteed, while initiating dialogue and negotiation with those unhappy with IOM's work or presence. Conflicts or disputes relating to beneficiary selection often calls for different ways of working, with more time taken to consult beneficiaries and surrounding communities and forging sufficient consent to prevent further resentment. Mitigating the

backlash to those pushing for transformational change requires multiple response options, from immediate assistance to protect people's safety, through to working with them closely on helping them assess risks and mitigation actions they can take if they are willing to proceed with the work.

Indicators[12]

In addition to the *project indicators* that are usually developed to monitor implementation and achievement of results, conflict sensitivity requires *interaction indicators*, to measure the context's and intervention's mutual impacts. This will necessarily dovetail with any risk identification processes, as both set out to capture two-way interactions between intervention and context.

Interaction indicators that look to the project's effect on the conflict will also pick up on key findings from conflict analysis and updates, and attempt to track those changes in profile, causes, actors, dynamics and migration dimensions that are linked to the project. Note that it is often difficult to attribute a contextual change to IOM's intervention without perception data gathered from affected populations as to how they see and explain the change.

If IOM is building community infrastructure in neighborhoods with tensions between two youth groups, interaction indicators should track youth use of the center and signals of tension between the groups. In the same example, IOM might include an indicator on opinions in both groups as to whether the project benefitted them equally. If IOM acts intentionally to maximize positive secondary effects, indicators can also be designed to capture those effects. Following the example, it may be possible to measure an increase in bridging capital by taking stock of youths' willingness to befriend members of the opposing social group.

Finally, IOM may include indicators that track the Organization's performance with respect to conflict sensitivity, for example, by assessing the extent to which personnel identified and avoided unintentional harms or beneficiary perceptions on IOM staff attitudes and behavior.

As IOM continues to roll out the organization wide results-based management system, PRIMA, it is intended that conflict sensitivity outcomes and indicators will be integrated into the system through subsequent revisions. At this point, it is recommended that Project Development officers and managers establish indicators independently that evaluate the extent to which a given intervention will contribute, positively or negatively, to conflict dynamics.

2.3 PROJECT ENDORSEMENT, SUBMISSION AND ACTIVATION

As noted already, the required robustness of IOM's conflict sensitive approach will depend on time, funding and operational conditions. This section notes the recommended minimum requirements for proposals in conflict-affected environments, recognizing the need to balance timeliness in some emergency contexts and related 'light' approach to conflict sensitivity vis-à-vis interventions for which conflict transformation is more central to achieving the project outcomes. In some cases, missions and reviewers may identify a need to invest in conflict sensitivity *beyond* what is set out here, for example in highly tense or volatile environments or in connection with projects that seek transformational

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[12] *See* Africa Peace Forum (APFO) *et al*. "Conflict Sensitive Monitoring and Evaluation," in Resource Pack, Chapter 3: Module 2 (2004) at http://local.conflictsensitivity.org/wp-content/uploads/2015/05/RP_Chapter3_Mod3.pdf

change around contentious issues. The following list provides recommended minimum requirements for proposal endorsement in conflict affected environments.

- Establishing conditions for conflict sensitivity - Pre-conditions for project development and endorsement: Chiefs of mission and senior management commit to understanding and applying conflict sensitivity at all levels, strategy, programming, mission positioning, partnerships and communications
- The mission's strategic frameworks[13] demonstrate how it has been informed by conflict analysis and conflict sensitivity considerations
- Chiefs of mission and senior management exhibit willingness to communicate to host governments, donors and other partners that conflict sensitivity is a non-optional principle in IOM's work
- Chiefs of mission and project managers demonstrate commitment to a culture of honest reflection on practices in order to better track IOM's interaction with conflict dynamics; and a culture of conflict sensitive behavior
- A mission assessment on internal conflict sensitivity capacities is included in relevant workplans and budgets, as well as a plan to address capacity weaknesses (e.g. through training, programme adjustments, reflective practices)
- Mission leaders commit to senior oversight support to transformational change projects to ensure conflict sensitivity and risk mitigation

The following provides a checklist for project endorsement, recognizing that the level of engagement with conflict sensitivity needs to be appropriate for the context between, balancing the need for timeliness, for example in emergency response (*minimalist* conflict sensitivity) and for programmes where conflict transformation or peacebuilding are a central focus (*maximalist* conflict sensitivity):

- ✓ *Conflict sensitivity analysis*: The proposal references comprehensive and recent analyses of conflict and interactions in line with the guidance provided in Annexes 1 and 2. Alternatively, if the mission has opted to undertake comprehensive analysis after the project is approved, the proposal references a "good enough" analysis and includes additional analytical exercises in the inception phase (workplan and budget). Proposal (and workplan and budget) includes conflict analysis updates, opportunities for programme adjustments and staff and partner capacity-building on conflict sensitive practice.

- ✓ *Information and data gathering*: Activities and methods for collecting data should take into account tensions, perceptions of bias and safeguarding considerations in accordance with IOM Data Protection policies.

- ✓ *Beneficiaries*: The proposal discusses beneficiary selection with maximum practical beneficiary participation and addresses any associated risks, including the aggravation of resentments or tensions and potential backlash. As IOM's micro-level analysis improves, its discussion on the conflict implications of beneficiary selection is expected to reflect an understanding of localized social groups, identities and tensions. Gender, identity group(s) and age-related considerations need to be built in.

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[13] Including the Migration Crisis Operational Framework (MCOF)

✓ *Risks*: The proposal or a supplemental document describes any applicable risks set out in *Figure 6* above and additional risks identified by the project team, together with mitigating measures.

✓ *Risks analysis*: IOM identifies significant risks of unintentional harm and sets out IOM's mitigation efforts.

✓ *Partnerships*: IOM commits to assess implementing partners on their positioning and capacity to work with conflict sensitivity. If specific partners are identified in the proposal, the findings of this assessment are noted. IOM should strive for shared analysis and assessments or collaborate in joint assessments with other aid agencies wherever possible, to reduce the risk of competing, extractive and conflict-insensitive programming among international agencies.

✓ *Procurement and supply chain:* Include considerations of impacts on local markets, supplies and armed actors in procurement decisions. Be as transparent and accountable as possible about procurement decisions and information, ensuring responsive, ethical and safe supply chain executions.

✓ *Accountability*: AAP complaint and feedback mechanisms are planned and budgeted. Communications and information-sharing mechanisms are planned and budgeted.

✓ *Results matrix and Theory of Change*: Assumptions include those related to the conflict context, and indicators are included to measure conflict/intervention interactions, noting that developing a theory of change is not required for emergency programmes.

✓ *M&E*: Monitoring and evaluation activities set out in the proposal are designed to track key context changes though light-touch conflict analysis updates and capture the intervention's impact on conflict and peace. Opportunities for reflection should be built in. IOM commits to conflict sensitive monitoring and evaluation that captures contextual changes and two-way interactions between the context and intervention, including through strategic monitoring and evaluation, with participatory processes that engage communities and reflection opportunities for project implementers.

✓ *Action based on analysis*: The proposal highlights measures to mitigate unintentional harm and maximize positive secondary effects, as well as accounts for the intervention's impact on social group dynamics.

✓ *Flexibility*: Where permitted by the donor, the proposal includes language that enables management to make substantial adjustments to project design and implementation modalities to reflect project analysis, learning and changed circumstances.

✓ *Cross-cutting issues*: The proposal identifies gender and age dynamics as they play out in the particular context and signposts how these will be monitored and acted upon throughout project implementation.

✓ *Budget:* Project budgets incorporate resources for conflict sensitivity, covering at a minimum analysis (and updates), staff recruitment and training, participatory consultations, monitoring and reflection, and feedback and complaint mechanisms.

2.4 PROJECT MANAGEMENT AND MONITORING

Risk management

As noted already, conflict sensitivity requires IOM to broaden its risk analysis to anticipate unintentional effects that threaten harm to beneficiaries, participants and other affected populations. In completing the risk management tools set out in the Project Manual, missions should review the guidance provided on recurring risks in *Section 2.2 above*.

Procurement and supply chain

Procurement and supply chain, including the purchase, contracting, transport and storage of goods, is especially prone to generating unintentional harm because of its likely impact on markets and conflict actors. Conflict Sensitivity analysis and selected secondary effects are summarized here, to be mindfully considered in all procurement and supply chain activities in the context of institutional procurement principles, rules and procedures.

Market effects
- Bringing in significant quantities of goods from an external market can impact on the local economy. For example, where food aid is provided in large quantities, communities may opt to neglect or close local seed banks.
- Significant purchases in local markets with limited supply can drive up prices and reduce availability and quality of these goods to local consumers.
- Procurement decisions can empower single or small groups of suppliers to pursue anti-competitive practices (monopoly or oligopoly behavior).

Effects on conflict actors
- Resources provided to suppliers and service providers can inadvertently support conflict or violence through various channels. Otherwise legitimate contractors may be lured into proscribed practices, such as pay bribes for protection or permission to make deliveries, especially across conflict lines. Other supported businesses may intentionally finance violence.
- In some cases, funds injected into the black or even grey market can support organized crime and violence, fueling conflicts.

IOM's Procurement Manual expressly prohibits IOM from doing business with any individual or entity associated with terrorist groups maintained pursuant to United Nations Security Council Resolution 1267 sanction list, and these suspended or declared ineligible by UN organizations due to unethical, proscribed practices and criminal conducts.

Effects on communities
- Business leaders may combine economic and political capital, for example, a supplier may also act as the chair of a local refugee committee. The risk in these cases is that IOM's support may inadvertently strengthen its business partners' political status with unforeseen results on local power dynamics.

- Repeatedly using suppliers that are associated with one social group may aggravate tensions in divided communities and negatively affect IOM's perceived impartiality.
- Conflict of interest may become a more prominent and complex issue in the context of conflict sensitivity, especially engaging local suppliers and civil societies.

Project managers should identify procurement and supply chain-related risks and work together with resource management / procurement and logistics staff to devise procurement processes that address these risks in compliance with IOM rules and regulations.

Data and information

Data and information gathering is an important aspect of IOM's work around migration crises, including activities related to the Displacement Tracking Matrix (DTM). Conflict sensitive approaches require additional collection of sensitive information from affected populations as part of contextual analysis and monitoring and evaluation. This section provides guidance to mitigate some recurring harms associated with data and information gathering and dissemination.

Transformative or extractive modalities

Data gathering can be transformative if researchers follow conflict sensitive and accountable processes. IOM should provide relevant, reliable and timely information, consult with the affected population to design the inquiry, receive and respond to feedback. Absent these measures, the exercise can be purely extractive, where community members give their time and insight but get nothing back from it.

Decisions on whom to interview

By excluding certain social groups, or segments of a group, from the information-gathering exercise, IOM can increase friction, reinforce patterns of exclusion or invite suspicion regarding IOM's intervention. For example, if IOM researchers meet with ex-combatants, but do not reach out to non-combatant neighbors, the practice can fuel perceptions that ex-combatants receive more than their fair share of international assistance. IOM should be aware of social group dynamics prior to starting the information-gathering exercise – or quickly become informed and adjust accordingly – to ensure that its research methods and results gather insights from a broad cross-section of the affected population.

Sensitive questions

Sensitive questions generate multiple risks for respondents and the quality of research. Respondents may face reprisals from family members or neighbors if they reveal information on delicate issues, such as, for example, the exploitative behavior of camp "gatekeepers" or incidence of sexual violence. Alternatively, if respondents do not feel safe, they may provide incomplete or misleading answers. IOM can reduce these risks by facilitating safe, private spaces for such conversations. With respect to questions on domestic violence, note that respondents may not be willing to discuss this issue with others present, including children. Protocols and guidelines for interviewing victims of violence should be followed.

A more nuanced risk relates to how information-gathering can "whitewash" certain topics. For example, in surveys that ask respondents the cause of their displacement, where government action is a prevalent cause, but is not included in the express options, both the enumerator and the respondent may choose to avoid the issue because it is not prompted. Remaining silent on the issue can send a powerful message about the community's standing vis-à-vis the government.

In general, the research team should identify delicate topics in advance of the exercise and devise practical ways of handling them that mitigate risk to respondents, enumerators or IOM. This should include careful consideration of the best data gathering methods (e.g. questionnaires vs. focus groups). IOM should also consider extra measures to protect the confidentiality and privacy of the information.

Dissemination of data and information

The information and data gathered by IOM can be used in harmful ways by third parties. In that regard, IOM's Data Protection Handbook affirms the Organization's commitment to "take all reasonable and necessary precautions to preserve the confidentiality of personal data and the anonymity of data subjects." Among the principles set out in the Handbook, note especially that the purposes for which personal data is collected and analyzed should be specified, legitimate and known to the data subject; in most situations, the subject must consent to the collection of data; and personal data can only be transferred to third parties for a specified purpose, with consent of the subject and under guarantees that safeguard, among other things, the data subject's rights and interests.

As to surveys and analytical information, the results can be applied against the best interests of groups of concern for IOM. For example, a survey on IDP intentions to return to their communities of origin may show that IDPs are more likely to return if camp conditions are bad. This finding could be used to justify restricting services to camp residents as a way of accelerating return processes.

Recognizing the possibility that data will be misinterpreted or misused, IOM should ensure that sensitive data is embedded in a clear and explicit narrative analysis. In highly charged environments, IOM may consider sharing a selection of data rather than the full findings of its research. Finally, IOM should make the necessary clarifications whenever its data is being misinterpreted or misused in ways that are likely to do harm to the data subjects.

Considerations for DTM

DTM offers an excellent opportunity to gain insight from affected populations on social groups, dividers and connectors and IOM's interaction with local context. To leverage this potential, missions may consider new tools and adding areas of inquiry on, for example, differentiated access to assistance among social groups, the existence of gatekeepers or informal taxation, as well as relationships with and perceptions on assistance providers, including IOM. A range of research methods should be considered to ensure conflict sensitive research, including participatory action research and focus groups.

DTM can also provide insight into dynamics within and between social groups. For example, a DTM questionnaire in Nigeria explicitly asked about relationships among IDPs and between displaced and host communities. Moreover, IOM Turkey has sought to understand dynamics between Syrian refugees and Turkish host populations through interviews, focus groups and individual questionnaires.

From a conflict sensitive perspective, DTM's identification of people with vulnerabilities could be strengthened by accounting for contextual vulnerabilities. As noted already and set out in IOM's protection guidance, contextual vulnerabilities draw attention away from predefined categories to a nuanced understanding of the interplay among socio-demographic characteristics, capacities, location and crisis impacts. For example, DTM should capture a situation in which a woman became vulnerable in her current displacement context because her social identity differs from that of the prevailing social group among the displaced.

Monitoring

The IOM Project Handbook defines monitoring as "an established practice of internal oversight that provides management with an early indication of progress, or lack thereof, in the achievement of results, in both operational and financial activities." Traditional monitoring tracks implementation against the plan and budget, noting whether activities, outputs and outcomes play out as foreseen.

From a conflict sensitive perspective: situational changes, unintended effects and contextual impacts on the project are easily missed. Monitoring enables management to re-chart the course to reach planned outcomes, to mitigate unintended harm, optimize positive secondary effects or adapt to changed circumstances. *See conflict sensitive indicators in Section 2.2.*

In general, building trusting relationships with local people (including by just chatting with them without a prescribed set of questions), and a culture of honest reflection among national and international staff, go a long way towards flagging concerns. All IOM staff working closely with beneficiaries and affected populations may also contribute to such strategic monitoring. For instance, on field missions, drivers and guards often engage in informal conversations with local people while the staff is engaged at an event or particular task. Missions should consider how best to gather the knowledge that staff acquire in this way. In sensitive contexts, care must be taken that the drivers are not endangered by this use of their local knowledge and networks.

Note that monitoring includes information-gathering and the guidance provided in connection with data and information applies to monitoring as well. Avoiding extractive approaches, engaging with diverse social groups, ensuring safe and private conditions, and devising strategies to ask sensitive questions are necessary steps for responsible conflict sensitivity.

Monitoring personnel should have conflict analysis skills, good knowledge of the context and its history, personal competencies including "active listening" skills, local language skills and monitoring expertise. They should also possess the ability and authority to adapt methods to the demands of unexpected conversations or situations.

2.5 REPORTING

Conflict sensitive programming must adapt dynamically to new and diverse sources of information. While some project adjustments may require contractual modifications or formal approvals, IOM should take advantage of interim reports to keep donors and stakeholders abreast of contextual and operational changes specifically related to conflict sensitive issues. Missions may also consider producing periodic briefs with conflict sensitive analysis. These can describe developments, risks, anticipate their likely impacts on local or wider conflict issues and analyze existing peacebuilding and violence reduction efforts. When a particular crisis occurs, a documented conflict sensitivity assessment is highly recommended to reassess what IOM should be doing, and to communicate the need for adaptation to donors and partners.

2.6 EVALUATION

Evaluation seeks to assess the design, implementation and results of an intervention against the original goals and expected results. Conflict sensitivity analysis introduces a more detailed understanding of the conflict profile, actors, causes and dynamics and seeks to understand the overall impact the project has had on its context.

In retaining external evaluators, the Terms of Reference should expressly require the team to evaluate IOM's conflict sensitive approaches at the design stage and during implementation. In addition to evaluation related technical expertise, the ToR should require the evaluation team to demonstrate conflict analysis skills, good knowledge of the context and its history, sensitivity to the local context, and under the right circumstances, local language skills and evaluation expertise.

Finally, and in addition to ethical considerations applied to all evaluations as per the UN Evaluation Group (UNEG) norms and standards and ethical guidelines, the same "Do No Harm" considerations that were discussed in connection with information and data in Section 2.4 apply to evaluations: terms of reference and successful bids should set out the need to handle the evaluation with conflict sensitivity. Once the evaluation is finalized, IOM should inform affected populations of its findings and use the results to support internal knowledge management and learning. In case of mid-term evaluations or real time evaluations conducted at the onset of the crisis, adjustments based on the conflict sensitivity analysis may be brought to the project/programme strategy and intervention in line with the elements covered in the current guide. The outcomes from these reviews and evaluations could be valuable products to sensitize and negotiate with donors, as well as inform and coordinate with different UN agencies and overall partners.

3. CONSIDERATIONS FOR MISSION LEADERSHIP

Chiefs of Mission and heads of office should understand conflict sensitivity and its relevance to IOM's work. They will be called on to make difficult decisions using limited guidance and to oversee applications of conflict sensitivity at the strategic level.

3.1 THE DECISION-MAKING ROLE OF MISSION LEADERS

Making conflict sensitive decisions requires situational judgement, reactivity and creativity from mission leadership because conflict sensitivity is not under-girded by any widely used interagency standards or benchmarks and it lacks Protection's basis in international law or AAP's developed repertoire of activities. While decision-makers can turn to myriad guidance notes and practical manuals, and tools they will need to tailor any recommendations to the particular circumstances before them. The following post-conflict cases illustrate the complexity and specificity involved.

Country X is emerging from a prolonged, internal conflict. Its national authorities consider disarmament, demobilization and reintegration to be a key element in sustaining peace as well as addressing an underlying driver of displacement, and they ask IOM and other international partners to focus their support on ex-combatant reintegration. The ex-combatants have applied their economic assistance to create a "cluster" within the transport sector, and they are starting to use their collective power to set high prices. While the ex-combatants are satisfied with their reintegration support and are allowing the peace process to go forward, resentment is growing among non-combatants and conflict victims who feel neglected by authorities and resent that former fighters have been supported to transform their military power into abusive economic power.

In Country Y, a peace treaty was recently signed between the government and rebels. There is a longstanding tradition of reconciliation ceremonies in which villages organize day-long feasts for all those involved in the conflict. These ceremonies are expensive, and some local leaders request that IOM and other international partners cover their costs. IOM is aware that the war depleted savings

and assets and that the ceremonies would represent a heavy financial burden. IOM is also aware, however, that outside support to these events is likely to reduce their symbolic value and legitimacy in the eyes of participants.

Conflict sensitivity brings to the fore the conflict implications in these scenarios, but it should not be construed as an obstacle to IOM's delivery. There are always options, even if none of these is ideal or risk-free. Mission leadership should assess the options, weigh their potential benefits against potential risks and exercise situational judgment to determine the most effective and least harmful course of action.

3.2 APPLICATIONS AT THE STRATEGIC LEVEL

"Institutionalizing" conflict sensitivity
Chiefs of Mission should put in place a framework and systems that effectively integrate conflict sensitivity into the ongoing work of the mission.

Capacity and accountability
A good starting point is a self-assessment of institutional capacity for conflict sensitivity to aid the mission in establishing targets for improvement (see Conflict Sensitivity Consortium's "How to Guide" for detailed tool[14]). For accountability, missions should create incentives for staff to report conflict-blind and harmful programming, including "safe spaces" in which staff can share critical views on an IOM intervention. For staff accountability, IOM supervisors may incorporate an objective on conflict sensitivity, for staff members with significant roles, as part of their Staff Evaluation System or SES forms.

Time for reflection
IOM teams in conflict-affected and fragile countries often work under intense stress and time constraints, which may discourage the kind of reflection, dialogue and critical self-awareness that is needed for conflict sensitive programming. Senior management can establish various practices to create the requisite space: *After-action reviews* are moments of reflection after an activity or event, which can be done internally or with partners, and typically take less than an hour. *Team reflection moments*, lasting two or three hours, bring together project staff to discuss changes in context and interactions. *Strategic reviews* often engage senior management and donors to consider major adjustments to the existing plan. These may be scheduled on an annual or semi-annual basis, but significant changes in context may necessitate an earlier, ad hoc session. Reflection could also be built into monthly or quarterly monitoring and review activities, thus institutionalizing planning and budgeting for it.

Knowledge management and learning
Ideally, mission leadership should incorporate best practices and lessons learned around conflict sensitivity programming into knowledge management systems and ensure that important knowledge is made available to regional offices and headquarters and drawn upon when designing new projects.

Positioning
Another important role for mission leadership is to look at how the mission's overall characteristics, such as its reputation, portfolio or location of field offices, position the mission within the country. IOM's optimal and actual position are subject to adjustment as context changes and as institutional

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[14] Conflict Sensitivity Consortium (CSC), "How to Guide to Conflict Sensitivity," (2012), 29-32.

action and external parties shift IOM's position. This may in turn impact on IOM's ability to be seen as unbiased and to retain access to populations across conflict or political divides.

Partnerships

In assembling a partner base, mission leadership should act with awareness of existing social groups and tensions, including within government, the international community and civil society. Being associated with an implementing partner or government ministry who is seen as a conflict actor, or as biased towards one side in the conflict, poses potential risks to IOM's reputation, ability to work across divides, and staff and partner safety. With all partners, IOM should express that conflict sensitivity is a non-optional principle in its programming.

Host governments

IOM is an inter-governmental organization, which also means being responsive to requests for assistance from its member states as well as encouraging national ownership by providing governments a role in determining key aspects of programme delivery, possibly including beneficiary and geographic targeting or service providers. At the local level, IOM often gives authorities visibility in development initiatives implemented by IOM as a way to strengthen their relationships with (and accountability to) their constituencies. While these efforts can be worthwhile in conflict-affected contexts, mission leadership should be aware of possible harms. Governments may select beneficiaries and project sites based on divisive political considerations. Alternatively, IOM's programming may be utilized to distort nascent democratic processes. Where caution is warranted, IOM may advocate with government partners for inclusive programming or offer government partners alternative roles that mitigate the identified risks. This IOM-host government relationship requires skilled leadership and diplomacy, as well as transparency about IOM's principles.

Donors

IOM should be prepared to negotiate for conflict sensitivity, including the budgetary resources to undertake serious analysis and the flexibility to adjust programming to mitigate identified risks. In some cases, donors may request IOM to implement a project under terms that represent unacceptable risks of doing harm. For example, donors may insist that support be provided to members of one religious group or limit resources to displaced households despite growing resentment among host families. Another recurring risk relates to donor requests to expend significant resources in a short period of time, which can create negative competition or put time pressure on personnel to act without the requisite sensitivity – as happened in the 2004-2006 post-tsunami response.[15] In such cases, mission leadership may determine that the project would do more harm than good and is not worth pursuing.

Other international partners

Conflict sensitivity can be encouraged as a common principle with many partners, and IOM can foster dialogue and coordination around this issue. For example, IOM may seek to harmonize interventions among agencies whose divergent approaches in a single community threaten to increase distrust or frustration. IOM should encourage, lead and or participate in shared platforms for contextual analysis, reflection and joint planning, which can lay the foundation for collaborative and mutually-reinforcing

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[15] Tsunami Evaluation Coalition (TEC), "Joint evaluation of the international response to the Indian Ocean Tsunami: Synthesis Report", (July 2006), p 93-96

programming. IOM may also act to strengthen relationships among agencies' field staff, recognizing that competition among them sends a negative message to affected populations.

Implementing partners

Local implementers are often inserted in or closely linked to the communities IOM serves, which means that partnership decisions may have an especially strong communicative effect on IOM's impartiality and openness. Accordingly, IOM may opt to bring onboard multiple partners to represent different social groups or find those that can bridge the divides. In evaluating potential partners, IOM should assess their capacities and commitment to work with conflict sensitivity and, if possible, offer training or other capacity-building support to address gaps. Having partners from across conflict divides presents opportunities for peace impacts by working with them on addressing their own biases and views.

From another angle, mission leadership should consider whether the planned activities pose risks to an implementing partner that exceed IOM's or the partner's risk threshold. IOM should continuously gauge the quality of its relationship with local partners, keeping in mind that relationships between international organizations and local partners are often weakened by perceptions that larger organizations bypass smaller ones or fail to include them as equal partners with a voice in decisions.

Human resources

Mission leadership should understand social group dynamics within the staff and the extent to which IOM's staff environment is diverse and inclusive. In divided environments, tensions among social groups within the staff can flare when a perception of unequal treatment resonates with prominent narratives of inequality in society or when one group perceives that IOM favors another in its programming.

In such divided environments, staff that is not representative of different social groups may be less effective. These examples illustrate potential problems in staff composition:

- Where mission staff is largely urban while beneficiaries are mostly rural, it may be more difficult for IOM to understand and gain the trust of community members.
- Similarly, where IOM staff is drawn entirely from the host country to work with refugees from a neighboring country, cultural, linguistic or other differences may represent obstacles.
- Even where the staff is representative as a whole, internal hierarchies that mirror social divisions can be problematic.

On the other hand, there are benefits to establishing an inclusive and representative staff body, which can help the mission gain insight into different segments of society, connect to them and communicate the organization's willingness to engage across divides and model inclusive coexistence. To this end, mission leadership should ensure that vacancies are advertised through channels that reach all social groups and that vacancy notices specify that "IOM is committed to a diverse and inclusive environment," as required by IOM's recruitment rules.[16]

Staff also need to be prepared to work with conflict sensitivity, which may require the mission to recruit new personnel to fill expertise gaps. The hiring of conflict analysts by several IOM missions to guide analysis and strengthen project design is a good practice. Where funding allows, analysts should

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[16] Instruction 233 Rev. 1 (2016), para. 6.7.

provide support to the whole mission, rather than a particular programme, so as to contribute more effectively at the strategic and inter-programmatic levels. Mission leadership may also add conflict sensitivity competencies to job descriptions for new and existing staff and organize inductions and training commensurate with the roles that staff members are expected to play. At a minimum, all staff should have a basic awareness and understanding of conflict sensitivity.

Finally, mission leadership should clarify its expectation that staff demonstrate the appropriate behavior and attitudes. In their work with affected populations, IOM staff may do harm by working insensitively. For example, by treating beneficiaries with impatience and arrogance, or failing to provide affected populations with relevant and timely information, staff can chip away at the self-esteem and agency of beneficiaries. In this regard, the IOM Staff Code of Conduct[17] provides relevant guidance: international officers are instructed to "do their utmost to promote and practice tolerance, understanding and respect for all" and "foster a climate of impartiality, fairness and objectivity." IOM staff members in general "must be impartial by exhibiting objectivity, lack of bias, tolerance and restraint."

BEST PRACTICES WHEN SOCIO-POLITICAL CONFLICT PLAYS OUT AMONG STAFF
Typically, such a situation cannot be handled through individually-focused human resource channels alone, but requires facilitated team-building and honest reflection on: - how the broader context is affecting individuals and their behaviors at work and providing all necessary support (e.g. trauma counselling);   - how it influences – or is perceived to influence – IOM's ways of working;   - IOM's values and principles (including IOM's Staff Code of Conduct) that sets out the institutional context to which staff are expected to adhere;   - how it affects team working, motivation, collaboration and effectiveness;   - the need to agree ways of communicating and working together as a team to keep challenging the divisive narratives and difficult experiences emerging from the context;   - what would happen if somebody does not adhere to these agreements: considering that human resources staff may also be seen to belong to one 'faction', multiple channels (e.g. including managers or staff focal points) need to be available to handle grievances and transgressions, in accordance with IOM policies.

Figure 7: Best practices when socio-political conflict plays out among staff

Communications

From a conflict sensitive perspective, communications are an opportunity for IOM to position itself and reinforce a reputation for impartiality, but they carry risks. Written and verbal, formal and informal IOM communications impact on their context, for example by shaping identities around migration status or providing information that is misused for harmful purposes.

Recognizing that all staff members influence IOM's external relations, mission leadership should train staff for this role. As noted in the IOM Staff Code of Conduct, "IOM staff members have an important and continuing responsibility to contribute to the broad understanding and support of the objectives and activities of IOM," and "should be knowledgeable about the achievements and activities of

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[17] Instruction 15 (2002), paras. 7, 12.

IOM."[18] In divisive contexts, IOM staff members should also be prepared to handle questions on sensitive issues and made aware that they "do not have the freedom to publicly take sides or express their conviction on matters of a controversial official nature."[19]

4. CONFLICT SENSITIVITY IN PURSUIT OF TRANSFORMATIONAL CHANGE

Conflict sensitivity also grapples with situations in which an organization seeks to support changes to underlying conditions, structures or power relations, which generates heightened risks for conflict-related harms.

One recurring risk is resistance from those who stand to lose from transformational change. For example, the introduction of multi-party elections can heighten tensions and conflict around competition over power and state resources; security sector reform can be threatening to established groups in the military; peacebuilding can meet resistance from war economy profiteers; supporting women's participation in peace efforts could challenge the power of male leaders; and equipping farmers with better market information can be opposed by intermediaries.

Resistance to transformational change may materialize as backlash against those who stand to gain from the change. For example, an increase in domestic violence is sometimes reported following efforts to empower women or challenge gender norms; or retaliatory eviction may be some landowners' response to initiatives to legalize the land rights of tenant farmers.

In such cases, a nuanced understanding of the actors involved is crucial to help anticipate both how they may be allies in some of IOM's work, while simultaneously resist other elements of work; or how they could be 'victims' in one sense (e.g. by being displaced) but 'perpetrators' in another sense (e.g. by threatening others to protect their own interests). Here the conflict sensitivity lens of analyzing broader patterns of exclusion and injustice contributes valuable insight to complement more individual-focused assessments and approaches.

IOM's decision to support people who seek transformational change will depend in part on the organization's weighting of the risks. From a conflict sensitivity perspective, the "Do No Harm" requirement is insufficient: the risk of harm may be inherent in acting to transform the situation, but there is also risk in not acting, as structural conditions are already harming certain groups, and unless addressed, solutions may not be found. While risk is therefore inherent in transformational change, conflict sensitivity does not counsel against institutional support to such efforts but does require risks to be assessed and mitigated as much as possible.

IOM must make sure that those most vulnerable to backlash are provided full information and an honest appraisal of these risks, so that the group can reach a decision on whether and how to pursue change. Supporting transformational change in a conflict sensitive manner is a valuable contribution IOM can make and builds on the organization's commitment to human rights-based approaches.

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[18] *Ibid*., para. 37.
[19] *Ibid*., para. 12.

ANNEX 1: CONFLICT SENSITIVITY ANALYSIS = CONFLICT ANALYSIS + INTERACTIONS ANALYSIS

IOM should undertake conflict analysis at both the mission and project level and, in some circumstances, at a regional level or among neighboring countries. While the benefits of rigorous and repeated analysis are clear, IOM should be wary of "analysis paralysis," where research brings increased knowledge, but with it increased awareness of what is still unknown, thereby discouraging decisive and timely action.

1. SCOPE: MISSION-WIDE ANALYSIS

Missions should incorporate conflict sensitivity analysis into their broader strategic processes, including MCOF planning exercises where appropriate. Regarding the MCOF, the analytical steps shown in this section reinforce MCOF contextual analysis, by deepening the mission's understanding of conflict, and MCOF stakeholder mapping, by focusing on the relationships between stakeholders. *See MCOF Introduction to Strategic Planning, sessions 1 and 2*

Studying the macro-level context highlights issues at national or sectoral levels that may be missed in project-specific assessments.

> To illustrate: IOM could become aware that communities are being uprooted intentionally as part of a political, military or economic strategy, or being returned too quickly into communities that are not yet safe or ready for returnees.

Conversely, project-focused assessments need to refer back to the strategic and macro-level assessments, to help mitigate risks that may make sense at a project level, but which be conflict-insensitive at a strategic level.

2. CORE COMPONENTS FOR CONFLICT ANALYSIS[20]

Profile
The profile is a brief characterization of the *context*, which highlights *political, economic, environmental* and *socio-cultural* issues (including gender-related norms and attitudes), *geography*, and *history* of conflict.

Causes
This step requires the identification of drivers for conflict and peace, such as competition for resources, clan feuds, ideological clashes, or challenges to government authority. These can include drivers that have a profound effect on conflict dynamics (e.g. a significant split in an armed group), and those that make a difference to the working context, but do not fundamentally alter conflict dynamics (e.g. the ebb and flow of fighting around a particular area). IOM should also identify factors that contribute to resilience and peace, which should be protected and reinforced, such as historical trading relationships between groups, economic or social interdependence etc. Finally, IOM should discuss new factors, often induced by conflict, that contribute to prolonging or intensifying violence,

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[20] *See* CSC, "How to Guide," 4-7.

such as human rights violations (including for instance mass rape), conflict economies or weapons availability.

Actors

Actors include individuals, groups and institutions that are affected by conflict, or contribute to conflict or peace. Actor analysis should highlight each actor's interests, strategies, positions, capacities and relationships, informed by their identities (gender, age, economic status etc.) and the groups to which they belong. IOM should be included as an actor within the mission's analysis, as should IOM's partners and vendors. Finally, actor analysis should include stakeholder mapping exercises to explore the relationships among them, including alliances and fault lines that may influence IOM's partnership decisions and positioning in the actor landscape.

Dynamics

Conflict dynamics are the result of interactions among *causes*, *actors* and the *conflict profile*. In noting the dynamics, IOM should highlight trends, windows of opportunity for conflict mitigation or peace and medium-term scenarios. To develop realistic scenarios, IOM should consult with other actors to garner their perspectives on conflict evolution. Monitoring conflict dynamics should be connected to updates in conflict analysis, so that changes in context will be noted and responded to. This is best done through ongoing relationships with affected populations to identify signals of contextual changes, including changes in social dynamics, dividers and connectors. The need for local knowledge and creativity is exemplified in this case from Bosnia-Herzegovina: In the divided town of Mostar, a very reliable indicator of inter-group tensions was the kind of music on either side of the river. If it was pop music, tensions were low. If it was ethno-nationalist music, tensions were high.

Migration dimensions of conflict

IOM should analyze the conflict's direct and indirect effects on human mobility, including displacement, constraints to mobility, human trafficking, recruitment into armed groups, and smuggling and the gendered nature of each of these aspects. Further, IOM should seek to understand how migration impacts on conflict dynamics at macro- and micro-levels. The MCOF Introduction to Strategic Planning provides resources to guide this analytical component.
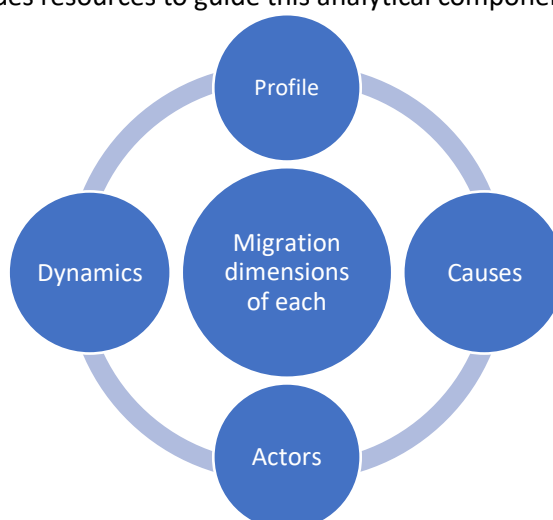

Figure 8: Conflict analysis key elements

3. ADDITIONAL COMPONENTS FOR CONFLICT ANALYSIS AT THE PROJECT LEVEL

Social groups

IOM should identify existing *social groups*, take stock of their bonding and bridging capital, and profile relationships within and between them. Any strain or discord warrants a closer look. For example, IOM may identify economic tensions within families, gender-based discrimination that worsens conflict impacts for certain groups or undermines the quality of assistance they receive, social tensions between generations within an ethnic group, or political tensions between classes. Individuals have multiple overlapping identities based on gender, economic class, religion, age, ethnicity, etc., and therefore belong to and identify with several social groups at one time. IOM should also identify social groups that existed before the conflict as these may point to prospective common ground that is not visible in the current panorama. For example, during the conflict in Bosnia-Herzegovina, members of football clubs often maintained their social relationships despite being from different ethnic groups which were in conflict.

Dividers and connectors analysis

As noted above *(see section 1.1)*, dividers and connectors refer to *systems* and *institutions*, *attitudes* and *actions*, *values* and *interests*, *experiences*, *symbols* and *occasions* that push people apart or bring them together. The two-step analysis requires insight from affected populations, which is best gathered through conversations in safe, private settings rather than questionnaires or public discussions.

Step 1: Identify: International experience has shown that people quickly capture the meaning of "what divides" and "what connects" people in the family, community and so forth. Conversations should be fairly unstructured, but the interviewer can note responses in the different categories (e.g. systems and institutions) to organize insights for an analytical-reflexive process and to prompt discussion on aspects that do not come up spontaneously.

Step 2: Prioritize: The interviewer can help participants prioritize dividers and connectors based on two criteria: by looking at the "deep current," or those variables that are structurally or fundamentally most important; and by prioritizing the "surface waves," or those that are most important in the current situation.

4. INTERACTIONS ANALYSIS

At the mission and project level, IOM should draw out the potential two-way interaction between the conflict, on one side, and IOM's presence and intervention, on the other. IOM should structure this exercise to encourage a full exploration of possible effects and options for maximizing the good and minimizing harm. These findings will be further developed as IOM prepares a proposal and results matrix as discussed in *Section 2.2.*

Concerning social groups, IOM should be aware of how the organization influences social groups and identities, and even creates new groups with labels based on migration status (such as, displaced persons, host communities) or other beneficiary categories (conflict victims, at-risk youth). These labels set their targets in a particular relationship to other social groups, the government and the international community. Careful consideration needs to be given and the 'usual' labels changed where possible if they cause divisions of fuels further conflict. Communication about the meaning of the labels, or translation into local languages that avoid sensitivities, are also options to consider.

Especially at the project level, IOM should consider the possible impact of its planned or ongoing activities on dividers and connectors and options to weaken the former and strengthen the latter.

5. CONSIDERATIONS ON SCOPE, TIMING AND PROCESS

An exhaustive conflict sensitivity analysis is often unattainable – and anyway subject to constant change – and missions should be prepared to move forward with an incomplete picture of their operational context. The timing and scope of analysis will depend on the urgency of the response and operational constraints. For humanitarian response to rapid onset emergencies, the mission may opt to integrate selected conflict sensitive aspects into emergency assessments and progressively build its understanding of conflict and interactions in the following weeks and months. Similarly, in transition and recovery or development activities, the mission may choose to undertake in-depth analysis only after a new project is approved so as to access donor funds for the analysis and avoid raising expectations among affected populations before an activity is secured. Either option needs to demonstrate a structured approach to building and deepening understanding of the context and conflict sensitivity risks. Conflict sensitivity is further strengthened by making best use of information and learning coming out of careful and deliberate programming, creating a virtuous circle of analyzing, doing, learning and responding.

Nonetheless, before acting in a conflict-affected context, missions should at least aim for a "good enough" understanding of context and interactions through the minimal steps[21] set out below:

- Obtain a basic understanding of the conflict *history*, *geography*, *actors* and *dynamics* in the operational context and the *main dividers* and *connectors* that influence groups involved in the conflict.
- Verify that implementing partners (including vendors) are positioned to work impartially across any divides and committed to working with conflict sensitivity.
- Understand how beneficiary selection will interact with existing social groups, identities (including gender, ethnicity, age etc) and tensions.
- Brainstorm with the staff and partners on potential positive or negative secondary effects of the intervention.

When launching a response or proposal without a detailed analysis, IOM should plan and budget for additional analysis during the intervention to complete and update the initial assessment. This should be accompanied by steps to integrate such analysis into programming decisions and actions. How much analysis is required and how frequently it should be reviewed are determinations best made by the mission based on contextual and project-specific details. *See discussion on calibrating conflict sensitivity in Section 2 above.*

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[21] See Nona Zicherman, with Aimal Khan, Anne Street, Heloise Heyer and Oliver Chevreau, "Applying Conflict Sensitivity in Emergency Response: Current Practice and Ways Forward," (London: ODI, 2011), 21 at https://odihpn.org/resources/applying-conflict-sensitivity-in-emergency-response-current-practice-and-ways-forward/; CARE, A "Good Enough Approach" for Rapid Onset Crises, in *Emergency Toolkit* (n.d.) at https://www.careemergencytoolkit.org/topics-issues/29-conflict-sensitivity/2-what-to-do-response-options/2-1-a-good-enough-approach-for-rapid-onset-crises/.

ANNEX 2: SAMPLE TEMPLATE FOR CONFLICT SENSITIVITY ANALYSIS = CONFLICT ANALYSIS + INTERACTIONS ANALYSIS

Profile

Dimension	Issue	Effect	IOM Concern, influence or control?	Impact on Human Mobility / Resolving displacement / Migration	Future Scenarios	Likelihood
Economic						
Security						
Environment						
Infrastructure						

Conflict causes

Cause	Severity	Typology (historic/ proximate, national/ sub-national/ localized	Impact description

Dynamics

Trends	Duration	Impact

Social Groups

Name / national /sub/national	Identity type (ethnic, economic, religious etc.)	Relation with other groups	Socio-economic / political status

Dividers and Connectors

Issue	Typology (Divider / Connector)	Effect	Action / opportunity

Actors

Population group	Brief information: Pre-crisis	Brief information: Current / Impact of crisis on pre-crisis patterns / trends	Intentions / strategies	Position / capacities	Relationships with other actors
IDP 1: (describe)					
IDP 2: (describe)					
Returnee:					
Other: (Armed groups)					
Other:					
Other:					

Interactions Analysis

Intervention	Potential negative impact on conflict	Potential positive impact on conflict	Mitigating Measure
Programme Approach (methodology / scope)			
Beneficiaries			
HR			
Procurement			
Partnerships			