FOOD FOR
THE HUNGRY

CONFLICT SENSITIVITY AS A SECOND LANGUAGE IN ETHIOPIA

BY SAFAA SHAHIN, 2023

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ACKNOWLEDGEMENTS

1 INTRODUCTION

Ethiopia faces numerous challenges, including conflict, displacement, and socio-economic disparity. International actors operating in these contexts are often faced with difficult political choices when attempting to address the root causes of these issues. However, multiple actors and their diverse modalities to address these problems can positively and negatively impact the situation.

By ignoring the conflict-driven elements of a crisis, we overlook the everyday experience of communities and populations, which are inseparable from the particular challenges they face. Operating in a conflict setting requires a deep understanding of the actors involved, their relationships, the dynamics that drive the conflict on both a macro and micro scale, and the influence of aid actors.

Developing a conflict-sensitive approach must inform organizations' decision-making processes to ensure that their assistance effectively addresses people's needs and contributes positively to their dignity and safety. Conflict sensitivity can also identify potential opportunities for actions that positively contribute to improving conflict dynamics and, ultimately, peace.

As international non governmental organizations (INGOs), local non governmental organizations (LNGOs), governments, and multilateral institutions commit more efforts toward the Humanitarian, Development & Peace Nexus, it is essential to recognize and build responses that foster more peaceful societies. Conflict sensitivity can be a first step for organizations concerned with how their actions contribute to peace, especially in Ethiopia's complex and protracted crises.

This guidance document is FH's contribution to international development, humanitarian assistance, and peacebuilding in Ethiopia. FH has developed this practical guidance drawing on experience and expertise in conflict-sensitive programming, promoting best practices that are conflict sensitive, and addressing complex challenges faced by vulnerable populations in Ethiopia and beyond.

Our aim is to provide a comprehensive guide to conflict-sensitive practices in Ethiopia that allow organizations to develop more effective and sustainable responses while protecting vulnerable populations' safety and dignity. Adopting a conflict sensitive approach can help aid actors address the root causes of conflict and contribute to long-term peace and stability.

This conflict sensitive guidance manual will be valuable for organizations seeking to improve their programming in conflict-affected contexts in Ethiopia. It provides clear guidance on conducting conflict analyses, developing conflict-sensitive programming strategies, and implementing conflict-sensitive practices across various sectors. This guidance document will support the broader goal of building more peaceful and resilient societies and create lasting, positive impacts for our partner communities.

> *The concept of conflict sensitivity can identify opportunities for peace, but it is not a comprehensive peacebuilding approach. Merely applying conflict sensitivity is insufficient for organizations seeking to engage peacebuilding efforts. Peacebuilding addresses conflict drivers or reinforces peace capacities with diverse methods and approaches. While conflict sensitivity is a general approach that applies to all aid sectors, it does not address the underlying causes of conflict.*

1.1. What is Conflict Sensitivity?

Conflict sensitivity is an approach that involves understanding and considering the potential impact of one's actions on the dynamics of a conflict. This is especially important for humanitarian and development work, as interventions must be designed and implemented in a way that is responsive to the needs of the communities they serve and does not unintentionally fuel the conflict or harm local populations. The practice of conflict sensitivity involves assessing and addressing the potential impact of development and humanitarian activities on conflict dynamics, as well as adhering to the principles of Do-No-Harm (DNH)[1].

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1 https://www.cdacollaborative.org/blog/no-harm-three-things

NGOs use the DNH framework[2] to achieve conflict-sensitive programming. This includes engaging with stakeholders to understand their perspectives and interests, analyzing power dynamics amongst groups, incorporating a gender perspective, monitoring and evaluating the impact of interventions, fostering communication and collaboration with other organizations and partners, considering the political and historical context, being prepared to adapt plans and strategies, and being aware of potential second and third-order effects.

By adopting a conflict-sensitive approach, organizations can better understand and navigate the complex dynamics of conflict and contribute to long-term peace and stability. Conflict sensitivity provides tools and processes to help organizations address the root causes of conflict and positively contribute to the communities they serve.

1.2. The Importance of Conflict Sensitivity in Ethiopia

Ethiopia's history of internal conflicts and political instability has led to extensive displacement, human rights abuses, and economic insecurity for many of its citizens. With over 80 ethnic groups and multiple languages spoken, the country's diversity can lead to tension and conflict between groups, making it essential to consider the potential impact of interventions on existing conflicts and power dynamics. Additionally, Ethiopia's poverty and vulnerability to food insecurity and climate change require interventions designed to meet the specific needs of its rural population.

One of the most significant impacts of conflict in Ethiopia is the erosion of gender equality; women and girls are disproportionately affected by displacement, loss of livelihoods, and limited access to essential services. Traditional gender roles and relationships are being questioned; while this change can be seen as an opportunity for progress towards greater gender equality, it also threatens traditional values and beliefs around gender. Women's participation in peace negotiations and decision-making processes is limited, further hindering progress toward gender equality. Additionally, a gender-inclusive approach to conflict sensitivity analysis is imperative in effectively addressing the influence of conflict on gendered power dynamics in Ethiopia.

1.3. A Conflict-Sensitive Design Cycle in Ethiopia

This guidance note aims to enhance the capacity of humanitarian and development actors in Ethiopia to conduct conflict sensitivity analyses with a gender-sensitive lens while also providing practical steps to safeguard and protect vulnerable populations. It is aimed at practitioners who are new to this topic.

Gender is a complex social construct that shapes the experiences and roles of individuals across the spectrum of femininity and masculinity, as well as non-binary identities. Integrating a gender lens in conflict sensitivity analysis involves systematically examining the gendered causes, structures, stakeholders, and dynamics of conflict and peace. Specifically, a gender-sensitive analysis is crucial for understanding the diverse experiences of all genders in conflict-affected areas, the power imbalances between distinct groups, and how to ensure greater inclusion of marginalized populations.

In practice, incorporating a gender lens in conflict sensitivity analysis requires considering the intersections of gender with other variables of power, such as race, ethnicity, class, and sexual orientation, in a conflict's social, political, and economic analysis. Integrating gender considerations into conflict sensitivity analysis provides three main benefits to programming: it improves interventions' effectiveness, quality, and sustainability. It also enhances the credibility of the organization among the communities they serve.

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2 https://www.cdacollaborative.org/wp-content/uploads/2018/01/Do-No-Harm-A-Brief-Introduction-from-CDA.pdf

The DNH analytical process is iterative, meaning that organizations go through the cycle multiple times, taking into account new information and adjusting their interventions as needed based on the potential risks as well as the leverage points and benefits. This approach helps organizations align their interventions with the principle of DNH and ensure that they are responsive to the context and needs of the communities they serve.

The analytical cycle consists of four main stages:

1. **Assess and Analyze:** This stage involves gathering information and analyzing the conflict dynamics and power relations in a specific context. This includes understanding the root causes of the conflict, the perspectives and interests of all stakeholders, and the potential impacts of the organization's interventions.
2. **Thoughtfully Design:** In this stage, organizations use the information gathered during the analysis stage to design their interventions. This includes identifying objectives, selecting activities, and developing strategies to minimize negative impacts and maximize positive outcomes.
3. **Implement and Monitor:** Organizations implement their interventions and monitor the results during this stage. This includes assessing the real-time impact of the interventions on the conflict dynamics and power relations and making adjustments as needed.
4. **Evaluate and Adapt:** In the final stage, organizations review their completed interventions and assess their effectiveness. This includes evaluating the impact of the interventions on the conflict dynamics, the extent to which objectives were met, and the overall effectiveness of the approach. Based on this review, organizations can modify and adapt their current objectives, interventions, and monitoring based on the generated options and plan for the future.

2.1. Understand the context

It is important to note that understanding the context through a gender-inclusive lens improves interventions' effectiveness, quality, and sustainability and enhances the organization's credibility among the communities they serve.

The conflict sensitivity analysis reflects generalized inter-group relationship analyses while understanding gender dynamics at a snapshot moment in time, during which the operational environment is changing rapidly due to multiple compounded crises. Therefore, some details will vary in Ethiopia's local context and/or eventually become out of date. For best results, NGOs should work towards conducting their own conflict sensitivity analyses at the project level. The main elements that need to be covered in the context analysis are:

- **The Location:** the areas in which activities will be implemented (the more specific the better). Explore the gender dynamics to ensure a solid understanding of the location. It is important to ask, what the gender norms in the location are, What are the roles and responsibilities of men, women, boys and girls in all their diversity?
- **The Main Actors:** the main groups in the selected locations (internal groups: ethnic, religious, clans, families, political, etc.) and the relationships between them. It is also important to ask, who are the external actors that influence the conflicts in the selected locations? What are the power relations between the actors? What is the gender balance among them? How do their identity markers (e.g. wealth, age, class) characterize them?
- **The Cause(s):** differences are often a result of a struggle for limited resources that groups (religious, political, ethnic, etc.) are trying to access or to control. Ask: what are described as the key issues, root causes, and drivers of the conflict? According to whom? How do the root causes of the conflict affect women, men, and boys and girls in their diversity? What is the socio-economic situation in the selected locations?
- **The History:** outline how long the conflict has been going on and understand the timeline. Ask: is there a recent event or trigger that sparked the conflict, or is this a historical conflict? Have there been changes in gender dynamics during the period? Which category of people have been present throughout the conflict period? How were they affected?
- **Degree and Scope of the Conflict:** assess the level of violence, tension, and disruption, as well as the number of people impacted and the gender balance among them. Ask: how severe is the conflict regarding violence, tension, and disruption? What is the scale of the conflict in terms of the number of people affected? Are certain genders or groups disproportionately affected by the conflict? What are the immediate and long-term impacts of the conflict on the community and the surrounding area?

Understanding Conflict and the Importance of Conflict Sensitivity

Conflict results from opposing interests, values, or needs between two or more parties, which may involve resource allocation, power dynamics, or recognition of rights. Historical grievances may also influence the nature and intensity of conflicts. Conflicts may escalate into violence. They can also be an agent of positive change if managed constructively. Adversely, without mechanisms for managing conflicts they can quickly spiral into violence.

Conflict sensitivity is an approach that should be applied in all contexts, whether violence is active or not. Even in the absence of violence, aid activities can affect the underlying drivers of conflicts or relationships between stakeholders. Conflict sensitivity offers a framework for reducing negative impacts and maximizing positive contributions to peace. As such, it is crucial to prioritize conflict sensitivity in all interventions to promote stability, social cohesion, and peaceful development. To this end, this Conflict-Sensitive Practices Manual can be useful for aid actors seeking to apply conflict-sensitive programming in their work.

An example of conflict mapping:
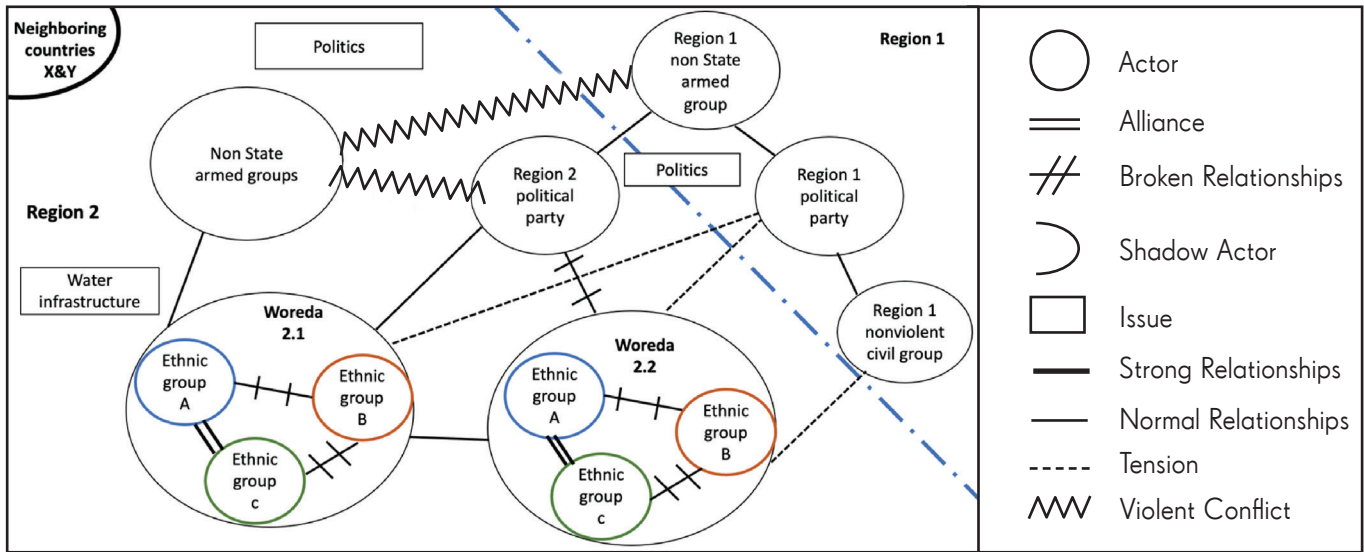
2.2. Analyze Dividers and Connectors

Understanding the context is critical in achieving conflict sensitivity, as it allows for an in-depth understanding of the power systems and resource distribution within a given context. An essential aspect of this understanding is analyzing the context from a gender perspective, highlighting how power and resources are distributed among all gender identities. This is particularly important in situations of violent conflict, as humanitarian interventions or development projects that ignore the gender context may inadvertently perpetuate or exacerbate existing inequalities and increase the risk of harm for vulnerable populations.

It is important to note that incorporating a gender perspective does not equate to focusing solely on women as victims of conflict, but rather on understanding the diverse gender relations among all social groups represented in the context. Understanding the Dividers and Connectors, or the relationships amongst groups in conflict, is a key aspect of the Do No Harm framework and can be analyzed within the five categories of political, economic, social, security, and environmental factors. With this understanding, interventions can be designed and implemented to address these issues and ultimately create a positive impact.

> *Dividers and Connectors are the local capacities for war and peace; they bring people together or separate them. Aid and development actors should look into the following categories in each location because a divider in one context could be a connector in another. Staying context specific is crucial!*

Understanding connectors is key for identifying main actors, understanding the context and dynamics of the area, and designing more effective, sustainable interventions that do not harm the people they are assisting. Connectors can enhance the bond between group members and serve as a bridge between different groups in the community.

Understanding dividers is equally important for identifying the key factors driving inequality, exclusion, and marginalization and designing activities to avoid long-term harm on social cohesion.

The below chart outlines examples of how systems and institutions, attitudes and actions, values and interests, experiences, and symbols and occasions can act as dividers and/or connectors depending on the context.

SYSTEMS & INSTITUTIONS	In Ethiopia, organizations must consider the institutionalized discrimination that may exist based on ethnicity or religion, which can create divisions among different groups. However, institutions such as schools and community centers can serve as connectors by bringing people together and fostering a sense of shared identity. To ensure equity and inclusion in accessing services, it is also essential to consider factors such as communication systems (including various languages), media, social media, infrastructure, and support from NGOs and bilateral donors. By taking into account these elements, organizations can work towards creating a more inclusive environment that ensures equal access to services for all members of the community.
ATTITUDES & ACTIONS	For example, negative attitudes and actions toward certain ethnic or religious groups can lead to divisions and conflicts, (i.e. Racism and discrimination against people of different skin colors, religions, ethnicities, or regional identities.) In contrast, positive attitudes and actions toward inclusivity and diversity can foster connections and understanding. (i.e. The positive feelings that the members of the community have toward one another.)
VALUES & INTERESTS	For example, if two groups have dissimilar values regarding land use, this may create a divide between them. But, if they both value community development, this could serve as a connector between them. Understanding values and interests is significant for identifying the key motivations and priorities of different groups and can also ensure that interventions are culturally appropriate and responsive to the needs and preferences of various groups.
EXPERIENCES	For example, if two groups have experienced varying forms of oppression, this can create division. However, if they have shared experiences of resilience, this can serve as a connector. Understanding experiences can also help to identify patterns and trends in issues such as poverty, discrimination, or lack of access to basic services. Identifying the specific challenges and needs of all groups and individuals can inform more effective programming and policy interventions.
SYMBOLS & OCCASIONS (Holidays, cultural events, shared rituals)	Symbols and occasions, such as holidays and cultural events like the Adey Abeba in Ethiopia, can unite dissimilar groups, fostering a sense of shared identity and community. Understanding their symbolism can increase community participation and help identify potential sources of conflict or tension. However, they can also be divisive, excluding or marginalizing certain groups and promoting exclusionary or divisive ideologies. To create a more inclusive community, it is essential to approach symbols and occasions with sensitivity, understanding their historical and cultural context. NGOs can increase community cohesion by incorporating those that promote unity and avoiding those that cause division. It is essential to address potential conflicts or tensions that may arise from using certain symbols or occasions.

2.3 Maintain Cultural Sensitivity

Organizations must take time to understand the culture for conflict-sensitive programming and selecting actions that are accepted and culturally appropriate. By gaining a deeper understanding of the local context and working closely with local staff, the aid distribution process can better reflect the community's needs and avoid exacerbating tensions or unintentionally causing harm. Collaboration with the local team also builds trust and credibility with shareholders, increasing the chances of successful and sustainable outcomes.

Demonstrating cultural sensitivity builds positive relationships and fosters a sense of respect and inclusion among partners and communities. By showing that we value the unique cultural background of each individual, we can break down barriers and promote a broader sense of inclusion.

TIPS TO FOSTER CULTURAL SENSITIVITY

- Respect local dress codes and customs.
- Use the preferred language and dialect when communicating with individuals (Amharic among other local languages).
- Avoid scheduling events that may conflict with religious or cultural celebrations or daily routines.
- Ensure that all event locations are accessible and safe, particularly for women and survivors of gender-based violence and people with disabilities.
- Consider having female staff/specialists communicate with women and survivors of gender-based violence and sexual gender-based violence.
- Obtain informed consent before taking photographs and prioritize signed consent forms, especially when photographing minors.
- Consult with parents before addressing their children.
- Report any instances of misconduct or harm through the appropriate channels.

2.4 The NGO is an Actor, Too

After gaining a thorough understanding of the context, the next step is to analyze how the organization's actions and decisions may impact that context and take steps to promote social stability. Amid conflict, many dilemmas arise when organizations try to acquire and use resources in the context of escalating needs and tensions. Aid allocation can significantly affect relationships, increasing the likelihood of harm. It is essential to be aware of these patterns and take steps to address them to minimize negative impacts and promote positive outcomes.

- **Theft or diversion effect:** this occurs when the use of stolen goods is perceived to be strengthening a particular actor or when an influential actor is believed to be altering selection processes to benefit one social group at the expense of others, leading to an increase in tension.
- **The distribution effect:** when tensions are already high, the distribution effect occurs when one group is perceived as receiving more aid than the other, escalating tensions.
- **Market effect:** when aid spending impacts local markets, it can distort market structures and incentives in ways that increase tensions or reward violence and further aggravate perceptions of aid bias.

- **Substitution Effects:** providing aid in conflict zones can negatively impact the political dynamics of a conflict. As international aid agencies provide civilian populations with resources for survival, local resources become less in demand, thus freeing them up to support warfare and conflict-related activities.
- **Legitimization effect:** when an organization publicly works with an influential actor, it implies acceptance and can increase inter-group tension.

Other factors, such as the selection of contractors and staff attitudes, behaviors, and language can inadvertently reinforce specific values that can exacerbate inter-group conflict in Ethiopia, particularly:

- **Exclusion** based on social background;
- **Unfairness or inequity** in the treatment of individuals from disparate social groups;
- **Lack of transparency** surrounding information that is deemed important for candidates and communities to know; and
- **Powerlessness** among NGO staff who fail to take responsibility for problems that may arise as a result of their work.

These dynamics can also have a positive impact. For example, tensions between groups may decrease when opportunities are perceived as benefiting all social groups and promoting cooperation. Furthermore, if an NGO consistently demonstrates inclusion and fairness, it can improve the overall atmosphere of relationships within their sphere of influence.

Responders should take action very carefully because they can make a very real difference in the level of inter-group social stability and the strength of safeguarding practices.

SPOTLIGHT

Water Scarcity in Dangure IDP Camp

An Ethiopian government operation to disarm militia groups caused many Gumuz men and their families to seek refuge in the Dangure IDP camp in the Benishangul Gumuz region's Metekel Zone. This sudden influx of new arrivals, coupled with the effects of climate change and drought, led to an acute shortage of water supply, deteriorating sanitation facilities, and hygiene challenges in the camp. The new arrivals' unfamiliarity with communal water supply management and hygiene promotion further exacerbated the situation, causing tension in the camp between the existing IDPs, called "Reds," and the Gumuz IDPs, referred to as "Blacks".

FH identified the water supply competition as a potential source of conflict during a field monitoring mission in May 2022. To promote equitable resource sharing and prevent further conflict, FH formed a committee with representative elders and influencers from both groups and delegated them to discuss and agree on a plan for fair water sharing. FH also collaborated with regional and national WASH cluster NGOs to address the urgent needs of the IDP population in Dangure and immediately communicated the situation with the donors to address the issue of water shortage. This not only reduced potential danger to implementation, but also improved the stability of the camp.

Resource scarcity can be divisive and lead to conflict, particularly with climate change and drought. Therefore, FH took proactive measures to promote equitable resource sharing and avert potential conflict. FH recognized the importance of conflict sensitivity and the Do No Harm principles in understanding the context and designing appropriate mitigation measures, ensuring a more resilient future for IDPs.

Because the NGO becomes an actor in any context, organizations should consider the following when designing and implementing:

- **Ensure inclusivity in targeting.** Match the demographic characteristics of those we aim to assist with those of vulnerable individuals within the general population. Provide aid to vulnerable individuals from all social groups.

When considering participant selection criteria, we should consider those we are excluding.

- **Update donors** on recent vulnerability assessments, safeguarding evaluations, and conflict sensitivity analyses to increase understanding of the importance of inclusivity in the current context. Encourage donors to increase aid to reach established goals, implement measures to protect the most vulnerable, and adhere to the principle of Do No Harm by promoting inclusivity.

- **Maintain strong and respectful coordination with local authorities.** However, take caution to prevent local authorities from exerting too much influence on aid distribution by utilizing vulnerability and conflict sensitivity assessments. Local authorities might be formal, such as Kebeles, or informal, such as community leaders.

- **Consider how your decisions influence the context.** This includes the location and timing of interventions.

- **Establish a Community System for Accountability and Feedback** to receive feedback and complaints, and prioritize conflict sensitivity processes. This is essential even when facing time constraints

- **Collaborate closely** with other peer local and international NGOs to avoid gaps in coverage of specific groups and duplication of efforts.

- **Monitor truces** between groups in Ethiopia:

  - Truces or ceasefires can be fragile, and monitoring them can help to prevent a relapse into conflict. For example, numerous ceasefire agreements have been reached yet violence resumed shortly afterward due to mistrust, miscommunication, and a lack of follow-through on arrangements. Monitoring truces can help identify potential issues and mitigate them before they escalate into violence.

  - Monitoring truces can build trust between conflicting groups. When third-party actors, such as NGOs or civil society organizations, monitor and verify compliance with ceasefire agreements, they can demonstrate a commitment to fairness and impartiality. This can help to build confidence between conflicting groups and reduce the likelihood of future conflicts.

  - Monitoring truces can help to identify opportunities for reconciliation and dialogue. When ceasefires are observed, it provides an opportunity for conflicting groups to engage in dialogue and work towards lasting peace. By monitoring the ceasefire, third-party actors can identify opportunities for dialogue and support conflicting groups to engage in constructive conversation.

3.1 Critical Considerations

In order to reduce the perception of aid bias and minimize any potential negative impact of the intervention, the following details must be considered:

FOR WHOM?

Beneficiaries:
Which groups are represented?
And which groups are not?

WITH WHOM?

The Partners;
Local entities and authoroity. Which of the groups hold power? Are they influencing power? Are they influencing the programming and decisions?
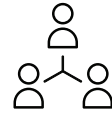
BY WHOM?

Staff, Volunteers, Contractors:
Which groups are represented?

WHAT?

The selection criteria,
the assessments and the
planned activities.

WHERE?

Where will activities be
done? Who has access?

WHEN?

The timeline of the project,
the timing of implementing
each activity.

HOW?

Outreach strategies,
recruitment strategies, and
procurement strategies.

PROGRAMMING DETAILS

FOR WHOM
For Whom? A program's target population can also impact conflict sensitivity. A program targeting one group over another may lead to resentment and conflict. Choosing an inclusive program that benefits all members of a community can help build trust and reduce tensions.

WITH WHOM
With Whom? A program's choice of partners and stakeholders can impact conflict sensitivity. Working with partners perceived as biased or aligned with one group can fuel mistrust and conflict. Partnering with credible and neutral actors, including civil society organizations and community leaders, can help to build trust and foster dialogue.

BY WHOM
By Whom? The agency implementing the program can impact conflict sensitivity. If the agency is seen as biased or aligned with one group, it may fuel mistrust and conflict. Implementing the program through a neutral and credible agency, such as an international organization, can build trust and foster dialogue.
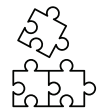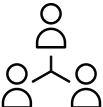
WHAT
What? The choice of programming can affect the level of conflict in a given context. For example, if a development program focuses on building infrastructure in an area that various groups already contest, it may escalate tensions and trigger conflict. On the other hand, if the program promotes social cohesion and conflict resolution, it may help reduce tensions and build trust among contrasting groups.

WHERE
Where? The location of a program may have an impact on conflict. For instance, if a program is implemented in an area that a particular group controls, it may be seen as favoring that group over others, leading to resentment and conflict. Choosing a neutral location can help avoid such perceptions.

WHEN
When? The timing of a program can be crucial in conflict-sensitive programming. For example, implementing a program during high tension, such as during an election or after a violent incident, may exacerbate conflict. However, implementing a program during a lull in battle or the aftermath of a successful peace-building effort may build peace momentum.

HOW
How? A program's methodology, strategies, and approach can also impact conflict sensitivity. For example, if a program is implemented top-down without engaging with the community, it may not be well-received and lead to conflict. Participatory approaches that engage with the community and consider their perspectives can build trust and reduce tensions.

Overall, programming details play a significant role in shaping the context of conflict in conflict-sensitive programming. It is essential to consider each aspect carefully to ensure the program is designed and implemented to promote peace, reduce tensions, and build trust among all community members.

3.2 OUTREACH AND PARTICIPATORY PLANNING

Once a thorough understanding of the context has been documented, the next step is to develop plans in a participatory manner with key stakeholders. To make conflict-sensitive decisions, it is necessary to:

3.2.1. Plan collaboratively: (WHAT)

- **Effective Communication:** effective communication with diverse social groups must begin early to facilitate local ownership and provide insight into conflict-sensitive, unbiased, and balanced decisions.
- **A Multi-Perspective Approach:** consult with Kebele representatives and alternative leaders, including elders, women, and religious and business leaders and consider the inclusiveness of each leader before legitimizing or working with those who exclude other
- **Community Bridges**: organize community-based committees that promote inter-group communication, such as youth groups, men's groups, and women's business owners groups that promote women's rights and issues. This process will shape the project's social impact by facilitating inter-group communication, improving the bond among group members, and bridging differences. These committees could play a pivotal role in resolving arising issues and disputes.
- **Equitable Representation:** during needs assessments, ensure fair representation by being mindful of the representation of each social group. Consider hiring locally trusted enumerators or those from outside the area, and ensure they are well-trained and visibly identifiable. Ensure that the collected data is not biased by cross-referencing it with other sources and comparing and verifying data from multiple sources or references to ensure accuracy and reduce the possibility of bias. Consider training data collectors on conflict sensitivity and Do No Harm.
- **Safe Feedback Channels:** in order to foster safe and trusted feedback, consult with community members, inclusive of all social groups to develop a conflict sensitive feedback mechanism (C-SAFE[3]), and ensure that sensitive issues can be shared safely.
- **Essential Survivors Services:** create a referral chart that highlights local and national service providers, such as medical, psycho-social, and legal services, for survivors who may need to access them and create referral systems.

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Transparent Communication

Communicating transparently is crucial for accountability and fairness in aid allocation decisions. It requires open and comprehensive communication of aid allocation criteria and decisions in order to prevent a perception of unfairness and bias and increase intergroup tensions.

Essential elements to communicate include project goals and objectives, regular updates on project progress, access to project-related information, opportunities for participation in decision-making processes, grievance and complaint mechanisms, measures to protect the privacy and personal data of shareholders, transparency in funding and financial reporting, independent monitoring and evaluation, and opportunities for feedback and input from shareholders.

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3 Community System for Accountability and Feedback (C-SAFE) is a channel for any community members to provide feedback, suggestions, complaints, and concerns, in a manner that is safe, confidential, transparent, and accessible to an FH country office. This enables FH to respond, make any necessary programmatic or safeguarding adaptations, and ensure the empowerment of program participants.

3.2.2. Select Implementing Partners (WITH WHOM)

Selecting an implementing partner organization is a major aspect of project planning, as it plays a vital role in determining the representative of your organization in the community. To ensure conflict-sensitive engagement and avoid conflicts, the implementing partner must meet specific minimum requirements. Firstly, they should have a positive identity and reputation within the community. Secondly, they should not have affiliations with political parties or armed groups. Thirdly, they should follow non-discrimination practices and prioritize maintaining a safe environment while preventing sexual exploitation, abuse, and harassment. Lastly, they should agree to and sign your organization's Do No Harm and safeguarding policies.

The implementing partner should have similar values and approaches to your organization as well as strong experience in conflict

sensitivity, safeguarding and protection, and participatory facilitation methodologies. Additionally, they should sign a code of conduct that encompasses all these necessary considerations. Maintaining a solid and supportive relationship with the implementing partner is crucial for their support and accountability.

Examples of implementing partner organizations include local NGOs, community-based entities, faith-based organizations, women's organizations, youth organizations, humanitarian organizations, etc. The choice of implementing partner will depend on the specific needs and context of the community and project. Considering the previously mentioned criteria, it should be selected through a comprehensive and inclusive process.

3.3. DESIGNING ACTIVITIES

The Activity Design Phase involves several critical considerations for conflict sensitivity, including:

3.3.1 Select Shareholders (FOR WHOM)

- Ensure that vulnerable individuals from various social groups are included in the selection process.
- Ensure that the allocation of aid is equitable, taking into account levels of vulnerability and drivers of tensions in the area.
- Ensure inclusivity and avoid selecting one of the conflicted groups over others to preclude being perceived as taking sides or exacerbating tensions.
- Promote diversity and avoid excluding individuals from vulnerable social groups by incorporating gender and disability issues into the selection process. By being inclusive, the aid distribution can better reflect the needs of the entire community and help to create a more harmonious and peaceful resolution to the conflict.

3.3.2. Timing (WHEN)

Timing in conflict-sensitive programming can impact safety, security, and effectiveness. Poorly-timed activities may coincide with periods of heightened conflict, making it more challenging to engage with communities and implement projects. On the other hand, if activities are timed strategically, they may have a positive impact by mitigating tensions and creating opportunities for dialogue. Therefore, consider the following:

- Community engagement allows for understanding of local temporal dynamics and seasons, which can support sustainable peace and development.
- Consideration of local occasions and seasons is vital for conflict-sensitive programming. For example, avoid a date that reminds the locals of an atrocity, or an event that might contribute to or increase tension.
- Hurried processes may lead to errors, such as serving one social group faster than another.

- Intentionally calculate the appropriate timing of meetings to insure participation to promote inclusivity and diversity.
- Consider how timing will impact women, what is convenient for them, and what will allow for their safety returning home. The meeting schedule should prioritize inclusion for women over employee attendance.

In October 2021, conflict broke out in northern Ethiopia, leading to the displacement and suffering in the region. The Shimelba Eritrean refugee camp in Tigray, where the Strengthen Support to Eritrean Women Refugee project is located, was not spared from the violence. One humanitarian aid worker shared their experience traveling from Shimelba to Shire on the first day of the conflict and how militias detained them in a nearby town for five days. They describe the challenges of living in a war zone, such as lack of access to basic needs like water and electricity, and constant exposure to danger. They also recall the kindness of the local community feeding Ethiopian Defense Force captives in prison.

"I experienced the Tigray conflict firsthand; I strongly believe that if proper analysis using the Do No Harm (DNH) tools had been conducted, and if we had calculated the timing of our travels, we could have stayed in safer areas and avoided being caught in the conflict. The importance of using DNH tools in such contexts cannot be overstated, as it helps organizations minimize harm and ensure the safety of their staff and shareholders." - **Humanitarian aid worker**

3.3.3. Location (WHERE)

Selecting locations for implementation, aid distribution, and meeting can impact the safety, security, and effectiveness of interventions, and must be carefully considered to support sustainable peace and development. Below is a list of key points to consider:

- Ensure the implementation location is safe and secure for all stakeholders, particularly those vulnerable or marginalized.
- Consider the potential impact of the location on local communities and their livelihoods.
- Assess the potential for the location to exacerbate existing tensions or conflicts further. For example, a distribution location that is closer to the area of one group might be perceived as taking sides, and the other group(s) might not feel comfortable or safe going to that location.
- Avoid selecting locations that are symbols of division or reinforce existing power imbalances. Choose a neutral site or an area that creates a positive impression.
- Select the location for warehouses, offices, or storage units based on the conflict analysis, with the consultation of security teams, prioritizing the safety of shareholders, staff, and volunteers.
- Consider the potential impact of local power dynamics and their relevance to different locations.
- Choose meeting locations that are safe and accessible for all participants.
- Consider the potential impact of the meeting location on local communities and their perceptions of the NGO.
- Ensure that meeting locations are inclusive and respectful of local customs and traditions.

Adapting to Conflict: An NGO Response in the North-East Region

In the North-East Region, a conflict broke out in 2022 which resulted in an NGO's warehouse being looted, office facilities damaged, and massive internal displacement of the local population. Despite these challenges, the NGO staff survived the conflict. Later, the organization conducted a thorough risk analysis to understand the conflict context. Based on the conflict context, the NGO adapted its programming to focus on food distribution for internally displaced persons (IDPs), and the IDPs relocated to a safer place where the office and warehouse were relocated. The organization provided food and Non-Food Items (NFI) to enable the IDPs to replace lost household items.

These changes positively impacted implementation and highlight the importance of selecting locations based on context. Conducting a thorough risk analysis and relocating facilities if necessary can reduce the risk of looting and damage and ensure that aid reaches those in need.

3.4. Operational Management

3.4.1 Diversity and Inclusion in Hiring (BY WHOM)

Hiring practices are crucial in promoting diversity and inclusion in conflict-sensitive interventions in Ethiopia. Before making any hiring decisions, use the thorough context analysis from stage one to identify social groups and their relationships with one another, including any tensions based on ethnicity or political/religious affiliations. This information will guide the hiring process to ensure diversity and a reflection of local demographics.

Maintaining a diverse and inclusive workforce benefits the organization's reputation and increases community acceptance, opens opportunities for mediation between actors, and promotes inter-group relations. Technical qualifications are necessary, but the social background of staff, contractors, and volunteers must also be considered to avoid perpetuating existing discrimination. Staff members' conduct can significantly impact community relations, and it is vital to be aware of this to promote peace and development effectively.

Organizations can improve their sourcing, screening, and selection of candidates, leading to a more diverse and effective workforce that benefits the local community following these tips:

- Prioritize local hiring: this will ensure a better understanding of the local context and benefit the organization's communities.

- Encourage diversity: encourage local applicants from diverse social groups and genders to apply in order to maximize the diversity of your workforce.

- Customize benefits: when developing benefits systems, prioritize the benefits most needed and preferred by locals; even if they are not identical for all staff, they must be perceived as fair and equitable.

- Develop a volunteer policy: if your organization does not have a policy for working with volunteers, establish one that values and rewards their efforts and establishes orientation and accountability requirements.

- Address obstacles: identify any barriers that limit the size and diversity of your candidate pool and work to remove them.

- Evaluate your network: assess your outreach and advertising methods, formal and informal, to ensure a diverse range of candidates from various regional locations. Ensure that there are not any hidden biases within your network.
- Partner with recruitment agencies: partner with recruitment agencies that can help you reach a broader range of candidates and ensure fair hiring practices.

- Re-evaluate pay scales: ensure that low salaries are not limiting the diversity of your candidate pool. Consider not exceeding the average pay and local minimum wage to prevent a negative impact on the local market.

- Re-examine qualifications: scan your qualifications criteria to ensure that they are not unnecessarily excluding applicants of specific backgrounds. Consider adding a requirement on local context knowledge, languages and experience.

- Provide training: if candidates lack a specific skill set, provide on-the-job training to allow for their development.

- Promote locals to management positions: ensure that locals are considered for entry-level and management positions. If this seems impossible, re-evaluate your criteria and training mechanisms.

- Demonstrate inclusiveness: if your organization is perceived as being affiliated with a particular religious tradition, be intentional about communicating and demonstrating inclusive hiring policies to avoid limiting your candidate pool and worsening intergroup tensions.

- Streamline hiring processes: consider the length of your hiring processes and work to speed them up without sacrificing your local hiring, diversity, and accountability objectives.

- Encourage fair consideration: when approached by a coworker to hire a specific candidate, encourage the candidate to apply and ensure that they are considered alongside all other applicants based on transparent criteria.

- Consider the impact: if working with a specific authority or non-state actor is a condition for working in an area, be aware of the potential effects on communities' trust, power dynamics, and your organization's reputation.

- Ask direct questions about the applicant's experience collaborating with people from diverse social groups, and ask indirect questions about Ethiopia's significant humanitarian challenges.

- Ask the applicant how they would respond to a stressful scenario involving tensions between social groups.

- Make use of reference checks, noting the referee's social identity. Examine the applicant's reputation and acceptance by people from diverse social groups.

- Interview a highly diverse group of potential volunteers and observe their interactions before, during, and after the interview.

Local Recruitment with a Do No Harm Perspective

In the early stages of the Northern Ethiopia conflict and emergency response, an NGO was tasked to distribute food through WFP funding. This case study highlights the difficulties of recruiting local staff and addressing conflict due to limited resources and competing beneficiary groups.

Upon arrival on the field, the emergency surge team quickly analyzed the context. It noted that the NGO was tasked to support over 180,000 IDPs from affected districts and the host communities. The team was tasked with hiring distribution staff from the local community.

As the distributions were to start, the team noted that resources were limited, they could not serve both the IDPs and the host community, and prioritization was needed. However, the local staff took sides, creating conflict and tension within the team and the community. This led to severe mistrust and competition among the staff members and drew the attention of the newly established local administration representing the host community.

The surge team realized that the recruitment process of including the local community helped them facilitate the project but also created conflict and competition among beneficiary groups. In response, they provided orientation on core humanitarian principles for the staff and called for continuous discussions among the stakeholders, including the donor, on creating trust among one another. As a result of this discussion, the stakeholders agreed that the need of the IDPs was more dire than the host community and agreed to start distribution.

This decision became a lesson for future distributions and was replicated in other operational locations.

Responsible Humanitarianism: Protecting Local Staff and Communities in Conflict

In the year following the conflict, a staff member who had managed to escape the war showed up in the Addis Ababa office. He shared his tragic story of survival and loss, raising concerns about his safety and future. He was looking for a job, and the dilemma arose: where else could he work? His language and culture limited his acceptance in some areas.

After another staff member shared his experience of being detained by an armed group due to his ethnicity, language, and area of origin, the team recognized the risks and challenges of working in or near conflict zones. They realized the importance of prioritizing the safety and security of staff and maintaining a positive reputation within the community.

To address these concerns, the team thoroughly reviewed their hiring policies, security protocols, and risk management strategies. They also implemented methods for engaging with the local community better to understand their perceptions and concerns about the organization. Furthermore, the team provided training and support to their staff to navigate the challenges and risks associated with working in conflict zones.

By taking these steps, the team aimed to ensure that their staff members were adequately protected and could work safely and effectively in these challenging environments.

"As the story of this staff member's recruitment, loss, and dilemma shows, working in conflict-affected areas requires a conflict-sensitive approach to recruiting and deploying local staff. Every recruitment decision has implications for the organization, staff members, and community, emphasizing the importance of a proactive and conflict-sensitive approach." **- HR Manager**

Building a Conflict-Sensitive Workforce: Orientation and Training

Induction and conflict sensitivity training plays a crucial role in ensuring the effectiveness and success of an organization. By providing a comprehensive orientation process and conflict sensitivity training to all staff members, volunteers, and partners, an organization can foster a strong sense of purpose, promote ethical principles, and ensure that the staff is prepared to handle conflict situations sensitively and appropriately. This training will ensure that the team is aware of the organization's mission and purpose, codes of conduct, safeguarding policies, and local context and culture, enabling them to make informed decisions and promote positive relationships with all stakeholders.

The Orientation process should include the following:

- Mission and purpose of the organization
- Code of conduct, safeguarding policies, DEI policy, whistleblower policy, anti-discrimination and anti-harassment policy
- Local context and culture for international staff
- Fundamental ethical principles for local staff new to the sector
- Resources for labor rights, staff care, grievance, and conflict resolution mechanisms

Conflict sensitivity training for all staff:

- Conflict sensitivity lens for viewing work
- Awareness of key dividers and connectors within the context
- Response to escalation of tensions
- Conflict analysis and safeguarding assessment for program officers
- Conflict-sensitive decision making for executives
- Optional conflict sensitivity training for leaders, partners, and contractors

Staff retention:

- Establish and monitor organizational policies on equitable pay, working conditions, promotion opportunities, and access to grievance procedures.
- Develop a clear and transparent salary scale, based on technical and experience requirements.
- Consider harmonizing compensation scales with peer NGOs to avoid disputes.
- Be transparent about currency and liquidity difficulties during the hiring process.
- Encourage staff interaction through team-building activities and other events.
- Provide staff with training in interpersonal conflict resolution and nonviolent communication.
- Commission a diverse team to conduct periodic 'Do No Harm' analyses within the organization.
- Make psycho-social support resources available to staff and develop internal staff care policies.

Accountability of Contractors, Staff, and Volunteers

Accountability is a critical part of managing contractors, staff, and volunteers to maintain healthy inter-group relationships and social stability. It is a necessity to address the potential risks and issues that could arise, such as discrimination, financial improprieties, and lack of trust in the reporting process. This document outlines the requisite steps that can be taken to promote accountability in a work environment and minimize the risk of unethical behavior. By implementing these measures, organizations can foster a culture of transparency, inclusiveness, and trust, ultimately benefiting all parties involved. The following consideration can be applied with adaptation to the context and situation:

- Contractual Commitment to Inclusivity: embed a contractual article statement that any discrimination, harassment, or abuse based on gender, nationality, or other factors will lead to termination of the contract.

- Code of Conduct: ask all contractors, staff, and volunteers to sign a code of conduct that reflects the core principles of the organization, such as inclusion, transparency, accountability, participation, and do no harm. The code of conduct should also include specific, inclusive behaviors.
- Conflict-Sensitive Procurement and Hiring: embed conflict-sensitive procurement, hiring, and compensation requirements in contractors' contracts. This could include a condition to hire workers from diverse backgrounds and monitor their work's impact on community relationships.
- Reporting Channel: establish a channel outside the standard operations line management structure for reporting conflict sensitivity concerns. This will allow staff and volunteers to communicate issues to their supervisor promptly.
- Incorporate provisions to terminate contracts immediately in cases of bribery, theft, fraud, or other financial improprieties. Make unannounced visits to contractors and audit their finances.
- Anti-Bribery and Corruption Practices: include a commitment to anti-bribery and corruption practices in the code of conduct. Train staff and contractors to identify and respond to risks. Encourage community members to report any potential incidents.
- Disciplinary Measures: use various accountability tools, including verbal reprimands, written reprimands with improvement plans, termination, blacklisting, financial penalties, and lawsuits in case of violations. Consider engaging legal and security teams to minimize risks in response to any termination.
- Whistleblower Policy: articulate a zero-tolerance policy for corruption, encourage whistleblowing, and minimize risk to a whistleblower by providing alternative channels for anonymous reporting and prompt investigation of concerns.

Conflict-Sensitive Security Measures

When developing security measures and evacuation policies for expatriates and local staff, conflict sensitivity and do no harm principles should be considered to ensure that these measures do not exacerbate existing conflicts or create new ones. Here are some critical steps to consider:

- Conduct a thorough risk assessment: before implementing any security measures, conduct a comprehensive risk assessment that considers the area's specific context and local dynamics. This assessment should involve consultations with nonviolent local stakeholders, including community leaders and civil society representatives.
- Engage with the local community: engage with the local community and build trust through open communication and dialogue to reduce tensions and create a more secure environment for all staff.
- Implement appropriate security measures: based on the risk assessment, implement appropriate security measures that are proportionate and respectful of local customs and laws. It is also essential to consider the security of assets, such as where warehouses and offices should be located.
- Develop an evacuation plan: develop a clear evacuation plan that considers the needs of expats and local staff in an emergency. Communicate the plan clearly to all staff and conduct regular drills to ensure familiarity with the procedures.
- Ensure accountability: regularly review and assess the effectiveness of security measures and take corrective action if necessary. Be transparent and accountable to the local community and other stakeholders about the reasons for implementing these measures and their impact. Additionally, avoid differentiating the value of lives when considering staff security. Review and improve security policies to align with conflict-sensitive principles and avoid contributing to further harm or tension.

In addition to the above considerations, monitoring and reporting conflict sensitive incidents is important. The organization should report and track security incidents, including incidents that may exacerbate existing conflicts or create new ones. It should include clear procedures for reporting incidents, investigating them, and taking appropriate action to resolve any underlying issues.

The monitoring and reporting system should involve expat and local staff and engagement with the local community. It should be reviewed and updated regularly to ensure its effectiveness in identifying and addressing potential security risks and conflict triggers. Organizations can use this system to understand the security situation better and identify areas where further action may be needed to mitigate risks and resolve conflicts. The below table is an example of an incident tracker:

Date	Location	Source of Information	Type of Intervention	Details	Mitigation
Specify the date when the particular interaction took place.	Region, Zones, Woredas, Kebeles, etc.	Field staff, community members, media, social media, etc.	Looting, violent attack, diversion, etc.	Type of risk, who was involved, etc.	The action taken to respond to the incident.

Accountability and Anti-Corruption

Strong and effective accountability systems are needed in managing contractors, staff, and even volunteers to ensure that they use their influence to promote healthy inter-group relationships and social stability. Some contractors, staff, or volunteers may practice discrimination, giving preferential treatment or benefit to one social group over another. This can happen intentionally or unintentionally and may be due to personal bias. In some cases, contractors, staff, and volunteers may be tempted by bribery, theft, fraud, diversion, or other financial improprieties. In addition to causing financial and legal problems, this type of behavior can channel resources and opportunities towards one social group and away from others, increasing inter-group tensions. For various reasons, staff and volunteers may be reluctant to report cases of financial impropriety. This happens for a variety of reasons. Some individuals stay quiet because they are benefiting from the violations. Most often, staff and volunteers do not report violations because they fear reprisals that could put their livelihood and security at risk, and they do not trust the whistleblowing process. Some international staff may not understand the context enough to identify or notice violations when they happen.

The following consideration can be applied with adaptation to the context and situation:

- Embed a statement in contracts that harassment or abuse based on nationality, gender, etc., is grounds for termination.
- Require all contractors, staff, and volunteers to sign a code of conduct that acknowledges relevant core principles of the organization.
- Implement conflict-sensitive procurement, hiring, and compensation policies for contractors.
- Monitor contractors' conflict sensitivity efforts and results.
- Include conflict sensitivity in the performance review system of staff and volunteers.
- Establish an alternative channel for reporting conflict sensitivity concerns.
- Evidence of bribery, theft, fraud, etc., is embedded in contracts as grounds for termination.
- Embed the right for staff to audit contractor finances in contracts and conduct regular audits.

- Provide anti-corruption training to staff.
- Encourage community members to report incidents of bribery and financial impropriety.
- Use various accountability tools and have a zero-tolerance policy for corruption and highlight protection for whistle-blowers.
- Consider pairing international and local co-managers for effective reporting of violations.
- Offer resources and access points for labor rights, staff care, grievance, and conflict resolution mechanisms.
- Encourage collaboration with other NGOs to exchange information for accountability.

3.4.2 Procurement and Accountability (HOW)

Best Practices for Avoiding Procurement Negative Impacts

A procurement process helps an organization acquire the goods and services it needs to succeed. If procurement is not approached sensitivity, it can have unintended consequences in conflict-affected areas like Ethiopia. Conflict-sensitive procurement policies and procedures ensure that procurement activities do not harm local populations, fuel human rights abuses, or fuel existing conflicts.

The procurement process should prioritize transparency and accountability, engage stakeholders, and comply with international human rights standards. To reduce the risk of exacerbating existing conflicts and support peacebuilding, it should prioritize local suppliers to avoid affecting local markets negatively.

There can be unintended effects from procurement decisions when finance and operations are disconnected. Furthermore, procurement staff can be bribed by external actors, diverting resources or opportunities in ways that benefit a particular group. By following conflict-sensitive policies, organizations can effectively mitigate these risks.

TIPS FOR CONFLICT-SENSITIVE PROCUREMENT IN ETHIOPIA

- Ensure procurement staff have a thorough understanding of conflict sensitivity.

- Involve staff in or familiarize them with conflict analysis of relevant locations.

- Integrate stakeholder mapping into market analysis to understand the involvement of varying social groups in business sectors and the relationships between business, political, and armed actors.

- Apply a political economy lens to market analysis to understand transactions and identify the risk of suppliers engaging in illicit economic activities.

- Conduct a conflict sensitivity review of programs using the conflict sensitivity interactions matrix and identify procurement-specific risks. Revisit the interactions matrix during procurement processes to assess the likelihood and impact of risks and consider changes to the peace and conflict context that may intensify or create new issues.

- Undertake a conflict sensitivity review using the conflict sensitivity interactions matrix for mission procurement to identify common risks and mitigation measures.

- Evaluate suppliers with a conflict sensitivity lens, including through due diligence processes, to understand their affiliations with community groups and relationships with stakeholders.

- Monitor and track identified conflict sensitivity risks related to procurement using monitoring tools for conflict sensitivity.

- Address any conflict sensitivity risks presented by USAID or organizational policies by exploring steps to adapt approaches, including conversations with donors to raise the issue if necessary.

- Integrate provisions for contractors/suppliers to apply conflict sensitivity into tenders/Requests for Proposals, including knowledge of the local context. Consider integrating specific requirements based on the conflict analysis, such as requiring suppliers to recruit from all communal groups if inter-communal tensions drive conflict.

- Ensure transparency and proactive communication towards communities about procurement processes and selection criteria.

- Ensure the procurement process is equally accessible for all relevant suppliers, especially those from conflicting groups. Consider taking measures to enable access for all groups, such as organizing brief workshops for potential suppliers, translating tenders and key documents into local languages, and reducing language requirements.

- Take the necessary time to understand whether procurement may have conflict sensitivity implications. If donors push the organization to deliver, engage them to explain potential risks and the need for a proper process that effectively manages risks to avoid unintended harmful impacts.

- Review organizational procurement processes to ensure flexibility for taking conflict sensitivity into account and to adapt policies and procedures to each context.

- Assess the relationship of procured goods and services to the local conflict economy, considering distribution and market effects, for example:

  - When one group receives more aid than another in an inter-group relationship, tension often increases.

  - Local markets are influenced by aid spending, which increases bias and sometimes aggravates tensions or rewards violence by altering market structures.

- Screen the entire supply chain of high-value, frequently procured items to identify any vendors affiliated with armed groups or engaged in conflictual practices.

- Conduct thorough background checks on vendors: consider mapping out potential vendors in each area and incorporate vetting and due diligence beyond calling for tenders. Contracting individuals or organizations affiliated with conflict will mitigate the misuse of resources and unbalanced power dynamics and perpetuate the cycles of violence.

- Assign responsibilities to different employees along the supply chain, such as process checks and tasks. Then, one staff member can detect any irregularities introduced by another, whether intentionally or unintentionally.

- Establish an independent internal audit position or team, rotate procurement staff, and consider involving program team members in procurement meetings with vendors.

- Consider rotating contracting vendors to disrupt any potential improprieties in the system and spread the benefits more widely.

- Consider a random sample monitoring mechanism to compare procurement decisions to the original selection criteria and ensure alignment with conflict-sensitive procurement policies.

- Selecting the location of an office or warehouse based on conflict analysis can help ensure the safety and security of your employees and assets and reduce the risk of looting and other forms of criminal activity.

It is important to ensure that procurement practices do not impact the local currency or lead to inflation due to exchange rates, especially since funding is often foreign. It is essential to report any sudden changes in prices appropriately and make adjustments to procurement processes as needed to mitigate any negative impact on the local economy. This includes being aware of the local currency exchange rates and potential impacts on pricing and conducting regular market analysis to ensure fair pricing for all suppliers. Furthermore, involving local communities and stakeholders in procurement processes can also contribute to promoting economic development and reducing conflict.

Conflict Sensitivity for Logistics Checklist:

- Ensure that relevant staff, such as procurement officers, transport managers, and warehouse supervisors, understand conflict sensitivity and its relevance to their work. This can be achieved through training, workshops, and self-directed learning.
- Ensure logistics staff are informed about their operations' conflict dynamics and risks. They should be involved in or at least familiar with conflict analyses and other assessments that identify the key drivers of conflict, the stakeholders involved, and the potential impacts of the organization's activities on conflict dynamics. This information should be regularly updated and shared with staff as needed.
- Conduct a stakeholder mapping exercise as part of the market analysis or other assessments to understand the relationships between actors in the business sector, including political and armed groups, and how they interact with different social groups. This can help identify potential conflict sensitivity risks and opportunities for engagement and cooperation with local actors.
- Conduct a geographic mapping exercise to identify the distribution of communal groups and the territorial control and influence of political and armed actors in the areas where logistics operations will take place. This can help identify potential hot spots and vulnerabilities that need to be factored into the logistics planning and risk assessment.
- Use the conflict sensitivity interactions matrix or a similar tool to assess the specific conflict sensitivity risks related to logistics operations, such as using particular transport routes, hiring certain suppliers, or storing certain goods. Logistics staff should be involved in this process to ensure their perspective is considered. The matrix should be updated during specific procurement processes and reviewed periodically to reflect changes in the conflict context.
- Conduct a general conflict sensitivity review of mission logistics to identify common risks and mitigation measures that can be applied across operations. This review should also identify monitoring tools and indicators to track the impact of logistics operations on the conflict dynamics and to detect early warning signs of potential harm.
- Evaluate suppliers and infrastructure operators for potential conflict sensitivity risks, such as their relationship with certain communal groups or other stakeholders. This can be done through due diligence processes that seek to gather information about the suppliers' and operators' track record and reputation. Any potential red flags should be flagged for further investigation or mitigation.
- Communicate proactively and transparently with local communities about the procurement and logistics processes and selection criteria. This can help build trust and confidence in the organization's operations and minimize the risk of misunderstandings or grievances.
- Be prepared to take the time necessary to understand the potential conflict sensitivity implications of logistics operations and to adopt policies and procedures accordingly. Donors and other stakeholders may have tight timelines or other constraints, but it is essential to prioritize the safety and well-being of the communities affected by the organization's activities.
- Regularly review and adapt organizational logistics processes to ensure flexibility and responsiveness to changing conflict dynamics and risks. This may require adjusting policies and procedures, reallocating resources, or seeking alternative solutions that minimize the risk of harm. Monitoring and evaluation should be integral to this process to ensure that the organization learns from its experience and continuously improves its conflict sensitivity approach.

Addressing Procurement Challenges in Implementing NGOs in Ethiopia and Exploring Options to Ensure Fairness, Impartiality, and Accountability

To address procurement dilemmas, implementing NGOs in Ethiopia considered various strategies, outlined in the below challenges:

Challenge #1

The NGO works in a conflict-affected area and has hired local commodity transporters to address the local market effect. However, the NGO is concerned that some of these transporters may have affiliations with combatant groups, and some transporters have frozen bank accounts, preventing payment for services rendered.

Options explored:

- Conducting thorough background checks and verifying the status of bank accounts before engaging local transporters.
- Partnering with local organizations with a good reputation and experience in conflict-affected areas to identify reputable transporters.
- Providing alternative payment methods, such as cash payments or mobile money transfers, to ensure timely compensation.

Challenge #2

The NGO has a safeguarding policy in place for all staff, contractors, and volunteers. However, the NGO is concerned that a temporary service company hires drivers who lease vehicles to the NGO may not be aware of the policy and may engage in behavior that could harm shareholders and damage the NGO's reputation.

Options explored:

- Ensuring that all staff and contractors, including drivers, receive proper training on safeguarding policies and procedures and that these policies are clearly communicated and understood.
- Including clauses in contracts that outline the consequences of non-compliance with safeguarding policies.
- Regular monitoring and supervision of drivers to ensure compliance with safeguarding policies.

Challenge #3

The NGO distributed hand torches to IDP families so women and girls could use latrines at night. However, many husbands in the IDP camp refused to give the torches to their wives, causing tension in the home. Upon investigation, the NGO discovered that the torches had an incorporated radio service receiver, so the husbands wanted to keep the torches for themselves.

Sourcing and Selection of Bidders

- Assess Criteria for Unnecessary Exclusions of Local Vendors: eliminate or adapt criteria such as language requirements, number of clients, or years in business that may exclude local vendors who are capable of performing the job.
- Emphasize Knowledge and Experience of the Local Operating Context: add criteria for knowledge and experience in the local context to ensure that contractors are equipped to handle the local challenges.
- Careful Vetting of Candidates: always check the vendor's government-issued registration documents. Conduct background and reference checks to the highest extent possible, and establish thresholds based on the value of the contract or risk factors. Use vendor questionnaires that feature questions on conflict sensitivity, physical premise inspections, compliance checks in the construction sector, and ownership checks.
- Foster Diversity Among Local Vendors: prize diversity of social backgrounds among the local vendors and grant special consideration to candidates who engage people of different backgrounds in their business.
- Clearly Communicate Ethical Principles and Selection Criteria: identify and communicate the ethical principles that guide the procurement system, such as fairness, transparency, diversity, equity, anti-corruption, and traceability. Communicate the policies and criteria used in each selection process and be transparent about areas where the procurement system falls short.
- Involve Community Representatives in the Selection Process: consider involving a community committee in developing selection criteria and running the selection process, with the committee being carefully composed and monitored to avoid bias.
- Encourage Vendors to Bid and Respond to Pressure: provide access to necessary web links or documents for vendors who are asked or pressured to contract someone. Explain that selections will be based on the transparently communicated criteria, and offer support for local or minority-owned businesses in acquiring necessary qualifications if needed.
- Minimize Risks of Threats or Violence: engage the country risk champion and/or security team if the pressure seems tense or concerning. Withdraw from the area as a last resort if pressures benefit one social group over others.
- Understand the Community's Definition of "Local": recognize that "local" is a relative term and interpretations may vary, so ask the community during participatory planning or monitoring processes to understand their definition.
- Insist on Proper Documentation and Financial Controls: insist that all vendors hold government registration documents and practice proper financial controls, and offer support for small, local vendors in acquiring these requirements.

Partnering with Implementing Organizations

Choosing the right implementing partner is crucial in ensuring the success of a program. In addition to contract considerations, the organization selected will serve as the face of the program in its interactions with the community. When selecting an implementing partner, it is important to consider the following criteria:

- Community Acceptance: the organization should be well-regarded by the community for its identity and reputation.
- Political and Armed Group Affiliation: the organization should not be affiliated with political parties or armed groups.
- Non-Discrimination and Protection from Sexual Exploitation: the organization should be committed to the active practice of non-discrimination and the protection against sexual exploitation, abuse, and harassment.
- Shared Values and Methodologies: ideally, the organization should share the core values and methodologies of the program and have a strong background in conflict sensitivity and participatory facilitation.
- Technical Qualifications and Conflict Sensitivity: the organization should have the necessary technical qualifications and should have policies in place to minimize inter-group tensions in the community, such as conflict-sensitive procurement, hiring, and compensation policies.
- On-the-Job Training: offer local implementing partners training in critical skill sets, such as safeguarding, conflict-sensitivity activity design, and participatory facilitation, to improve the project and support the growth of Ethiopian civil society.
- Policy Review: vet the implementing partner's procurement, hiring, and compensation policies, and provide support in making them conflict sensitive, if necessary. In time-sensitive situations, it may be required to insist that the implementing partner follow the program's guidelines

Integrating conflict sensitivity requires ongoing monitoring, adaptation, evaluation, and learning throughout the implementation of strategies and programs, including monitoring the context, interactions, and processes. This involves capturing any changes that may have implications for conflict sensitivity, both at a national level for strategic analysis and at the level of various interventions for program analysis. Front-liners play an essential role in this process, and other approaches to monitoring can be combined within one mission. It is important to capture knowledge and apply a conflict analysis lens to processing it. This can be done through regular mission meetings, periodic context update meetings, and drawing on external engagement and resources.

Organizations must ensure that staff is well-equipped and well-supported and that the implications of any changes are discussed and captured in written format. Conflict-sensitive programming requires adaptation during implementation, and organizations must respond nimbly to changes in Dividers and Connectors or unexpected interactions with them.

It is important to understand if conflict-sensitive adaptations function and contribute to minimizing negative effects and maximizing positive effects. Organizations should monitor and respond to unintended consequences, the harm resulting from actions and behavior, and contributions to peace. Therefore, organizations should also monitor changes to the conflict context and factor them into updates of conflict analysis and connectors and dividers analysis.

4.1. Monitoring Conflict Sensitivity

Due to limited access and restrictions, monitoring, evaluation, and risk management can be challenging in conflict-affected areas. However, it is crucial to update the conflict analysis regularly, include conflict sensitivity risks in risk management frameworks, use conflict-sensitive indicators to track changes in the conflict, and include beneficiary feedback mechanisms in programs.

Conflict-sensitive monitoring will enable project staff to gain a detailed understanding of the context, the intervention, and the interaction between the two. It introduces an understanding of conflict actors, profile, causes and dynamics into traditional monitoring processes and activities to inform required adjustments and changes to project or program activities. In this way, conflict-sensitive monitoring helps ensure the intervention has as positive an impact as possible on conflict dynamics.

Conflict sensitive monitoring and evaluation assesses the interaction between the context and the project. In order to understand this interaction, the process should be designed around three primary issues: (a) understanding the context and changes in the context; (b) understanding the intervention, including its implementation; and (c) measuring the interaction between the two.

Conflict-sensitive indicators can be categorized into three types: context indicators, project indicators, and interaction indicators. Context indicators help understand changes in the conflict context and are based on the conflict analysis to identify priority issues. Project indicators provide helpful information to understand conflict dynamics better and can be disaggregated by identity group or geography. Interaction indicators reflect the most important issues highlighted in the conflict analysis and the intervention's prioritized connectors and dividers analysis.

Suggested M&E steps for conflict sensitive programming that promotes peacebuilding outcomes and mitigates the risks of conflict:

A. Establish clear conflict sensitive program objectives and indicators: the first step in M&E is to clearly define the objectives of the program and the indicators that will be used to measure progress towards those objectives (context, project, and interaction indicators). The development of quantitative and qualitative indicators on community participation is key. It is important to ensure that these objectives and indicators are aligned with conflict sensitivity principles, such as promoting social cohesion, reducing violence, and addressing the root causes of conflict.

B. Conduct a conflict analysis: a conflict analysis is an important tool for understanding the context in which the program is being implemented. This analysis should identify the underlying causes of conflict, key stakeholders and power dynamics, and potential risks and opportunities for conflict. This analysis should inform the program design and M&E plan.

C. Develop a conflict sensitive monitoring process: the monitoring plan should outline the specific activities and data collection methods that will be used to track progress towards program objectives and indicators. It should also identify who will be responsible for monitoring and when monitoring will occur.

D. Collect data: collecting information is fundamental to the process of monitoring and evaluation. Conflict-sensitive information needs to include a combination of perception-based and objective data. Triangulation is the principal reason for combining objective and perception-based information in the process of conflict sensitive monitoring and evaluation.

Perception-based information can be derived from the following sources:

- Executors of the activity, such as project staff, partners, and implementing agencies
- Stakeholders of the activity, such as recipients of project outcomes (services, goods, training)
- Observers of the activity, such as other organizations operating inside and outside the area, experts, academics, national and local leaders

The way in which information is gathered can also be diversified to elicit a variety of perspectives. Data collection should be done regularly and systematically, using a variety of methods such as surveys, focus group discussions, interviews, and observation. It is important to collect both quantitative and qualitative data to provide a comprehensive understanding of program outcomes and impacts.

E. Analyze and interpret data: this analysis should be used to inform program adjustments and decision-making. The analysis of the information gathered for conflict-sensitive monitoring and evaluation will require some attempt at discerning causal linkages, despite the difficulties. Although there is no established framework for analyzing conflict sensitive information, two phases may help in the analytical process:

1. Find the most effective way to structure the information to reduce the complexity of the data and, more importantly, to understand key linkages between the project and the context.
2. Further priorities and deepen the linkages identified through triangulation.

F. Use data for learning and improvement: learning should inform program adjustments, as well as broader organizational and policy changes that can improve the effectiveness of conflict sensitive programming.

Context Indicators

Context indicators can help us understand changes in the conflict context, including how tensions or conflict issues are evolving. These indicators are developed based on the conflict analysis and connectors and dividers analysis to identify priority issues to monitor. Worsening or improving trends in conflict indicators should trigger us to consider whether any aspect of the intervention contributes to these trends. To monitor the context, ongoing security assessments and risk analysis can be used, as well as media monitoring, feedback from implementing partners, mechanisms for context updates in community engagement, planned assessments with context questions, and specific context indicators.

Reviewing the context analysis and continuously identifying any changes serves to develop indicators around identified patterns of grievance or resilience in the analysis to track dynamics. It is still vital for those managing sectoral programs to be aware of core conflict dynamics to ensure that interventions are not unintentionally aggravating grievances (for example, exacerbating competitions between groups, redistributing resources along conflict lines, creating power imbalances, or engendering distrust), as well as leveraging opportunities to focus on peace and resilience.

TIPS ON RAPID CONFLICT IMPACT ASSESSMENTS

In situations where conflict sensitivity analyses or policies are not in place, organizations can still conduct a rapid conflict impact assessment to evaluate the potential impact of their interventions. This assessment can be achieved through interviews with a representative sample of community members, including shareholders and non-shareholders from different social groups.

For example, to evaluate distribution and diversion effects, the assessment can include questions such as:

- What are your thoughts on the recent aid distribution?
- How has the aid distribution affected the community?
- Who selected the shareholders, and why do you think they were selected?
- Are there households that you believe should have received aid but were not included on the list? How many? Why? What is their standard of living?
- Were any households on the list replaced by others? If so, why and how did this happen, and how do you feel about it?
- Did you notice any new voluntary actions or collaborations during or after the distribution? If so, what changed?
- Did you notice any conflicts occurring during or after the distribution? If so, who was involved, what was the conflict about, and who helped resolve the conflict?
- Do you have any recommendations for how the community or organization should manage future aid distributions?

By conducting this assessment, organizations can identify and address potential conflict areas, such as modifying their intervention strategy or providing additional support to mitigate negative impacts. Ultimately, conducting a rapid conflict impact assessment can help organizations better understand the community's needs and concerns and ensure that their interventions are conflict-sensitive and effective.

Project Indicators

Project indicators are a critical tool for monitoring and evaluating conflict-sensitive interventions. Project indicators help to monitor the efficiency, effectiveness, impact and sustainability of the project These indicators provide helpful information that can be compared to conflict analysis and other data to better understand conflict dynamics. These indicators can be disaggregated by identity group or geography to make them conflict sensitive.

For example, suppose a conflict analysis reveals that tensions or mistrust exist or are increasing between two communities. In this case, a project indicator measuring the percentage of households in the district reporting access to sufficient food for their family's needs, disaggregated by identity group, can help us understand if differences in access to adequate food are a potential factor.

Interaction Indicators

Interaction indicators can be considered context indicators that apply to the level of the intervention. They are created at the planning phase of the project in order to measure the interaction between the context and the project. These indicators reflect the key issues highlighted in the conflict analysis and the intervention's prioritized connectors and dividers analysis. For example, marginalization, exclusion, trust, perceptions of the intervention (Implicit Ethical Messages), theft, legitimization of critical actors, etc.

Interaction indicators can also measure if planned adaptations happen, such as tracking if community leadership attend joint partner-government-community meetings to mitigate the legitimization effect. Perception-based indicators have the potential to yield richer information on grievances, such as access to resources, benefits, services, or perceptions of other groups, people, institutions, political factors, etc.

The following table is a conflict-sensitive monitoring tool that could be used to track changes in the conflict context, project-specific indicators, and interactions between the project and the conflict. It takes into account the context and prioritizes issues identified through conflict analysis.

	DESCRIPTION	TENSION INDICATOR	EXAMPLES OF INDICATORS	MONITORING APPROACHES
Context Indicator	Percentage change in the number of reported incidents of inter-communal violence in the project area over time.	• Minority discrimination and exclusion. • Unfair treatment and isolation experienced by individuals or groups deemed different from the majority due to their race, ethnicity, religion, gender, sexual orientation, or other defining characteristics.	• Disaggregated perceptions of safety and security by minority/majority or host/migrant population. • Identification of groups and barriers obstructing safe access to services. • Percentage of minorities represented in local government and police leadership positions.	• Conducting interviews • Organizing focus groups • Administering perception surveys • Analyzing service institution records • Examining local government records and staff reports
Project Indicator	Percentage change in the number of households reporting access to essential services (e.g., water, healthcare, education) over time, disaggregated by identity group.	The percentage change in the number of reported incidents of communal tension or conflict related to access to essential services, disaggregated by identity group.	• The proportion of identity groups reporting satisfaction with access to essential services over time. • Number of reported incidents of communal tension or conflict related to access to essential services per month/quarter/year, disaggregated by identity group. • Percentage change in the number of reported incidents of communal tension or conflict related to access to essential services over time, disaggregated by identity group. • Percentage of reported incidents of communal tension or conflict related to access to essential services that are effectively resolved or addressed by the organization, disaggregated by identity group. • The ratio of essential service provision (e.g., water, healthcare, education) in areas with higher tension and without tension or conflict, disaggregated by identity group.	• Administering perception surveys to gather information on community perceptions of access to essential services and identify any grievances or tensions related to service provision. • Examining local government records and staff reports to track changes in the number of reported incidents of communal tension or conflict related to access to essential services; monitor the effectiveness of the organization's intervention in addressing grievances and reducing tensions. • Conducting interviews to gain more in-depth information on the experiences and perceptions of different identity groups concerning access to essential services and identify any specific issues or concerns contributing to communal tension or conflict.
Inter-action Indicator	Percentage of community members who report increased trust and cooperation with members of other identity groups as a result of the intervention.	Perceptions of unequal distribution of benefits from intervention exacerbate tensions, as they favor one group over the other.	• Proportion or percentage of the population with access to satisfactory services, including quality markers. • Perceptions of equity in the distribution of services. • The number of incidents of violence between different communities. • The number of complaints related to the lack of assistance from a particular group.	• Conducted perception surveys after the distribution of aid. Monitoring of media and staff reports. • Feedback and complaint mechanisms, as well as staff reporting and media monitoring.

The monitoring mechanisms can be complemented by:

- Establish a community-based committee, ideally leveraging an existing committee in the given area, focusing on conflict sensitivity, protection, gender, and other related considerations. This committee can identify any program-related tensions, develop and implement solutions in a localized manner, and provide access to support services for survivors as needed. It's important to note that forming such a committee requires a significant investment of staff time in training, oversight, and support.

- Utilize an existing confidential reporting mechanism outside the project's operational hierarchy to encourage staff to report any conflict sensitivity concerns within the organization. This approach eliminates the need for a separate reporting mechanism and assures the team(s) that their concerns will be taken seriously and without fear of retaliation.

- Ensure that monitoring reports and all project reports give equal attention to different social groups. To prevent tensions from escalating, avoid associating any social group with stereotypical characteristics or problems unless there is strong evidence and a good reason for doing so. It is advisable to have draft reports reviewed by colleagues who represent the perspectives of all social groups to identify and address any text that may be perceived as biased.

TIPS FOR USING INDICATORS TO MONITOR CONFLICT SENSITIVITY

- First, develop conflict indicators based on the key issues that emerge in the conflict analysis and are relevant to the program.
- Next, develop indicators to track the key risks of harm identified in the conflict sensitivity review. For example, if there is a risk that a particular group may capture program benefits, a conflict interaction indicator could be the number of shareholders disaggregated by ethnicity. If there are risks related to human rights abuses by military forces receiving support, an interaction indicator could be the number of violations reported.
- Use qualitative and quantitative indicators to measure the quality or perceptions and the amount or quantity of the data.
- Consider the availability of data and the costs involved in collecting that data when selecting indicators to monitor for conflict sensitivity.
- Finally, It is also vital to ensure that indicators are gender-sensitive and consider the perspectives and experiences of women and marginalized groups. This may involve developing indicators measuring the project's impact on women and other vulnerable groups or disaggregating data by gender and other relevant characteristics. By doing so, NGOs can better identify potential gender and power dynamics that may affect the conflict sensitivity of the project and take steps to address them.

4.2. Effective Feedback Mechanisms

Effective feedback is a vital component of conflict-sensitive development programming. It enables programming to respond to changing contexts and needs, leading to more responsive and sustainable programming. In this regard, organizations must design accessible feedback mechanisms and utilize feedback to inform program design and implementation. The Ethiopia Conflict Sensitivity Guidance provides valuable recommendations for collecting and using feedback, strengthening conflict sensitivity, and ensuring responsive programming.

To fully utilize the benefits of feedback, it is necessary to undertake the following actions:

- Collect feedback from implementing partners by adding lines on context developments in reporting templates and include guiding questions based on conflict analysis. It is also essential to monitor perceptions of fairness in assistance distribution using post-distribution surveys, including feedback from people who did not benefit from assistance.
- Undertake self-assessment individually, but it would benefit from a coordinated approach across all the organization's missions. Results can be discussed in the Woredas teams, and they act as "critical friends" and provide feedback to each other. A Strategy Advisor can further collate self-assessment forms at the HQ level to understand organization-wide needs for capacity-strengthening on conflict sensitivity.
- Ensure feedback mechanisms are equally accessible to all social groups within and around the organization by regularly assessing and monitoring perceptions of project interventions among the community, communicating to the community on how their feedback is being addressed, and demonstrating accountability to the community.
- Use feedback to influence decision making by acknowledging and analyzing the feedback received, deciding whether and how to apply the feedback, and taking responsibility for your decisions and actions rather than blaming donors, other partners, or politicians.
- Enhance the use of feedback channels, for example conduct focus group discussions with staff to identify preferred feedback channels, appoint a team member to monitor mentions of the organization on social media, engage with Safeguarding, C-SAFE, and Gender Focal Points to learn about what they see and hear in communities, regularly review unofficial feedback in team meetings, link feedback mechanisms to referral systems to direct people or communities to other providers/agencies if the organization cannot provide the needed service, and hang a board in the office where staff can post unofficial feedback heard in the community, perhaps through formed committees. It is vital to seek support from C-SAFE Focal Points as needed.

"NGOs are responsible for approaching their interactions with locals in a respectful and non-disruptive manner. It's important to take the time to visit calmly and get to know the people rather than rushing in with a predetermined agenda. Building trust and establishing a positive rapport with locals is key to fostering mutual understanding and productive exchange of ideas. Make sure you don't impose your agenda on us."

"Previously, organizations have only conducted assessments without listening to our problems. Your team is unique in that you have taken the time to listen to our concerns and address them actively."

- FH's shareholders

5.1. Evaluation

Conflict-sensitive evaluations can help organizations assess the processes to maintain conflict sensitivity while exploring the contributions to peace. Many evaluation designs look only for pre-planned positive change, meaning systemic biases may remain undetected. To ensure that evaluations promote conflict sensitivity, organizations should incorporate good practices such as articulating the approach used to identify unintended effects and ensuring that evaluators have a track record of behaving independently.

Conflict-Sensitive Evaluation Options and Best Practices:

- Approach to identifying unintended effects: evaluation proposals should articulate how unintended effects will be identified and evaluated.
- Independent evaluation: evaluator candidates should have a track record of behaving independently and avoiding sources of bias within the context.
- Methodology selection: evaluators should choose robust methodologies for detecting unintended effects in complex contexts. Purely quantitative measurements tend to be weak in this regard.
- Recommendations for conflict sensitivity: evaluation reports should include suggestions for conflict sensitivity to help organizations consider and make decisions for change.
- Decision-making process: organizations should define a process with timelines for decision-makers to review each evaluation recommendation and make a decision on addressing it.
- Organizational culture of learning: nurture an organizational culture of learning through mistakes by incentivizing staff to talk openly about unintended negative effects.
- Theory of change evaluation: evaluators should focus heavily on evaluating the theory of change to understand how the conflict context may have affected intended and unintended outcomes.
- Interaction assessment: evaluators should examine the interactions of the activity with the positive and negative conflict dynamics.
- Process and approach evaluation: evaluators should assess the processes and approaches used and how they relate to the activity's inputs and outputs.
- Inclusive and participatory practices: start-up and implementation practices should be inclusive and participatory.
- Relevance assessment: evaluators should consider whether the activity vision, targets, and theory of change remain relevant to the current conflict dynamics.
- Contributions to peace: evaluators should also examine whether the activity contributed to peace, even if it was a minor contribution.

Challenges in conducting conflict-sensitive MEL include fluctuating, unstable, and insecure environments, short result cycles, and politicized data.

5.2 Adaptability

To effectively apply conflict sensitivity principles in programming, NGO staff must remain adaptable and responsive to changing conflict contexts. With this in mind, the following actions can help ensure that programming is conflict sensitive and mitigates any negative impacts on conflict dynamics:

- Capture feedback from communities in real time to understand their perceptions and needs.
- Highlight if the project is contributing to conflict and assess the potential negative impacts on Dividers and Connectors in the area of operation.
- Communicate responses to communities and demonstrate accountability to them by sharing feedback received and explaining how it has been addressed.
- Periodically revisit and review conflict analysis and Connectors and Dividers to ensure the intervention remains relevant and adaptive to changing peace and conflict contexts.
- Validate and review the theory of change to ensure it aligns with the evolving conflict context.
- Schedule "pause and reflect" events to assess progress and identify areas for improvement.
- Assess the effectiveness and relevance of the intervention based on the effects on the peace and conflict context.
- Keep a log to identify patterns of negative impacts that require adopting program-wide mitigation measures or adaptations to program design, delivery modalities, or approaches.
- Share lessons learned at a regional and organizational level to support other missions.
- Ensure that communication approaches and content are adapted to local contexts and involve local staff in developing and reviewing them.
- Mitigate conflict sensitivity risks or maximize opportunities by adapting the program design, delivery modalities, or approaches to manage and respond to emerging findings.
- Encourage risk-focused, longer-term, flexible programming that avoids fragmentation through context-adaptable programming. Be flexible and adaptive to conflict sensitivity.
- Use creative brainstorming with a diverse and inclusive group to generate options and select based on the organization's unique mandate and structure and what is known about Dividers and Connectors in the area of operation.
- Test selected options to determine their impact on Dividers and Connectors and adapt or select another option if necessary.
- Document the discussion findings regarding conflict sensitivity interactions and responses (design adaptations).

Interventions in conflict-affected areas can negatively affect communities, exacerbating existing tensions and conflicts. To address this issue, it is essential to adopt conflict-sensitive approaches that mitigate risks and maximize opportunities for peacebuilding. One fundamental principle of conflict sensitivity is adaptability – the ability to adjust interventions to changing contexts and respond to emerging risks and opportunities. This requires ongoing monitoring and assessment of the peace and conflict context and regular reflection and learning to improve programming. This article will explore strategies for adapting interventions for conflict sensitivity and reducing the risk of adverse impacts.

One of the main goals of conflict-sensitive monitoring is to enable the implementation plan to be adjusted when conflict-related issues directly related to the intervention are discovered. There are several reasons why project redesigns or adaptations may be necessary. For instance, the monitoring process can indicate important information:

- The monitoring process may uncover that certain activities inadvertently provoke tensions or strengthen community divisions. In such cases, it may be necessary to revise the implementation strategy in order to mitigate these negative effects.
- Additionally, suppose there are underlying tensions within the target groups that impede participation in activities and hinder progress. In that case, it may be important to understand these tensions better and find ways to address them to move forward.
- Finally, the monitoring process may reveal opportunities to enhance community cohesion or promote dialogue between groups that are divided. Capitalizing on these opportunities could lead to broader success in achieving the goals of the intervention.

Below is an example of a simple table you can use:

Monitored Information	Implementation Adaptations	Adaptation Outcome
A project aimed at promoting interethnic cooperation in a region with a history of violent conflicts. The monitoring data reveals that the project activities are unintentionally causing tensions between ethnic groups.	The project was redesigned to include joint activities that encourage interethnic dialogue and cooperation or to provide targeted support to communities that have historically experienced discrimination or marginalization.	By adapting the intervention based on the monitored information, the project works towards achieving its goals of promoting sustainable peace and stability in the region.

6 CONCLUSION AND RECOMMENDATIONS

In conclusion, organizations have a critical role in Ethiopia's context by adopting a conflict sensitivity approach and integrating the Do No Harm framework into their programs and projects. This approach will help them design and implement initiatives that effectively address the root causes of conflicts and minimize negative impacts.

Recommendations:

- Conduct conflict analysis to identify conflicts' root causes and understand the actors' dynamic relationships, and update it periodically.
- Ensure that programs and projects are designed and implemented to minimize negative impacts and maximize positive outcomes by incorporating the "Do No Harm" framework.
- Build staff and partner capacity to understand and apply conflict sensitivity principles and the Do No Harm framework through regular training opportunities.
- Monitor and evaluate programs and projects regularly, considering their conflict sensitivity and Do No Harm approach.
- Foster collaborative relationships with local communities throughout the program cycle by prioritizing community engagement from the outset of programming, conducting conflict assessments in collaboration with local stakeholders, and establishing community advisory committees.
- Invest in hiring and building the capacity of local staff members to ensure that programming is grounded in local knowledge and perspectives.
- Integrate conflict sensitivity into the monitoring and evaluation processes by identifying conflict-sensitive indicators, conducting regular conflict-sensitive data collection and analysis, involving local stakeholders in the monitoring and evaluation process, and using the findings to adapt programming to the local context.
- Develop and refresh the conflict analysis skills of staff members by providing regular training opportunities that cover conflict assessment methodologies, conflict mapping and analysis, early warning systems, and conflict-sensitive programming.
- Encourage staff members to keep their conflict analysis skills up-to-date by regularly reviewing and updating their conflict analysis in light of new information and changes in the context.
- Implement a soft security approach that minimizes the use of guards and includes culturally-sensitive stakeholder outreach, staff with excellent communication skills and time commitment, and clear and transparent messaging.
- Prioritize trauma-informed interventions and sensitivities given ongoing crises, and provide referral services, such as medical and psycho-social support, for survivors.
- Demonstrate a commitment to human rights, labor rights, and safeguarding by collaborating with official institutions and balancing local contracting with other conflict-sensitive criteria and technical requirements.

Atrocities are grave and systematic human rights violations, often perpetrated against vulnerable populations during conflict or political upheaval. To ensure conflict sensitivity in humanitarian, development, and peace-building interventions, practitioners should prioritize the prevention of atrocities and the protection of civilians.

Here are some recommendations on how to address atrocities in conflict-sensitive programming:

- Prioritize early warning and early response: practitioners should prioritize early warning and early response systems to prevent atrocities from occurring. This can involve establishing mechanisms to monitor and report human rights abuses, including engaging with local communities and human rights defenders.
- Promote accountability: practitioners should support efforts to hold perpetrators of atrocities accountable through judicial mechanisms and other forms of transitional justice. This can include supporting the documentation and investigation of human rights abuses and advocating for justice and reparations for victims.
- Build resilience and strengthen social cohesion: practitioners should prioritize efforts to build the resilience of communities affected by conflict and enhance social cohesion. This can involve supporting initiatives that promote dialogue, reconciliation, and the restoration of trust between communities, as well as providing support for the provision of essential services, such as health care and education.
- Engage with local communities: practitioners should prioritize engagement with local communities to ensure that interventions are tailored to the needs and priorities of those affected by conflict. This can involve working with community-based organizations and leaders to ensure that interventions are designed in a participatory manner and are culturally appropriate.
- Foster inclusive governance: practitioners should prioritize efforts to foster inclusive governance, promoting the participation and representation of marginalized and vulnerable populations. This can involve supporting the establishment of inclusive governance structures and processes and supporting marginalized groups' involvement in decision-making processes.

ASSESS & ANALYZE → THOUGHTFULLY DESIGN → IMPLEMENT & MONITOR → EVALUATE & ADAPT

ASSESS & ANALYZE (Preparation & Blueprinting)	Intervention Formation	Outcome Objective	Take into account the main objective of the project and its underlying theory of how it will create impact. Does it aim to be inclusive in both its intended outcomes and the expected effects it will have on its target population?
		Site Selection/ Location	Considering the suggested project location, which demographic groups are anticipated to be encompassed by the project? Conversely, which groups are likely to be left out or excluded?
	Outreach & Assessment	Co-Planning with the Community	Establish effective communication channels and actively seek input from each demographic group within the community to understand their perspectives better.
			Use participatory approaches to ensure that the perspectives of women and men, as well as other marginalized groups, are taken into account and ensure that women and men are consulted throughout the analysis process.
			Collaborate with community-based committees to facilitate participatory planning. Initially, separate committees may represent different social groups. Over time, as trust is built, these committees may merge and work together towards shared goals.
		A Conflict Sensitivity Analysis	The analysis of the project can be carried out as a separate activity or in conjunction with other contextual factors.
			In circumstances with a time constraint, it is possible to use approaches deemed satisfactory.
			Integrate gender considerations into the conflict analysis process and conduct a gender analysis to identify the differential impacts of the conflict and the program on women and men.
			Identify potential sources of gender-based violence and discrimination.
			Address unintended outcomes related to gender-based violence and discrimination in a timely manner.
		Partner Selection	The members or partners of the implementation team/partnership should be accepted by the community, free from affiliations with conflicted groups or non-state actors, and committed to nondiscrimination.

THOUGHT-FULLY DESIGN	Activities Crafting	Selecting Shareholders	Incorporate vulnerability criteria while also striving for a diverse representation of participants.
			The community should prioritize fairness, with an equitable distribution of resources based on the levels of vulnerability across all demographic groups.
		Critical Decision Making	Every design detail should be examined for its impact on intergroup relations. Who are the shareholders (for whom)? Governance entities and partners (with whom)? What? Where? When? By whom (staff/volunteers/contractors)? Strategies (how)?
			Design programs that are more responsive to the needs of women and men in conflict-affected areas.
		Communicating Planned Activities	Communicate aid allocation decisions and the fair criteria behind them in a transparent manner.
			Use effective communication methods to ensure that affected communities are informed about the aid allocation decisions.
			Ensure that host communities who may assume they are not eligible are also contacted.
			Ensure that aid is available to all those who meet the eligibility criteria, regardless of their background or status.
			Building trust with affected communities through transparent communication can help to ensure that aid is distributed fairly and equitably.
IMPLEMENT & MONITOR	Strengthening Aid Efforts	Supporting Frontliners Field Workers, and Implementing Partners)	Create a safe space for regular team discussions and support centered around Dividers and Connectors.
			Demonstrate a commitment to the well-being of staff and partner organizations.
			Address issues that create barriers (Dividers) and promote collaboration (Connectors) through team discussions and support.
			Prioritize team members' and partners' physical, emotional, and mental health.
			Provide access to necessary resources and support for team members and partners.
			Foster a positive work environment to boost morale and improve overall productivity.
			Support the success of all stakeholders involved.
		Monitoring Conflict Sensitivity	Track your organization's compliance with its own conflict sensitivity commitments.
			Monitor the changing status of key Dividers and Connectors within the context.
			Apply community feedback to organizational decision-making.

			Regularly update context analysis to stay informed of changes in the environment and better understand the community's evolving needs; update context analysis to reflect social, economic, and political changes.
IMPLEMENT & MONITOR (CONT'D)	Strength-ening Aid Efforts	Monitoring Conflict Sensitivity	Regularly review policies, procedures, and practices to ensure consistency with the organization's values and mission.
			Stay up-to-date with the latest developments and trends that could impact the community and their relationships.
			Actively seek input from community members and incorporate their feedback into program design, implementation, and evaluation.
			Adjust programming to reflect changes in the context and ensure programs remain relevant and effective over time.
			Improve the effectiveness and sustainability of programs while ensuring they are responsive to the needs of the community.
			Develop conflict-sensitive indicators to track the impact of the program on the conflict situation. These indicators should be regularly monitored and evaluated to identify potential sources of conflict and assess the program's impact on the conflict situation.
			Develop gender-sensitive indicators to track the impact of the program on women and men.
			Monitor the program's impact on gender-based violence and discrimination throughout the project cycle.
EVALUATE & ADAPT	Effective Consider-ations for Conflict-Sensitive Evaluation	Comprehensive List of Conflict-Sensitive Evaluation	Assess unintended outcomes of the program.
			Use insights gained from evaluations to shape future programs.
			Incorporate participatory evaluation techniques to ensure all stakeholder perspectives are considered.
			Identify unintended outcomes and unintended consequences of the pro-gram through participatory evaluation.
			Utilize gender-sensitive evaluation techniques to identify the program's differential impacts on women and men.
			Ensure the program does not exacerbate gender-based violence or discrimination.
			Manage the program adaptively to address unintended outcomes promptly.
			Make adjustments to program evaluation activities to ensure continued conflict-sensitivity.

EVALUATE & ADAPT (CONT'D)	Effective Considerations for Conflict-Sensitive Evaluation	Adapting for Social Stability and More Peaceful Communities	Ensure the positive impact of the intervention on social cohesion.
			Use conflict-sensitive indicators to measure program impact on conflict dynamics.
			Address power imbalances and ensure the perspectives of marginalized and vulnerable groups are taken into account.
			Build local evaluation capacity to provide context specific, relevant, and effective evaluations.
			Engage in inclusive teamwork to identify the best options.
			Adapt and pivot based on the results of the assessments.
			Consider the unique needs and dynamics of each community.
			Explore all available options, engage in inclusive teamwork, and test potential strategies to determine their impact on Dividers and Connectors.
			Adapt strategies as necessary to achieve positive outcomes and contribute to more stable and peaceful communities.
			Embrace a proactive and thoughtful approach to adaptation to help your organization achieve its social stability goals and promote the well-being of the communities you serve.
			Adapt the program design to mitigate the risks of gender-based violence and discrimination.

Conflict Sensitivity Matrix Screening Tool:

Examination/ Anticipation	Potential/Existing Risks	Adaptations/ Adjustments/Options	Ways to Monitor the Risk

To use the screening tool effectively, the team should first examine or anticipate all elements that need to be included. Next, they should address any potential or existing risks related to each element. Once the risks have been identified, the team should brainstorm potential options while considering their impact on the context. Ideally, the options should have a positive impact by increasing Connectors and decreasing Dividers. Finally, the team should develop a way to monitor the risks to ensure they are appropriately managed over time.

A synthesized matrix could be developed after the detailed matrix is complete, to be presented to decision makers and all project stakeholders. Below is an example matrix:

Conflict Sensitive Interaction	Options: Possible Mitigation/Response/Adaptation
The chosen operating infrastructure that meets logistics selection criteria is situated in an area controlled by an armed group and inhabited by a specific collaborative group. This selection could create tension and conflict with other community groups who may perceive that benefits are only directed toward the chosen group. Additionally, this decision may inadvertently provide recognition and support to the armed group, possibly resulting in financial gains through diverting goods and payment demands in exchange for security. These consequences may have a negative impact on the wider community and may cause further division and harm (legitimization, diversion, and distribution effect).	1. Assess the probability and potential impact of the identified conflict sensitivity risks. Consider and evaluate alternative options that may score lower on specific logistics selection criteria but do not pose the same conflict sensitivity risks. Such alternatives could include infrastructure not located in territory controlled by an armed group or inhabited solely by one communal group. 2. Communicate the trade-offs between the logistics selection criteria and conflict sensitivity risks in the decision-making process. Develop a clear justification for not selecting the initially identified infrastructure, considering potential impacts on various stakeholders. 3. If additional operating or renovation expenses are required to implement an alternative option, engage with finance to ensure that budgets are available. Proactively communicate with donors about the conflict sensitivity risks and the approach being taken to manage them.

Guiding Questions Checklist for Enhancing Conflict Sensitivity in ⟨Project/Program/Intervention⟩

CONTEXT EXAMINATION QUESTIONS	**Socio-Economic Issues:** ☐ How do poverty and economic marginalization affect women and other marginalized groups? ☐ How can the project/program/intervention promote inclusive economic development and job creation for all groups? ☐ How can the project/program/intervention address violence and abuse, including through prevention and response measures? **Politics and Governance:** ☐ Are there any laws, policies, or practices that discriminate against women or other marginalized groups? ☐ How can the project/program/intervention promote women's participation and representation in decision-making processes? ☐ How can the project/program/intervention support the capacity-building of women leaders and decision-makers? **Gender Dynamics:** ☐ How do gender roles and expectations influence access to resources and opportunities? ☐ What are the gender-specific vulnerabilities and risks related to the project/program/intervention? ☐ How can the project/program/intervention address gender inequalities and promote gender equity? **Politics and Governance:** ☐ Are there any laws, policies, or practices that discriminate against women or other marginalized groups? ☐ How can the project/program/intervention promote women's participation and representation in decision-making processes? ☐ How can the project/program/intervention support the capacity-building of women leaders and decision-makers? **Legal System:** ☐ How effective are existing laws and policies in addressing gender-based violence and discrimination? ☐ What are the barriers to women's access to justice, and how can they be addressed by the project/program/intervention? ☐ How can the project/program/intervention support the implementation of CEDAW and other relevant international frameworks?

ACTORS EXAMINATION QUESTIONS	☐ Are there any emerging or new actors in the conflict that should be considered? ☐ How do actors perceive the conflict and their role in it? ☐ What are the interests and objectives of each actor, and how do they align or conflict with each other? ☐ What power dynamics exist between various actors, and how do these dynamics influence the conflict? ☐ Are there any informal or non-state armed groups involved in the conflict, and if so, what is their relationship with formal actors and stakeholders? ☐ How are actors engaging with marginalized and vulnerable groups, such as women, children, and refugees? ☐ What are the historical and cultural factors that shape the relationship between the actors in the conflict? ☐ Are there any actors who may have hidden agendas or vested interests in the conflict that are not immediately apparent? ☐ How do actors perceive the role of the international community in the conflict, and what impact does this have on their behavior? ☐ What are the potential risks and opportunities associated with engaging with actors present in the conflict, and how can these be managed? ☐ What is the gender balance among groups? ☐ What other identity markers (e.g. wealth, age, class) characterize them? ☐ What about informal ties and lines of influence such as marriage and friendship? ☐ What role(s) does the international community play in the context, including in promoting gender equality? For example: Are they exemplifying support for women's participation? Have there been reports of misconduct against their staff? ☐ How are international NGOs and donor agencies engaging with men/women?
ISSUES, CAUSES AND DRIVERS EXAMINATION QUESTIONS	☐ How have the issues, causes, and drivers of the conflict evolved over time, and what impact have these changes had on the conflict? ☐ How can the project/program/intervention address the root causes of the conflict in a sustainable and effective way, and what are the potential challenges and risks associated with doing so? ☐ What is the level of consensus or disagreement among various actors about the root causes of the conflict? ☐ How have gender norms and power relations contributed to the conflict, and how are these reflected in the experiences of women and men? ☐ How do economic, social, and political factors intersect with gender to shape the conflict? ☐ What role have external factors, such as regional politics or international actors, played in exacerbating or mitigating the conflict? ☐ How do the issues, causes, and drivers of the conflict intersect with other development and humanitarian issues in the area? ☐ How do the issues, causes, and drivers of the conflict impact distinct generations, and how do these impacts vary across age groups? ☐ How have cultural, religious, or ideological factors contributed to the conflict, and how are these reflected in the experiences of different actors? ☐ How have environmental factors, such as resource scarcity or climate change, contributed to the conflict? ☐ What are the potential long-term consequences of the conflict on the affected population, particularly women and girls?

DIVIDERS AND CONNECTORS EXAMINATION QUESTIONS	☐ Who are the actors or groups that are driving division and conflict, and what are their motivations? ☐ Who are the actors or groups that are working to bridge divides and promote peace, and what strategies are they using? ☐ How are diverse actors and groups communicating with each other, and what are the key channels of communication? ☐ How are different actors and groups mobilizing support for their respective positions, and what are the key messages and tactics being used? ☐ What are the key values, beliefs, and identities that are driving division or promoting unity, and how are these being reinforced or challenged? ☐ How are diverse actors and groups responding to incidents of violence or conflict, and are there opportunities for collaboration or escalation? ☐ How are different actors and groups accessing and using resources, including financial, human, and material resources? ☐ How are different actors and groups engaging with communities and other stakeholders, and what are the perceptions of these interactions? ☐ What are the risks associated with various actors and groups working together or against each other, and how can these risks be mitigated? ☐ How can the project/program/intervention support efforts to build bridges and promote dialogue and collaboration among the actors and groups? ☐ What are the key systems and institutions that are driving division or promoting unity, and how are they structured and governed? ☐ How do actors and groups engage with these systems and institutions, and what are the power dynamics at play? ☐ How can the project/program/intervention support efforts to reform or transform systems and institutions in order to promote greater unity and cooperation?

DIVIDERS AND CONNECTORS EXAMINATION QUESTIONS (CONT'D)	**Attitudes and Actions:** ☐ What are the key attitudes and actions that are driving division or promoting unity, and how are they reinforced or challenged? ☐ How do different actors and groups perceive and respond to each other's attitudes and actions? ☐ How can the project/program/intervention support efforts to shift negative attitudes and actions and promote positive ones? ☐ What are the key values and interests that are driving division or promoting unity, and how are they prioritized and communicated? ☐ How do different actors and groups perceive and prioritize their own values and interests in relation to those of others? ☐ How can the project/program/intervention support efforts to bridge differences in values and interests and promote shared priorities and goals? ☐ What are the key experiences that are driving division or promoting unity, and how are they shared and interpreted? ☐ How do different actors and groups perceive and respond to each other's experiences, including experiences of conflict and trauma? ☐ How can the project/program/intervention support efforts to promote healing and reconciliation around past experiences and promote shared experiences of success and progress? ☐ What are the key symbols and occasions that are driving division or promoting unity, and how are they used and interpreted? ☐ How do different actors and groups perceive and respond to each other's symbols and occasions, including religious and cultural symbols and national holidays? ☐ How can the project/program/intervention support efforts to promote shared symbols and occasions that celebrate diversity and promote unity?
RECRUITMENT EXAMINATION QUESTIONS	☐ Are recruitment practices inclusive and nondiscriminatory, taking into account diversity factors such as gender, age, ethnicity, religion, and socio-economic status? ☐ Are measures in place to ensure that recruitment processes do not contribute to conflict or exacerbate existing tensions? ☐ Is there a clear and transparent recruitment process in place that is accessible to all potential candidates? ☐ Are the skills and qualifications required for the position clearly defined and relevant to the project/program/intervention? ☐ Are background checks conducted to ensure that potential recruits do not have a history of involvement in activities that could be detrimental to the project/program/intervention or contribute to conflict? ☐ Are incentives for recruitment aligned with conflict-sensitive outcomes, such as promoting diversity and social cohesion? ☐ Are there measures in place to ensure that recruitment processes are conducted in a safe and secure manner, particularly in conflict-affected areas? ☐ Are stakeholders and community members consulted and involved in the recruitment process, and are their concerns and suggestions taken into account? ☐ Are mechanisms in place to address complaints and grievances related to recruitment processes, and are these mechanisms accessible to all potential candidates? ☐ Are efforts made to provide opportunities for groups that may be underrepresented in the recruitment pool, such as women, youth, and minority groups?

PROCURE-MENT EXAMINATION QUESTIONS	☐ What items, goods, or services are being procured through procurement? ☐ Who are the suppliers being engaged, and are they affiliated with any communal groups, armed factions, or political actors? ☐ What is the location of the procurement, and where are the goods or services expected to be delivered? ☐ What policies and processes are guiding the procurement process, and how is it being executed? ☐ When is the procurement taking place, and have there been any recent developments in the peace and conflict situation that might affect the process? ☐ How might the planned procurement affect the various actors involved in the conflict, either positively or negatively? ☐ Is there a risk that the planned procurement might inadvertently create tensions, grievances, or inequalities among varying groups, such as by favoring one group or by bringing in suppliers from a potentially contentious area? ☐ Is there a risk that the planned procurement might benefit armed or political actors through direct affiliation, extortion, or theft? ☐ Have there been any peace and conflict context changes since the procurement plan was developed, and do these changes pose new risks or intensify existing ones? ☐ Are any of the suppliers involved in illicit economic activities, and is there a risk that they might divert goods or derive disproportionate benefits? ☐ Are any of the suppliers involved in other conflictual practices, such as systemic discrimination or human rights abuses? ☐ Is there a risk that any groups or actors might try to influence the procurement process for their own benefit, including by pressuring local staff? ☐ Could the procurement process distort local markets by altering the availability or incentives for various stakeholders?

LOGISTICS EXAMINATION QUESTIONS	☐ Where is the operating infrastructure (such as warehouses, offices, hotels, etc.) located? ☐ Which community groups reside in the area where the infrastructure is located? ☐ What items are being stored and transported in the logistics process? ☐ Who owns or influences the infrastructure, land, and the companies involved (such as those providing security, operating warehouses, etc.)? ☐ How are goods and items being transported, and by whom, to and from where? ☐ When are logistics activities being carried out, and what are the current central dynamics in the peace and conflict context? Have there been any changes since logistics were planned? ☐ How could the planned logistics impact conflict factors or actors and their relationships (positively or negatively), and have they been identified in the analysis? ☐ Could the planned logistics inadvertently contribute to tensions, grievances, or inequality between groups, such as if some operating infrastructure is located in proximity to or owned by one group, leading to perceived benefits only for that group? ☐ Could the planned logistics inadvertently provide recognition or financial benefit to armed or political actors through affiliation, ownership, extortion, or theft (such as at checkpoints or in storage)? ☐ Have there been any changes in the peace and conflict context since logistics activities were planned, and have these changes posed new risks or intensified any risks? ☐ Are suppliers engaged in illicit economic activities, and is there a risk that they might seek to divert goods or derive disproportionate benefits, such as through inflating prices of goods/services or through siphoning off goods for resale on the black market? ☐ Are suppliers engaged in other conflictual practices, such as systemic discrimination, human rights abuses, etc.? ☐ Is there a risk that groups or actors may seek to influence logistics processes for their benefit or the benefit of a particular group, including by putting pressure on local staff? ☐ Might the number of goods stored and distributed distort local markets, for example, by substituting for locally-sold goods or changing/creating new incentive structures for certain stakeholders?

MONITOR-ING AND EVALUATION EXAMINATION QUESTIONS	☐ Are conflict sensitivity considerations integrated into the program's overall monitoring and evaluation plan?
	☐ Are indicators for conflict sensitivity integrated into the program's results framework, and are they regularly tracked and reported on?
	☐ Are monitoring and evaluation tools and methods adapted to reflect the context and potential conflict sensitivity concerns?
	☐ Are conflict sensitivity considerations taken into account in the selection and training of monitoring and evaluation staff?
	☐ Are feedback mechanisms in place for stakeholders and communities to report on potential conflict sensitivity concerns, and are these concerns tracked and addressed in the monitoring and evaluation process?
	☐ Are partners and stakeholders involved in the monitoring and evaluation process to ensure their perspectives on conflict sensitivity are taken into account?
	☐ Is the monitoring and evaluation process flexible enough to adapt to changes in the conflict context, and are adjustments made accordingly?
	☐ Are data collection methods inclusive and gender-sensitive, considering the population's diversity and potential conflict dynamics?
	☐ Are monitoring and evaluation reports shared with partners, stakeholders, and affected communities to promote transparency and accountability?
	☐ Are mechanisms in place to learn from monitoring and evaluation findings and apply them to improve conflict sensitivity and program effectiveness?

This annex provides an overview of the context and methodology used, emphasizing the importance of context-specific approaches to conflict sensitivity and involving collaboration and feedback from various stakeholders.

The capacity-building initiative involved training more than 160 development, humanitarian, and peacebuilding practitioners in Ethiopia through a series of practical workshops. Participants were given the opportunity to apply the knowledge and skills they gained to their own contexts and interventions in various areas of the country. This hands-on approach allowed the participants a more meaningful and practical learning experience, as reflected in their feedback.

The initiative successfully achieved positive outcomes in conflict-affected areas, and **feedback sessions** were conducted to gain valuable insights into the challenges and successes of applying conflict sensitivity in practice. **Mentoring sessions, focus group discussions, and one-on-one meetings** with specialists were held to deepen the participants' understanding and application of conflict sensitivity principles and tools, **reviewing policies, strategies, and work plans**, resulting in the development of the contextualized conflict-sensitive guidance manual.

Furthermore, FH partnered with USAID and collaborated with conflict sensitivity expert, Safaa Shahin, in co-facilitating a conflict sensitivity, resilience, and social cohesion workshop. This partnership provided additional opportunities for FH and its partners to deepen their understanding and application of conflict sensitivity principles and tools with a gender lens. The process also included the conflict sensitivity expert shadowing some key personnel, which sharpened their analytical and Do No Harm skills. Overall, the methodology utilized in the capacity-building initiative was successful, and FH continues to apply conflict sensitivity principles and tools in its ongoing development interventions in Ethiopia.

FH encourages feedback and insights from interested parties to enhance the conflict-sensitive guidance manual further. The Conflict Sensitivity Focal Point at FH invites anyone to contribute by sharing their insights on conflict sensitivity or providing feedback on the ongoing efforts at sshahin@fh.org.

Additional Learning Materials

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CDA Collaborative Learning Projects. Do No Harm Workshop Trainer's Manual. Cambridge, MA: CDA, 2016.

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About Food for the Hungry

Food for the Hungry seeks to end all forms of human poverty by going to the hard places and walking with the world's most vulnerable people. For over 50 years, we've been serving through purposeful relief and development, now in 20 countries. We design, develop, and deliver catalytic solutions that transform systems so that communities challenged by poverty, injustice, and marginalization have the agency and resources necessary to be resilient and flourish.

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