



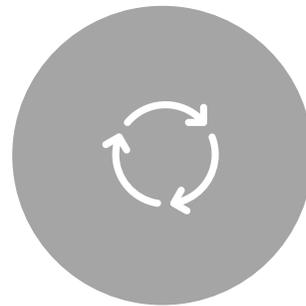
Conflict Sensitivity Guidance Notes (FSS WG)

April - 2021

Agenda



INTRODUCTION.



THE PROCESS



NOTES
STRUCTURE



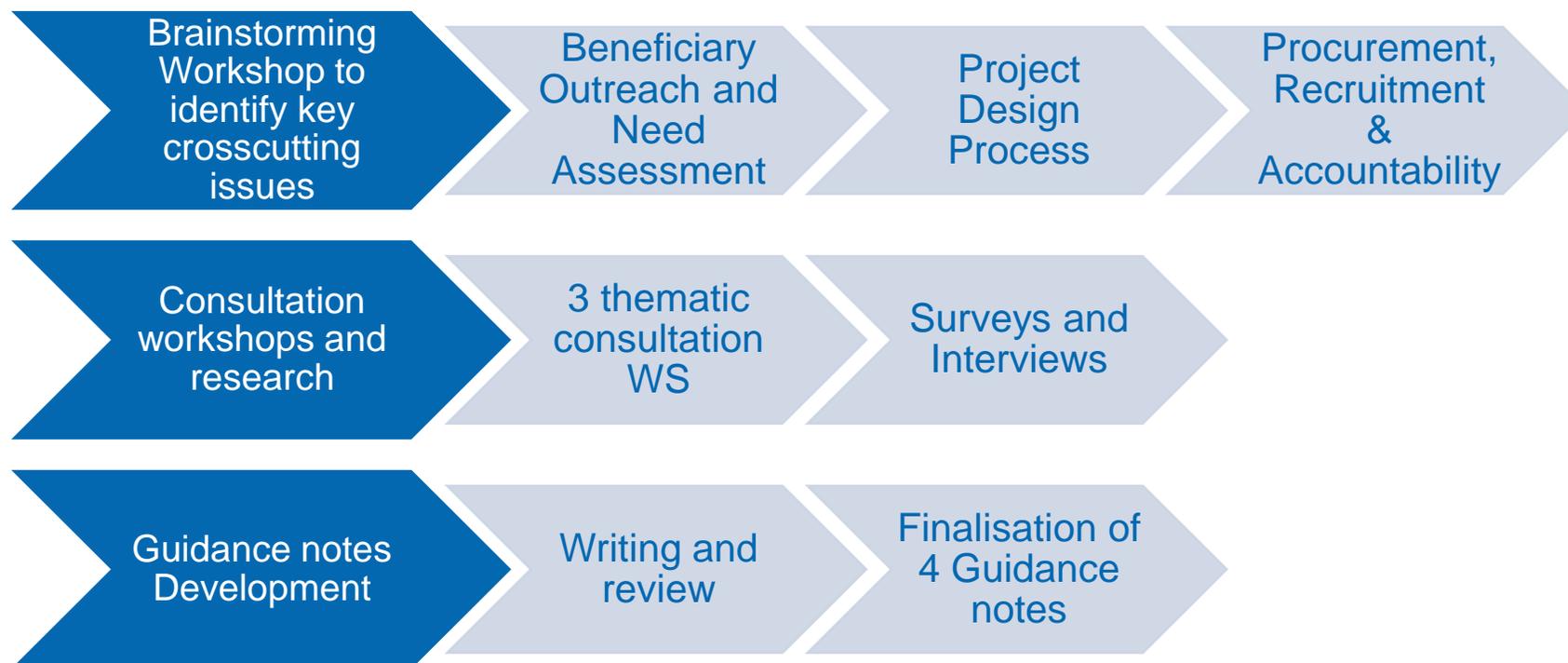
USE &
BENEFITS

Introduction



- UNDP's TMS in partnership with House of Peace
- The Social Stability sector Outcome 3 identifies the need to ensure that all partners and sectors are operating in a conflict sensitive manner with adherence to the do no harm principle.
- Hence the CS mainstreaming project aimed at:
 - Identifying key crosscutting issues.
 - Developing guidance notes.
 - Reviewing LCRP sectors strategies.

The process



Four guidance notes



**Getting Started with
Conflict Sensitivity in
Lebanon**

**Conflict-Sensitive
Project Preparation in
Lebanon: Beneficiary
Outreach &, Needs
Assessment**

**Conflict-Sensitive
Project Design Cycle
in Lebanon**

**Conflict-Sensitive
Procurement,
Recruitment and
Accountability in
Lebanon**

Use and benefits



The guidance notes provides a general conflict sensitivity analysis for Lebanon that needs to be contextualized and adjusted to suit the area of intervention of your organization.

The notes highlight dilemmas, challenges and issues faced and identified by LCRP partners. It suggests options to think of those challenges, but all actions must be reflected on locally.

The notes can be used as a reference to assist technical and field staff to consider and apply conflict sensitivity in their daily work. They can also be used for capacity building and induction sessions.

The notes can be used strategically when planning and designing new interventions and can be consulted upon the development of organisations and sectors strategies.

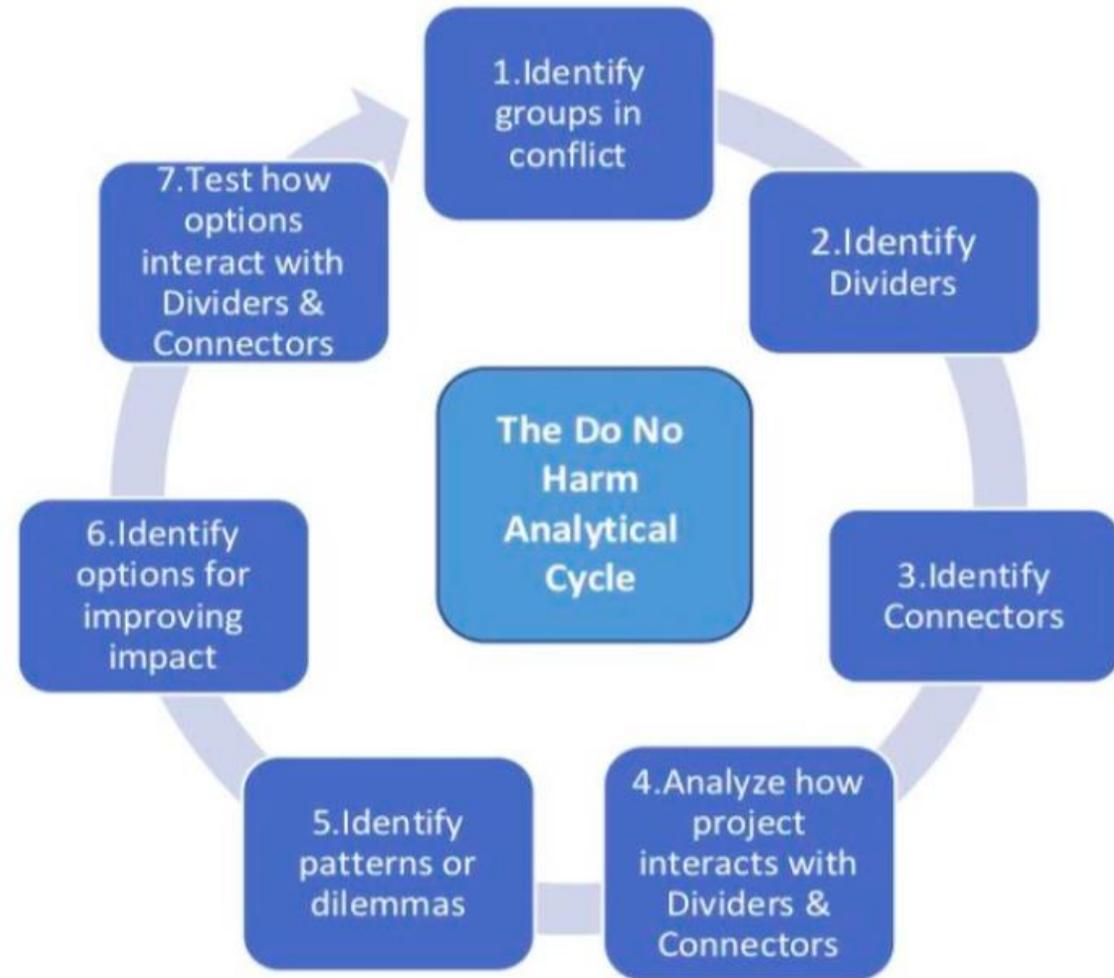
Structure & Content:

- 1- Conflict Sensitivity Overview:** an overall introduction of the concept and its application in humanitarian/development work
- 2- Understand the Context:** considering the general situation as an initial process for a more in-depth conflict analysis to be conducted by users
- 3- Understand the Interaction & Then Act:** specific for each crosscutting issue.
- 4 – Conclusion**

Structure & Content:

Conflict Sensitivity Overview:

A brief about the 7-step analytical cycle.



Structure & Content:

Understand the Context:

2.1. Relationships between Lebanese and refugees from Syria: (examples)

	Dividers	Connectors
Systems & Institutions	Power inequalities in formal relationships (boss-employee; landlord-tenant)	Community centres that allocate time and space for dialogue
Attitudes & Actions	Intermittent attacks in refugee settlements and forced evictions.	Independent fact-checking and researching (apart from political influence/affiliation)
Values & Interests	Competition for low skilled / low paid / unprotected jobs	Shared aspects of culture, language, music, values
Experiences	Unhealed memories of Syrian occupation of Lebanon	Empathy for victims of past actions of the Syrian regime and army
Symbols & Occasions	Political parties' flags and leaders' pictures around settlement areas.	Mediation role and presence projected by some public and elder figures

Structure & Content:



Relationships between sub-groups of the Lebanese population:

Horizontal relationships between Lebanese social groups are another priority in the guidance notes. They are fast becoming the most significant inter-group rift influencing the stability of Lebanon as a whole.

Since the beginning of the protests in October 2019, horizontal Dividers and Connectors are changing rapidly. Sectarian divisions are fading in some social sectors as people, particularly young people, cooperate across religious lines to pursue governance and economic reform. In the aftermath of the Beirut Port Explosions, Lebanese civil society (including formal and informal groups) united across divides to respond to the needs. This is an important and promising shift. However, there is room for wider inclusion and pushing this agenda beyond politics to also influence cooperation in the economic sphere.

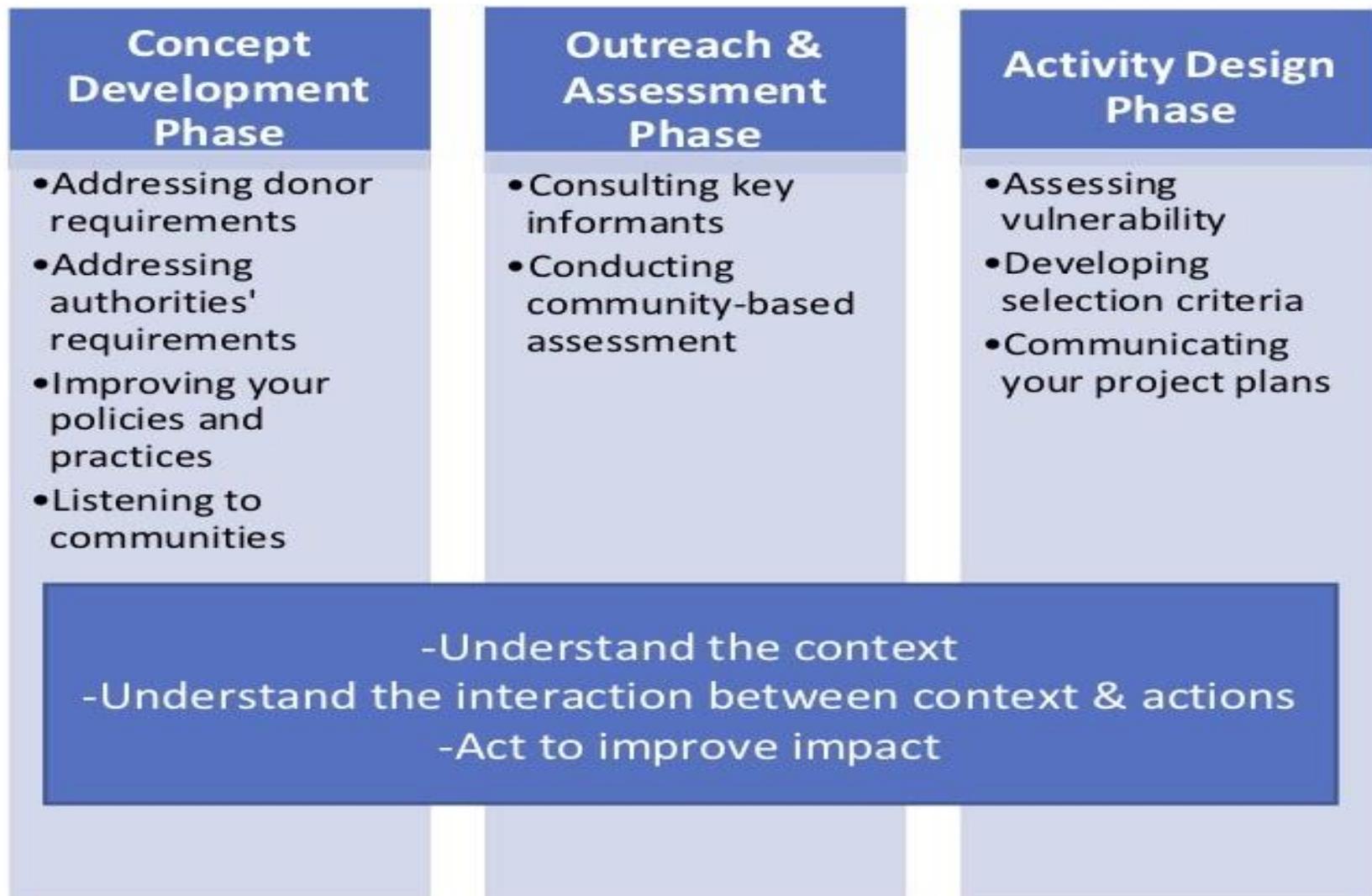
Guidance Note #2:

Beneficiary outreach & Needs assessment

Structure & Content:



Understand the Interaction & Then Act



Structure & Content:

Beneficiary outreach & Needs assessment



Examples of dilemmas and options under: **Addressing donor requirements:**

Dilemma: Many donors' anti-terrorism policies have led them to screen out communities that are affiliated with particular political parties. Since the parties are sect-based, this means in effect excluding a particular social group from assistance.

Options for improving impact:

- Establish collaborative partnerships with other NGOs and/or UN agencies that are able to operate in the excluded communities, so that you can contribute indirectly to their wellbeing and develop inter-group linkages even if you are not physically present.
- Channel aid through other neighbouring communities that are not under restrictions, in order to empower relationships and trust.

Structure & Content:

Beneficiary outreach & Needs assessment



Examples of dilemmas and options under: **Developing Selection Criteria**

Dilemma: As your beneficiary selection becomes more inclusive, new conflict sensitivity issues may arise! The change in project details may cause tensions to be exacerbated in new ways. The DNH process is not just about identifying one-time options for improving impact. Those options need to be tested and observed to determine how they are interacting with the inter-group Dividers and Connectors.

Options for improving impact:

- When you welcome a wider group within your program, be prepared for conflict sensitivity issues to arise between them, possibly including disputes, resentments or complaints. Be alert, ensure your monitoring system is capturing changes in Dividers, and be prepared to adapt.

Structure & Content:

Beneficiary outreach & Needs assessment



Examples of issues and options under: **Communicating your Project Plans**

Issue: The anxious uncertainties of hoping for assistance in a time of need can create a lot of tension in inter-group relationships. Do not allow the communication of your project plans and beneficiary selection decisions to become an afterthought, or to ‘fall between the cracks’ as you prepare for implementation. *Communicating these decisions is one of the most important steps in a conflict-sensitive project cycle.*

Conflict-sensitive **options:**

- End the ‘wondering’ by letting aid applicants know of your decisions as quickly as possible. After beneficiaries have been selected, communicate not only with those who have been included, but also those who have not. Explain in clear and transparent terms what criteria were used in order to help address any suspicion of bias.

Guidance Note #3:

Project Design Cycle in Lebanon

Structure & Content:

Understand the Interaction & Then Act

3.1. Concept Development Phase	3.2. Outreach & Assessment Phase	3.3. Activity Design Phase	3.4. Implementation, Monitoring and Adaptation	3.5. Evaluation Phase and Learning	4. Building Relations with the Community
<ul style="list-style-type: none"> • Choose the project's geographic zone through a conflict sensitivity lens • Consider timing, because the project schedule can affect diverse social groups in differentiated ways. • If you are undertaking a rapid emergency response, or facing other significant time pressures, quality project design and conflict sensitivity processes are still important. 	<ul style="list-style-type: none"> • Co-Planning with the Community • Selecting Implementing Partners • Conducting your own Conflict Sensitivity Analysis 	<ul style="list-style-type: none"> • Selecting your beneficiaries • Making critical decisions • Communicating Transparently 	<ul style="list-style-type: none"> • Monitoring Conflict-Sensitivity • Using feedback loops • Adapting Through Options 	<ul style="list-style-type: none"> • Evaluation proposals should articulate what approach they will use to identify unintended effects • Evaluator candidates should have a track record of behaving independently of the common sources of bias within the context. • Define a process with timelines for decision makers to review each evaluation recommendation and make a decision 	<ul style="list-style-type: none"> • Collective benefits • Cultural sensitivity • Trauma-informed approaches

Structure & Content: Project Design Cycle in Lebanon



Examples of issues and options under: **Making critical decisions**

Partner example: One type of critical decision is the choice of *where* activities will be implemented. Several years ago, at a time of increased tensions in Tripoli, there was a newly opened hospital to serve all population groups, yet it was perceived as strongly biased. Why? Because the location was welcoming to some social groups, yet impossible for other social groups to access safely. As a result, inter-group tensions escalated further.

Structure & Content: Project Design Cycle in Lebanon



Examples of suggested tool under: **Making critical decisions**

	Who? Beneficiaries :	With whom? Partners:	With whom? Authorities:	What?	Where?	When?	By whom: Staff:
Step 1: Details. Outline the known details of the project as it is designed.							
Step 2: Criteria. Why did you make this decision?							
Step 3: Impact through resources. What patterns do you foresee?							
Step 4: Impact through the words/actions of staff/volunteer							
Step 5: Options for improving impact.							

Q&A



- The LCRP partner network is here to help. We welcome your feedback to fadel.saleh@undp.org as we update and expand this series of conflict sensitivity guidance notes.