

Conflict sensitivity capacity assessment tool

Institutional Commitment

1.1 Management commitment and leadership

Management/leadership in the organization understands conflict sensitivity and is able to explain why conflict sensitivity is relevant for the organization

- A. Are management aware of conflict sensitivity?
- B. Can they describe conflict sensitivity accurately?
- C. Is conflict sensitivity given high priority in decision making?
- D. Is commitment translated into enabling decisions, resources, etc.?
- E. Has management actively promoted conflict sensitivity within the organization and with external partners, donors, etc.?

1.2 Responsibility and accountability mechanism

Organizational accountability systems are in place for enabling conflict sensitivity

- A. Do existing performance monitoring systems consider the conflict sensitive practice of staff?
- B. Is there a system for reporting monitoring conflict blind programming?
- C. Are there incentive systems where avoidance of conflict blind programming is explicitly encouraged?

Conflict sensitivity is integrated into decision-making criteria in programme approvals

- A. Are there any mandatory conflict sensitivity checks in the proposal approval process?
- B. Is it explicit where responsibility for various aspects of conflict sensitivity lie?
- C. Policies and strategies

2.1 Conflict sensitivity policy

There is an organizational conflict sensitivity policy, or conflict sensitivity is integrated into other key organizational policies

- A. Is there a conflict sensitivity policy?
- B. Do any other key organizational policies or strategies refer to conflict sensitivity (such as a multi-year strategic plan or a code of conduct)?

2.2 Internal policies and strategies

Current programmatic strategies/policies dovetail with the conflict sensitivity policy

- A. What are key internal programmatic strategies/policies? (e.g.: Rights Based Approach strategy, gender strategy, protection strategy)
- B. Do these policies explicitly refer to conflict sensitivity?
- C. Current institutional policies dovetail with the conflict sensitivity policy
- D. Are there institutional policies relevant to conflict sensitivity? (procurement policy, recruitment policy, travel policy, audit policy, partnership policy, security policy)
- E. Do these policies explicitly refer to conflict sensitivity?

2.3 External policies and strategies

Current external policies that the organization has signed up to dovetail with the conflict sensitivity policy

- A. What are key external policies?
- B. Do these policies explicitly conflict sensitivity?
- C. Do any of these seem to impede conflict sensitivity and warrant further investigation?

Human resources – staff competencies, skills and understanding of conflict sensitivity

3.1 Staff conflict sensitivity expectations

The organization has clarified what expectations (in terms of specific actions) are required from different functional roles in order for the organization to be conflict sensitive.

- A. Are the expectations of each role in terms of conflict sensitivity clear?
- B. Are staff aware of the implications conflict sensitivity has for their role?
- C. Are they receiving support to build skills / awareness where there are deficits?

3.2 Staff conflict sensitivity awareness, attitude and behaviors

Staff are competent to fulfil the conflict sensitivity expectations for their role

- A. Do staff feel able to fulfil the conflict sensitive expectations of their roles?

Staff are able to articulate appropriate attitudes and behaviors

- A. are staff aware of the key attitudes for conflict sensitivity?

Where deficits in current knowledge or skills are identified, the organization ensures that training is provided.

- A. Is there a systematic way in which skill/knowledge deficits are noted and capacity built?

The entire organization has a basic level of awareness and understanding of conflict sensitivity

- A. How many staff are able to give a good basic description of conflict sensitivity and why it is important to the organization?
- B. Do staff working outside of programme teams consider conflict sensitivity as relevant to their work? (e.g.: marketing, finance, logistics, human resources)

Learning and knowledge management

4.1 Learning and reflective practice

The organization has effective conflict sensitivity knowledge management, documenting and learning from its experiences in applying conflict sensitivity

- A. How are lessons learnt collected and shared?
- B. What incentives are present for people to share experience of poor conflict sensitivity practice?

The organization has created a 'safe space' where people can openly discuss areas where they feel programming may have negative impacts on conflict

- A. What do people do when they feel a programme may contribute to conflict?
- B. Is there formal guidance on what steps they should take?

The organization has promoted a culture of reflection, where sufficient priority is given to thinking and analysis, such that staff are encouraged and enabled to reflect on the potential unintended consequences of programmes.

- A. How much priority is given to thinking and analysis? How does the organization ensure that such consideration is prioritized?

4.2 Encouraging conflict sensitivity best practice

Institutional blockages to conflict sensitivity have been assessed and system put in place to overcome such blockages

- A. Has the organization systematically considered blockages to conflict sensitivity (prior to this assessment)?
- B. Have any changes been made as a result?

Integration into the project cycle

1.1 Integration into project/programme cycle management

Conflict sensitivity is integrated into project cycle management systems

- A. Is Conflict sensitivity referred to in project cycle management systems, templates or guidelines?
- B. Is there guidance on whether to use conflict sensitivity in more or less depth in different contexts?
- C. Is consideration of conflict sensitivity and unintended consequences on conflict a mandatory part of all evaluations?
- D. Do log-frames have conflict only as a risk to the project (rather than two-way interaction?)

Decision-making systems are flexible enough to enable changes to projects in light of changing conflict context

- A. Is there a clear message and practice that when activities risk escalating the risk of violent conflict, the activities will be revised as a priority?

5.2 Integration into programme design/start up

Conflict sensitivity is integrated into project design / proposal sign off

- A. Is conflict analysis a mandatory part of project design?
- B. Are staff aware who is responsible for checking that a conflict analysis has been completed and for considering implications of conflict analysis for the proposed project design?
- C. Are staff responsible for proposal approval considering conflict sensitivity?
- D. Are indicators for conflict sensitivity developed?

Conflict sensitivity is integrated into project start up

- A. Are new staff briefed on conflict sensitivity and on conflict issues relevant to their programming?

5.3 Integration into programme monitoring and evaluation

Conflict sensitivity is integrated into project implementation

- A. Is there regular reflection and reporting on interaction between conflict and programming?
- B. How do managers / staff in UK encourage project managers / country office staff to openly share information on unintended negative consequences of programming?
- C. How does the organization incentivize sharing real information of on-the-ground project complexities rather than only sharing success stories?

Criteria of evaluations include conflict sensitivity

- A. Do evaluations consider conflict sensitivity of an intervention, in particular wider, unintended impacts?
- B. Is understanding of conflict sensitivity a mandatory consideration when interviewing / selecting consultants?

5.4 Integration into advocacy, communications, campaigning

Conflict sensitivity is mainstreamed into advocacy, communications and campaigning

- A. Do staff working on advocacy, communications and campaigning see conflict sensitivity as relevant to their work?

5.5 Integration into support services

Conflict sensitivity is mainstreamed into human resources

- A. Does staff induction include conflict sensitivity?
- B. Which job descriptions explicitly refer to conflict sensitivity?
- C. Are conflict sensitivity competencies included in job descriptions?

Audit is effectively supporting conflict sensitivity

- A. Is conflict sensitivity given similar weight to other security and financial risk considerations?
- B. Do audit staff consider conflict sensitivity in their work?

Finance enables conflict sensitivity

- A. Does the finance department see conflict sensitivity as relevant to their work?

Security and Procurement enable conflict sensitivity

- A. Do security and procurement see conflict sensitivity as relevant to their work?

External relations

6.1 Donors / funding

The organization gives a clear message to all donors that conflict sensitivity is a non-optional part of our work

- A. How is conflict sensitivity currently communicated to donors?
- B. What are key opportunities for raising the issue of conflict sensitivity with donors?
- C. Where a donor is unwilling to fund essential conflict sensitivity elements (e.g.: conflict analysis) does the organization make a commitment to finding these resources elsewhere or decline the funding or take other action?

The organization ensures that resources for conflict sensitivity (staff time, specialist support where needed, work plan time for conflict analysis, resources for conflict analysis etc.) are an integral part of proposals

- A. Do proposals include: budget for conflict sensitivity, time for conflict analysis in workplace and indicators for conflict sensitivity?

6.2 Partners

Conflict sensitivity is considered and prioritized in relations with partners

- A. Do partner selection guidelines refer to conflict sensitivity?
- B. When and how do we communicate to partners our expectations with regard to conflict sensitivity?
- C. Do we offer partners any support / training in conflict sensitivity?
- D. What action would be taken if a partner was found to be conflict blind?