

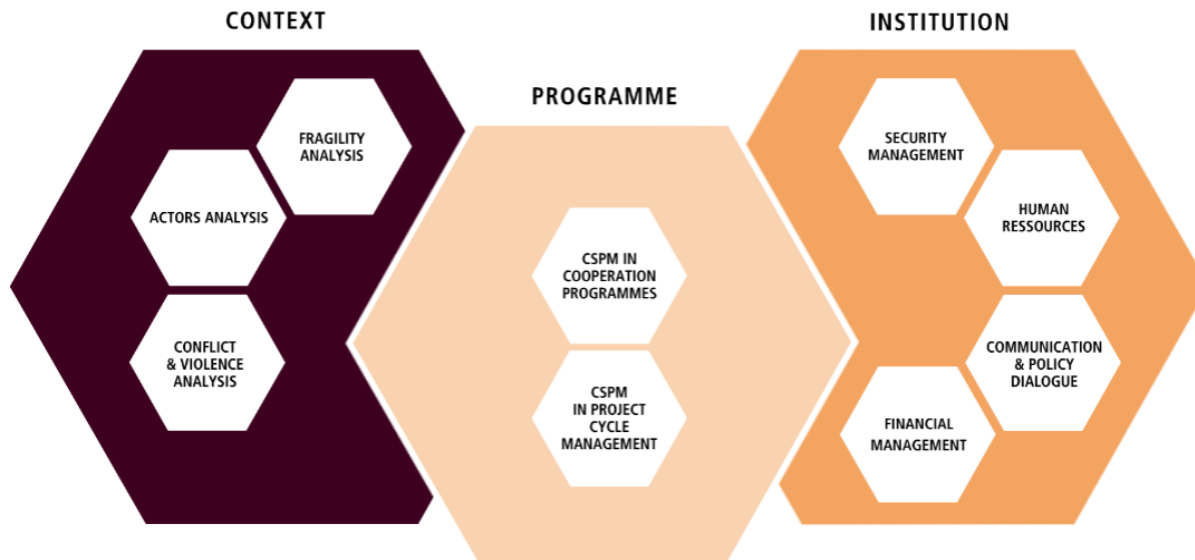


Schweizerische Eidgenossenschaft
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Micro-Training on Conflict Sensitivity / CSPM SKH (Construction and DRR groups)

Thursday 26 August 2021

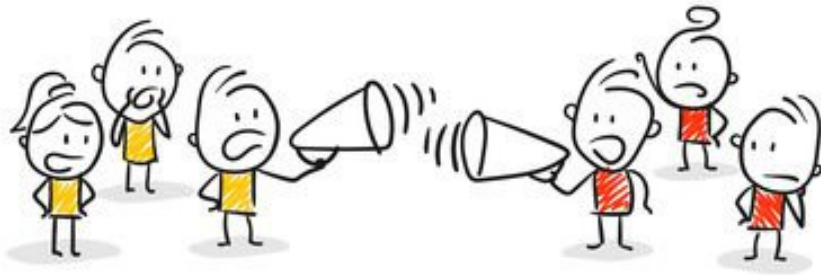




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What is a conflict?



Definition of ‘conflict’ within SDC

Conflicts are the expressions of tensions and incompatibilities or oppositions between different, interdependent parties regarding their needs, interests, access to resources, and values.

A non-violent conflict can be seen as an inevitable phenomenon associated with co-existence in all societies and therefore as a necessary corollary of social change.

A conflict is not exclusively negative if it is managed in a non-violent way. The problem starts when conflicts are settled through violent means.

What is conflict sensitivity?

Conflict sensitivity => Efforts, methods, tools for working in fragile and conflict-affected areas, with the aim to:

- **reduce the risk that aid unintentionally contributes to the escalation of violent conflict (do no harm), and instead contribute to de-escalation of existing conflicts.**

Conflict sensitivity => our work, presence, behaviour can have positive and negative effects on the context and on the people.

Conflict sensitivity => staying engaged in a given context.



Risks of not being conflict sensitive



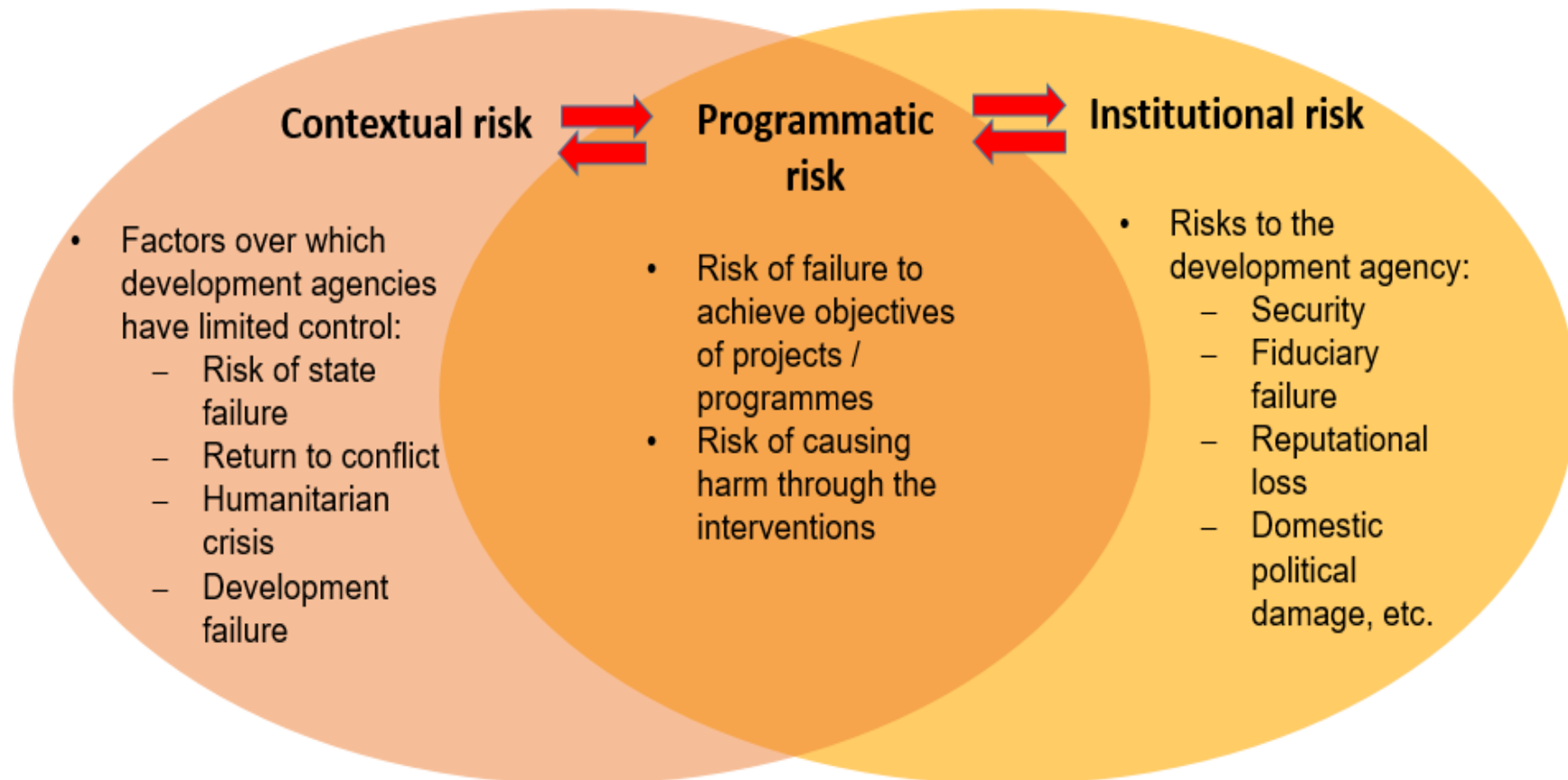


Added value of being conflict sensitive





Linking SDC's Comprehensive Risk Management with Conflict Sensitivity



Linking Risk Management with Conflict Sensitivity & CSPM

1. CSPM => SDC's principal working modality in fragile contexts, towards positive transformation and staying engaged
 2. CSPM => conflict sensitivity / prevention of violence integrated into SDC's programmes as a way to enhance their relevance
 3. CSPM => prevent, address and mitigate the risks of conflict and violence (+ Do No Harm)
- => CSPM tools are part of SDC's Risk Management System.



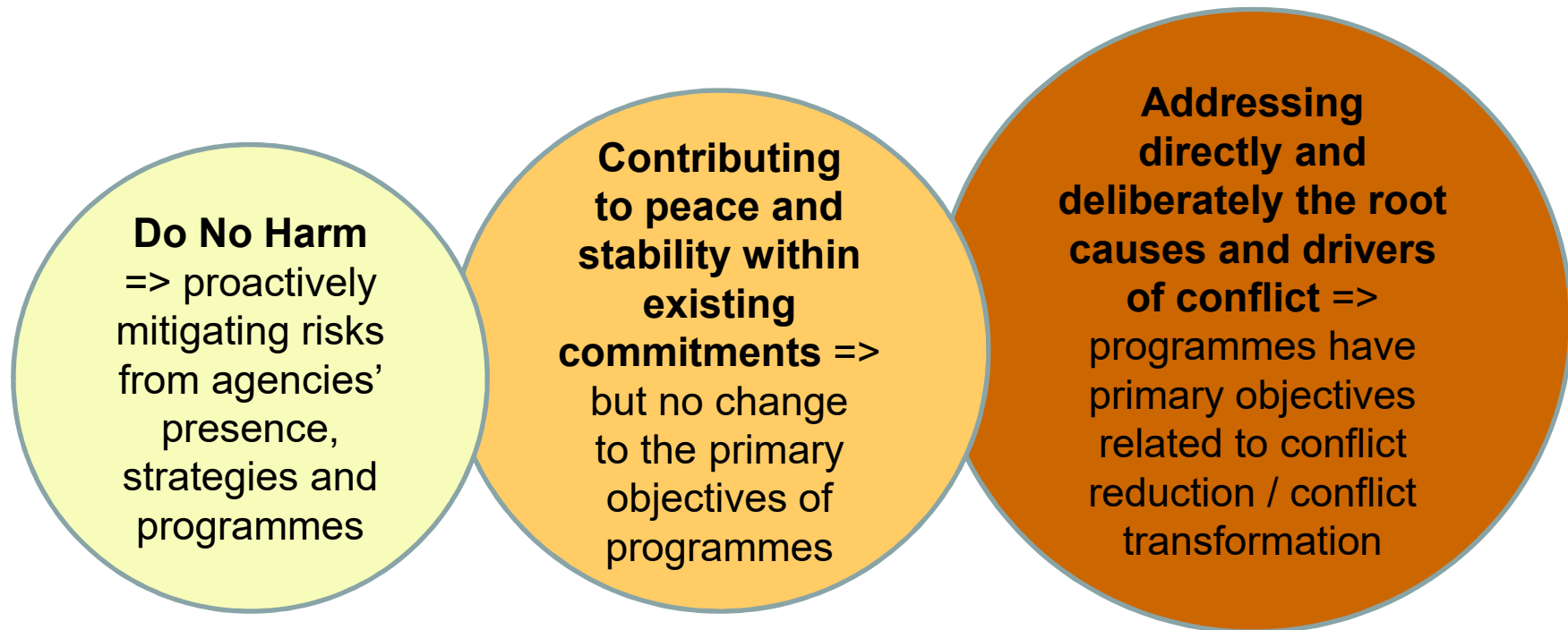
Conflict Sensitivity and the CSPM Approach

Conflict sensitivity means being aware of the two-way interaction between the context / conflict and the intervention, in order to avoid any negative impacts – that could exacerbate the conflict – and instead maximise the impacts towards positive change.

Conflict Sensitive Programme Management CSPM refers to a wide range of development cooperation & humanitarian aid methods and instruments, used in fragile and conflict-affected areas.



From conflict sensitivity to conflict transformation



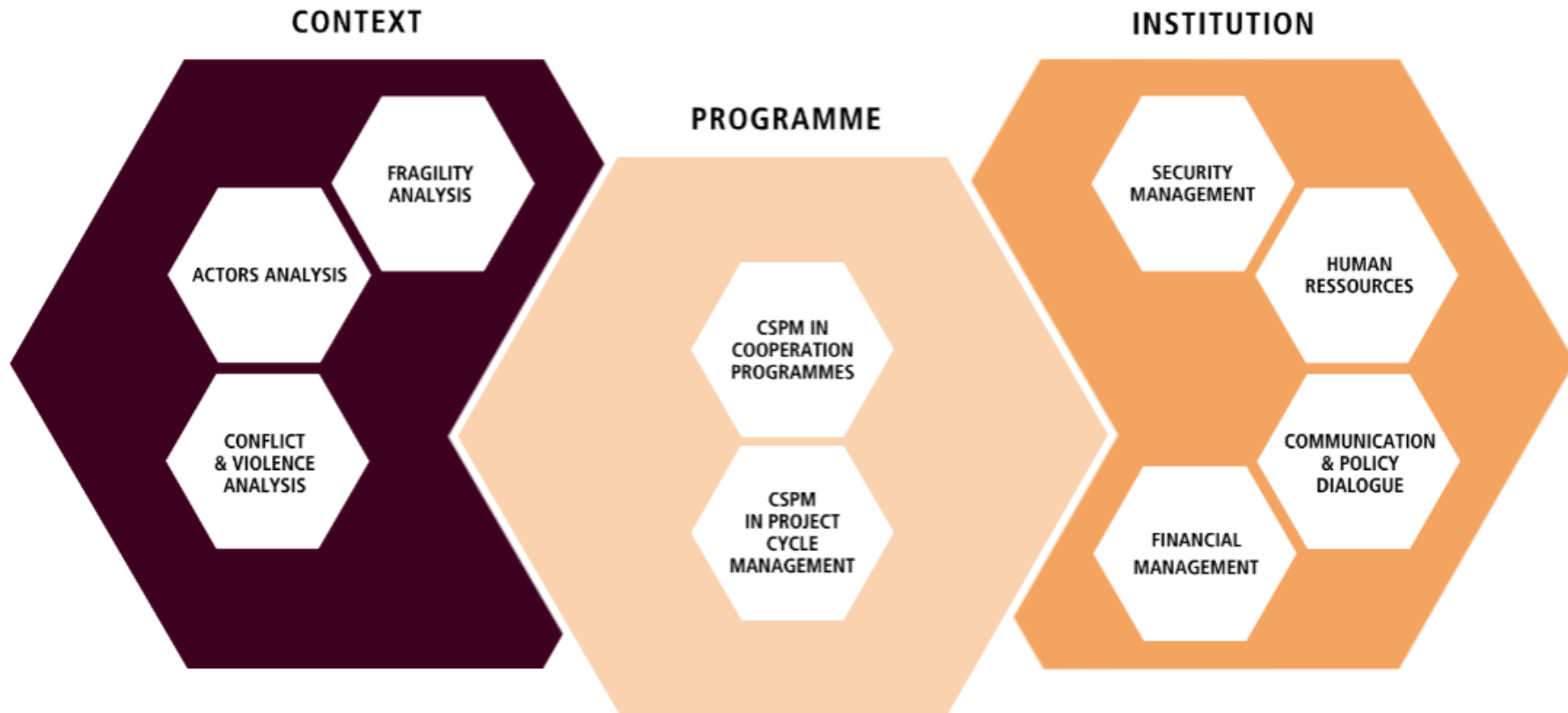
Minimalist

Maximalist



Tool Box CSPM

Conflict Sensitive Programme Management



Introducing CSPM Context Analysis Tools:

- (1) Tool Actors' Mapping**
- (2) 4 A's Analysis**
- (3) Tool Connectors & Dividers**



(1) Actors' Mapping and the 4 A's

Tool Actors' Mapping and the 4 A's – Actors, Agendas, Arena, Alliances

(1) Actors' Mapping & Analysis

Background: in order to conduct a thorough conflict-sensitive context analysis, operational colleagues in the SDC Cooperation Offices / Swiss Representations abroad can use 3 complementary tools from the [CSPM Tool Box](#) in a modular way: (a) Fragility Assessment; (b) Actors Mapping and the 4A's; (c) Connectors & Dividers. Each of these tools provide guidance on specific analysis steps and questions to ask.

Objective of Actors' Mapping exercise: identify key actors/stakeholders related to a specific issue, sector of intervention or territory of relevance for the Swiss international cooperation mandate and analyse the characteristics of their interrelations.

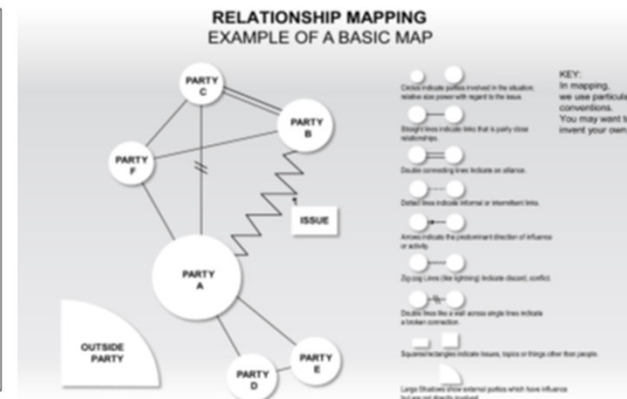
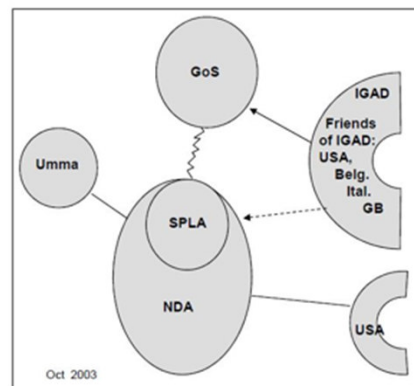
Process: a comprehensive Actors' Mapping exercise should be realized at the beginning of any new programme / project design or new phase. It is recommended that such exercise be realized jointly with SDC's representatives, alongside with current/new implementing partners, other funding partners and the civil society (whenever relevant).

Questions to ask in the group:

- Who are the main actors – rights-holders and duty-bearers – in a specific sector of intervention and/or around a specific issue hindering development? Note that donors, including Switzerland are actors to be considered in the mapping
- What are the actors' different roles (positive/negative; active/inactive) in relation to the given issue, theme, sector, territory?]
- What are the relationships between all the actors (collaborative/conflictive; connected/disconnected, etc.)?
- What are key issues between the actors that should be made explicit?

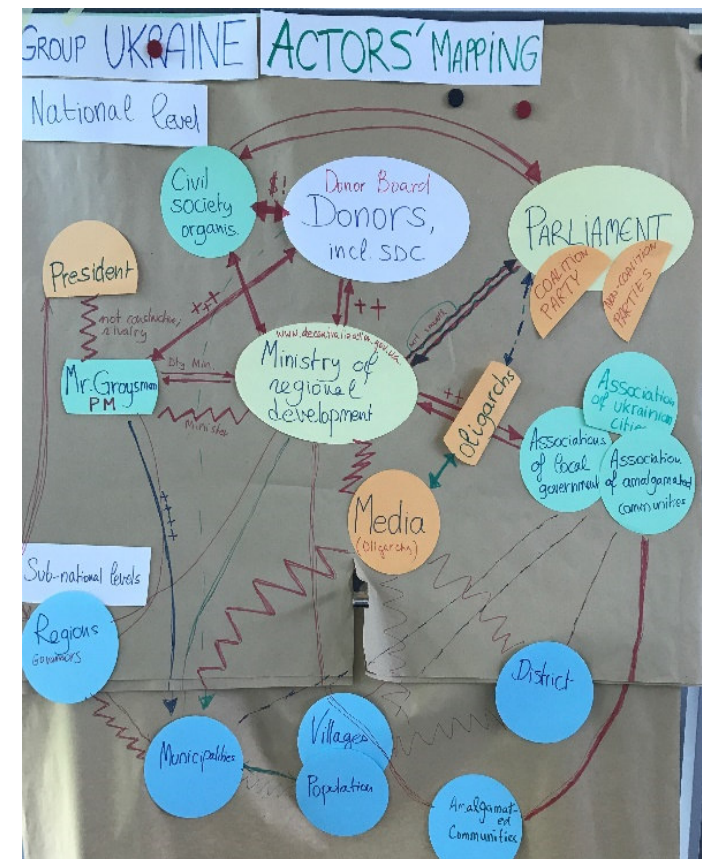
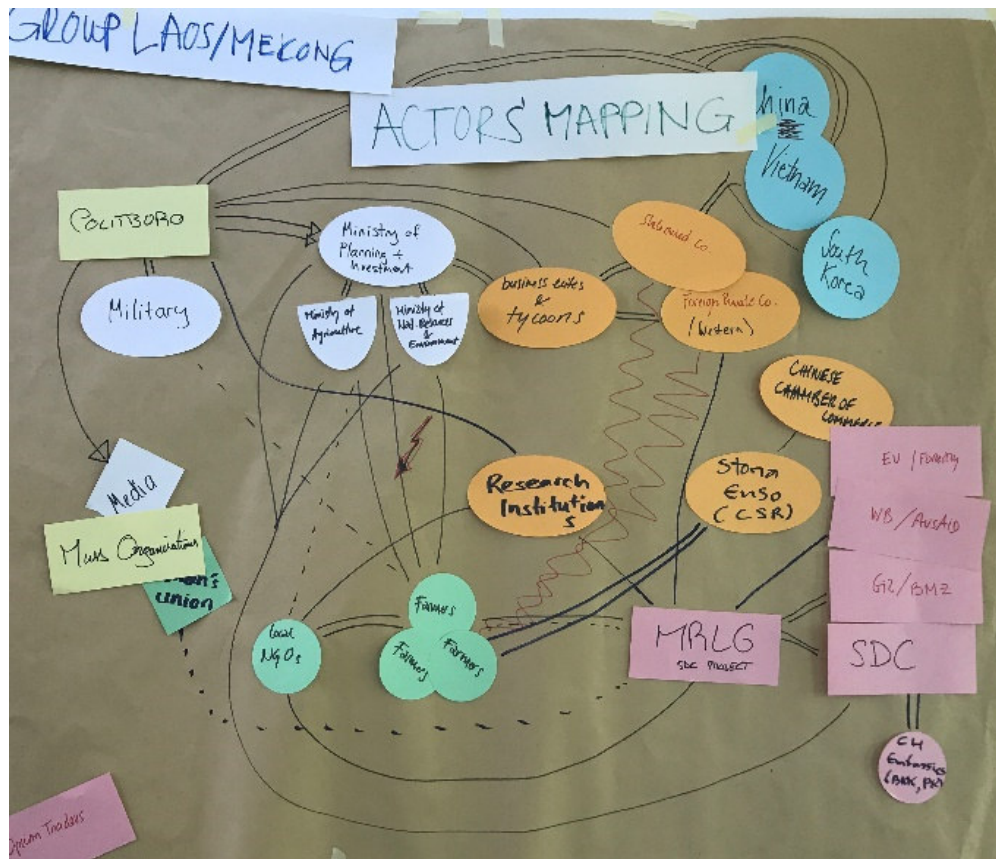
Possible symbols used in conflict mapping	
	Circle: parties involved Size: power of conflict party in relation to the conflict
	Straight line: close relationship
	Double line: very good relationship, alliance
	Dotted line: weak, informal or intermittent links
	Arrow: predominant direction of influence or activity
	Zig zag line: discord, conflict. Lightning bolts can be added to indicate hot events
	Crossed out line: broken connection
	Half circles: external parties, third parties
	Boxes: issues, topics or things other than actors

Example from Sudan North South Conflict





Examples of actors' mapping





(2) The 4 A's Analysis

(2) The 4 A's Analysis: Actors, Agendas, Arena, Alliances

Objective of the tool: The 4 A's Analysis complements the Actors' Mapping by providing more in-depth knowledge about the actors/stakeholders and their interrelations in order to feed into the definition of the strategy of intervention of the project/programme and its organizational set-up.

ACTORS Who are they?	AGENDA What is their explicit/implicit agenda?	ARENA Where do they act?	ALLIANCES With whom are they coordinating or cooperating?
Name, principal tasks, ascribed role of Duty-bearers / Rights-holders, including those typically at risk of being left behind Possibility to differentiate between key stakeholders (KS), veto players (VP), secondary stakeholders, domestic/foreign actors, etc.	Rights, duties, mandate, mission, incentives (what are they trying to achieve?), motivations, what objectives are they pursuing?	How do they use supporting groups and media? What is their source of legitimation? What are their power resources (access to financial resources, access to control over infrastructure, control of information and knowledge, threat, etc.)?	What are the binding relationships of dependence / influence? Differentiate four types of relationships: a) Binding dependency b) Continuous communication c) Coordinated action d) Cooperation, pooling resources
Actor 1
Actor 2
Actor 3
Actor 4
...



(3) Connectors & Dividers

Tool: Connectors & Dividers

Objective: in the frame of an actors' mapping, analyse the actors/elements that contribute to tensions (dividers) and the actors/elements that contribute to positive/constructive relationships (connectors). These elements can be related to capacity for non-violent conflict resolution, inclusiveness, political and social cohesion, respect of human rights, etc. In a second step, discuss the possible measures to enhance the power / position / number of connectors (left column) while decreasing the power / position / number of dividers (right column).

CONNECTORS / SUPPORTERS	DIVIDERS / OPPONENTS
<p>Enhance power of supporters:</p> <ul style="list-style-type: none"> • Create coalition of supporters • Enhance legitimacy • Increase access to political leaders • Increase organisational skills and competencies • Enhance awareness and capacity on human rights / gender equality 	<p>Decrease the power of opponents:</p> <ul style="list-style-type: none"> • Exploit communication opportunities for persuading the opposition of the reform goals (communication concept) • Question and check the degree of truth of oppositions' arguments • Enhance accountability for and capacity to meet human rights/gender related duties
<p>Strengthen the position of supporters:</p> <ul style="list-style-type: none"> • Persuade supporters to change • Publicise supporters' positions • Add additional policy elements • Add more benefits, remove objections • Seek common human rights based goals 	<p>Weaken the position of opponents:</p> <ul style="list-style-type: none"> • Compensate opponents • Seek common human rights-based goals • Add additional policy elements
<p>Increase the number of supporters:</p> <ul style="list-style-type: none"> • Create new alliances (! might not be the ideal remedy in any context; key to ensure that new organisation does not contribute to more fractured society) • Persuade non-mobilised groups • Attract political leadership • Change decision-making processes 	<p>Decrease the number of opponents:</p> <ul style="list-style-type: none"> • Find persuasive mediator • Change decision making process • Negotiate on other issues • Increase public support



Additional resources

Link to the new [CSPM Tool Box](#)

Link to [FCHR Shareweb](#)

Link to [SDC's Guidance on Governance](#)

The SDC's Guidance
on **Governance**



Priorities:

- 1) Promoting democratic governance, participation and accountability
- 2) Supporting decentralisation and well-functioning multi-level governance
- 3) Combating corruption on all levels
- 4) Responding to governance opportunities and challenges arising from digitalisation
- 5) Strengthening governance as a lever and transversal theme.