

F2F Meeting C&HR Network, 22 June – 26 June, 2011, Jordan

Thematic block “Working in fragile and conflict affected situations (FCA)”: Programme for two sessions (Friday afternoon, 24 June, and Saturday morning, 25 June)

Responsible for programme: CAN, JMG

Objectives for this block:

- To build common understanding on CSPM working principles, approaches and methods, as well as their practical application
- To integrate the different approaches/concepts in the work of SDC in FCA (in view of a future SDC strategic outline)
- To identify and discuss challenges, open questions and future priorities

Work hypothesis: CSPM (analysis of root causes of conflicts & strategic principles) gives the reference to work in FCA

Methodology: The sessions are organized around group discussion (based on the idea of supervision/intervision) on specific issues, key questions and challenges. Very formal presentations of case studies are not foreseen, however a number of resource persons have been asked by the organizers to prepare inputs). Many spaces for concrete exchanges on experiences and lessons learnt coming from different contexts are arranged.

<i>When?</i>	<i>What?</i>	<i>How?</i>	<i>Who?</i>	<i>Documentation</i>
14.00-15.30	<p><u>Context analysis</u> with a “conflict lens”</p> <ul style="list-style-type: none"> • Introduction to "Fragile and Conflict Affected" (FAC) as an international concept: <ul style="list-style-type: none"> ○ FCA concept within SDC / Definitions ○ The international discourse linked to FCA (WDR..etc) ○ How do we use it in our daily work? story telling from HQ and field • Added value of FCA concept in context analysis? <ul style="list-style-type: none"> ○ What is the added value of the FCA approach in your daily work? Is it relevant for you? In which sense? How do you use it? • <u>CSPM Conflict Analysis instruments</u> (Glasl, actor mapping, DNH) 	<p>Short introduction</p> <p>Short Presentation</p> <p>Short Presentation</p> <p>Story telling from group members</p> <p>Group discussion with neighbors</p> <p>Exchange in Plenary: with panel? (e.g. ...) Discussion taking into account different perspectives (HQ, field, projects)</p> <p>Short presentations</p>	<p>CAN</p> <p>HIK (1)</p> <p>ADM (3)</p> <p>CAN</p> <p>CAN</p> <p>CAN</p>	<p>DAC principles on fragile states, statebuilding guidance</p> <p>WDR 2011 Conflict, Security and Development</p> <p>SDC policy paper "How to work in fragile and conflict affected situations?"</p> <p>CSPM instruments (Intro to CSPM, tipsheet DNH + conflict analysis instr.)</p>
15.30-16.00	Coffee Break			
16.00-16.45	<ul style="list-style-type: none"> • Introduction 	-Video HLV Head of	CAN	Guidance for cooperation

	<ul style="list-style-type: none"> • Impact of conflict analysis on your <u>strategic work?</u> <ul style="list-style-type: none"> ○ What do these tools/concepts add to a classic MERV analysis? How could MERV be adapted to be more conflict sensitive? ○ How do/could you use these instruments in your practical work? Do they have an impact on your strategic reflections? ○ What did you change in your management to allow program adaptations? 	<p>division, introduction</p> <p>Group work with different perspectives (HQ, fragile context, contexts with open conflicts)</p>		strategies/MTP
16.45-17.15	<ul style="list-style-type: none"> • Exchange in Plenary: <ul style="list-style-type: none"> ○ How does CSPM approach influence your strategic decision making? ○ Does it fit into the recommendations of the DAC and WDR? 	<p>Plenary discussion with following goal: understand how a specific conflict analysis can make a difference in the planning of a programme</p> <p>Short input (comparative analysis) as sounding board</p>	<p>CAN</p> <p>HIK (2): DAC ADM (4): WDR</p>	
17.15-17.45	<p>“Specific themes” to take into account at strategic level when working in conflict contexts:</p> <ul style="list-style-type: none"> • Security Systems Reform SSR / Armed 	<p>Short introduction by resource-persons</p>	<p>(5a)</p> <p>RIEAR</p>	<p>To be defined by speakers</p>

	<p>violence and development</p> <ul style="list-style-type: none"> • Mediation track 2,3 / dealing with the past/transitional justice • State-building/peace building • Gender/ UN SC Resolution 1325 		<p>HIK</p> <p>CJF</p> <p>MJM / U. Keller</p>	
<i>When?</i>	<i>What?</i>	<i>How?</i>	<i>Who?</i>	<i>Documentation</i>
8.40-10.00	<p>“Specific themes” cont.</p> <ul style="list-style-type: none"> • What added value does SDC have in these topics? How could we integrate it in our work? 	<p>Group work</p> <p>4 group (one on each topic with resource-person) and Restitution</p>	<p>(5b)</p> <p>RIEAR</p> <p>HIK</p> <p>CJF</p> <p>MJM / U. Keller</p>	
10.00-10.30	<p>CSPM within SDC: What does CSPM imply in terms of management of a programme?</p> <ul style="list-style-type: none"> • Impact of CSPM on operational level -General COOF management -Communication • Impact of CSPM on security management • Impact of CSPM on Human resource management 	<ul style="list-style-type: none"> • Short experience based on mind map: how do I use CSPM in my COOF at the different levels • No power point, 5' max <p>-Input DPG (OPT): operational management of COOF</p> <p>-Input JTM with feedback Tshewang</p> <p>-AHU: Pakistan, security management</p> <p>-Input FGE (Mali, HR management)</p>	<p>CAN</p> <p>(6a)</p> <p>DPG</p> <p>JTM / Tshew.</p> <p>AHU</p> <p>FGE</p>	<ul style="list-style-type: none"> • Mindmaps CSPM on flipchart
10.30-11.00	Coffee break			

Annex 1: Guidance for inputs

HIK (1), (2):

Introduction:

(1) First part (Context analysis):

- (a) Presentation of FCA concept: What is it? What does it mean within SDC? (b) Focus on FCA as analysis instrument
- 5' min (no presentation restrictions)

(2) Second part (Impact of conflict analysis on strategic work):

- Based on result of the plenary discussions, make the link to 10 DAC principles: What is similar, what is different? What are recommendations of the DAC principles which are useful and have not been mentioned in the discussion?
- 5' min, no power point but cards or flipchart combined with oral feedback

ADM (3), (4):

(3) First part (Context analysis):

- What is the contribution of the international discussion (sp. WDR) to conflict sensitiveness and especially conflict analysis? How does it bring the “conflict lenses” into the development reflection and work?
- 5' min (no presentation restrictions)

(4) : Second part (Impact of conflict analysis on strategic work):

- Based on result of the discussion, make the link to strategic recommendation of the WDR: What is similar, what is different? What are recommendations of the WDR which are useful and have not been mentioned in the discussion?
- 5' min, no power point but cards or flipchart combined with oral feedback

RIEAR; HIK, CJF; MJM/U. Keller (5):

(5a) Specific themes (Security Systems Reform SSR / Armed violence and development; Mediation track 2,3 / dealing with the past/transitional justice; State-building/peace building; Gender/UNSC Resolution 1325) introduction:

- Introductory “flashes”: What is it all about? What would it mean practically for SDC? Why is it important?
- 5' min (no presentation restrictions, but as creative as possible)

(5b) Specific themes, group discussion:

- Each speaker decides which specific issue within the theme she/he wants to discuss in group work
- Goal of the discussions: to define what added value SDC has in the chosen topic. To define how this topic could be integrated or reinforced in SDC work.

DPG, AHU, JTM, FGE (6):

(6a) CSPM within SDC - Introduction:

- Short “flashes” with personal experience (see also guiding questions for group work below under 6b). Reference to CSPM mind map (see following attachment). Story telling about what was concretized in the given context.



Mindjet
Manager_1.pdf

- Goal of the short presentation: to give on practical example to illustrate what CSPM can mean in practice with regard to given topic (General management, HR management, Security Management)
- 5' min, no power point

(6b) CSPM within SDC – Group work, guiding questions:

- Goal of group work: Collect good practices and lessons learnt to present in plenary
- DPG: How do we use CSPM in our COOF at the operational level? What did it change practically in our work? What are your dilemmas and how do you deal with them?
- AHU: How did we ensure the security of our staff, partner organizations and beneficiaries in a conflict sensitive way in order to “stay engaged”? (if possible with focus on physical and “psycho-social” security). How do you protect your staff and ensure safe spaces? What are your dilemmas and how do you deal with them?
- JTM: How can we communicate in a conflict sensitive ways in a political tensed context? Why is it important to do it? What are your dilemmas and how do you deal with them?
- FGE: How did we link our human resources management to our conflict analysis (in terms of recruitment, trainings, psychosocial issues. etc)? What specificities are to be considered in a fragile or conflict context? What are your dilemmas and how do you deal with them?

Annex 2: Guiding Questions of Block 2

Conflict Analysis

- Framework / state of the art in international discussion (DAC, WB, etc), presentations, story telling
- Conflict analysis
 - Discussion about fragile state (what is the added value of this concept in terms of analysis)
 - Presentation of other instruments of conflict analysis (conflict tree, actor and themes mapping, escalation steps after Glasl, DNH)
- Questions
 - Do we all have the same understanding on the meaning of FCA?
 - How do you use these concepts and instruments? Are they useful for you? Are you missing some instruments?
 - How does the use of these instruments impact on your practical work? At which level (strategic, operational, etc.)?

Impact of CSPM on strategic level

- Questions
 - How do you link conflict analysis with decisions regarding country strategy/MTP? (Group work with specific perspectives: multi / dev / HH): Does the specific analysis based on CSPM bring any change at all? Do you only take the root causes in consideration or also the specific actors and themes as well as the triggers of the analyzed conflict? How do we work with non classical actors (spoilers as armed groups, rebel groups, war lords, extremist religious leaders, etc.)
 - What about themes which are specific to conflict situations? SSR, psychosocial work, transitional justice, dealing with the past? Is SDC the right actor to deal with deal? What are our experiences?
 - What are your experiences with the practical implementation of the 10 DAC principles and/or GHD at strategic level?
 - What are the key challenges and dilemmas linked to the Whole of Government Approach?
 - Who does CSPM impact on the choice of strategic development instruments (SWAPs, direct implementation, etc.)?

Impact of CSPM on operational level

- Questions: Did you ever use the instrument DNH? If yes, what are the experiences? Project-by-project adaptation? What are dilemmas you are confronted with? How do you deal with them?
- Did you need to adapt your management instruments to the conflict situation? What did you change in terms of PCM?

Impact of CSPM on security management

- Questions: How do you deal with security issues in order to “stay engaged”? How do you protect you staff and ensure safe spaces? What are your dilemmas and how do you deal with them?

Impact of CSPM on human resources management

- Questions: Do you link your resource management to your conflict analysis (in terms of recrutement, trainings, psychosocial issues. etc)? What specificities are to be considered in a fragile or conflict context?
- *Wrap up for* (To identify and discuss challenges, open questions and future priorities)
- What about the CSPM concept, approach, methods? Do you use it? How shall we adapt it?
- What issues do you want to follow-up, on conceptual, practical level? With which modality (training, coaching, supervision, intervision)?