



Welcome to our Virtual Training on Conflict Sensitivity

SDC Regional Office – Horn of Africa

Module 2 – Tuesday 1 Sep. 2020





Learning objectives of Module 2



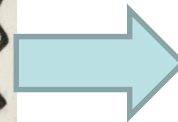
- (1) Link the CSPM approach with the Comprehensive Risks Management approach; **deepen the understanding of the added value of conflict sensitivity in SDC's supported projects, programmes and processes;**
- (2) Integrate conflict sensitivity within SDC's institutional processes and documents like **Entry Proposals, Credit Proposals, Annual Reports, Cooperation Programmes** and their monitoring systems.

Agenda of Module 2

MORNING SESSIONS [Nairobi time]	AFTERNOON SESSIONS [Nairobi time]
Check-in: 08.45	Check-in: 13.25
Session 1: 09.00-09.55 Comprehensive Risk Management & CSPM	Session 5: 13.30 – 15.10 CSPM in AR, MERV, Cooperation Programme
Session 2: 09.55-10.15 FCHR Unit, FCHR Network, CSPM Platform	Session 6: 15.10 – 15.40 PGE themes in monitoring system, ARI / TRI
Break: 10.15-10.45	Break: 15.40 – 16.00
Session 3: 10.45-12.00 CSPM and conflict sensitivity in entry proposals and credit proposals	Session 7: 16.00 – 16.25 Offers for further deepening and involvement, incl. CSPM in communication & policy dialogue
Session 4: 12.00-12.15 Work plan update and wrap-up	Session 8: 16.25 – 17.00 Work plan, priorities and next steps
Lunch break: 12.15 – 13.25	Closure: 17.00 pm



Our rules for joint learning and interaction



Virtual Training on Conflict Sensitivity & CSPM

SDC's Regional Office – Horn of Africa

Module 2 – Tuesday 1st September 2020

Session 1:

Linking SDC's Comprehensive Risk Management with Conflict Sensitivity and the CSPM approach

Vesna Roch, Policy Advisor FCHR

SDC's Mandate in Fragile Contexts

Fragility as the combination of exposure to risk and insufficient coping capacity of the state, system and/or communities to manage, absorb or mitigate those risks.

SDC's mandate in fragile contexts:

- (1) Reduction of the causes of fragility and violent conflict;
- (2) Strengthening of government-society and inter-community relations;
- (3) Enhancement of the protection, respect and enjoyment of human rights.



Peacebuilding and Statebuilding Strategy
for SDC's work in fragile and conflict contexts



SDC's Guidelines for Risk Management 2018

Contextual risk:

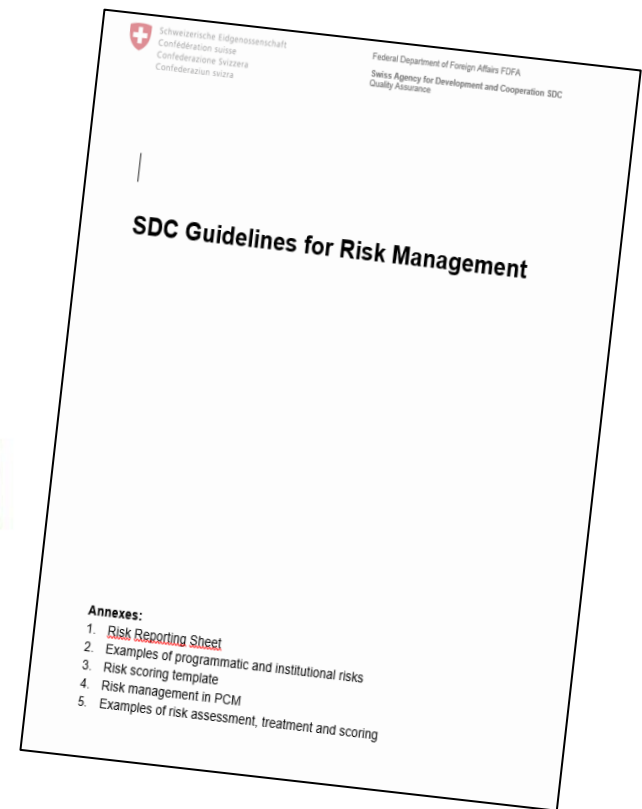
Risks of state failure, return to conflict, development failure, humanitarian crisis. Factors over which external actors have limited control.

Programmatic risk:

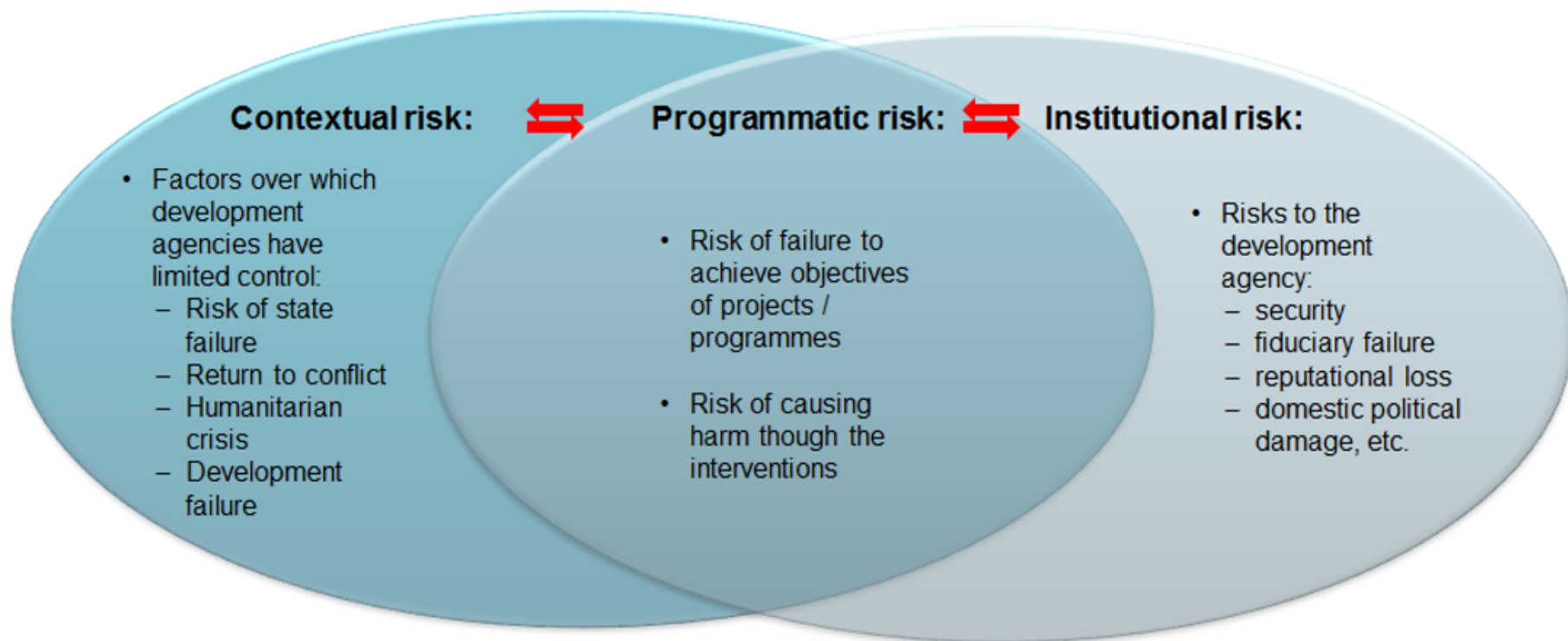
Risk of failure to achieve programme aims and objectives. Risk of causing harm through intervention.

Institutional risk:

Risks to the aid provider: security, fiduciary failure, reputational loss, domestic political damage etc.

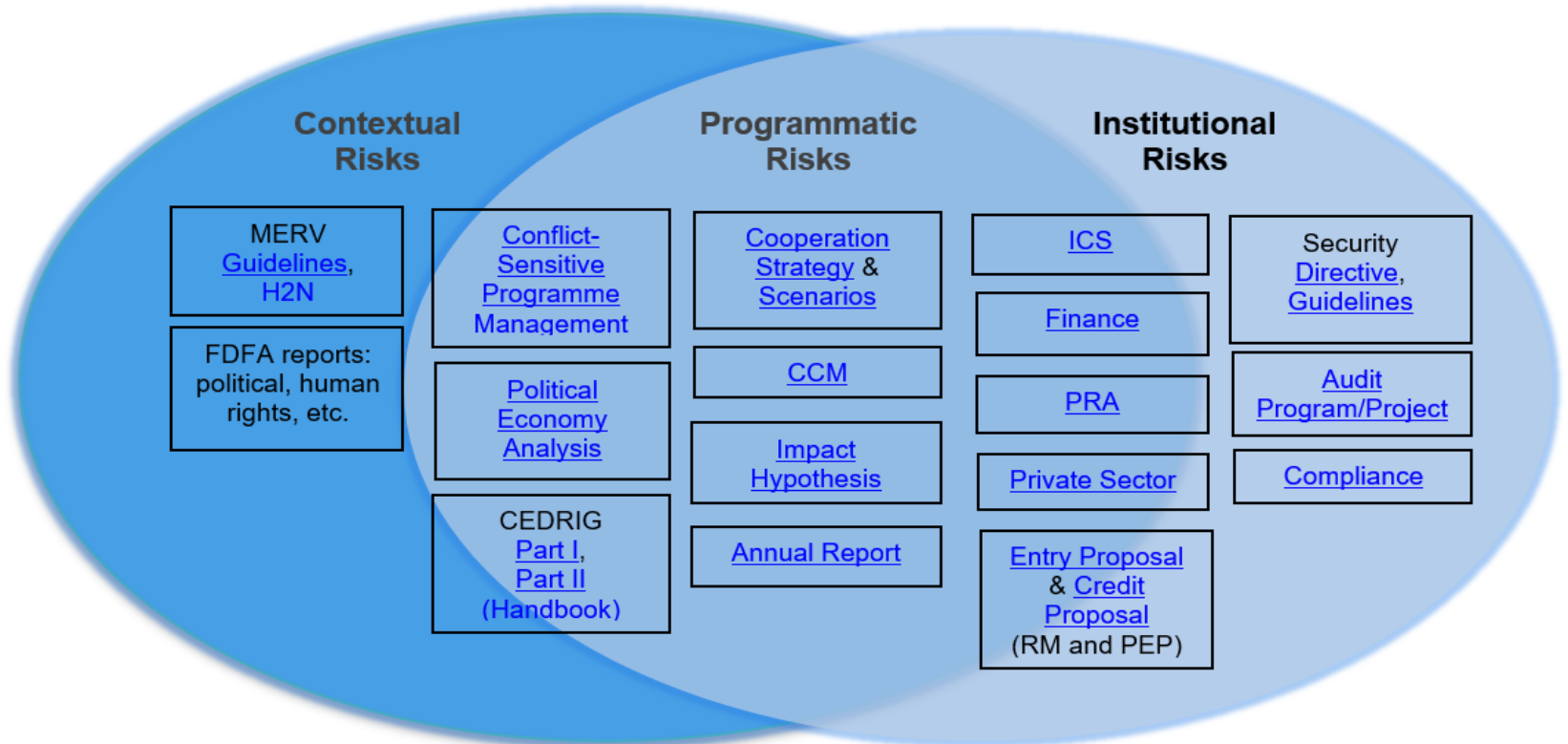


Comprehensive Risk Management – Copenhagen Circles





SDC / FDFA key instruments for Risk Management



Linking Risk Management with Conflict Sensitivity & CSPM

With each opportunity for fragility reduction =>
respective risks must be addressed;

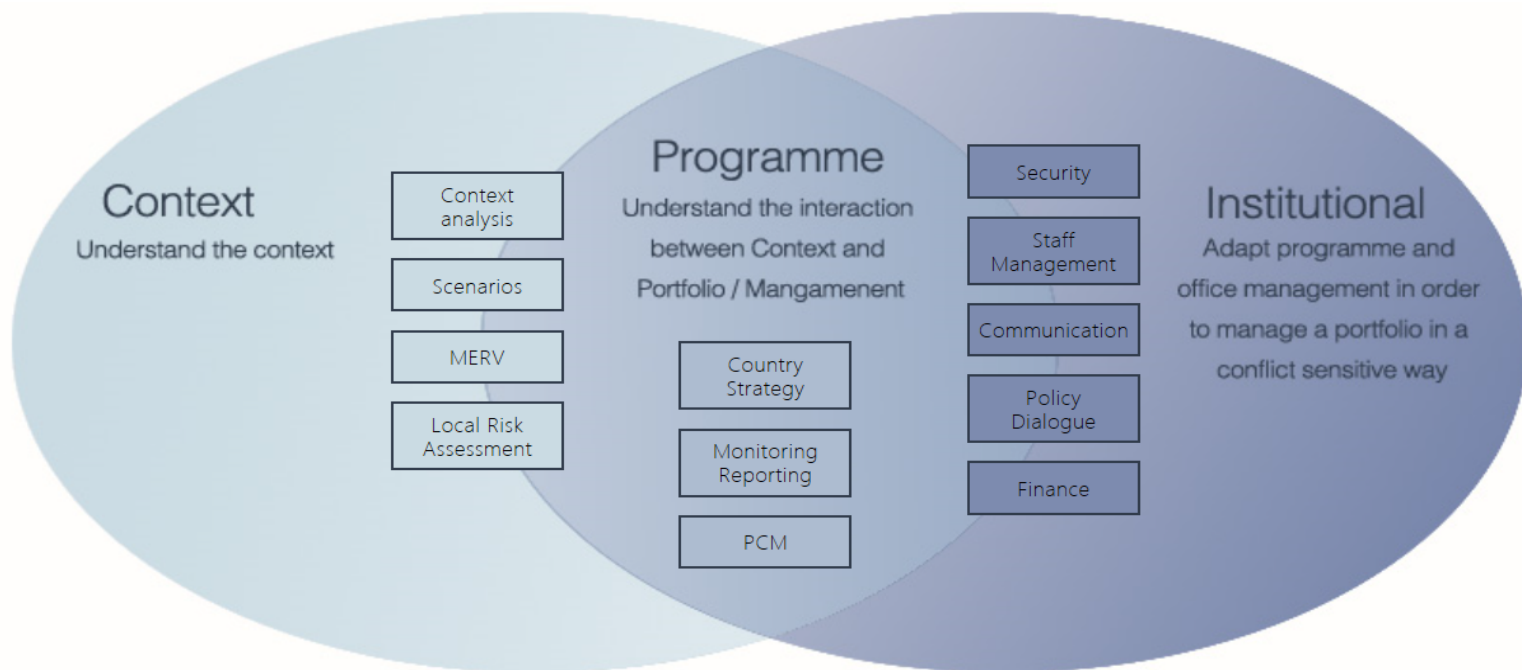
Conflict-sensitivity is an approach to risk management;

CSPM tools are part of the Risk Management system;

Integrating CSPM at contextual, programmatic and
institutional levels is a ways to prevent, address and
mitigate the risks of conflict and violence.



Conflict Sensitive Management – CSPM





Conflict Sensitivity and CSPM

Efforts, methods and tools for working in conflict-affected areas, with the aim to: (1) **reducing the risk that aid unintentionally contributes to the escalation of violent conflict (do no harm)**, and (2) contributing to de-escalation of existing conflicts instead.

Conflict sensitivity consists of being aware that our work, presence and behaviour **can potentially have positive and negative effects on the context and on the people.**

Conflict sensitivity helps us to **staying engaged** in a given context, even if there is an escalation of political violence.

Group Discussion on the links between Risk Management and Conflict Sensitivity / CSPM

Please share concrete examples from your environment illustrating the link between conflict sensitivity and risk management

(20 minutes exchange)

List of participants in Teams A & B

TEAM A

- Abdikarim Aden Daud
- Addis Kebede
- Berhanu Ertiro
- Bihawa Swaleh
- Davide Vignati
- Jarrah Apollonia Martha Peter
- Kunow Abdi
- Lelena Abate
- Lydia Wetugi
- Nimo Jirdeh

Facilitator => Vesna Roch

TEAM B

- Chris Middleton
- Cyprian Nyamweno
- Ella Kinyua
- Ibrahim Hussein
- Kerstin Tröster
- Larissa Meier
- Lense Bonga
- Lillian Kilwake
- Meron Getachew
- Thomas Oertle
- Wangechi Muriithi

Facilitator => Laura Bott

Silent restitution in plenary

Key illustrations on using a CSPM approach to manage and mitigate risks

White boards from
Team A and Team B



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Session 2:

**Introduction of the FCHR Unit & Network,
Shareweb, CSPM & HRBA Platform,
Cluster Peace, Governance & Equality - PGE**

Laura Bott, Senior Policy Advisor, Head of Unit FCHR

SDC Fragility, Conflict and Human Rights Unit

Laura Bott, Head of Unit

Barbara Affolter
Inanna Göbel-Bösch
Jessica Francey
Martina Schmidt
Mawoussi Mauron
Vesna Roch

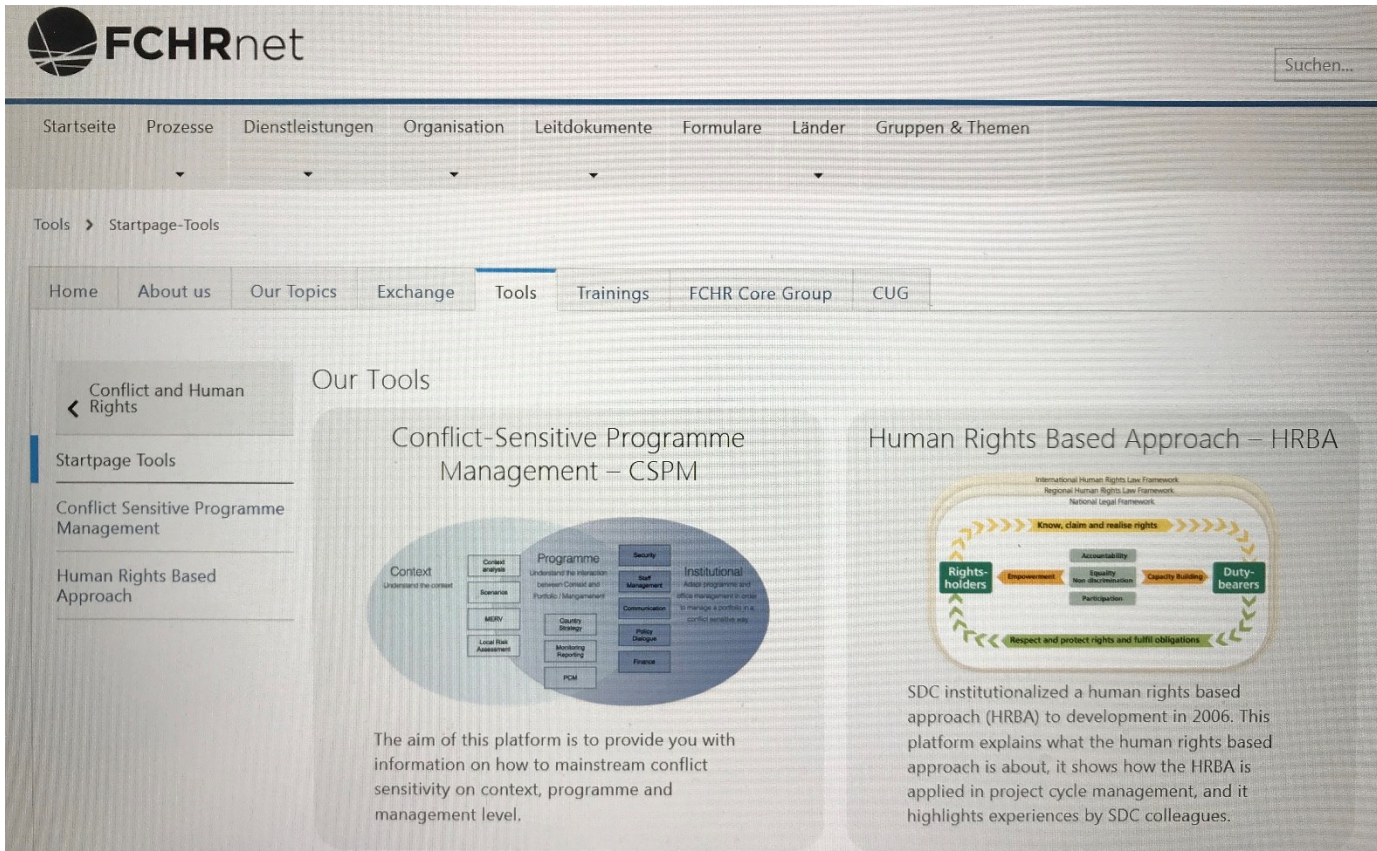




SDC Fragility, Conflict and Human Rights Network – a community of practice around the world



FCHR Shareweb – CSPM & HRBA online Platform



The screenshot shows the FCHRnet website interface. At the top, there is a search bar and a navigation menu with items like 'Startseite', 'Prozesse', 'Dienstleistungen', 'Organisation', 'Leitdokumente', 'Formulare', 'Länder', and 'Gruppen & Themen'. Below the menu, there is a 'Tools' section with a sub-menu containing 'Home', 'About us', 'Our Topics', 'Exchange', 'Tools', 'Trainings', 'FCHR Core Group', and 'CUG'. The main content area is titled 'Our Tools' and features two primary diagrams:

Conflict-Sensitive Programme Management – CSPM

The CSPM diagram is a circular flowchart divided into three main sections: Context, Programme, and Institutional.
Context (Understand the context) includes: Conflict analysis, Socioeconomics, MRV, and Local Risk Assessment.
Programme (Understand the interaction between Context and Institutional Management) includes: Quality Strategy, Monitoring Reporting, and PCM.
Institutional (Address programme and office management to create a portfolio in a conflict sensitive way) includes: Security, Staff Management, Communication, Policy Design, and Finance.

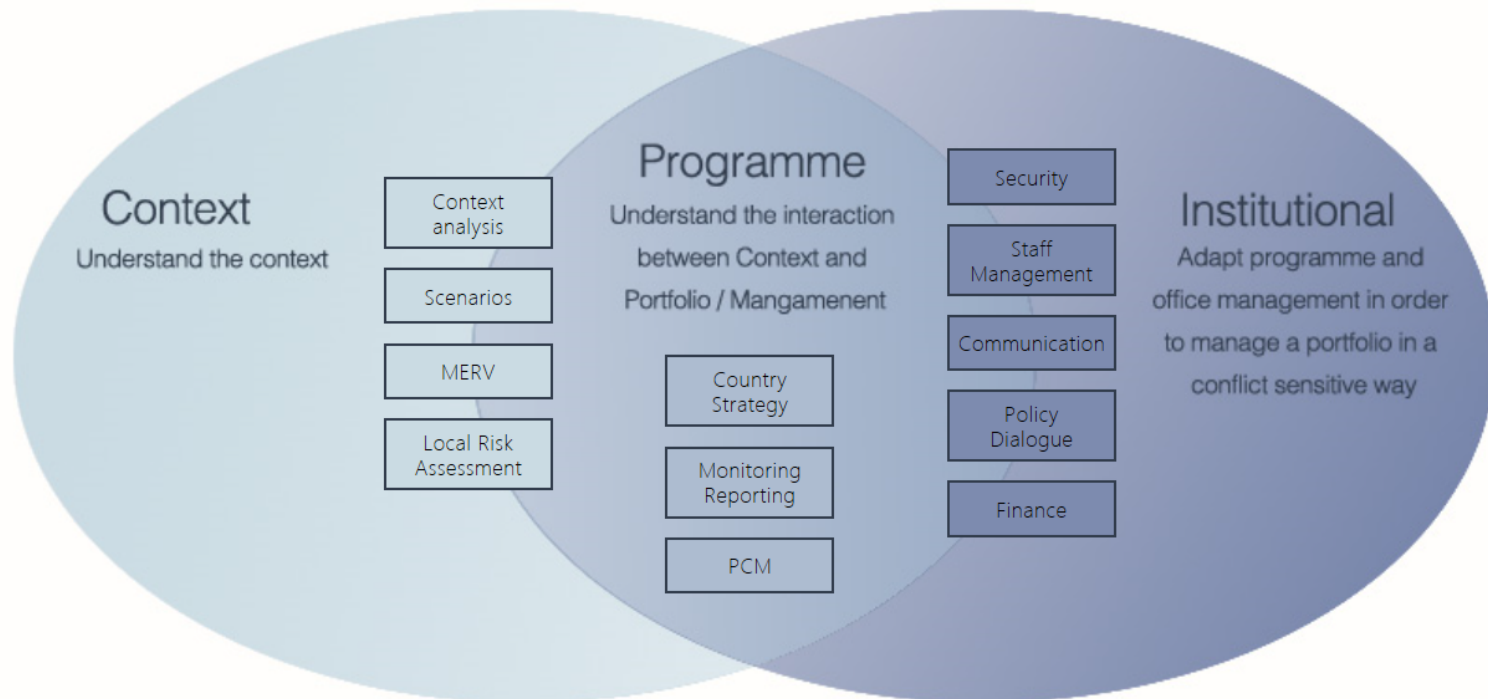
The aim of this platform is to provide you with information on how to mainstream conflict sensitivity on context, programme and management level.

Human Rights Based Approach – HRBA

The HRBA diagram is a circular flowchart showing the relationship between Rights-holders and Duty-bearers.
Top arc: Know, claim and realise rights.
Bottom arc: Respect and protect rights and fulfill obligations.
Center: Accountability, Equality Non-discrimination, Capacity Building, and Participation.

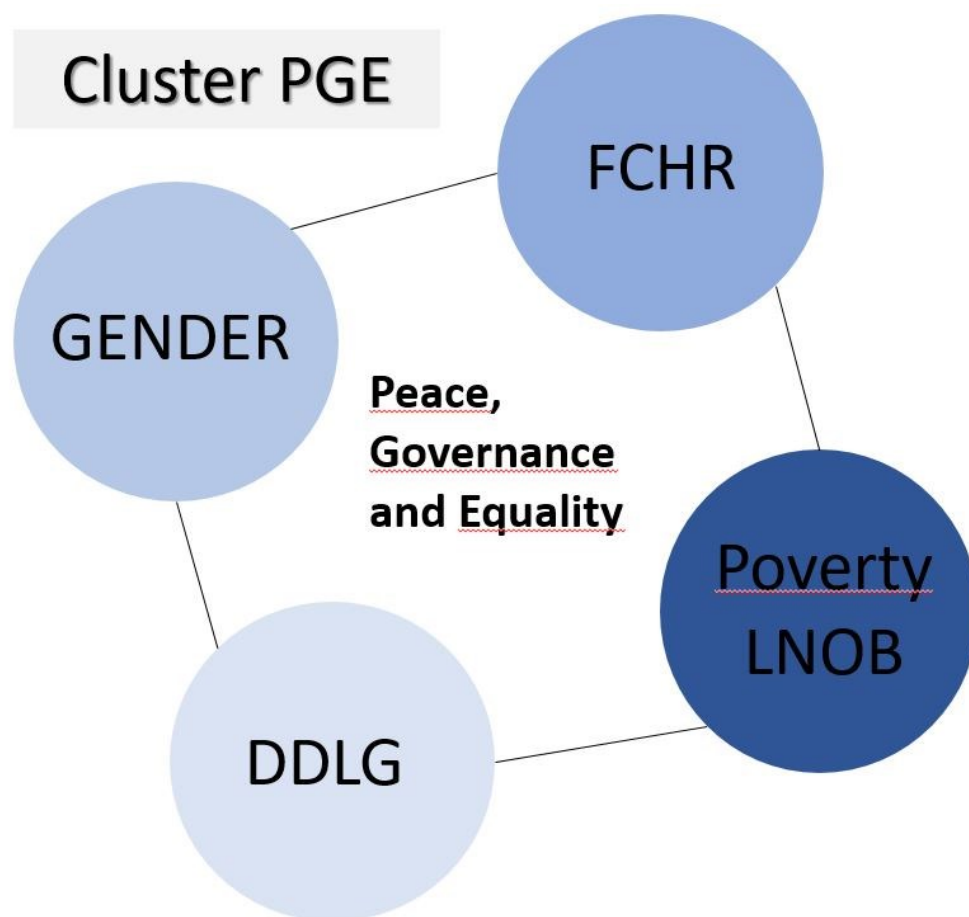
SDC institutionalized a human rights based approach (HRBA) to development in 2006. This platform explains what the human rights based approach is about, it shows how the HRBA is applied in project cycle management, and it highlights experiences by SDC colleagues.

CSPM Online Platform for Conflict Sensitive Programme Management



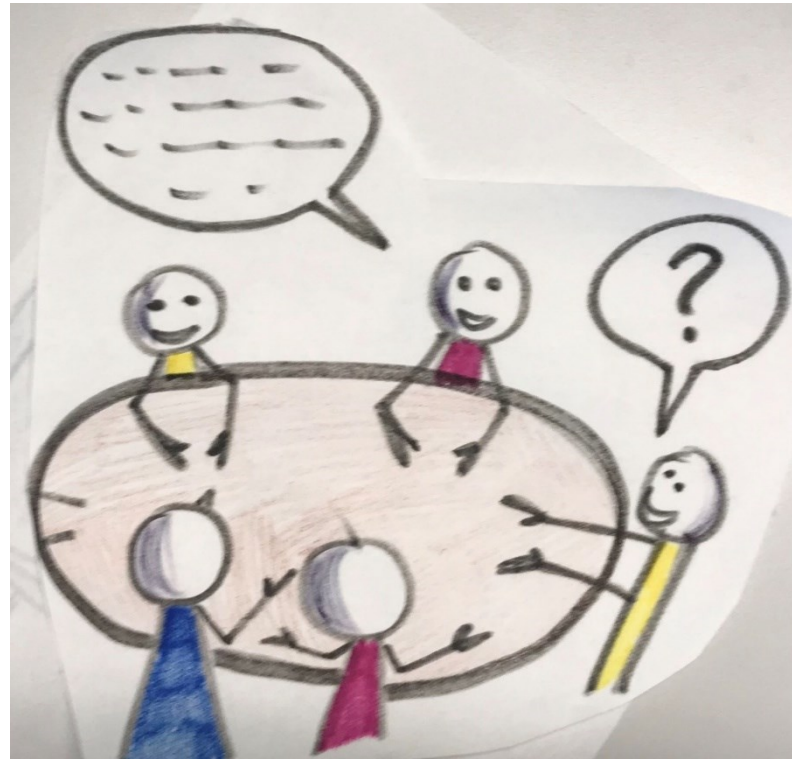
<https://www.shareweb.ch/site/Conflict-and-Human-Rights/startpage-tools/cspm-tool>

Cluster Peace, Governance and Equality (PGE)





Questions & Answers



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Session 3:

Integrating conflict sensitivity and CSPM in Entry Proposals and Credit Proposals

Vesna Roch, Policy Advisor FCHR



Integrating CS & CSPM in Entry Proposals (EP)

1. **Context**
2. **Relevance**
3. Coherence with strategic framework
4. Objectives
5. **Intervention strategy**
6. Scaling-up and sustainability
7. Beneficiaries and outreach
8. Partnership
9. Duration and budget
10. Tender process
11. **Risks & opportunities assessment**
12. Open issues

The image shows a scanned document titled "ENTRY PROPOSAL No. 7F-10010". The form is from the Swiss Agency for Development and Cooperation SDC (Schweizerische Eidgenossenschaft / Confédération suisse / Confederazione Svizzera / Confederaziun svizra). It contains the following information:

Date:	05.02.2018	Reference:	
Country:	Afghanistan		
Organizational unit:	Swiss Cooperation Office Afghanistan		
Project Title:	Afghanistan Quality Learning (AQL)		
Expected duration:	from 01.01.2019 to 31.12.2024		
Budget frame:	CHF 12'000'000		

The form also includes sections for "APPLICANT", "AUTHORITATIVE DECISION", and "RELEASE (User status appr.)". The "APPLICANT" section is signed by the Head of Division or Section (MDR). The "AUTHORITATIVE DECISION" section is signed by Thomas Gass (GTO). The "RELEASE" section is signed by the Person Responsible. The form is dated 05.02.2018 and includes a distribution list: SCOA (KX, WZA, SHISU), SASIA (KHT, BYD). The version is April 2018, and the document is from the Division Corporate Financial Planning and Consulting (abbeurgn@fdm.admin.ch).

Integrating CS & CSPM in Credit Proposals (CP)

0. Fact sheet
1. **Context**
2. Strategic orientation
3. **Stakeholders assessment**
4. Objectives and impact hypothesis
5. **Intervention strategy**
6. Ressources
7. **Risks management**
8. **Monitoring & steering**
9. Proposal
10. Mandatory annexes (e.g. **logframe, risk assessment**)

Parallel Group Work on the Integration of CSPM in Entry Proposals and Credit Proposals

Questions to be discussed:

- (1) On the basis of the discussions and learnings in Module 1, what are key processes / activities to realise in order to integrate CSPM ?
- (2) Based on the discussions of this morning, how would you integrate CSPM better in the next EP and CP of your domain?

List of participants in Teams A & B

TEAM A => Governance Domain and Food Security Domain

- Abdikarim Aden Daud
- Addis Kebede
- Berhanu Ertiro
- Bihawa Swaleh
- Davide Vignati
- Jarrah Apollonia Peter
- Kunow Abdi
- Lelena Abate
- Nimo Jirdeh
- Séverine Weber

Facilitator => Vesna Roch

TEAM B => Health Domain and Protection / Migration Domain

- Chris Middleton
- Ibrahim Hussein
- Kerstin Tröster
- Larissa Meier
- Lense Bonga
- Lillian Kilwake
- Lydia Wetugi
- Meron Getachew
- Thomas Oertle
- Wangechi Muriithi

Facilitator => Laura Bott



Short restitution and cross-fertilizing

Summary with White Boards

Team A: 5 minutes then
Team B gives feedback

Team B: 5 minutes then
Team A gives feedback

Wrap-up



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Session 4:

From the Action Plans @ Project Level
to the Actions Plan @ Institutional Level

Action Plans at Project Level (from Module 1)

HEALTH

- CSPM in M&E is relevant and needs to be deepened -> what SDC needs + can do
- **How to apply tools practically given limited human resources** (what needs to be done by SDC and by the IPs)
- **Exchange with IP on how CSPM/risk analysis is being applied.**
- **Maybe CSPM course for our partners once live-training is possible again.**
- **Include conflict and risk analysis systematically during OC + a budget line allowing for regular conflict analysis / risk matrix update.**
- **Perform interaction analysis by SDC during EPR in view of next phase (?) and/or by impl. partner e.g. prior to annual reporting.**

GOVERNANCE

- **Engage/strengthen partners on their CSPM capacities/skills.**
- **Lobbying ; role and approach of SDC towards partners/government.**
- Donors engaging the WB to play a more constructive role in the constitution making and clarification of fiscal matters.
- **More CS (lenses), e.g. in preparing the new phase** of the inclusive accountable governance program.
- **Mid-term review and end-of-phase report** for JPLG.

PROTECTION / MIGRATION

- **Actor mapping for the project DSDAC.**
- **Identify CSPM entry points in our ongoing projects (at different stages in PCM).**
- Question: more detail on conflict sensitive indicators needed, e.g. concrete examples or best practice from other SDC contexts?
- **Organize CSPM workshop for partners and SDC project lead, would that be possible?**
- **In-depth risk and conflict analysis for regional programme Durable Solutions with partners - bring all partners on the same page**

FOOD SECURITY

- Relationship between FAO and Ministry of Livestock - involvement of ministry in implementation.
- The implication of association on the question of inclusion - fodder producers into associations.
- **Conflict analysis and how reflections can be put as part of the project implementation, monitoring and evaluation. Include the outcome of the discussion with the partner** in the upcoming mid-term programme review.
- Question of gender and inclusion and diversity of project teams - follow up on the outcome of the gender analysis.

Action Plan at Institutional Level

CONFLICT SENSITIVITY / CSPM IN THE ENTRY PROPOSALS & CREDIT PROPOSALS	Lead / time
<ul style="list-style-type: none"> • Resources to conduct in-depth conflict analysis & context analysis before elaborating EP / CP • Choice of who does the CSPM analysis impacts on the process results => the perspective changes! • Joint analysis with partners versus outsourcing to external consultants • Tool “Stakeholders Analysis” => show the interlinkages / interrelations between actors in EP / CP • Engage our partners upfront in the design process, already in the ProDoc, with 1-page on CSPM & the risk matrix annex • Integrating transversal themes like Gender and DDLG, it would be useful to develop a “CSPM Checklist” • When the project implementation starts, the situation evolves, interactions change, need to adjust and adapt to this evolution • Use studies foreseen for the inception phase of a project (EP) to integrate conflict sensitivity / CSPM aspects • How do we collect information from hard-to-reach areas where only local partner can access but have limited capacity? • It is a continuous process. Need to include, in the CPs, information on how the changes in the context will be monitored and managed during the implementation, and how the programme will be adapted accordingly. 	
SPECIFIC CHALLENGES	
<ul style="list-style-type: none"> • Engaging with multilateral donors / multi-donor trust funds => role of SDC in the policy influencing, policy dialogue, support to capacity / competence building / alliance with HQ / field for further learning and exchange with other countries, find entry points (own strategies of the organization, internal champions) and use opportunities (workshop with authorities and other implementing partners), be vocal on CS in the dialogue • Capacity building on Conflict Sensitivity / CSPM in-house and with the different implementing partners • Division of roles and responsibilities related to conflict sensitivity / CSPM between SDC/Embassy (policy influencing, capacity building, selection of implementing partners, awareness raising, being vocal, etc.) and Implementing Partners (monitoring, early warning, quality of information, timely communication) 	