



# Conflict Sensitivity Strategy

*for RESPECCT Consortium Members*

*RESPECCT - Programme de Résilience Économique et Sociale des Populations de  
l'Est face aux Conflits et Changements Climatiques au Tchad*

## Table of Contents

<b>I. Background.....</b>	<b>3</b>
<b>II. Context.....</b>	<b>4</b>
<b>III. Conflict Scans.....</b>	<b>5</b>
<b>IV. Capacity building.....</b>	<b>6</b>
4.1. Startup (Foundational) Training on Conflict Sensitivity.....	6
4.2. Conflict Sensitivity Focal Groups.....	6
4.2.1. Focal Groups mechanism.....	7
4.2.2. Criteria for Focal Groups.....	7
4.2.3. Establishment and functioning of Focal Groups.....	7
4.3. Conflict Sensitivity Refreshers.....	8
4.4. Conflict Sensitivity Orientation.....	9
<b>V. Advisory and Technical Support.....</b>	<b>9</b>
5.1. Regular Sessions with Focal Points.....	10
5.2. Pre-scheduled Periodic Sessions.....	10
5.3. On-demand Sessions.....	10
<b>VI. Tools.....</b>	<b>10</b>
6.1. Conflict Sensitivity Factsheet.....	10
6.2. Context Update Guiding Questions.....	11
6.3. Conflict Sensitivity Checklist.....	11
6.4. Conflict Sensitivity Score Card.....	11
6.5. Conflict Sensitivity Code of Conduct.....	12
<b>VII. Timeline (operational plan of the strategy).....</b>	<b>12</b>
<b>VIII. Annexes.....</b>	<b>15</b>

## I. Background

A consortium led by Concern Worldwide (Concern), including Search for Common Ground (Search) and International Rescue Committee (IRC), is implementing the RESPECCT project (Programme de Résilience Economique et Sociale des Populations de l'Est face aux Conflits et au Changements climatiques au Tchad) in the provinces of Wadi Fira, Ouaddaï and Sila, in eastern Chad. These provinces have historically seen large numbers of refugees from previous crises in Sudan, which have increased considerably in the face of the new crisis, creating a complex humanitarian and development environment with profound insecurity and an erosion of social cohesion. The overall objective is to strengthen the resilience of communities affected by forced displacement, climatic hazards and community conflicts in Eastern Chad in the short, medium and long term.

Search is coordinating the implementation of the project's Outcome 3, which aims to strengthen capacities and systems for the management, prevention and transformation of inter- and intra-community conflicts, paying particular attention to gender-based violence (GBV) and gender inequality. Search provides technical support for the design, implementation, monitoring and evaluation of the project's peace component and conflict sensitivity approach. Search produces the following outputs:

- Result 1: An in-depth analysis of the conflict context, culminating in a report and a mapping of conflict peace actors in intervention zones and programmatic entry points
- Result 2: An intervention strategy is defined for the peace component of the programme, including the selection of local partners, a support plan for selected partners, and the elaboration of the strategy itself.
- Result 3: A conflict sensitivity strategy and associated implementation plan are produced for the consortium, drawing from the logical framework of the entire program
- Results 4 & 5: Technical support to local partners and the consortium to implement the peacebuilding and conflict sensitivity strategies, respectively

This document describes the conflict sensitivity strategy for RESPECCT Consortium organization members, developed on the basis of the results of the conflict analysis and the initial conflict sensitivity workshop held on 4 and 5 September 2023 in N'Djamena at Concern's office. It is tailored to the needs of the project and consortium members and to the realities on the ground in eastern Chad. It provides a series of approaches, tools and methodologies to support consortium partners, as well as an action plan for Search's technical support to other consortium partners. The Conflict Sensitivity Strategy will examine the potential unintended positive and negative consequences of the RESPECCT programme and outline approaches and measures to be adopted by consortium partners to not only mitigate negative impacts, but also multiply positive impacts. Particular attention will be paid to taking

account of intersectional conflict dynamics. The strategy will be validated and adopted at a participatory workshop bringing together the members of the consortium.

## II. Context

The conflict analysis highlights the main issues in the provinces of Wadi Fira, Sila and Ouaddaï. These include humanitarian crises, community tensions, armed conflicts, tensions between farming and herding communities, and the effects of climate change. In addition, the influx of new refugees and "displaced persons" since the start of the crisis in Sudan in mid-April 2023 has significantly affected local residents in these provinces and compounded the problems experienced with the already high number of refugees. The study indicates that more than half of those surveyed feel affected by the arrival of refugees, which has undermined the sharing of resources and led to problems such as land shortages, the felling of trees for firewood, water shortages and inflation in the price of basic goods.

The study also shows that the most significant conflicts in these provinces relate to the use of natural resources. These are followed by community and ethnic tensions, land disputes and problems relating to the management and movement of livestock. These tensions often put a strain on relations between local residents and new arrivals, particularly refugees. When conflicts arise, local people often seek to resolve them through their traditional chiefs. These figures are seen as key mediators, particularly at village level. The survey shows that these conflict resolution mechanisms are widely respected in all three provinces.

In terms of social cohesion, certain factors favour peaceful coexistence in these provinces, such as community activities around markets, religious establishments, sports and entertainment. However, some of these same factors, such as land management and religious institutions, can also be divisive. When it comes to violence, the majority of respondents, 90%, believe that it is not a viable means of promoting their interests or those of their community. The survey data shows that 87.2% in Wadi Fira, 95.5% in Ouaddaï and 88.1% in Sila share this sentiment.

Although humanitarian efforts are generally perceived positively, an average of 28% perceive them as having a negative impact. Despite this generally positive reception, the conflict analysis highlights that there is a significant risk that humanitarian support could exacerbate existing tensions.

It is important to note that the context of Wadi Fira province is very different to that of the other two provinces and particular attention needs to be paid to ensure that all work is conflict sensitive. The following unique dynamics have been observed in Wadi Fira:

- Project staff and humanitarian workers must obtain the prior consent of the canton chief before coming into contact with certain sensitive groups.
- There is a strong hierarchy of social classes, which can pose problems for humanitarian efforts.
- Cultural norms limit direct communication between men and women, regardless of their role as aid workers.
- There are unequal power dynamics within the community in Wadi Fira.

Search's conflict sensitivity strategy envisages the full integration of conflict sensitivity into all facets of the RESPECCT project. It draws on lessons learned from the conflict analysis

and planned updates of the context and conflict analyses throughout the project to ensure the consistent applicability and adaptation of conflict sensitivity measures. This strategy will use four interconnected approaches:

1. Provide an update on the conflict context through Conflict Scan based on the results of the conflict analysis already carried out.
2. Build the capacity of the RESPECCT team to integrate effective conflict sensitivity methods into all aspects of the project,
3. Provide technical advisory support to the project team during implementation.
4. Design tools to help the RESPECCT team integrate conflict sensitivity seamlessly into the project implementation process.

### III. Conflict Scans

#### Continuous context updating :

The eastern province of Chad is facing heightened tensions and the risk of conflict as a result of the situation in Sudan. This is why Search has pioneered the use of 'conflict analysis' methodology to disseminate up-to-date information on changing conflict dynamics, particularly in areas where community perspectives (on violence, the humanitarian work of organisations, relations between communities, etc.) are poorly understood by stakeholders, putting them at risk of unintentionally exacerbating tensions.

Conflict Scan is a simplified but effective search technique designed to :

- To highlight recent changes in the context, as a complement to in-depth analyses
- Documenting the views and experiences of the population and political decision-makers.
- Regularly adjust the implementation of a programme to ensure conflict-sensitive delivery.

Ideally, a conflict analysis should take no longer than three months to complete. Preliminary planning and background work may take longer due to the dynamics of local conflicts.

As part of the RESPECCT project, Search is committed to conducting annual Conflict Scans, subject to the availability of resources. After each Conflict Scan, the consortium will be informed of the results:

- Full conflict analysis report (up to 15 pages): This includes a site summary highlighting key conflict findings and stakeholder recommendations, as well as a detailed section on research findings, analytical observations, conclusions and advice.
- A summary of the methodology applied, with reference appendices for detailed methodologies and information on the approach. The appendices should contain all relevant supplementary data: tools, extracts of significant data, etc.

- PowerPoint presentation: visual presentation of the study results.

## IV. Capacity building

Capacity building in conflict sensitivity includes training and 'sensitising' staff to understand the fundamentals of conflict, to appreciate the unique characteristics of conflict in their operational area and to take informed action. This implies a willingness to use a conflict-sensitive lens in the delivery of the whole project cycle, including community targeting, recruitment, procurement and communication in a way that is distinct from standard organisational practice.

Search's objective is to strengthen the RESPECCT project team's understanding of conflict sensitivity and enhance their expertise in integrating effective conflict sensitivity methods into the various project tasks. Search will also help the team to develop conflict sensitivity reflexes so that they can act independently and progressively throughout the project. This empowerment will take place through four structured levels of capacity building efforts:

### 4.1. Startup (Foundational) Training on Conflict Sensitivity

This initial three-day session demystifies the essence of conflict sensitivity. Participants are provided with conflict analysis tools, enabling them to gain an in-depth understanding of the context in which they operate. By the end of the course, participants will have a number of tools ready for immediate integration into a project. The course covers the fundamental concepts of conflict, analysis and sensitivity, combining group dialogue, case reviews, role simulations and knowledge exchange. The course typically involves 15 to 20 participants over 2 or 3 days. It also provides an opportunity to assess the readiness and zeal of individual participants to dive deeper into this strategy, potentially taking on a pivotal role within their organisation.

Training is scheduled at the start of the project, including initial training for management staff and follow-up training once all field staff have been recruited, then refresher courses will be organised, on a rotational basis in the three provinces.

### 4.2. Conflict Sensitivity Focal Groups

The RESPECCT project will set up conflict sensitivity focal groups in each of the intervention provinces, in particular Sila, Ouaddai and Wadi Fira. In addition to the 3 provinces, another focal group will be set up in N'djamena. These groups, of which there will be four, will be made up of staff from IRC, Concern and local partners from the programme and support departments, ensuring a balanced representation of the sexes. Focal group members will undergo training at two (2) levels: comprehensive capacity building training, both online and face-to-face, covering understanding conflict sensitivity and capacity building on a range of specific topics (e.g. conflict analysis tool). They will then act as Conflict Sensitivity Advisors within their organisation, responsible for its implementation and the training of their colleagues. Their key role is to assimilate conflict sensitivity within their organisation, update the context, promote awareness, guide peers and align behaviours with project objectives. In addition, they may seek technical assistance from the Search team for further reflection if required..

### 4.2.1. Focal Groups mechanism

Each focal group in Sila, Ouaddaï and Wadi Fira will meet at least every two months to discuss context updates using the "Context Updates Guiding Questions" tool. The N'djamena focal group meets every 3 months. These meetings will also address specific challenges related to the integration of the conflict sensitivity approach in human resources, operations and programme departments (field activities).

In addition, inter-focal group meetings involving the three provinces will be held at least twice a year. The aim is to establish a network of conflict sensitivity focal groups that will meet to exchange ideas and address specific challenges related to conflict sensitivity in the field.

Each of the focal groups in Sila, Ouaddaï, Wadi Fira and N'djamena will identify a unanimous group lead/respondent who will act as group coordinator. This lead will facilitate communication and feedback between the focal group and Search's Conflict Sensitivity Expert. He/she will be responsible for preparing the group's reports after each meeting. These reports will be compiled and presented during the CSO meetings by the Search Conflict Sensitivity Expert.

### 4.2.2. Criteria for Focal Groups

- Be part of the staff of RESPECCT consortium member organisations;
- Affiliation with the HR, Operations, Programme, MEAL, Accountability department;
- Willingness to include additional tasks related to conflict sensitivity in the person's job description;
- People with influence or authority within the consortium organisations.

### 4.2.3. Establishment and functioning of Focal Groups

- a. **Selection:** on the basis of the above criteria and in coordination with the Consortium Coordination Unit, consortium members will be invited to nominate candidates to be members of the focal groups; staff should be made aware of this opportunity in each organisation. Search can share a communication containing sufficient information to illustrate the role and responsibilities of the focal points and the qualifications required to facilitate this process. Search's Conflict Sensitivity Team will review the applications and finalize the selection in coordination with the individual organizations.
- b. **Assignment of Focal Points:** Following finalization of the shortlist of candidates for the focal point role, each organization within the consortium will appoint and announce its Conflict Sensitivity Focal Point. This announcement should be made both internally and to the other organizations in the consortium. This appointment signifies the organization's commitment to facilitating the implementation and integration of conflict-sensitive practices into its operations, in line with the RESPECT project. This commitment must

also be reflected in the modification of the job description of the appointed Focal Point to accurately represent the roles and responsibilities they will undertake in this capacity. This is necessary to justify the time and effort that the Focal Point will invest in these tasks. Search will provide standard Terms of Reference (ToR) describing the basic tasks of the focal points. These terms of reference can be used as a guide to adapt the focal points' job descriptions accordingly.

- c. **Strategic Workshop on Conflict Sensitivity:** Following the identification and managerial approval of the focal points, Search will facilitate a 2-3 day workshop depending on the final number of focal points selected. The training will provide in-depth knowledge and practice of conflict sensitivity in relation to the RESPECT project, and will include topics such as conflict analysis, the Do No Harm framework, programme adoption development and peace impact reporting. The functions of the conflict sensitivity focal point will be defined and explained. The practical challenges of being a conflict sensitivity advisor will be addressed and communication channels will be established. This training will take place once a year, with an escalation and broadening of the range of topics covered.
- d. **Routine Briefing Sessions :** These meetings bring together the conflict sensitivity groups/focal points and Search's designated technical specialist. The aim is to discuss observations in the field and to strengthen theoretical and practical expertise, in order to ensure that the focal points assist the programme effectively. These sessions are held every 2 months, with the exception of the N'djamena focal group, which meets every 3 months. Routine training and briefings will be designed to enable team-building among the focal points to enable better coordination and alignment between the different organisations on mainstreaming conflict sensitivity, leading to greater project impact.
- e. **Ad Hoc support :** Focal Points will receive individual support in response to the specific needs of their organisation and the issues they face in helping their colleagues embed conflict sensitivity. Focal Points can contact the Conflict Sensitivity Advisor to arrange the provision of this support..
- f. **Regular meetings :** the focal points should meet at least once a quarter to work on updating the context using the tool provided. Before the quarterly meeting, each organisation should carry out its own context update based on the feedback it has received and observed during the implementation of the activities.

### 4.3. Conflict Sensitivity Refreshers

Recognising the potential for staff transitions and the imperative for a sustained understanding of conflict sensitivity, Search will be running annual (once a year) one-day refresher courses. These sessions will acquaint participants with the fundamental principles and tools of conflict sensitivity. They will also address evolving challenges and provide a forum for reflection on feedback and experiences in the field. This cyclical approach helps to chronicle ideas and identify best practice. Although these refresher workshops are scheduled annually, they could be more frequent in the event of a major staff transition or major changes in the project context or approach. Occasionally, a full two-day session may be appropriate.

#### 4.4. Conflict Sensitivity Orientation

These guidelines include two-hour online sessions focusing on specific facets and tools of conflict sensitivity. The aim of these sessions is to reinforce best practice by drawing on field observations and ongoing project updates. The frequency of these orientations will be determined by Search, depending on the requirements of the RESPECCT project. Each session will cover a variety of topics, the selection of which will be influenced by feedback from the focal points, discussions with the project team and other interactions. The topics chosen will be relevant to current needs, reflecting any recent changes in the context, the implementation phase of the project or any reported challenges to conflict sensitivity. These sessions will be held in Abéché or N'djamena and will bring together all project field staff, members of the UCC (Consortium Coordination Unit), and managers from each RESPECCT consortium member organisation.

As soon as the conflict sensitivity is approved, Search will create a training calendar which will outline the various conflict sensitivity training courses and events that will be held throughout the calendar year, together with provisional dates for these courses and events. This will enable better coordination and ensure maximum availability of staff and minimise disruption to the implementation of activities. Training courses will be announced at least one month in advance and the training calendar will be updated accordingly.

## V. Advisory and Technical Support

To ensure the availability of technical advice on conflict sensitivity throughout the duration of the project, Search will implement a systematic application procedure based on Search's successful experience with Search Yemen's conflict sensitivity platform. This will enable RESPECCT team members to be in direct contact, either virtually or face-to-face (where possible), with Search specialists skilled in conflict sensitivity. These engagements can cover a variety of topics related to conflict sensitivity, such as optimising an activity for greater conflict sensitivity, adapting to changing contexts, or strategies to improve the peace-focused impact of specific actions.

Typically, these consultative dialogues last approximately one hour, with the possibility of subsequent sessions if required. To maintain transparency and accountability, Search will use a task tracking system to oversee and document the progress and outcomes of each advice request, ensuring meticulous reporting and capture of results.

For wider adoption of this essential service, Search will develop an overview detailing the services available and manage expectations by tailoring them to the needs of the project. This guide will clarify the application process and outline the responsibilities of the applicant and the specialist assisting them. Project leaders are particularly encouraged to use this service as a platform for reflection, discussing their ideas on the application of conflict sensitivity, the potential risks of the project, or emerging avenues for peacebuilding. This approach enables Search to provide the technical support, tools or training needed to maximise the peace impact of the project while avoiding potential difficulties.

Consultative interactions are divided into three main categories:

## 5.1. Regular Sessions with Focal Points

These sessions facilitate ongoing dialogue and updates on conflict sensitivity. Usually held fortnightly, these exchanges mainly involve updates on the conflict landscape shared between Search's conflict sensitivity focal points and experts. Discussions are documented and recommendations are drawn up and circulated to the teams in the field. Every two months, these sessions will take place in turn in the three provinces, with the Search expert visiting the field for these updates. These sessions can also take place online, depending on the availability of each participant's schedule.

## 5.2. Pre-scheduled Periodic Sessions

Primarily designed for project leaders or managers, these sessions are held approximately every six months. They provide a forum for discussing the complexities of integrating conflict sensitivity into projects, and for obtaining advice on potential improvements that can be made to enhance peace outcomes.

## 5.3. On-demand Sessions

Open to all staff of the consortium partners, but particularly beneficial for middle and senior level staff, these sessions start upon formal request. The request should contain key details about the subject in question, to enable Search specialists to prepare adequately. This information is also used to decide whether to accept or decline the request based on its relevance to conflict sensitivity.

# VI. Tools

As the project progresses, a series of tools will be designed to provide staff with intuitive and effective resources. These tools are proposed to help seamlessly integrate various elements of conflict sensitivity into their operations. In addition, they catalyse critical dialogue and deliberation within the project team, generating unanimity and a collective understanding of changing contexts, necessary adjustments and potential gaps in conflict sensitivity. Search has identified five of its main tools to be incorporated into this project and will, if necessary, develop additional tools in collaboration with CONCERN.

These tools are:

## 6.1. Conflict Sensitivity Factsheet

It is a summary document that provides targeted information on the concept of conflict sensitivity, tools and approaches focusing on the nature of the RESPECCT project and the context of the operation. The fact sheet will use simplified language for ease of access with the aim of establishing a basic understanding and reference for all project staff that can

facilitate constructive discussion and exchange around conflict sensitivity. RESPECCT's conflict sensitivity sheet will be updated annually.

## 6.2. Context Update Guiding Questions

This instrument comprises a systematic sequence of questions designed to stimulate the team's participation in observing contextual transformations relevant to the project. The information gathered is essential for project management, as it provides up-to-date contextual data for informed decision-making. The aim is to avoid potential difficulties while taking advantage of the results of peace, whether intentional or accidental. It is recommended that this tool be used regularly, ideally every two months. The focal points are responsible for completing the tool with the support of the conflict sensitivity expert.

## 6.3. Conflict Sensitivity Checklist

Considered as an assessment tool, this checklist provides a compilation of standards and guiding questions. These are intended to help staff assess whether a proposed task complies with the principles of conflict sensitivity. In addition, it provides a contemplative structure for imagining necessary adjustments, ensuring that activities are conceptualised and executed with a keen awareness of conflict sensitivity. This checklist proves invaluable when setting up new projects or reviewing and adjusting ongoing tasks. Search has developed this "Conflict Sensitivity Checklist" to reinforce the project's orientation towards conflict sensitivity and to monitor and implement adjustments where necessary. Conflict sensitivity orientation sessions typically last about two hours and can be conducted online or offline. They bring together managers and relevant staff who oversee project operations in the field. This tool should be completed prior to the implementation of each new RESPECCT project activity to ensure that the activity is not at risk, and should then be held regularly every six months or once a year.

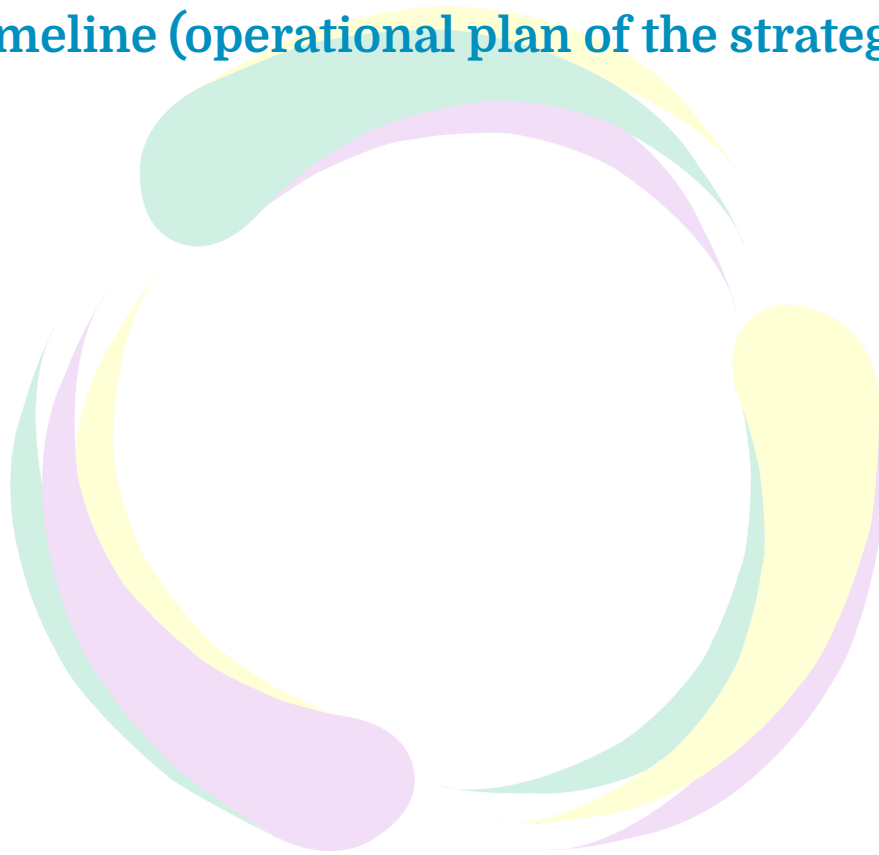
## 6.4. Conflict Sensitivity Score Card

Adapted to supervisory and management capacities, this tool orchestrates a systematic assessment methodology to measure conflict sensitivity skills, expertise and methodologies within their projects or institutions. The resulting information can guide management actions, channelling efforts to increase the uptake of conflict sensitivity and highlighting areas requiring specialist assistance. To ensure ease of use and uniformity of data entry, the assessment map is digitally refined. Its deployment is suggested each year or when the project management deems it necessary.

## 6.5. Conflict Sensitivity Code of Conduct

During the conflict sensitivity training in N'djamena on 5 September 2023, the RESPECCT consortium team engaged in enriching exchanges beyond understanding the context of the project intervention area. These exchanges and discussions made it possible to gather and document the participants' points of view, which led to the creation of a conflict-sensitive code of conduct for the RESPECCT project. The recommendations in the code of conduct will evolve as we refine our understanding of the social dynamics in the Sila, Ouaddaï and Wadi Fira.

## VII. Timeline (operational plan of the strategy)



Year	2024											
Mois	1	2	3	4	5	6	7	8	9	10	11	12
Selection of CS Focal point	█											
Initial Training in Conflict Sensitivity / Conflict Sensitivity Refreshers		█								█		
Strategic Workshop on Conflict Sensitivity			█									
Routine Briefing Sessions ( <b>Bimonthly</b> )		█		█		█		█		█		█
Conflict Sensitivity Orientation ( <b>twice a year</b> )					█					█		
Regular Sessions with Focal Points ( <b>every 2 months</b> )			█			█					█	
Pre-scheduled Periodic Sessions ( <b>every 6 months</b> )						█						█
On-demand Sessions	█	█	█	█	█	█	█	█	█	█	█	█
Conflict Sensitivity factsheet		█										



## VIII. Annexes

### 1. Conflict Sensitivity Factsheet



FACTSHEET  
SENSIBILITE AUX CON

### 2. Context Update Guiding Question



RESPECT CONTEXT  
UPDATE GUIDING QU

### 3. Conflict Sensitivity Checklist



RESPECT CONFLICT  
SENSITIVITY CHECKLI

### 4. Conflict Sensitivity Score Card



RESPECT CONFLICT  
SENSITIVITY SCORE C.

### 5. Conflict Sensitivity Code of Conduct



RESPECT CODE DE  
CONDUITE SENSIBILIT

