



Institutionalizing Conflict Sensitivity at the Organizational Level

Conflict Sensitivity Toolbox 3

1. Background

The Conflict Sensitivity Toolbox series is produced under UNDP Lebanon's Tension Monitoring System. The toolbox forms part of the conflict sensitivity mainstreaming work under the Lebanon Crisis Response Plan and has been produced in collaboration with House of Peace. In 2021, three Lebanon-specific guidance notes were developed to provide partners with practical tips for getting started with conflict sensitivity within the unique context of Lebanon. In 2022, this work was further expanded with three conflict sensitivity toolboxes.

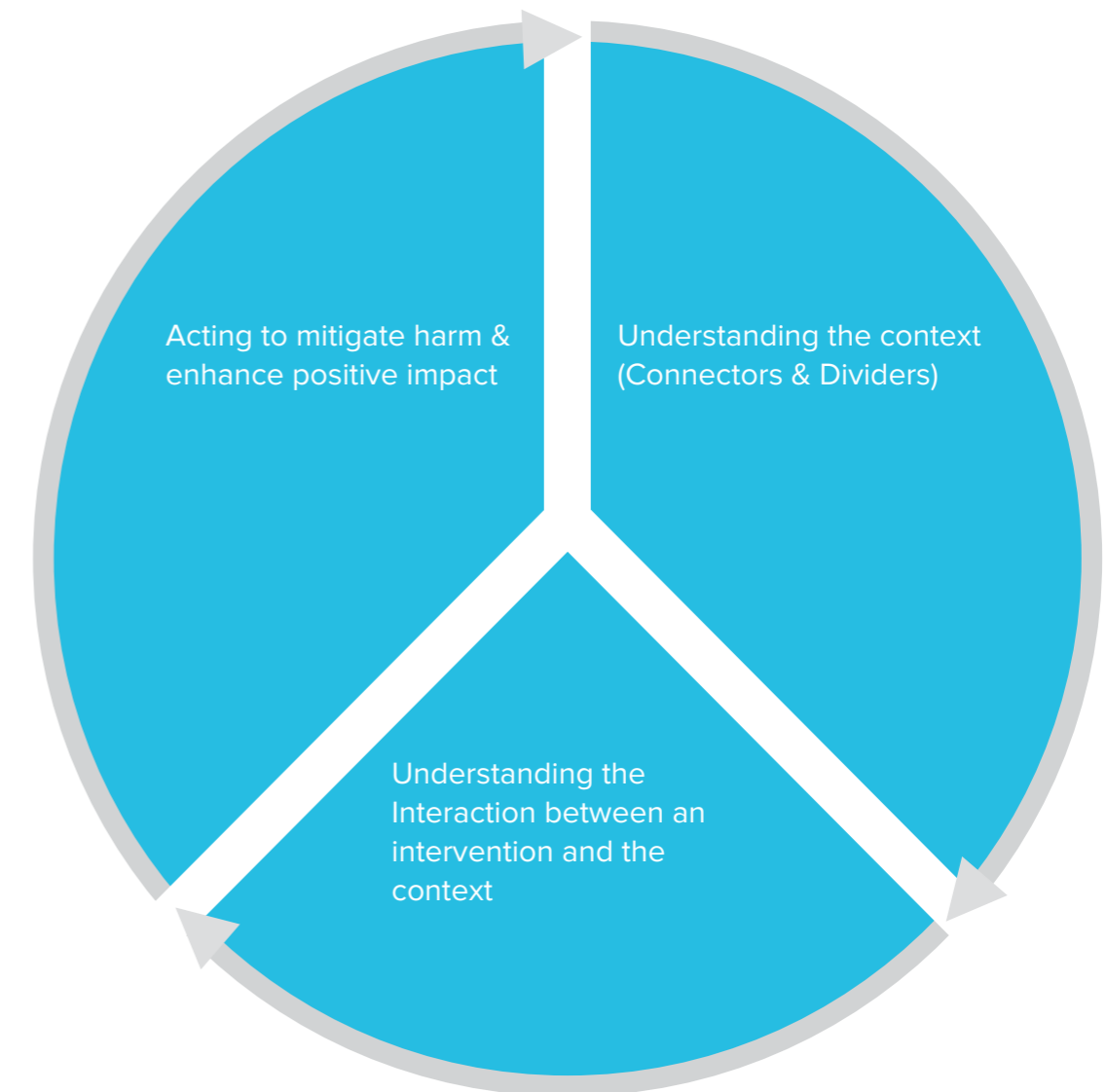
The third toolbox: *Institutionalizing Conflict Sensitivity at the Organizational Level* aims to ensure that organizations working within the humanitarian and stabilization response in Lebanon can better integrate the concept of conflict sensitivity and its principles at all aspects and levels across an organization's structure, procedures, and policies. The toolbox is complementary to the [Guidance Note: Getting Started with Conflict Sensitivity in Lebanon](#) which introduces basic conflict sensitivity elements and practical tips for getting started with conflict sensitivity within the unique context of Lebanon.

The toolbox has been developed through a consultative process with LCRP partners including UN agencies, international, and local organizations, in order to identify challenges and best practices related to conflict sensitivity within organizations' internal procedures and policies. The checklist is specifically developed for Lebanon; however, many of the elements could be applied in other contexts.

2. What is institutionalizing conflict sensitivity and why is it important?

Conflict sensitivity is about

1. Understanding the context of humanitarian and development interventions (identifying Connectors and Dividers)
2. Understanding the impact of interventions on identified connectors and dividers, and;
3. Acting upon this understanding to mitigate harm and enhance the positive impact of interventions on inter-communal (refugee-host) and intra-communal (host-host, or refugee-refugee) relationships.



Institutionalizing conflict sensitivity is about integrating the concept of conflict sensitivity and its principles at all levels across an organization's structure, procedures, and policies. It aims to mainstream conflict sensitivity knowledge and practice and embedding them in existing processes rather than creating siloed ones.

The situation in Lebanon is highly complex and fragile. Inter-communal (refugee-host) relations are at an all-time low: in July 2022, 34% of Lebanese and Syrian respondents to the UNDP/ARK regular perception survey report that they perceive relations as negative, an increase from 24% in January 2021. Negative relations are primarily driven by competition over jobs and competition over services and utilities^[1]. Community insecurity and incidents have been on the rise since 2021, in particular those related to crime and demonstrations, coupled with increased violence. The protection space for refugees is shrinking, with a surge in eviction threats, actual evictions and antagonistic statements by political and religious figures. With the deteriorating situation, the public remains concerned about their ability to access essential goods, cash, medicine, and public services, which further strain communal relations. In this context, NGOs and UN remain highly trusted and are taking on key roles in ensuring service delivery. However, this comes with elevated expectations and increased pressure.

Hence, conflict sensitivity is essential. In this deteriorating context, tensions caused by non-conflict-sensitive programs have increased which has negatively impacted the implementing organizations through access constraints, decreased trust with served communities, impact on staff safety, and challenges with relationships with local authorities. Institutionalizing conflict sensitivity at the organizational level is important to mitigate such risks. It will, on the one hand, consolidate humanitarian and developmental interventions designed by Lebanon Crisis Response Plan (LCRP) partners to avoid harm and help to defuse/mitigate tensions whenever possible. On the other hand, institutionalizing conflict sensitivity will have an internal positive impact on the organization itself by developing the institutional capacity and the capacities of the staff, enhancing the sustainability of programs, preserving reputation and relationships with the served communities, donors, and beyond, and maintaining a good reputation.

[1] UNDP/ARK Regular Perception Survey

3. How is the toolbox structured?

The Toolbox 3: *Institutionalizing Conflict Sensitivity at the Organizational Level* toolbox provides a roadmap for organizations to reflect on their internal policies and procedures and identify entry points to introduce and integrate conflict sensitivity measures that complement existing procedures. It includes specific questions, available resources, and practical tips that partners can utilize throughout the process.

Given that each organization has its specificities, the toolbox is not prescriptive and cannot provide answers that fit everyone's situation. However, it could help your team to take actions suitable for your specific need/challenge.

The toolbox is structured as per the following sections:

Section	Main items
A. Organizational Scanning & Strategic Adoption of Conflict Sensitivity	<ul style="list-style-type: none"> ● Reviewing existing policies and planning strategically. ● Creating a conflict sensitivity unit or team. ● Internally clarifying the purpose of the process. ● Identifying advantages and challenges. ● Setting realistic yearly conflict sensitivity steps.
B. Human Resources Procedures	<ul style="list-style-type: none"> ● Reviewing recruitment and induction processes. ● Updating job descriptions and Codes of Conduct. ● Developing volunteering policy.
C. Capacity Building	<ul style="list-style-type: none"> ● Assessing existing knowledge among the team. ● Including conflict sensitivity in personal development plans, and appraisals. ● Online and offline specialized trainings and resources.
D. Decision Making & Internal Communication	<ul style="list-style-type: none"> ● Conflict-sensitive informed decisions before any intervention. ● Normalize the use of Connectors and Dividers. ● Internal mechanisms to collect and discuss conflict sensitivity related matters.
E. Procurement	<ul style="list-style-type: none"> ● Reviewing procurement procedures. ● Advocacy with donors.
F. Operations	<ul style="list-style-type: none"> ● Context analysis. ● Contingency budget and exit strategy.
G. Monitoring and Complaint Mechanisms	<ul style="list-style-type: none"> ● Developing conflict sensitivity indicators. ● Feedback mechanisms. ● Monitoring and evaluation activities.
H. External Support and Building Alliances	<ul style="list-style-type: none"> ● Clarifying and choosing the type of external support ● Engagement with LCRP sectors working groups ● Exchange of experience with partners and ally organizations.

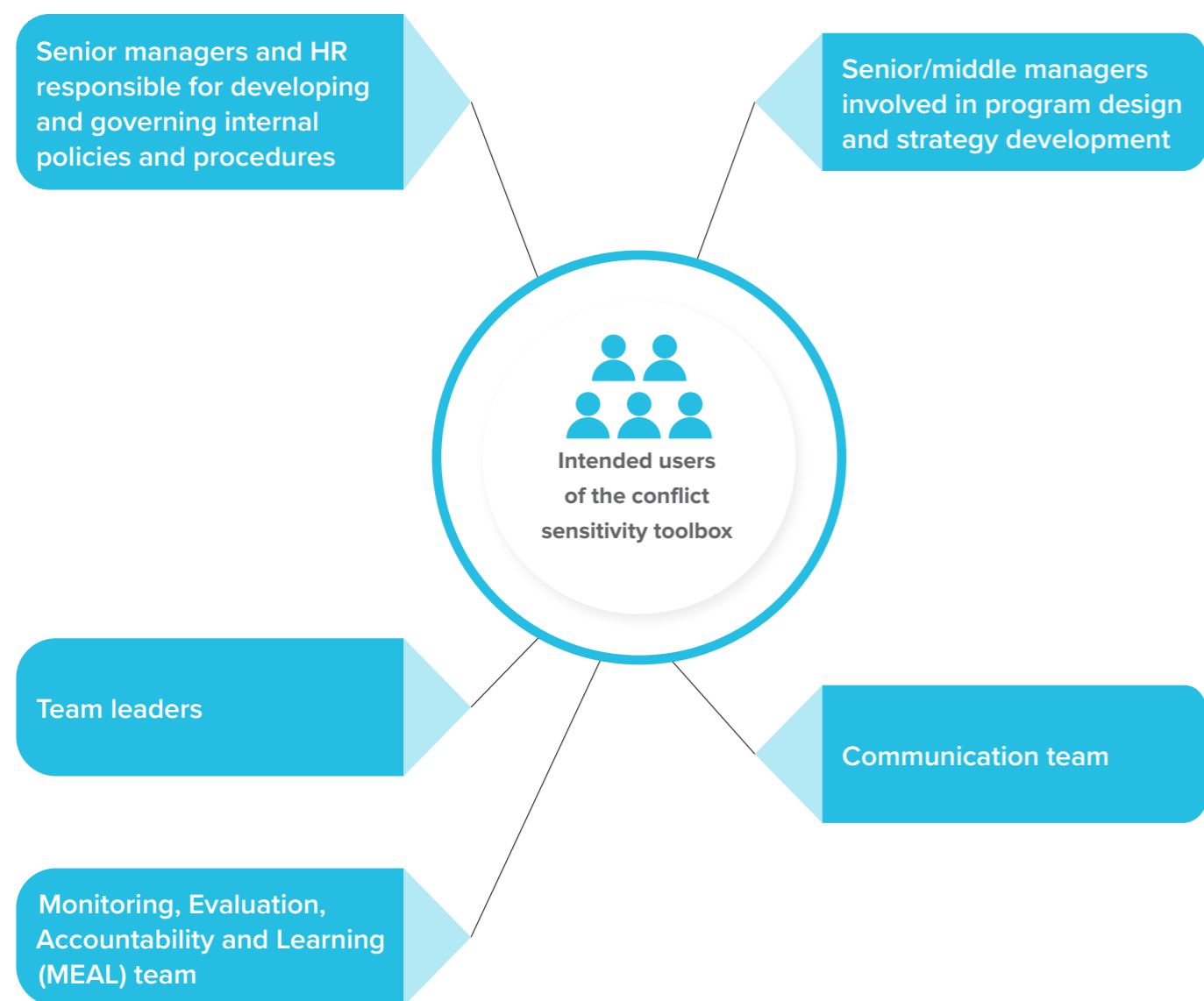
Each section contains several items. Certain items are there to initiate internal discussions and reflections, while others provide practical exercises or tools to be applied. Others are direct suggestions and tips for action, in addition to other issues that need to be considered.

The toolbox complements the Conflict Sensitivity Guidance Note series produced as part of the Lebanon Crisis Response Plan's conflict sensitivity mainstreaming work, I, II, and III developed by UNDP and HOPe.

4. Who can use the toolbox? When?

All organizations in Lebanon can use and benefit from this toolbox, although to different extents. Organizations whose policies and procedures are developed locally (i.e., local and national NGOs, country offices of INGOs) might find it easier to adopt some of the suggested actions. Organizations in different situations can still apply many actions and could suggest others to their headquarters.

Similarly, within the same organization, different staff at all levels and departments can use the toolbox (such as HR personnel, team leaders and other staff involved in strategy development or internal communication). Little to moderate knowledge in conflict sensitivity is needed to be familiar with some of the terminology. In the following sections, references for beginner and advanced resources are included. [Conflict Sensitivity Guidance note # I](#) would be of great value here.



5. How can the toolbox be used?

This toolbox should be seen as a tool of continuous reference rather than a one-time exercise. Treat it as a living document that you can resort to at all stages of your project.

The toolbox is recommended to be used at strategic meetings, institutional development activities, and the early stages of program design (e.g., kick-off meetings), throughout the project implementation, and during the evaluation (e.g., regular evaluation meetings).

Go through all suggested items, and filter those relevant to your organization/intervention. Tick off completed items or comment on what actions you are considering taking.

Realistically speaking, institutionalizing conflict sensitivity takes time, especially considering the fast-paced situation in Lebanon. Some partners' experiences from mainstreaming Safeguarding or Protection from Sexual Exploitation and Abuse indicate 2 to 3 years as a reasonable timeframe. Hence, agreeing on small and realistic yearly objectives based on suggested items of this toolbox is preferred to overloading the organization and team with unreasonable plans. Collective efforts of several organizations can also save time and resources (e.g., through the LCRP Social Stability Working Group).

A. Organizational Scanning & Strategic Adoption of Conflict Sensitivity

Does your organization have a policy/guideline to integrate conflict sensitivity at the institutional and programming levels? Check this simple [Action Guide from DCA](#), or the more extensive [CS Toolkit for Trocaire Staff](#), or [Islamic Relief DNH Commitment](#), in addition to Conflict Sensitivity Guidance Note series I, II, and III issued by UNDP and HOPE.

If yes, consider how this toolbox complements your existing policy.

If not, consider how this toolbox helps you to integrate conflict sensitivity in your policies.

Example: An LCRP partner has "Program Minimum Standards" that are used to inform programs' design and it includes conflict sensitivity and do no harm aspects.

Plan a session to reflect on conflict sensitivity institutionalization measures in your next strategic meeting, discussing some of the main items in this toolbox. Make a clear decision about whether conflict sensitivity is a priority in your strategy. *Being merely convinced of the principle will not automatically make it a priority; you must allocate time, resources, and personnel to ensure its success.*

Do you have a focal point for conflict sensitivity at your organization? Not necessarily as a separate role. If yes, has this person been equipped through conflict sensitivity learning and experiences? This focal point could function as a resource who regularly reviews relevant data and analysis such as Tension Monitoring System reports and perception surveys, checks rapid local level conflict analysis, attends Social Stability working groups, provides technical support to the team within your organization, facilitates internal discussions around conflict sensitivity, or coordinates with external resources. *Be mindful that this role can unintentionally make conflict sensitivity an exclusive task of that person while the main purpose is to assist the institutionalization process.*

Identify who from your organization could be enthusiastic about being a part of developing the Conflict Sensitivity strategy (Conflict Sensitivity Unit). Allocating a budget would be a plus to support the process. *Be sure the staff composition of the Unit is inclusive. Creating this positive culture can play a role in retaining and attracting people who believe in your values and principles.*

Check your organization's mission statement or national strategy for whether conflict sensitivity is part of your organization's mandate as a focus or as a cross-cutting principle or none at all. Highlight that with the team.

If not, discuss internally or with the headquarters if it is possible to include conflict sensitivity in your organization strategy, at least at country level. *It can be suggested to add to the values, cross-cutting principles, mission, or country strategy etc. This provides the process with a "formal" backup. Communicating the idea with the right person is key to ensuring a higher buy-in.*

Consider having a definition of what conflict sensitivity means for your organization, developed by your team and written in your organization's language. *This is to ensure a shared understanding of why conflict sensitivity is important for the served communities (the intended impact).*

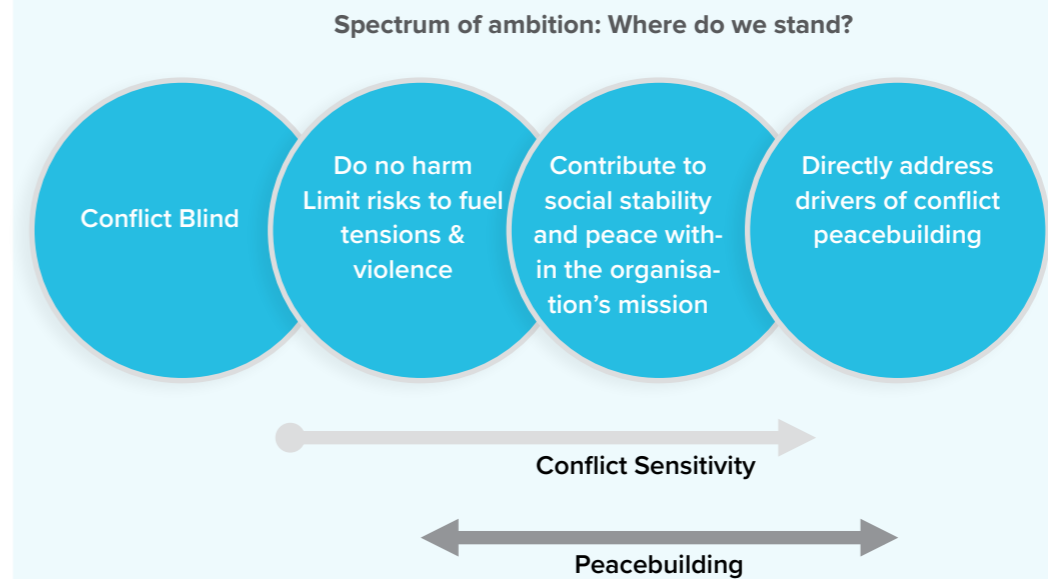
Elaborate why institutionalizing conflict sensitivity benefits the organization and the communities it serves in the medium and long term. This step is essential to give the whole process meaning and purpose, and to ensure higher buy-in among the team.

E.g.

- Improving program quality by mitigating unintended harmful impacts on communities.
- Defusing tensions between field staff and the served communities.
- Developing the capacities of the staff, which adds to their career development.
- Highlighting internal measures while reaching out to new potential donors.

Regardless of your organization's mandate, make a clear distinction with your team between what is considered conflict sensitivity measures/actions and what is peacebuilding activities. *You don't need to be working in peacebuilding, but you must be conflict sensitive.*

Use this chart^[1] to explain the differences:



[1] This chart is from PeaceNexus' International [Conflict Sensitivity Partner Event Report 2019](#) – a rich document of best practices and recommendations that helped to inspire this toolbox.

In your literature review, include an acknowledgement about working in a conflict or crisis context would generate dilemmas and challenging questions and choices. Make an intentional room for reflection and open discussion.

Identify and highlight in your strategy all existing steps and practices already applied by your team and build on that.

Anticipate and identify potential concerns among different levels of teams to mitigate resistance to any proposed change. This could be about measures (e.g., extra analysis), terms (e.g., peace), or priorities, etc.

Set an internal feedback mechanism to collect team reactions (positive and negative) to all suggested measures in a timely manner, to act and respond accordingly, addressing any raising concerns or resistance.

List any policies, manuals, and reports related to conflict sensitivity that your organization adopts as illustrated below:

Document	Resource/issued by	Used by	Main use
e.g., Guidance Note #3: Conflict-Sensitive Procurement, Recruitment and Accountability in Lebanon	UNDP & House of Peace	HR Department. Procurement Department	Outreach and posting new vacancies. Hiring. Contracting service providers.

Do you partner with any organization/expert specialized in conflict sensitivity that regularly provides your team with conflict sensitivity support (training, analysis, guidance)? Or are there resource persons available to you within the response plan set-up? If so, who?

Set a clear list of realistic and time-bound conflict sensitivity steps you would take yearly following this toolbox, or other conflict sensitivity analyses to ensure a successful process within managed expectations:

Strategic plan of year			
Current situation	Aspired change	Expected date	Responsibility of
e.g., 30% of the country team has fair knowledge about conflict sensitivity.	e.g., 50% of the country team has good-enough knowledge in conflict sensitivity.	e.g., October 2023	e.g., HR
e.g., number of specific meetings held to discuss conflict sensitivity related challenges	e.g., 2 meetings a year are held across departments to discuss conflict sensitivity enhancement measures	e.g., December 2023	e.g., Team Leaders
e.g., number of programs adapted based on conflict sensitivity recommendations			

B. HR Procedures

Review [Conflict Sensitivity Guidance Note # III](#) issued by UNDP and HOPE for detailed suggestions/options regarding recruitment processes. Here are some:

Prioritize local hiring, wherever possible, of different social and religious groups and genders. This ensures rich knowledge of the local context and brings added value to the communities in which the organization operates.

Assess your outreach and advertising mechanisms, both formal and informal. Do they reach people of all backgrounds equally?

Scan your qualification criteria for factors unintentionally excluding applicants of certain backgrounds (e.g., language requirements).

Consider adding a criterion on knowledge and experience of the local operational context, which is essential for staff in many fields of work, yet often overlooked when screening candidates.

Design the interview process to explore and reveal applicants values and value-driven behaviors.

Establish a clear and transparent salary scale based on equitably framed technical and experience requirements, so each staff member can see where they fit.

Ensure that capacity building and networking opportunities, such as trips, training, and conferences, are equitably available to staff of all levels and backgrounds.

Include “conflict sensitivity” in your recruitment criteria as a required knowledge and in the job description in detailed steps (as suggested in some items of the toolbox), especially for managerial positions.

Examples of required competencies:

- Understanding the concept of conflict sensitivity and ability to explain its purpose to team members in a simple manner.
- Knowledge of context and conflict analysis tools (mainly Connectors and Dividers).
- Understanding the different patterns through which humanitarian interventions can influence conflict dynamics ([Resource Transfers + Implicit Ethical Messages](#)).

Examples of tasks:

- Reflecting with the team on conflict sensitivity-related matters on a weekly basis (item 6 section D).
- Leading context analysis with the team to update the list of connectors & dividers every six months.

This will widen the conflict sensitivity knowledge base and embed conflict sensitivity standards in people’s daily activities.

If your organization does not have a policy on working with volunteers – who are usually local - then develop such a policy. This policy can emphasize the value of volunteers and establish ways to reward their efforts, all of which are good for community relations.

Include an explanation of conflict sensitivity principles in induction/orientation sessions for new staff and volunteers. Emphasize the importance of understanding the local context from different perspectives.

Integrate conflict sensitivity in your Code of Conduct and policy, signed by your staff, including elaborated (Dos/Don’ts) to enhance staff commitment and accountability. Check this [Code of Conduct by UNESCO office in New Delhi and Public Media Alliance](#).

Include in your Code of Conduct a commitment to anti-bribery and corruption practices. Ask all staff, contactors, and volunteers to sign it. *This would help to mitigate the harm caused by the diversion of aid and ensure transparency in all operations which would give positive implicit ethical messages from the humanitarian sector.*

Add “knowledge in conflict sensitivity” to your performance appraisal/management process and include it as a requirement for promotion to certain positions (e.g., completion of a recognized conflict sensitivity training in person or online; leading context analysis with the team to update the list of connectors & dividers).

Celebrate “Conflict Sensitivity champions” in your team. Recognize efforts that advance knowledge and practice of conflict sensitivity among your team members. *This will offer a “moral incentive” for learning.*

Think about succession planning. When the designated conflict sensitivity focal person and/or the conflict sensitivity champions change roles or leave the organization, how will that vacant conflict sensitivity role be filled?

Budget for expenses related to building capacities, meetings, and courses related to conflict sensitivity.

Budget for “self-care” activities for your team to mitigate burnout and negative interactions among the team and with the served communities.



C. Capacity Building

Assess the level of conflict sensitivity knowledge among your team:

Number/ names of staff	Expert/ specialized in CS	Knowledgeable/ passionate about CS	Moderate knowledge in CS	Number of attended trainings on CS
Consultants				
Senior managers				
Med/junior staff				
Volunteers				
Others				

Do you have “personal development plans” with clear key performance indicators set with your team members? If yes, include conflict sensitivity among the target topics.

Consider providing contextualized training to your staff and volunteers on the principles of conflict sensitivity. Add a refresher session every year. Make sure your training is practical and provides space to apply analysis tools. This can also be delivered by outsourced specialized organizations or trainers.

Introduce online conflict sensitivity courses to your team and explore whether you can cover face-to-face training costs for some dedicated staff, as an incentive for their eagerness to learn. Check the [Swisspeace course](#) available in English, French and Spanish.

Introduce the concept of “Unconscious Bias” to your team and assist them to identify their personal biases that affect their work interpersonally and with the served communities. Check this [free online course by CatalystX on edX](#). Offer assistance for Arabic speakers.

Provide staff with anti-corruption training that focuses on identifying and responding to risks. For example, what should I do when someone tries to bribe me?

If you have a conflict sensitivity focal point or an expert, provide accompaniment support to your team leaders to assist them as sounding boards when reflecting on conflict sensitivity issues. This support can also be outsourced (check section G of this toolbox).

Scan the horizon for upcoming training and capacity building events in Lebanon. The Social Stability sector often offers various opportunities throughout the year. Assign a focal point responsible for identifying and sharing such opportunities.

Create a drive with several resources available to your team to assist them in personal learning or practical application. You can include inter alia:

- [How to guide to conflict sensitivity, 2012](#), from the Conflict Sensitivity Consortium.
- [Conflict Sensitivity: Taking it to the Next Level, 2016](#), by Swisspeace.
- [Gender Sensitive Conflict Analysis: a Facilitation Guide, 2020](#), by Safer World.
- [Conflict Sensitivity: Stories that Shape the Concept, 2018](#), By House of Peace (Ar, En)
- Your organization branded policies.

Organize meetings between interested international and local agencies in your interventions area to discuss possibilities for an inter-agency capacity building initiative.

Consider offering conflict sensitivity orientation or training opportunities to your implementing partners and local volunteers.

Consider including representatives of local authorities (municipalities) in your conflict sensitivity capacity building plans to build stronger bridges with them and capacitate them around humanitarian principles and approaches.

Consider including conflict sensitivity capacity building clauses in your agreement with vendors and encourage them to build their capacities on humanitarian principles and human rights.

D. Decision Making and Internal Communication

Before applying for a fund or deciding to design a particular intervention in a specific area, normalize asking whether it is conflict-sensitive to intervene through the envisioned program. Use the following tool when reflecting on new projects opportunities to ensure conflict-sensitive informed decisions^[2]:

1. The objectives test: Are the objectives of the activity relevant, timely, and appropriate?
2. The harm-minimization test: Have all reasonable measures been undertaken to identify and reduce the ways in which the activity could cause harm?
3. The benefit-maximization test: Have all reasonable measures been undertaken to identify and leverage opportunities to contribute to peace through the activity?
4. The proportionality test: Are the harms identified in test 2 proportional to the benefits identified in tests 1 and 3?

Normalize the use of **Connectors and Dividers** in your proposals and all other program design documents. Have you identified key **Connectors and Dividers** in your intervention area between refugees and Lebanese and between Lebanese people themselves? Check [Guidance I, Understand the Context](#). Also, check the latest context analysis such as the [Tension Monitoring System dashboard](#), [VASyR](#), and other situation analyses produced by the Inter-Agency.

If you decide to intervene, certain types of decisions frequently lead to unintended adverse effects (e.g., where to intervene; with whom to partner; who are the beneficiaries). If your organization’s project design staff can watch out for these questions, many problems can be avoided. Consider applying the Critical Decision exercise included in the [Guidance Note II – Page 16](#).

Information is power. Ensure a smooth flow of information among your team members, especially those on the “frontline” and those with context analysis. Ensure field feedback.

Use staff gatherings to discuss and demonstrate the organization’s values: diversity, equity, inclusion, team unity through shared purpose, etc. Encourage a working environment of openly discussing relationships between different social groups within the organization, rather than avoiding the topic.

^[2] A Conflict Sensitivity Decision Making tool is being developed by Peaceful Change Initiative. Check the discussion note: <https://peacefulchange.org/resource/a-tool-for-conflict-sensitive-decision-making-discussion-note-1/> There is a an updated version in <https://fpc.org.uk/wp-content/uploads/2021/12/A-Force-for-Good-publication-06-Dec-2021.pdf>

Systemize and normalize asking about conflict sensitivity-related issues in your monthly/ weekly meeting. You may use similar questions:

- Is there any recent change in the context in our area of intervention that we need to be aware of?
- Have you heard/witnessed any tension that erupted due to an activity we implemented this week? What happened?
- What do you think about the indirect impact of our program on people's perceptions of each other in our intervention area?
- How do our relationships with partners reinforce unbalanced access to resources/ knowledge or otherwise provide space for new organizations to get involved?
- What small things can we do/add to improve relationships in our intervention area through the same programs we have?

Let team leaders follow up on any agreed steps related to conflict sensitivity measures with the relevant staff.

Create an internal mechanism for the team to share informal feedback (positive and negative) they collect from the field so they don't forget about it. This can be through a physical board at the office or a virtual board using an online platform where staff can post observations informally. Make the posting unanimous and encourage the team to share constructive and honest feedback. Let team leaders review the posts before your team or Sector working group meetings to address urgent issues.

Ask the staff to share any conflict sensitivity measure they took to avoid harm, to improve a certain situation, or to make sure that best practices are mainstreamed across teams and departments.

Collect success stories related to conflict sensitivity and include them in your quarterly reports. This helps to track your conflict sensitivity advancement and to share progress with your donors, staff, and partners.

When international staff work in management roles, consider pairing international and local co-managers as a team so they can complement each other's strengths and limitations in areas including of identifying and reporting violations.

E. Procurement Procedures

Review [Conflict Sensitivity Guidance Note # III](#) issued by UNDP and HOPe for detailed suggestions/options regarding procurement processes. Here are some:

If your organization is international, ensure that policies developed at head-quarters are adapted and contextualized for the current context of Lebanon. This is extremely important in light of the currency and liquidity aspects of the current financial crisis.

Various goods and services present different risks. Therefore, assess the relationship of the item(s) being procured to the local conflict economy in terms of both Distribution Effects and Market Effects. (For more information on those effects, see [Guidance Note #II](#), pages 4-5).

Plan to select in advance which conflict sensitivity considerations are non-negotiable and embed them in your crisis response procedure. For example, some partners indicate that interviews with vendors are non-negotiable, but the number can be reduced, while background checks are completely non-negotiable.

Scan your criteria for factors that unintentionally exclude small local vendors. For example, overemphasizing criteria such as language requirements, the number of clients, or the number of years in business can unintentionally screen out some local vendors who are well able to do the job. Eliminate or adapt those criteria as needed to ensure the elimination of unfair restriction in the pool of potential suppliers.

Contingency budget: Agree with your donors on a margin of flexibility in your budget to address changes in the context.

Consider having a quarterly message communicated with your donors that covers challenges and dilemmas related to their policies and regulations. This is one type of advocacy to address macro issues (e.g., financial requirements, currency modalities, etc.).

F. Operations

Ensuring proper context analysis before any intervention:

Have you budgeted context and conflict sensitivity analysis in your project to look at the specificities of each intervention area? *Having a budget line for context analysis (even if a small amount) helps to systematize yearly context analysis updates.*

Have you ensured integrated gender sensitivity measures within your conflict sensitivity analysis? Check [Gender Sensitive Conflict Analysis: a Facilitation Guide, 2020](#), by Saferworld, in addition to this simple course on [Gender-Based Analysis Plus by the Government of Canada](#).

Have you carried out the planned conflict sensitivity analyses and identified recommendations (options) for program design?

Has the organization reviewed those recommendations and decided whether or not to approve them?

Have the approved conflict sensitivity recommendations been implemented?

After implementation, have those decisions been monitored to observe whether they are creating any unintended effects?

Conduct an environmental assessment to identify environmental risks related to or caused by your intervention and link it to your conflict sensitivity analysis. Check International Alert's [Topic Guide on Conflict, Climate and Environment](#) for resources or reach out to the Environment Task Force through the Social Stability sector for guidance on needed assessments and related procedures.

Conduct consultation workshop(s) including local and international agencies in your intervention area to inform current and future programming. Workshop objectives could include – amongst other things – jointly exploring ways to collaborate on assessments, data sharing, and harmonization and complementary modalities.

Consider having a rotation plan for your frontline staff during emergencies to avoid burn-out and negative reactions to people's requests. Frustration and anger reinforce negative implicit messages.

Reflect on your exit strategy with a conflict sensitivity perspective to ensure a smooth transition or closure of services.

G. Monitoring and Complaint Mechanisms

To ensure proper conflict sensitivity monitoring throughout your intervention, consider using three types of indicators for your organization as a whole (different from the objectives' indicators specific to your programs).

Check [Guidance Note II](#), page 22.

Process indicators

Compliance with your organization's own conflict sensitivity policies and/or procedures: e.g., # of staff who received conflict sensitivity training.

Context indicators

Tracking key Dividers and Connectors selected based on their importance within the context and possibly their likelihood of being influenced by your project: e.g., the level of social media campaigns with negative incitement against the refugee community.

Interaction indicators

Key signs that your project is interacting with Dividers and Connectors, carefully selected based on your conflict sensitivity analysis and local implementation experience: e.g., the number of cross-group friendships formed among project participants.

Have you included conflict-sensitive MEAL activities throughout the project duration to ensure that they are mainstreamed and central to the program - not just at the end?

There are several mechanisms (formal and informal) to collect feedback and complaints from the field to spot tensions and potential negative or positive unintentional impact. Evaluate your different mechanisms in terms of their availability and applicability:

	Strong (Information are properly collected, archived, and processed)	Weak (Information are poorly collected, archived, or processed)	Doesn't exist (no process in place to collect, archive or process information)
Formal complaint mechanism (available for beneficiaries and others)			
Informal feedback (mouth to ear)			
External reports + social media			
Feedback of partners			
Field team observations			
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.....			
.....			

Add any additional mechanisms relevant to you and discuss how to improve those existing.

Make sure to filter and label complaints/feedback that have conflict sensitivity concerns: those may regard raised tensions, spreading rumors, violence following a distribution, arbitrary actions by local authorities as a reaction to a decision by your organization etc.

Do you have clear processes to respond to and follow up on collected feedback, especially when it relates to indirect negative impact?

What?



Do you have a risk mitigation matrix and plan to respond to tensions that erupt suddenly due to any of your activities? Consider having a unit composed of staff from different departments (including operations) to ensure a timely response in coordination with local-level Inter-Agency (e.g., to mediate with local authorities). Ensure to update your risk matrix and mitigation measures.

Using your Feedback and Monitoring Mechanisms, consider looking not only at the intended outcome but also at the unintentional impact of your program. Include conflict sensitivity monitoring questions in all monitoring and evaluation tools. For example, in your impact assessment, consider asking beneficiaries how the provided aid was reflected in their relationships with their neighbors (same and different nationalities). Probe for causes of negative and positive impact on relationships.

Positive unintended impact	Negative unintended impact

In your monitoring plan, do you:

Conduct field visits to identify tensions and act accordingly? (e.g., at distribution centers)

Conduct checks and monitoring visits of the service providers? (e.g., supermarkets)

Conduct focus group discussions during post-distribution monitoring to reflect on conflict sensitivity related issues?

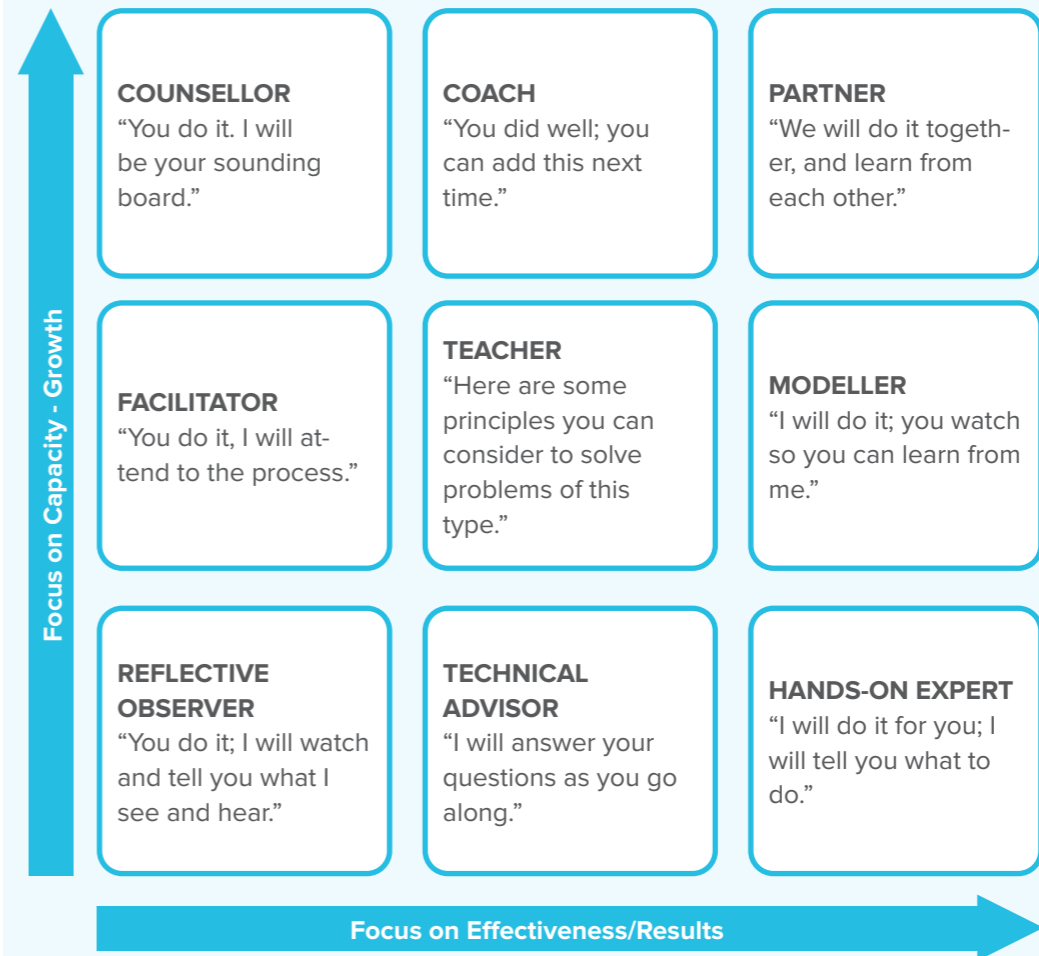
Conduct post-distribution monitoring questionnaire that includes tensions, protection, and gender aspects?

Ensure that evaluation promotes conflict sensitivity learning within your organization. Every evaluation report should include the identification of unintended effects and one or more recommendations on conflict sensitivity to help the organization consider and make decisions for change.


H. External Support and Building Alliances

When needed, external partners specialized in conflict sensitivity can play a valuable role as “a critical voice” to accompany your organization in its conflict sensitivity mainstreaming journey. For example, [PeaceNexus](#) provides similar support in some regions to assist organizations in institutionalizing conflict sensitivity.

Choosing an external consultant/expert is also one option to support your conflict sensitivity mainstreaming. Check the following types of roles^[3]:



[3] “Choosing a Consulting Role” by Douglas Champion, Davie Kiel, and Jean McLendon.



Engage in regular sector working groups at the national and regional levels with other organizations working in the same area (or encourage your implementing partners to do so) to reflect jointly, among other things, on each organization's conflict sensitivity mainstreaming agenda.

Exchange with other organizations who have integrated or are planning to integrate conflict sensitivity (e.g., knowledge transfer, lessons learned, etc.) , including the potential of conducting joint context analysis. [The Lebanon Conflict Sensitivity Forum](#) run by House of Peace can be one space for that.

Encourage your sector leads and coordinating agencies to promote among all sector partners a voluntary commitment to ensure conflict sensitivity mainstreaming in programs and projects (similar to PSEA and data sharing agreements).

Are there incentives in place for partners to implement and report on conflict sensitivity? (e.g., space to highlight noticeable actions in Sector meetings; acknowledgment of efforts in newsletters).

Acknowledgement

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