

Integrated Social Cohesion and Development (ISCD) project



Conflict Prevention-Conflict Transformation  
and Conflict Sensitive Development  
A ISCD Approach Paper

Draft



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## 1. Introduction: ISCD Concept and Targets

The aim of this ISCD brief concept paper is to explore the ISCD approach and methodology in working on the community level, moreover to explore the experiences in applying this approach in Ibb governorate. the project concept is the prevention and transformation of conflict and its local root causes into sustainable social cohesion and equitable development across all communities participating in the project. The project will achieve this by engaging all in these communities to purposefully anticipate and resolve disputes while working together and with local government on common development goals that bring concrete benefits and results and contribute to mitigating conflict in the future.

The essential strategy elements for realizing this concept are the following:

- Integrating Conflict Prevention and Development:
- Applying a 'Bottom Up' Approach:
- Creating Awareness and Commitment:
- Building a strong Partnership for Conflict Prevention and Development:
- Enhancing Decentralization for Conflict Prevention and Development:

The central uniqueness of the strategy is in the way it integrates conflict prevention into a local development process. The project will not address conflict prevention as a standalone intervention. Nor will it assume that conflict will be resolved by improved development opportunity alone. The project will create a synergy between conflict prevention and development initiatives that reinforces and benefits both efforts.

ISCD adopted the following simple working definition of Conflict prevention and Conflict Transformation:

"Conflict prevention and Conflict Transformation is about moving the problems of conflict out of the negative setting in which people perceive themselves excluded or powerless, or in which only one party wins or both parties remain dissatisfied, into a positive environment in which people work together to foresee such problems and are motivated to resolve them in order to reap the full benefits of their collaboration on development".

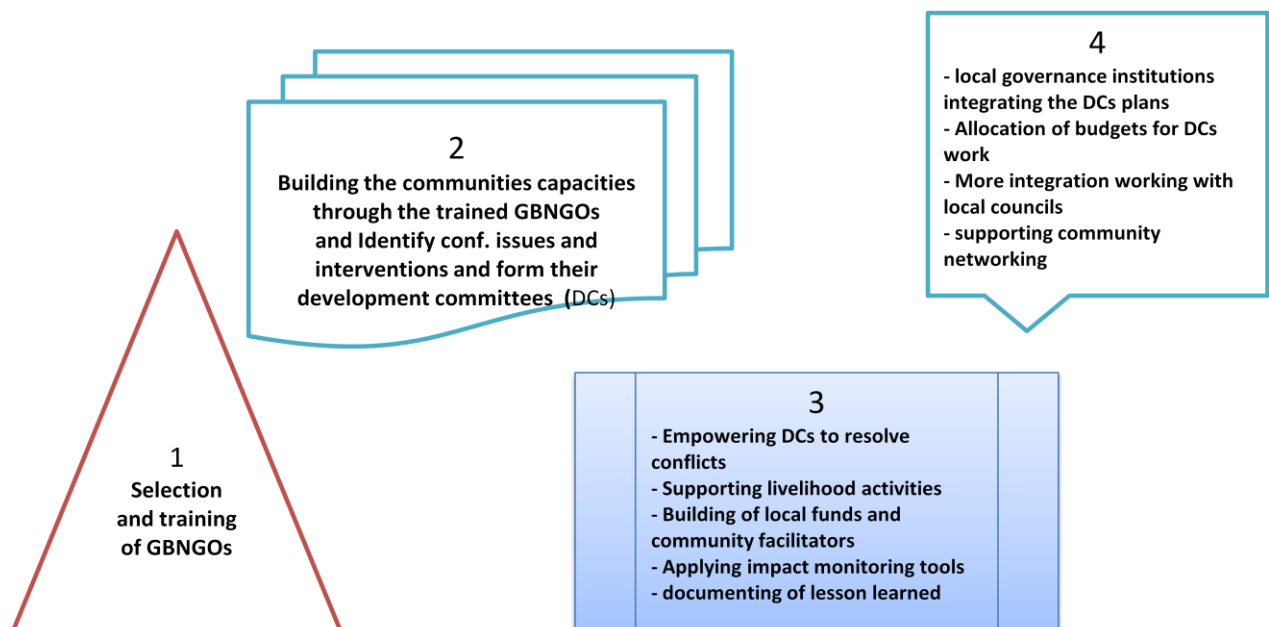
In ISCD work methodology we are responsive to the level of conflict of the both terminology prevention and transformation, i.e. to deal with issues to prevent potential conflicts and to strengthen institutional and social community work to resolve and transform conflicts to a development actions and interests. With this simple definition it is intend to provide basis for discussion, both internally and with our partners on the policy and community levels. Consequently, we are open to it improvement as these discussion progress and lesson learned from field experiences gathered and evaluated.

## 2. ISCD approach on working with community

The ISCD approach is to form and strengthen community institutional development structures in urban and rural areas and engage them in an inclusive process of development that foresees potential problems and addresses these as they arise. At the same time to address development and governance needs important to future conflict prevention and to transfer the existing problems into socio-economic actions and opportunities. Moreover to link them to the local government structures and authorities to be able to demand their rights, plan and advocate for their local development and governance. ISCD assumes that this approach will lead to social cohesion practices.

The framework below is simplified representation of four steps of the approach:

- 1) selection and building the capacities of Governorate Based NGOs (GBNGOs) on the themes of Conflict Resolution and Conflict Sensitive Development (CR/CSD);
- 2) Building the capacities of selected community members to form their development committees/institutions (district and sub-district level) and identify conflict prevention, transformation and local development issues and interventions;
- 3) Supporting the formed community development committees to implement their appraised and studied interventions and link them to the local governance institutions and authorities;
- 4) Integrating the local initiatives and interventions within the local governance institutions plans and budgeting, this seen to be a joint effort of the project, GBNGOs and the development committees/institutions them self.



In more details the ISCD approach working with the community can be explained in five steps as follows:

- 1) Involving the all expected stakeholders through a planning process to setting up the direction of the project activities and involve them in the selection of the project target areas; and pre-selection of the districts and sub district in the pilot governorate,
- 2) Training Governorate Based NGOs (GBNGOs) on the subject of Conflict Resolution and Conflict Sensitive Development (CR/CSD).
  - Selection of the Governorate based NGOs (GBNGOs) to carry out the project activities and according to prepared criteria
  - Agreeing on the training materials related to CR/CSD and agreeing on the suitable trainers on the subject;
  - Selection of potential female and male trainers from the selected GBNGOs to be a TOT trainees on the subject of CR/CSD;
  - Selection of other development partners like the LCs and local authority members to be part of the training process;
  - Conducting the TOT intensive training seminar for almost 12 days,, with practical training and visits to the field;
- 3) In participatory selection process, community leaders to be identified, selected and trained in CR/CSD by the trained GBNGOs member,
- 4) Supporting the communities development structures to carry out conflict transformation

During the field training the trainees should achieve to identify conflict cases to be a subject for conflict prevention and conflict transformation, therefore forming of community structure (rural and urban) to follow up the conflict analysis based on specific conflict cases, moreover to develop an action plan for livelihood activities which will be part of their task to be fulfilled, e.g. the feasibility studies for writing the proposal of the small economic interventions in relation of the potential local resources.

#### 5) Partnership of the GBNGOs and DCs

The new concept working with GBNGOs is not that they just provide the community training to strengthen the community capacity in term of conflict resolution but also to be part of the local development. i.e. for the short term BGNGOs will be integrated as partner to support the community to solve the identified conflict cases and also to follow with them on the determined livelihood activities. With this concept the GBNGOs will gain experiences to manage jointly the proposed livelihood activities and be part of the conflict prevention and conflict transformation on the community level. Moreover they will be part of integrating the DCs with the local governance structures.

### **3. Application of the ISCD approach in Ibb governorate**

Under the component two “Building Confidence and Empowering Communities to Implement ISCD” The ISCD project started its piloting activities on August 2012 to support Ibb communities to manage conflict prevention and to develop locally-driven solutions. The approach is aimed at building capacities of community people to assume the primary role with adequate resources and decision making power to promote their own social cohesion and development. This ISCD approach includes building skills to negotiate and resolve disputes within the communities, and to pursue joint incoming earning initiatives and improvements in social services. The application of the ISCD approach could be explain as follow:

#### **3.1. ISCD expected stakeholders were involved in the planning process of the project:**

1) Prior to the participatory planning workshop on August 2012 a field visit was paid to inform the governor office, NGOs, CSOs and other stakeholders like the Social Fund for Development (SFD) on the ISCD concept, approach and components, moreover to evaluate the institutional capacities of the pre selected NGOs to be invited to the planning workshop, as result of this visit the project concept is highly welcomed, absorbed and it is in line with the governorate set of priorities, especially to support local solutions to conflict transformation and management;

2) During the first field visit an introductory workshop was held for all expected stakeholders for one day, this short period workshop was performed to discussed four topics 1) project concept and components and its applicability in Ibb 2) linkage of project's expected interventions within the local authority system.3) project possible interventions for 2012 and 2013 and 4) NGOs carrying capacity and availability; 20 candidates of active stakeholder working in Ibb were participated in the workshop, (11 members of Ibb NGOs, 3 SFD members, 2 from Acted for Development, 1 NWC, 1 YWU, 1 DFT/ DLDSP and 1 from women department of the governor office). The results of this one day workshop were:

- Deep understanding of the project concept, planned components and its field methodology was achieved;
- The linkages and incorporation of development interventions with the local authority system was intensively discussed, introduction and new thoughts was given by UNDP team , moreover lessons learned from the experiences of the development partners were explored.
- In an structured manner the participants suggested main interventions for ISCD project (i.e.):
  - Capacity building and institutional support for the NGOs, local authority actors and target groups in conflict prevention and conflict sensitive development etc.;
  - Research and studies in conflict prevention and conflict related practices;
  - Community support to youth at risk, women and vulnerable socially neglected groups;
  - Find out solutions modalities for conflict resolution and management for conflict related socio-environmental issues, e.g. land use, irrigation and drinking water;

- Support of community awareness raising on conflict related local solutions and the importance of local initiatives;
- Strengthening of the partnership with the local authorities and education the NGOs and development actors on the conflict mediation and local development legal frameworks.
- From view point of the attendance stakeholders and based on developed criteria the participants evaluated and ranked Governorate Based NGOs according to their current absorptive and carrying capacity, as result of this exercise five GBNGOs were selected as competent institutions to carry out the project activities and to be subject for further evaluation side the UNDP regulations and procedures.

3) All above mentioned stakeholders in addition to new invited local NGOs were participated effectively in the August 2012 participatory planning workshop. This workshop aimed to draft the project matrix plan for the year 2012/2013, The resulted matrix consist of six main dimensions and 58 activities as follow:

1. Capacity building on conflict prevention and mediation for all target groups = 28 activities;
2. Income generation activities, with especial support to youth group = nine activities;
3. Research/studies, survey and awareness with especial focus on the role of the local costumes on conflict prevention and conflict solving mechanisms = eight activities;
4. Water and land use conflict related activities = six activities;
5. Women support and networking activities = four activities;
6. Neglected groups (Akhdam) conflict and social cohesion related issues = three activities.

This planning exercise gives clearness that approaching communities and implementing activities under the conflict prevention and transformation concept should start with training of the GBNGOs to be the ISCD actors of change, i.e. community capacity building in conflicts related activities and approaching other community needs will start by train and involve the selected capable GBNGOs in conflict sensitive development training themes to facilitate the ISCD implementation on the community levels.

### **3.2. TOT training on conflict transformation and conflict sensitive development is implemented**

The objective of this training is to provide knowledge and skills related to conflict resolution and conflict sensitive development for 28 Participants in Ibb governorate (15 persons from five NGOs, ten from the local councils/local authority and three national trainers) for 15 days, during October. It is expected that the selected NGOs will carry out capacity building and community development activities on the community level in issues related to conflict resolution. The training structure consisted of theoretical and practical exercises to identify conflict cases in four districts (al Mashana, al Dhihar, al Naged al ahmar and Reef Ibb). With help of the project technical team, 4 national trainers an Arabic speaker International trainer with proven experiences on the subject and has experiences in Yemen guided the participants to:

- Understand all elements related to conflict mediation and transformation;

- Plan and prepare for a conflict rapid assessment of specific communities;
- Applying conflict case studies ( mapping the conflicts on targeted areas),
- Prepare actions for specific conflict issues within the selected communities.

As direct result of the training seminar and the field work in the rural districts during the training seminar the following steps were conducted:

- Forming a pool of trainers from the trainees in the seminar, 12 trainers were identified to be the ISCD trainers for community capacity building in conflict prevention and conflict sensitive development;
- Modification of the training materials to be suitable for community training, training manual was accomplished during 15 days based on the trainers experiences and based on the contents of the following training manuals:
  - Training manual provided by the regional trainer M A bdul Hafeed 2012;
  - SFD training manuals on PRA methodology and community participation 2 parts, first edition, 2011;
  - Partners-Yemen manual on Conflict Sensitive Development, trail version 2012;
  - Islamic Relief manual on Conflict Resolution and Peace Building (under preparation);
  - Conflict-related Development Analysis (CDA), Users' Guide, part 3 and 4, October 2003; Arabic draft, and Background presentation on Conflict Sensitive approaches to programming, Workshop November 2010 Yemen, UNDP/BCPR.
  - (for the ISCD manual content see the attached annexes)

#### **4. Achievements of four months working under the ISCD approach**

**Statement:** 150 trainees, 12 trainers and 36 days ( in two weeks), total cost 30200.- US\$

The selected 5 GBNGOs were contracted to carry out the community training on conflict resolution and conflict sensitive development for selected community members from 14 sub-districts, cost effectiveness and value of money were considerable factors (200 US\$ per trainee), but the most important is the expected short and long term impacts of the training, the following result were achieved directly after the training :

- 20 rural development committees are build with membership of the trained local leaders;
- 50 conflict cases are identified analyzed; mostly water and land use conflict related activities and conflict cases related to health and education services;
- 99 livelihood activities were recommended for further justification and for conducting feasibility studies; e.g. beekeeping activities, marketing of agriculture products, animal husbandry etc.
- 12 trainers gained practical experiences and were able to conduct training and develop training manuals;
- 150 community leaders gained skills in conflict analysis and practiced in the field to identify and document conflict cases and be part of the solution;
- GBNGOs image is valued in the communities and new GBNGOs role were explored; GBNGOs member became more trusted in their self presentation;
- Subject matter partnership between the formed rural committees and the GBNGOs is in place;
- Rural committees and the GBNGOs developed the feeling of ISCD ownership and recognized the project technical team as facilitators of their community work;



- The ISCD approach and mechanism became clear for the GBNGOs and community development structures

The two tables below showing a summary of the identified conflict cases and livelihood activities. These conflict related cases and the livelihood activities build the communities' action plans for the next 6-12 months to be implemented, moreover further cases and economic activities will be identified and managed by the same community development structures. Result of the discussions between the GBNGOs leaders showed great willingness to ply role in preparing the economic feasibility of the livelihood activities and be part of linkages community work in the planning process of the local authorities.

#### 4.1. Summary of conflicts' cases identified in the districts and sub-districts

Districts and sub-districts	Category of conflicts	No. of cases	GBNGOs
Hazm al Odain, Yaris, Gafen and Bani Waeal	Irrigation, drinking water projects	3 cases	Sama Association
Al sabrah: Nagd al Gomaiy, belad al shoybi, al sayhar and zabeed)	Land use and Irrigation, drinking water projects, health and education services	25 cases	Social and environment ass.
Al Sayani	Land use, managing of drinking water projects, health and education services	6 cases	Al Naged al ahmer
Hobaish and dhalma	Waste water and education services	3 cases	Mobaderoun
Gebalah	Road access, water and	7 cases	Al tanweer
Al Odain: Bani ahmed and al mazahen,	Health, education, irrigation, water canals and electricity	6 cases	Al tanweer
Total		50 cases	

## 4.2. Summary of identified livelihood activities

Districts and sub-districts	Example of the livelihood activities	No. of identified activities	GBNGOs
Hazm al Odain, Yaris, Gafen and Bani Waeal	Beekeeping, Poultry farming , IPM, enamel husbandry	17 activities	Sama Association
Al sabrah: Nagd al Gomaïy, belad al shoybi, al sayhar and zabeed)	Sewing - home gardens - planting fruit trees - more capacity building	14 activities	Social and environment ass.
Al Sayani	Agricultural supplies, veterinary clinics - Computer Learning Center	10 activities	Al Naged al ahmer
Hobaish and dhalma	Beekeeping, mobile maintenance, nurseries, Recycling plastic waste and Sewing	17 activities	Mobaderoun
Geblah	carpentry workshop - Advertising Design Center - Incense industry - distribution of fruit trees - Beekeeping - Poultry farming and small car maintenance	17 activities	Al tanweer
Al Odain: Bani ahmed and al mazahen,	Production of gypsum and sold from a particular stone in Mount sons of Joseph (requires a large oven), Gas production project from animal waste and , Project (section Stones) to be extracted and sold by young people	24 activities	Al tanweer
Total		99 cases	

## 5. Photos from the field



Community members training



Conflict case of Jebelah hospital sewerage system



Field discussion



Involving of local councils in the field visits



Result of conflict on school location



Reflection meeting after field visit in Jebelah