Conflict sensitive approaches to local climate change adaptation in Nepal

GUIDANCE NOTE

1. Background Paper and Rationale

Introduction

Since 2008 Saferworld, an international NGO, has been investigating the relationship between climate change and conflict in local communities, including field-research in Kenya and Bangladesh. The purpose of this investigation is to help develop approaches that can mitigate the conflict risks that may arise from accelerating changes in climate.

It is the interaction between the natural consequences of climate change (e.g. extreme weather, floods, droughts, natural disasters) and the social, political and economic realities in which people live that will determine the risk of conflict. In fragile and conflict-prone states, as climate change interacts with other factors – such as poverty, weak governance, political marginalisation and corruption - there is a higher risk of conflict. And the risks will be highest in those countries that combine high levels of vulnerability to climate change with state fragility and propensity to conflict.
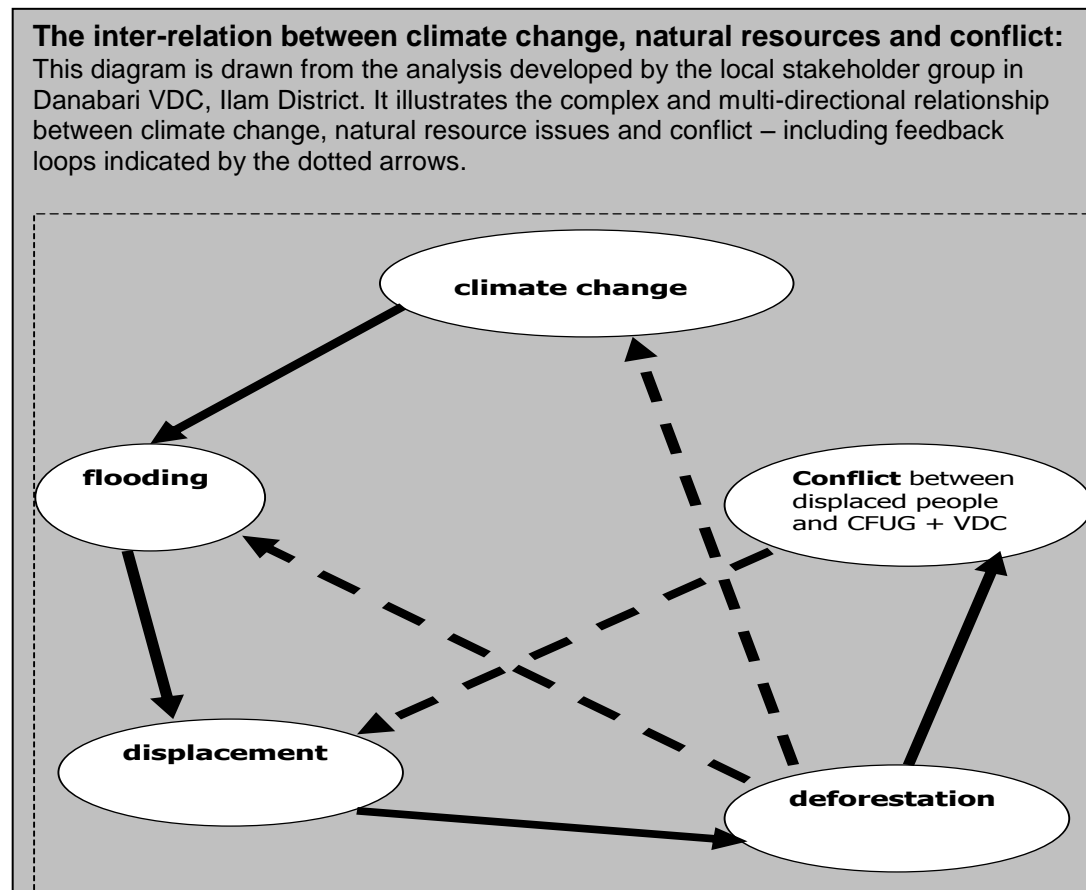
Nepal's vulnerability to climate change is well-known, with temperature increasing at a consistently high rate since the mid-1970s. This has caused glaciers to retreat, while many glacial lakes are at risk of bursting their natural dams. Nepal has also experienced more intense monsoons and dry seasons in recent years. These changes are affecting communities through flooding and drought. Frequent flooding in recent years has led to loss of productive agricultural land, destroyed crops, damaged houses and infrastructure, and caused loss of life. Droughts have resulted in declining crop productivity and the drying of water sources (wells, ponds, and springs). The consequences for communities in Nepal include reduced food security, reduced access to water resources, and increased vulnerability of marginalised and poor people.

Despite the end of the war in Nepal, the legacy of the armed conflict is pervasive. In many communities daily life is characterised by poverty, entrenched inequalities, negligible state support and a sense of insecurity[1]. In such a context, where there are already significant underlying drivers of conflict, the consequences of climate change are likely to have a strong threat-multiplying effect at a local level. This could lead to conflict, which in turn may compound the initial problems – see the diagram overleaf. Therefore it is important to incorporate a conflict perspective into climate change modelling in Nepal, and to ensure that responses to climate change are informed by an understanding of conflict issues.

Conflict sensitivity

Since the 1990s there has been growing awareness that development interventions inevitably have an impact upon the peace and conflict environment in which they are set – and that this may be negative as well as positive. This recognises that all such interventions affect the distribution of power and resources in the target-area. Interventions which don't take existing relations and dynamics into account may inadvertently provoke or sustain conflict, and end up doing more harm than good.

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[1] http://www.saferworld.org.uk/smartweb/resources/view-resource/441

The inter-relation between climate change, natural resources and conflict:
This diagram is drawn from the analysis developed by the local stakeholder group in Danabari VDC, Ilam District. It illustrates the complex and multi-directional relationship between climate change, natural resource issues and conflict – including feedback loops indicated by the dotted arrows.

climate change

flooding

Conflict between displaced people and CFUG + VDC

displacement

deforestation

This awareness led to the emergence of the concept of 'conflict-sensitivity' – and an accompanying methodology to ensure a 'conflict-sensitive approach' (CSA). Conflict analysis is at the heart of a conflict-sensitive approach. This typically involves deconstructing a conflict in terms of its history, the conflict causes and key actors, as well as current dynamics. It provides the foundation for conflict sensitive programming, in particular in terms of understanding the distribution of power and resources within a given context. Conflict sensitivity is relevant in all contexts where there are significant latent conflict issues and underlying conflict drivers.

The principle of conflict sensitivity is not new to Nepal. It is recognised that in the past "development programmes have sometimes reinforced the social and political inequalities that are at the root of the violent, armed conflict"[2]. In 2002 DfID and GTZ supported the development of a methodology for Safe and Effective Development in Conflict (SEDC) intended to help programmes work safely and effectively despite the ongoing war. The SEDC approach has been mainstreamed by a number of organisations in Nepal, notably the Livelihoods & Forestry Programme (LFP). By adopting the practice of SEDC in its work with Community Forestry User Groups, the LFP was able to manage risks to its staff and programmes, as well as ensure that they did not exacerbate conflict during the height of the war[3].

Conflict sensitive climate change adaptation
Climate change adaptation is an increasingly significant form of development intervention, so the principle of conflict sensitivity is highly relevant, especially in

[2] SEDC guidebook
[3] LFP/SEDC report

fragile and conflict-prone states. Like other development interventions, adaptation activities will affect existing resource allocation and power-relations. The risk is that these activities may cause conflict by distributing resources in ways that aggravate tensions between communities. Therefore climate change adaptation measures should seek to do no harm, and if possible support peacebuilding.

In order to 'conflict sensitise' adaptation plans it is necessary to undertake a comprehensive context analysis that considers not only climate hazards and the vulnerability of livelihood resources, but also features of the governance, economic, social and security context that may fuel conflict. It requires an analysis of the relevant actors and stakeholders, and the political economy of the relationships between them. Scenario-based planning, building on the context analysis, becomes especially important given the uncertainties of climate change.

By understanding the conflict issues in a given context, and in particular the issues that divide and connect people within and between communities, the potential impact of adaptation activities on conflict dynamics can be foreseen. It is then possible to design or adapt interventions to ensure that they do not aggravate conflict tensions, and where possible contribute to peacebuilding. If climate change adaptation addresses underlying causes of vulnerability – e.g. governance capacity or livelihood sustainability – in a way that is conflict-sensitive it can lead to a significant peace dividend. Thus, just as climate change is regarded as a 'threat-multiplier', climate change adaptation has the potential to be a 'peace-multiplier'.

Conflict sensitive local adaptation in Nepal
In Nepal the process of developing a national adaptation programme is well underway. The central process is the government-led National Adaptation Programme of Action (NAPA), which is intended to help Nepal understand and predict the impacts of climate change and to improve its capacity to mitigate the effects. Part of this approach involves the generation of "LAPAs", or *Local* Adaptation Plans of Action. The aim of LAPAs is to design a system of adaptation planning that enables local communities to understand changing climatic conditions and engage in the process of developing adaptation priorities. The LAPA is thus a key vehicle for conflict sensitive adaptation since local communities are best-placed to identify conflict risks and potential solutions, as well as to identify the impact of adaptation interventions on conflict dynamics.

In 2010 Saferworld initiated a project, supported by the UK government, to help make local adaptation measures in Nepal more conflict-sensitive, with a focus upon the LAPA. Core groups of local stakeholders were identified in four districts where the LAPA was being piloted, including CBO representatives and local authorities. Over the course of six months, and three shared learning workshops, Saferworld worked with these groups to develop participatory analyses of the local context. These focused upon conflict issues and dynamics, as well as climate change impacts, and how these factors interact. The process strengthened participants' capacities to analyse the local context and raised awareness of the relationship between climate change and conflict. Participants explored how adaptation interventions may have negative or positive impacts upon the conflict situation, and the need therefore for conflict-sensitive approaches. The project informed the development of this note which provides practical guidance for conflict sensitive local adaptation in Nepal.

2. How-to Note

Introduction
This How-to Note builds upon the Background Paper and aims to provide clear and logical guidance to help make climate change adaptation at the local level in Nepal more conflict sensitive. It takes the form of a step-by-step approach to designing or adapting an intervention so that it is conflict sensitive, and is illustrated with examples drawn from the local conflict analyses that were generated during the Nepal project. There are a series of Annexes that detail specific questions to ask during the process, practical issues to be considered, and that describe and explain selected tools. The literature on conflict sensitivity and related topics is extensive, and this document is not intended to be comprehensive. At the end is a list of reference materials, which provide more detailed tools and methodologies.

Conflict sensitivity is not intended, and will not work, as a separate stand-alone methodology. Rather it needs to be integrated into existing approaches, including both needs-assessment and planning processes. In the case of climate change adaptation, conflict sensitivity needs to be integrated into processes of vulnerability assessment and adaptation planning. This guidance note provides a basis for integrating conflict sensitivity into Nepal's Local Adaptation Plan of Action. The practical incorporation of this guidance into the LAPA will depend upon the nature of the specific LAPA processes and tools.

1. The relationship between climate change and conflict
The first step is to illustrate the relationship between climate change and conflict. As explained above, this is a complex and multi-directional relationship that does not lend itself to simple explanation. However, during the local stakeholder workshops a diagram was developed to illustrate the landscape that climate change acts upon, including the multiple layers of potential conflict issues beneath the surface. The key layers relate to natural resources (notably land, water and forests), different identities (e.g. caste, ethnicity, religion and gender), as well as the history of the conflict.
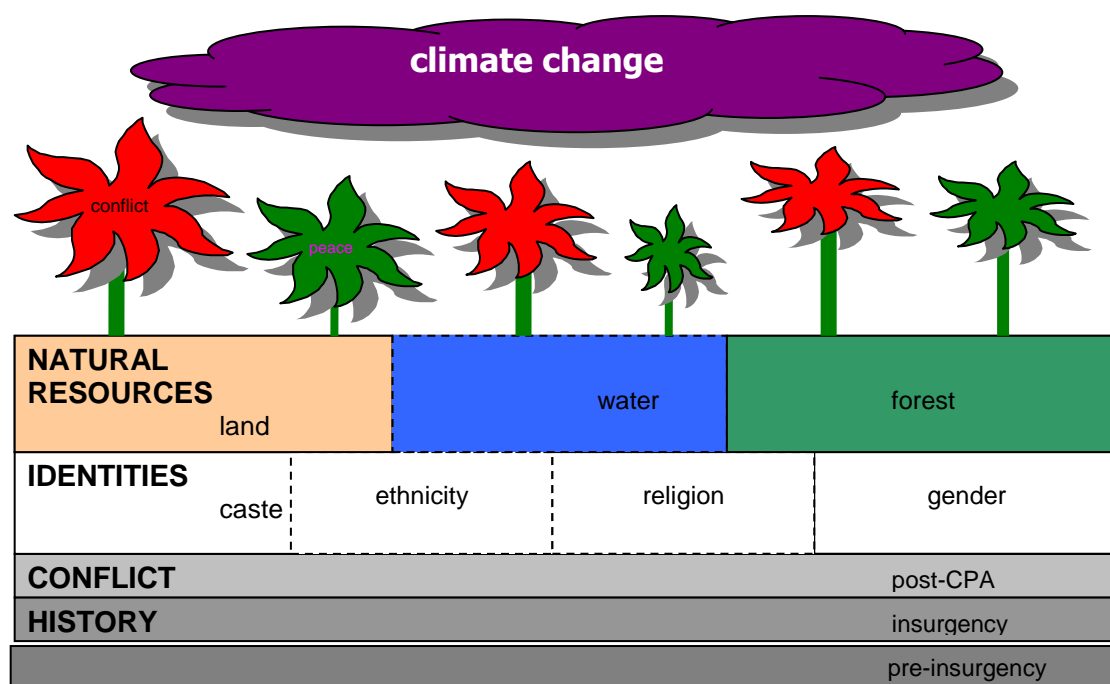
2. Three steps to a conflict sensitive approach

The next step is to introduce the notion of conflict sensitivity. The basic principles of a conflict sensitive approach can be expressed as three steps, which are summarised in the table below:

The "What" and "How" of conflict sensitivity	
What to do	**How to do it**
1. Understand the context in which you operate	Carry out a conflict analysis, and update it regularly
2. Understand the interaction between your intervention and the context	Review the different stages of the project cycle in light of the conflict analysis
3. Act upon this understanding to ensure the intervention is sensitive to conflict risks	Plan, implement, monitor and evaluate your intervention in a way that avoids negative impacts and maximises positive impacts (including redesign when necessary)

3. Carrying out a conflict analysis

Conflict analysis and vulnerability assessment
A range of tools have been developed to assess communities' vulnerability to climate change as the basis for developing adaptation plans. These tools already capture many aspects that are relevant to conflict analysis, especially in respect of livelihoods and natural resources. A range of assessment tools were used during the LAPA piloting process including climate risk and hazard assessments, and participatory well-being ranking to identify the most poor and vulnerable households.

While these sorts of tools provide a lot of important information, vulnerability assessments generally *describe* rather than *explain* livelihoods. They tend to neglect issues of politics, nor do they analyse power relations within communities. There is limited scope, for example, for exploring natural resource competition and exploitation. There also tends to be less attention to the implications of weak political systems, bad governance or insecurity for livelihood strategies.

Conflict analysis can complement and strengthen climate change impact assessment methodologies in a number of ways. These include: 1) examining the impact of power and powerlessness on livelihoods, and establishing the sources of power in the particular community; 2) refining understanding of group identity and group membership and how they affect vulnerability (e.g. persecution, exploitation); 3) examining how wider conflict dynamics impact on institutions and relations within the community, and in particular analysing processes of dominance and exclusion; 4) linking local processes (e.g. displacement) to political and economic interests and strategies at the national level (e.g. land appropriation). All of these aspects are important for understanding how climate change interacts with conflict issues, and also how an adaptation intervention will impact upon the local conflict context.
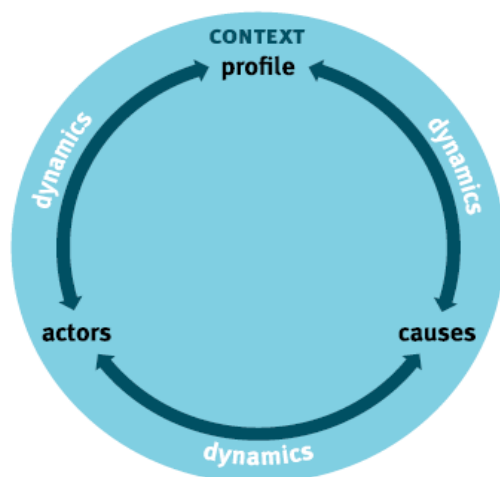
Four aspects of conflict analysis
Conflict analysis helps people to gain a better understanding of a particular context. Specifically it helps to:
- Understand the background and history of the situation as well as current events
- Identify causes of conflict, and to assess their role and significance
- Identify all relevant groups involved, not just the obvious protagonists or victims
- Understand perspectives of different groups, and how they relate to each other
- Identify opportunities for peacebuilding, as well as threats to peace

Conflict analysis provides the foundation for conflict sensitive programming. It can be carried out at various levels - e.g. village, district, national, regional, international. It is important to identify linkages with the other levels of conflict since all levels impact on one another.

Typically conflict analysis focuses upon 4 aspects: conflict **profile**, conflict **causes**, conflict **actors** and conflict **dynamics**. The inter-relations between these four aspects are expressed in the cycle below:

Gathering information for conflict analysis
Conflict analysis should be integrated into the process of climate change impact assessment. To understand the different aspects of the conflict context requires talking to a range of people at different levels with different information and perspectives. Just as local communities have a wealth of knowledge about their environment, and have been adapting to and coping with climate change for years, so too they are well-placed to identify conflict risks and responses. Key people to talk to regarding conflict issues at the local level include: community leaders, civil society, local government officials, security forces, political parties, religious groups. It is important to ensure a gender and age balance in the people you consult with.

Integrating conflict analysis into vulnerability assessments entails gathering additional information regarding the four aspects of the conflict context. Annex 1 below provides Guiding Questions that can be asked in relation to each aspect of the conflict analysis. As well as standard focus group discussions and key informant interviews, there are a number of useful tools for gathering information about conflict issues at the community level. These include the conflict graph, the conflict tree, timelines, conflict actor mapping, the force-field, seasonal calendar, the pillars and the pyramid tools. Annex 2 describes and explains how to use selected tools that Saferworld has

used during the course of this project and elsewhere in its work on climate change and conflict. However, it is important to emphasise that a conflict analysis does not have to be a lengthy and complex exercise: a basic but useful understanding of conflict issues can be generated in a community in a single afternoon.

Scenario development
Conflict analysis provides a snap-shot of a fluid situation. Developing scenarios of what might happen next is important for a conflict sensitive approach because these provide a basis for projecting the future interaction between the planned intervention and the context, and for thinking through appropriate responses. Scenario development is particularly important in the case of conflict sensitive adaptation given the uncertainty regarding future changes in climate and their impacts. Scenarios should provide an assessment of different possible developments in a given context, drawing upon the analysis of conflict issues as well as upon the climate change risk assessment. Typically three scenarios are prepared: (a) best-case scenario (i.e. describing the optimal outcome of the current context); (b) middle case or status quo scenario (i.e. describing the continued evolution of current trends); and (c) worst-case scenario (i.e. describing the worst possible outcome).

Setting indicators for conflict sensitivity
Having projected future scenarios relating to changes in climate as well as the conflict context, it is important to monitor the context so as to provide up-to-date information in order to measure the interaction between the context and the adaptation intervention. This entails identifying indicators since these help to reduce a complex reality to selected concrete aspects which represent valuable pointers for monitoring change. Indicators should be developed on the basis of the identified conflict profile, causes, actors and dynamics. Local communities should be involved in identifying the indicators through a participatory process. The sample indicators presented below were extrapolated from the Nepali context analyses generated by local stakeholders during this project. They illustrate how new pressures caused by climate change may be overlaid on top of underlying tensions in the community (relating to caste, religion, etc.) thus aggravating divisions and potentially leading to violence.

Examples of conflict analysis indicators (from local context analyses)		
Key element	**Conflict issue**	**Sample indicator**
PROFILE	• History of antagonism between Hindu and Muslim communities • Caste-based discrimination • Area heavily affected during armed conflict	- Faith-based demonstrations and rioting - Extent of inter-caste marriage - Legacy of armed conflict fuels local political rivalries
CAUSES	• Flooding leads to displacement which leads to encroachment upon forest resources → conflict • Flooding leads to destruction of irrigation canal which leads to competition for water resources → conflict	- River levels - Smuggling and theft of timber - Price of firewood -
ACTORS	• Village Development Committee • Consumers of community forest resources • Irrigation canal committee • Community Forest User Group	- Tensions between displaced people and CFUG and VDC - Disputes over water resources

	• 'minority' groups (e.g. Tharu, Magar)		
DYNAMICS	• Rising unemployment • Political instability at national level leading to polarisation and intensifying local disputes	-	Out-migration of labour-force to India Inflammatory articles in local media

The conflict analysis will help organisations to identify which key issues and dynamics that could lead to conflict they need to keep track of as part of conflict-sensitive monitoring and evaluation. These indicators should be used to monitor and measure both the context and its changes over time; and the interaction between the context and the adaptation intervention.

4. Integrating conflict analysis into climate change assessment and adaptation planning

In order to conflict sensitise climate change adaptation, conflict analysis should be integrated as much as possible into the process of climate change assessment and adaptation planning. To illustrate how this can be done, we have drawn upon the Toolkit on 'Participatory tools and techniques for assessing climate change impacts and exploring adaptation options' that was developed by the Livelihoods & Forestry Programme in 2010. With reference to the specific tools described in this Toolkit, we propose where and how conflict analysis can be incorporated into the assessment process.

Tool 1: Climatic Hazard Mapping
Under section on 'Further questions' include specific questions about local conflict and insecurity issues – e.g. "which locations/communities are at risk from conflict or insecurity".

Depending upon the scale and cope of the assessment exercise, such questions can be elaborated based upon the 'Key questions for a conflict analysis' suggested in Annex 1.

Tool 2: Climatic Hazard Trend Analysis
In the trend analysis exercise (under section on 'Process') include the identification of specific local incidents of insecurity or conflict on the time-line.

Under 'Further questions' include specific questions about how the community responded to these incidents of insecurity/conflict
[there is already reference to 'socio-economic and political changes' but a more explicit focus upon conflict/insecurity is recommended]

Tool 4: Climatic Hazard Impact Assessment
Add a column to the matrix which describes the 'Secondary Impact' or 'Consequence' of the identified climate hazards – e.g. how did the flooding of the rice crop or erosion of terraces affect the local community, including knock-on effects on conflict/security dynamics

Tool 5: Livelihood Resources Assessment
Include in the table of 'Livelihood resources' those local structures or institutions (however informal) that contribute to the mediation of disputes, resolution of local conflicts, etc.

Develop an additional exercise which focuses on who – which actors or groups - have access to and control over the identified livelihood resources (this will provide important information regarding resource allocation and power-relations)

Tool 7: Assessing Climatic Hazard Impacts on Livelihoods
Add a column to the matrix of Impact areas which focuses specifically upon 'Threat to inter-group relations and community security'

Tool 9: Vulnerability Matrix
This is a key tool for incorporating a conflict perspective by relating conflict risk analysis to climate change impacts. One option would be to insert a column into the left-hand side of the existing matrix (type of livelihood resource affected), which records the impact of the identified climatic hazard upon social cohesion or inter-community dynamics. Then a corresponding column could be inserted into the right-hand side of the matrix (type of livelihood resource available to cope with impacts) which identifies specific local mechanisms or institutions that play a part in responding to and resolving the threats to community security. Alternatively you could develop a separate matrix but on the same principle/structure which identifies a) the risks of conflict and b) the conflict management/peacebuilding resources.

Tool 13: Community-based Adaptation Planning
Under 'Development of Adaptation Plans' include questions regarding how the introduction and impact of the proposed adaptation intervention may affect, and be perceived by, communities adjacent to the target-area. The table in Annex 3. below specifies a wide range of practical issues to consider during the adaptation programme in order to be conflict sensitive, organised according to the three stages of planning, implementation and monitoring and evaluation.

However, it is important to keep in mind the *principles* of conflict sensitivity at all times, rather than simply regard it as a list of issues to be ticked off. It is also worth noting that being conflict-sensitive at the local level looks very much like 'good community development' and shares many of the same values. A conflict-sensitive approach does not mean revolutionising climate change adaptation. What is important, however, is to recognise that the more serious the conflict dynamics in a particular context, the more small 'mistakes' are likely to have big impacts on the relationships or issues which can fuel conflict.

5. Challenges to conflict sensitivity

This guidance note assumes some willingness on the part of stakeholders involved in climate change adaptation to consider issues of conflict and a commitment to working in a more conflict sensitive manner. In practice, this willingness is often not there: whether at national or community level, certain groups may have a vested interest in the status quo because they benefit from the current situation and its associated political, social and economic dynamics. Meanwhile, external actors, such as donors, may be unwilling or constrained from addressing such issues. Nepal is no exception in this respect, and the twin factors of weak governance on the one hand, and the injection of substantial resources for climate change adaptation on the other, mean that there could well be considerable resistance to a conflict sensitive approach to adaptation. The table below highlights some of the key challenges that may be encountered, and suggests how they could be overcome.

Challenges	Possible approaches to overcoming challenges
Sensitivities Raising conflict issues in dialogue with the national government (and sometimes with donors) can be highly sensitive, and developing a shared understanding of the issues between different stakeholders may be difficult.	By presenting issues in terms of governance and/or social issues, and referring to 'context analysis' it is possible to avoid some of the sensitivities that can occur when 'conflict' is discussed openly and explicitly. In addition, participatory analysis processes that involve government officials as well as civil society are more likely to build a shared understanding of the conflict, and avoid the political risks of undertaking analysis unilaterally.
Priorities Whilst donors may wish to support conflict sensitive climate change adaptation, national governments may be unwilling to recognise conflict as an issue in their climate change response strategies and programmes.	The commitments to conflict prevention made by many governments within regional and international frameworks can provide an argument from donors and other stakeholders for the inclusion of these issues wherever relevant to national strategies and programmes.
Lack of capacity Stakeholders may lack the capacity to undertake conflict analysis and to act in a conflict sensitive manner.	Conflict analysis and conflict sensitivity should not be presented as a complex technical approach; but rather regarded as an additional lens through which to understand and enhance existing plans. There may still be a need for donors to provide capacity building support to local adaptation stakeholders.
An abundance of analyses Implementing partners and stakeholders may be overwhelmed by the number of different tools, approaches and assessment frameworks they are faced with and expected to use – gender analyses, environmental analyses, governance assessments etc. This may lead to a box-ticking approach to conflict analysis/sensitivity.	As emphasised above, conflict analysis should be integrated into existing vulnerability assessment frameworks, and conflict sensitivity incorporated into the overall adaptation project cycle – rather than being regarded as a separate and additional exercise.

ANNEX 1: key questions for a conflict analysis

a) PROFILE
What is the political, economic, and socio-cultural context?
e.g. physical geography, population make-up, recent history, political and economic structure, social composition, environment.
What are emergent political, economic, environmental and social issues?
e.g. elections, decentralisation, new infrastructure, return of demobilised combatants, unemployment, climate change, natural disasters, HIV/AIDS.
What specific conflict-prone/-affected areas are situated within this context?
e.g. location of key natural resources, important infrastructure and lines of communication, pockets of socially marginalised or excluded populations.
Is there a history of conflict or insecurity?
e.g. past incidences of violent conflict, political or religious rivalry, mass protests, mediation efforts, external intervention.

b) CAUSES
What are the <u>structural causes</u> of conflict?
i.e. pervasive factors that have become built into the policies, structures and fabric of a society and may create the pre-conditions for violent conflict
e.g. poor governance, lack of political participation, lack of economic opportunities, religious or caste-based marginalisation, unequal access to natural resources
What issues can be considered as <u>proximate causes</u> of conflict?
i.e. factors contributing to an environment conducive to violent conflict or its escalation
e.g. uncontrolled security sector, proliferation of light weapons, human rights abuses, role of demobilised combatants, destabilising role of neighbouring countries
What <u>triggers</u> could contribute to the outbreak of conflict?
i.e. single key acts or events that will set off or escalate violent conflict
e.g. election outcome, arrest or assassination of key leader or political figure, military coup, rapid increase in price of basic commodities, natural disaster
What factors can contribute to peace?
e.g. communication channels between opposing parties, demobilisation process, reform programmes, civil society commitment to peace, anti-discrimination policies.

c) ACTORS
Who are the main <u>actors</u>?
e.g. national government, local authorities, political parties, military, police, private sector/business, trade unions, NGOs, CBOs, international agencies, religious groups
What are their <u>interests, positions, capacities, and relationships</u>?
e.g. religious values, political ideologies, need for land, interest in political participation, economic resources, constituencies, access to information, political ties, global networks
What capacities for peace can be identified?
e.g. local authorities, political parties, civil society, traditional authorities
Which actors can be identified as spoilers? Why?
e.g. groups benefiting from conflict economy (combatants, arms/drug dealers, etc), smugglers

d) DYNAMICS
What are current conflict trends?
i.e. is security getting better or worse, and if so, why?
What are windows of opportunity for peacebuilding?
i.e. are there positive developments? How can they be strengthened?
What scenarios can be developed from the analysis of the conflict profile, causes and actors?
i.e. what might happen next in best-case, status quo and worst-case situations?

Annex 2: tools for conflict analysis at the community level

There are many temporal and spatial tools to help understand the conflict and climate context affecting natural resource availability and access. Key tools that Saferworld has found useful during the course of this project, and elsewhere in its work on climate change and conflict, are outlined below.

1. Problem tree

A problem tree provides a useful technique for understanding conflict in a systematic way, as illustrated in the schematic diagram below. The technique involves identifying the main issues associated with conflict and classifying them according to the core problem (the trunk), its underlying causes (the roots), and the subsequent effects (the branches) that define and shape conflicts in a region.

Generic conflict tree
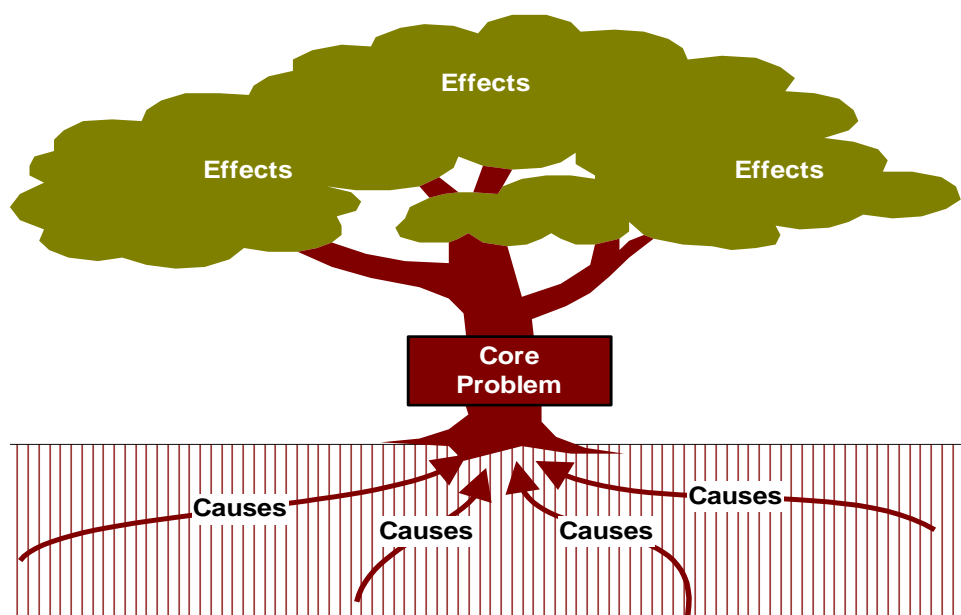
Identifying and classifying issues in this manner helps to stimulate discussion about conflict, reach consensus on the core problem, relate causes and effects to each other and identify conflict issues that should be addressed. As conflict trees are developed, the complexity and cyclical nature of conflict emerges. For example, the identified issues are often both a cause and effect of a conflict. In addition, the dynamic and evolving nature of conflict can be seen with its many layers of causality. However, an aspect that is not often captured by conflict trees are the actors that are involved in the conflict and how the interactions between the stakeholders can often become the main drivers of the conflict.

2. Actor mapping

Actor mapping helps stakeholders to identify all relevant actors and to understand the relationships between groups. This allows for the relationships between different actors at local levels that are central to the conflict dynamics to be identified, which means that conflict sensitive adaptation can focus specifically on addressing these relationships. Start by drawing the main actors, using larger circles for the main

parties to the conflict and smaller circles for more minor players. Use a jagged line to represent conflict relations; double lines for an alliance; a double line with a crossed line for a broken alliance, and a single line for a link. If possible, put the issue at the heart of the conflict in a box. You will rapidly begin to build up a picture of the conflict including those groups which may be able to act as peace makers or mediating parties. Finally, when satisfied with the map, think about where you might place yourself. This exercise is a useful activity to do in small groups and in communities.
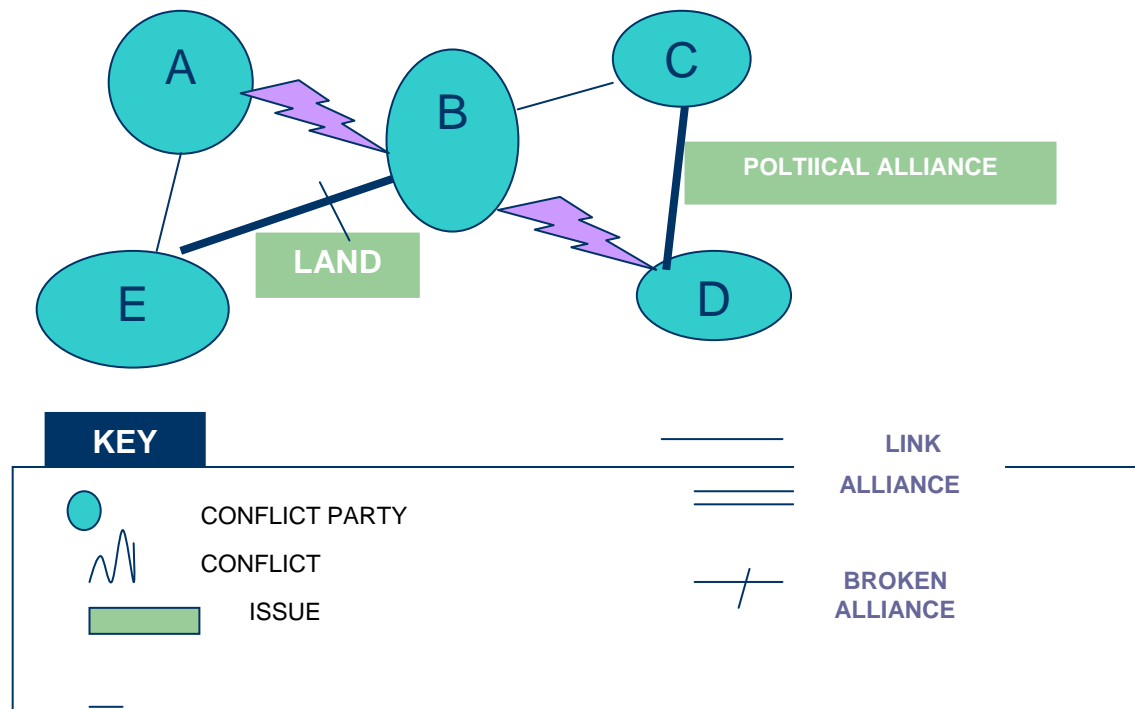
3. Historical timeline

A historical timeline is a technique to identify and plot key events in a community against a timescale. It enables key conflict, climate, social and development events to be plotted, as illustrated below. The technique provides an insight into the nature of past conflict and climate events, and their key associations, trends and changes over time. The process of developing and agreeing a chronological sequence of events often highlights the different experiences and perceptions of stakeholders. As a result, the aim of a timeline is not to necessarily create an objective history but to understand the perceptions of the people involved and to create awareness that one perspective is only part of the 'truth'.

Generic historical timeline
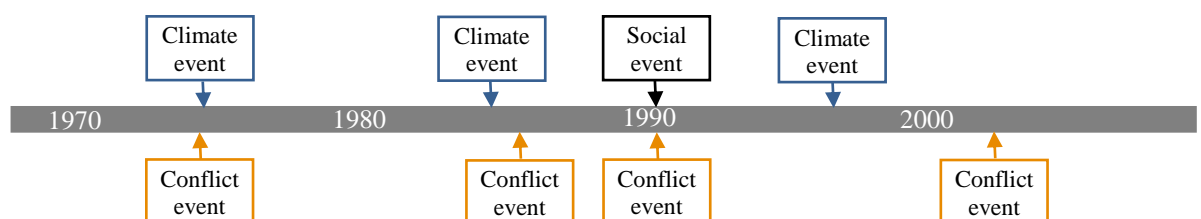
ANNEX 3: practical issues to consider for a conflict sensitive approach

CONFLICT SENSITIVE PROJECT PLANNING

What to do?	How to do it?
Ensure that objectives of climate change adaptation intervention are conflict sensitive	Review project objectives in light of the conflict analysis to determine how the intervention may affect the conflict context, and how the conflict context may affect the feasibility of the project. This includes considering the possible interaction between the intervention and different future contexts (the scenarios developed in the conflict analysis help with this). If necessary revise objectives (or perhaps add new ones) and adjust working practices to ensure that the project does not aggravate conflict dynamics and where possible that it promotes peace.
Select the location carefully with reference to neighbouring areas	Base your selection on a clear understanding of the relationships and dynamics with neighbouring areas, whether at village or district level. The selection of the location for intervention can have a direct influence on a conflict context. Inequalities between areas can lead to/reinforce tension and conflict. Although pressure may come from one or other stakeholder to focus on a particular area, the geographical area should be determined primarily by the vulnerability assessment, the findings of the conflict analysis and the views of communities.
Select beneficiaries without exacerbating divisions and conflicts within and between communities	Select beneficiaries according to carefully defined criteria. These should be based on the vulnerability assessment and conflict analysis. Questions to consider include: should the initiative target only some community members with specific needs/vulnerabilities, or the whole community? If the community themselves decide on who benefits, it may be necessary to have safeguards to ensure that those most in need are not excluded. Safeguards can include publicly displayed beneficiary lists and complaints mechanisms.
Consult with local communities	Consult the local community regarding what projects are supported (those favoured by a consensus of people or imposed on communities by elites with vested interests); how and through whom resources are delivered (shouldn't assume all CBOs are inclusive or representative); and who benefits from projects where specific groups are targeted. Techniques for ensuring communities have their say include surveys of needs, votes, public meetings.
Select staff considering the overall balanced profile of the project team	Select male and female staff that reflect the different ethnic, religious or caste communities in the local area, and who are not perceived to be politically affiliated. No individual will ever be perceived as being completely 'neutral'; therefore the key is to build a balanced team. This can be an important demonstration of impartiality. It may also ensure the project can be approached by and engage with a wider range of people. Recruitment should be based on a transparent and competitive procedure according to clear criteria to show the fairness of the selection process.
Select partners with reference to how they will be perceived	Bear in mind the potential to encourage positive co-operation and bridge-building between groups, as well as being aware of the risk that some partners may not be acceptable to the local community and therefore may contribute to tensions/conflict. Analyse the different actors and in particular the relations between potential partners and the target community.

CONFLICT SENSITIVE IMPLEMENTATION

What to do?	*How to do it?*
Communicate clearly and transparently with beneficiaries and the public	It is important to maintain communication and consultation with beneficiaries and others affected by the project as regularly as possible throughout the implementation phase. Clearly communicate the objectives and activities of the project and where relevant the basis for decisions about staffing, procurement, partner and beneficiary selection.
Select contractors carefully	Select contractors using pre-determined criteria which are clear and transparent, wherever possible developed in consultation with the beneficiaries. The criteria may include preparedness to support the local economy and labour resources, not to disrupt local resource management and the environment. Develop criteria and processes on the basis of positive discrimination in favour of local labour and local materials (though not at the expense of programme quality). This can have a significant peacebuilding dividend (as well as developing local ownership) in conflict-affected local economies where poverty and unemployment are drivers of insecurity.
Focus on relationships	Conflict analysis can help to identify conflict actors and understand their relationships. Projects can then consider which actors and relationships are important for promoting peace and preventing conflict. Try to engage with these actors and design activities in a way that enhances their understanding of each other's positions and improves relations.
Engage with 'spoilers'	From the outset, identify actors that could obstruct the project or bring it into controversy. Consider ways to engage with spoilers so that they reduce their opposition, buy into the project and improve their relations with other actors.
Be transparent and accountable between partners	Ensure open dialogue, joint planning and reviewing with all project partners participating. Open dialogue and joint planning helps to ensure that the project uses the knowledge all partners have of the conflict and takes account of the different risks different partners face in doing their work.
Co-ordinate with other actors	Maintain regular communication and coordination with other organisations so that all organisations learn from each other about the context and how to avoid fuelling tension and build peace.
Maintain good working relations with local authorities	Maintain regular contact with mandated government agencies and community leaders, bearing in mind that challenges and blockages can sometimes occur because of failure to consult. 'Maintaining good working relations with authorities' does not mean working in support of the government's priorities, nor does it mean avoiding offering constructive criticism. The policy and behaviour of local authorities may be a significant factor in conflict dynamics. Therefore one should aim to maintain impartiality, be even-handed between actors, and responsive to the perceptions, needs and rights of the public and other stakeholders, while maintaining positive and constructive relations with local authorities

CONFLICT SENSITIVE MONITORING AND EVALUATION

What to do?	*How to do it?*
Be responsive, flexible and relevant	On a regular basis monitor 1) changes in the conflict context; 2) the way the project impacts on this context; 3) the way the conflict impacts on the project (this also contributes to project evaluation). It is important to bear in mind that conflict sensitive monitoring entails a willingness to change or cancel project activities – or alternatively to undertake new activities - especially if there have been significant changes in the conflict context.
Identify procedures and contingency plans in order to be able to respond rapidly to risks	Identify what the conflict risks are and where they are most severe. Ensure that you have in place: • Structures for security management including co-ordination on security with other agencies; • Security procedures within adequate rules, manuals or guidelines, training, etc.; • Guidelines for when to scale down/suspend the project; • Guidelines for how to respond to specific emergencies (injury, death, hostage taking, natural disaster); • Plans for evacuation from the project site.
Keep communicating with staff on conflict sensitivity	Conflicts and potential conflicts have an important impact on staff. It is important to: • Enable staff to perform activities without compromising their personal safety; • Encourage staff to identify emerging conflict-related issues and flexible responses to them; • Encourage staff to report security risks and incidents openly and to take responsibility for managing risks.
Make sure the project supports long term solutions and local ownership	From the outset projects should consider how to sustain the positive peace-supporting impacts of the project, and to continue avoiding negative impacts. In particular, projects should think about how to help the actors to handle conflict-related issues and relationships constructively when the project is over. If it establishes structures that will last beyond the life of the project, it should build capacity for these structures to continue analysing the conflict context and to sustain a conflict sensitive approach.
Make sure the exit strategy does not fuel tensions or conflict	The project conclusion should be planned and executed in a conflict sensitive manner. Beneficiary expectations must be carefully managed and exit strategies should be flexible in order to respond to changes in the conflict context. Make sure that options for phasing out are developed and discussed as early as possible, with triggers for the different options clearly identified. Doing so will make it possible also to minimise unrealistic expectations among project staff and beneficiaries. It will also reduce the potential for divisions to emerge around ownership of assets transferred by the project during its implementation.
Reflect on impact and share lessons	In order to undertake effective evaluation and lesson learning about conflict sensitivity it is important to establish a monitoring framework that includes a focus on minimising negative and maximising positive impacts on conflict.

Annex 4: References and further reading

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