

Conflict Sensitivity

Guidelines

Conflict Sensitivity: Guidelines

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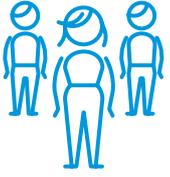
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List of abbreviations

EAC	Engagement Acceptance Committee
GAP	Gender Action Plan
GBV	gender-based violence
GRM	grievances redress mechanisms
HSSE	health, safety, social and environmental
ISMF	Implementation Standards Management Framework
LGBTI	lesbian, gay, bisexual, transgender and intersex
oUP	oneUNOPS Projects
PMM	Project Management Manual
PQMS	Process and Quality Management System
PSEA	Prevention of Sexual Exploitation and Abuse
PSEAH	Prevention of Sexual Exploitation, Abuse and Harassment
SSC	Shared Services Centre
UN Action	United Nations Action Against Sexual Violence in Conflict
UNCT	United Nations Country Team



How to use this guidance

This publication is part of the UNOPS Infrastructure and Project Management Group (IPMG) Implementation Standards Management Framework (ISMF) and should not be applied in isolation, but with consideration for related normative and informative publications in the Framework. In particular, this publication requires an understanding of the *Project Management Manual (PMM)*, the Operational Directive on the *Management of UNOPS Partners and Resulting Agreements*, together with the relevant accompanying Operational Instructions, the Executive Office Directive on *Occupational Health & Safety and Social & Environmental Management*, relevant processes in the Process & Quality Management System (PQMS) and the Procurement Manual.

This publication is available on the UNOPS internal intranet intra.unops.org. The policies and practices referred to in this publication are valid as of the date of this publication. The most recent version will always be the version available on intra.unops.org.

TARGET AUDIENCE

The audience for this publication includes business developers, project managers, project executives, programme managers, project and programme support teams, heads of programme, regional advisors and country and regional directors.

REFERENCES AND CROSS-REFERENCES

References and cross-references appear as follows:

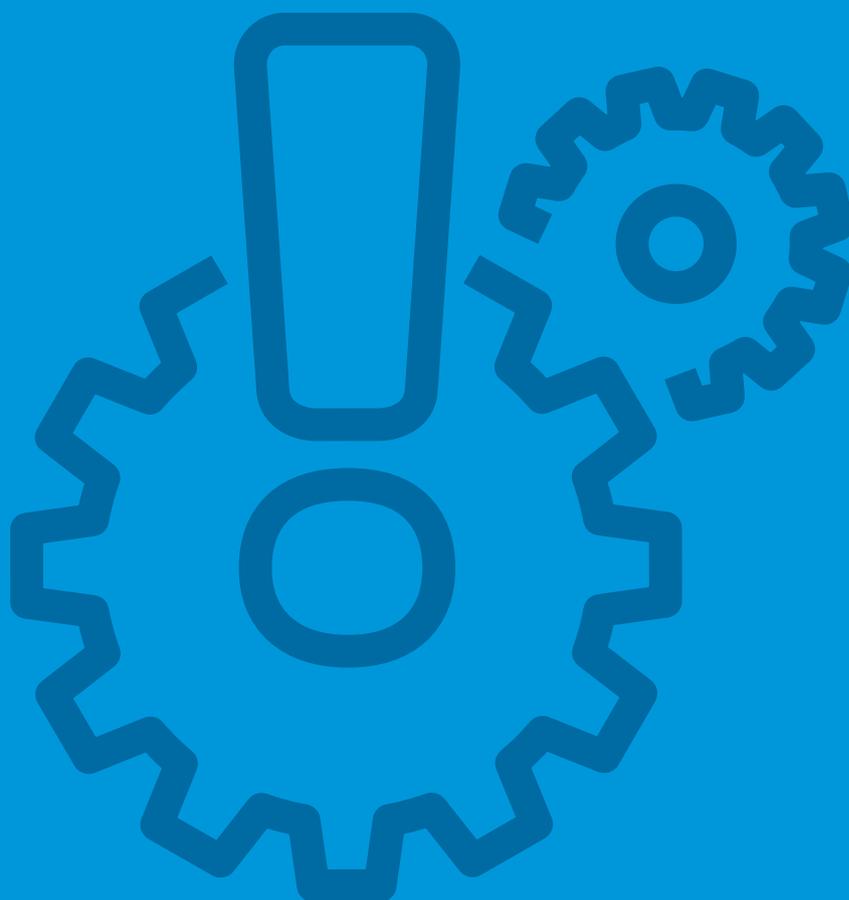
- Cross-references within this document are formatted as follows, e.g., (see [Section 2.1.1](#)).
- References to UNOPS intranet pages are formatted as follows, e.g., [Project documentation](#).
- References to UNOPS policies and publications, as well as external publications, are in italics, e.g., *Project Management Manual*, and included within the [References](#) section at the end of this document.
- References to external sources and directly referenced content are cited in footnotes.

References to activities in the PMM appear highlighted as below:

- Mandatory activities appear in a dark blue highlight, e.g., (0.3).
- Optional and recommended activities appear in a grey highlight, e.g., (0.5.1).
- A complete list of referenced UNOPS materials is listed at the end of this publication.

Introduction

Conflict sensitivity is a critical approach to ensure that UNOPS activities in fragile and conflict-affected settings contribute to conflict prevention, reduction or resolution efforts. Making use of a conflict-sensitive approach in UNOPS projects and activities can support peacebuilding and long-term sustainable development.





BACKGROUND

In 2016, UNOPS launched its *Conflict Sensitivity Guidance*, following a study by the PeaceNexus Foundation, on ways of strengthening conflict sensitivity within UNOPS. This initiative was driven by changing donor requirements, the nature of UNOPS operational contexts and the *UNOPS strategic plan 2014–2017*.

In 2017, the Executive Board of the UNDP, UNFPA, and UNOPS adopted the *UNOPS strategic plan 2018–2021*, which provided direction to expand the UNOPS implementation capacity across peace and security, humanitarian and development efforts. The midterm review of the *UNOPS strategic plan 2018–2021* in 2020 acknowledged the increasing demand for UNOPS to “expand implementation capacity for sustainable development, including in direct support of countries and in the most fragile situations.”¹

In 2020, UNOPS also provided input to the informal phase of the 2020 Review of the United Nations Peacebuilding Architecture. UNOPS submitted a thematic paper, *Infrastructure for Peacebuilding*, to the Peacebuilding Support Office, which was used to inform the *2020 Report of the Secretary-General on Peacebuilding and Sustaining Peace*.² As a result of this process, the United Nations General Assembly and the United Nations Security Council adopted new twin resolutions on peacebuilding and sustaining peace.³

In line with these resolutions, the United Nations Sustainable Development Group is developing a guidance note on conflict sensitivity, peacebuilding and sustaining peace. This guidance aims to enhance the capacity of United Nations staff to apply conflict sensitivity and include peacebuilding approaches in the analysis, policies, programmes, activities and evaluations carried out across the United Nations system, to ‘do no harm’ and to contribute to building and sustaining peace.

In light of these events, and reflecting the continued importance of conflict sensitivity to the fulfilment of the *UNOPS strategic plan*, the present guidance identifies how conflict-sensitive practices can be integrated into project activities throughout the project lifespan, in alignment with the UNOPS *Project Management Manual (PMM)* and UNOPS processes and policies.

¹ Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, Midterm review of the UNOPS strategic plan, 2018–2021, DP/OPS/2020/5, 1 July 2020, p.2.

² Fantini, Carolina, Geoffrey Morgan, Sohini Kumar, Toluwanimi Adeoti, Andrew Reese, P. Schouten, Steven Crosskey and Nicholas O'Regan. 'Infrastructure for Peacebuilding: The role of infrastructure in tackling the underlying drivers of fragility'. UNOPS, Copenhagen, September 2020; United Nations Report of the Secretary-General, Peacebuilding and sustaining peace, A/74/976-S/2020/773, 30 July 2020.

³ Resolution adopted by the United Nations General Assembly, Review of the United Nations peacebuilding architecture, A/RES/75/201, 28 December 2020; United Nations Security Council, Resolution 2558 (2020), S/RES/2558 (2020), United Nations, New York, 21 December 2020.



OBJECTIVES

The main objective of the present guidance is to raise awareness of the importance of conflict sensitivity and support UNOPS personnel implementing projects in conflict contexts to minimize the negative impacts and maximize the positive impacts of UNOPS activities. This can be done by integrating conflict sensitivity considerations in project management activities, including gender mainstreaming, health and safety, social and environmental activities.

This guidance is structured in two main sections. [Section 1](#) highlights the relevance of conflict sensitivity, given UNOPS mandate, work and operational contexts. It introduces the conflict sensitivity approach and explores the contents of the conflict analysis and the conflict sensitivity assessment, with a particular focus on activities that can be performed at the portfolio level. [Section 1](#) also identifies the UNOPS corporate frameworks, manuals and tools that exist to support practitioners and enable a conflict-sensitive approach across different operational levels. [Section 2](#) indicates some of the key entry points for conflict sensitivity, according to the UNOPS project lifespan. It provides guidance for project teams on how to ensure a conflict-sensitive approach when performing specific mandatory and recommended project management activities in alignment with the *PMM*. When applicable, it also indicates the relevant resources and support materials available to project teams for additional information and guidance.

DEFINITION 1 Conflict context

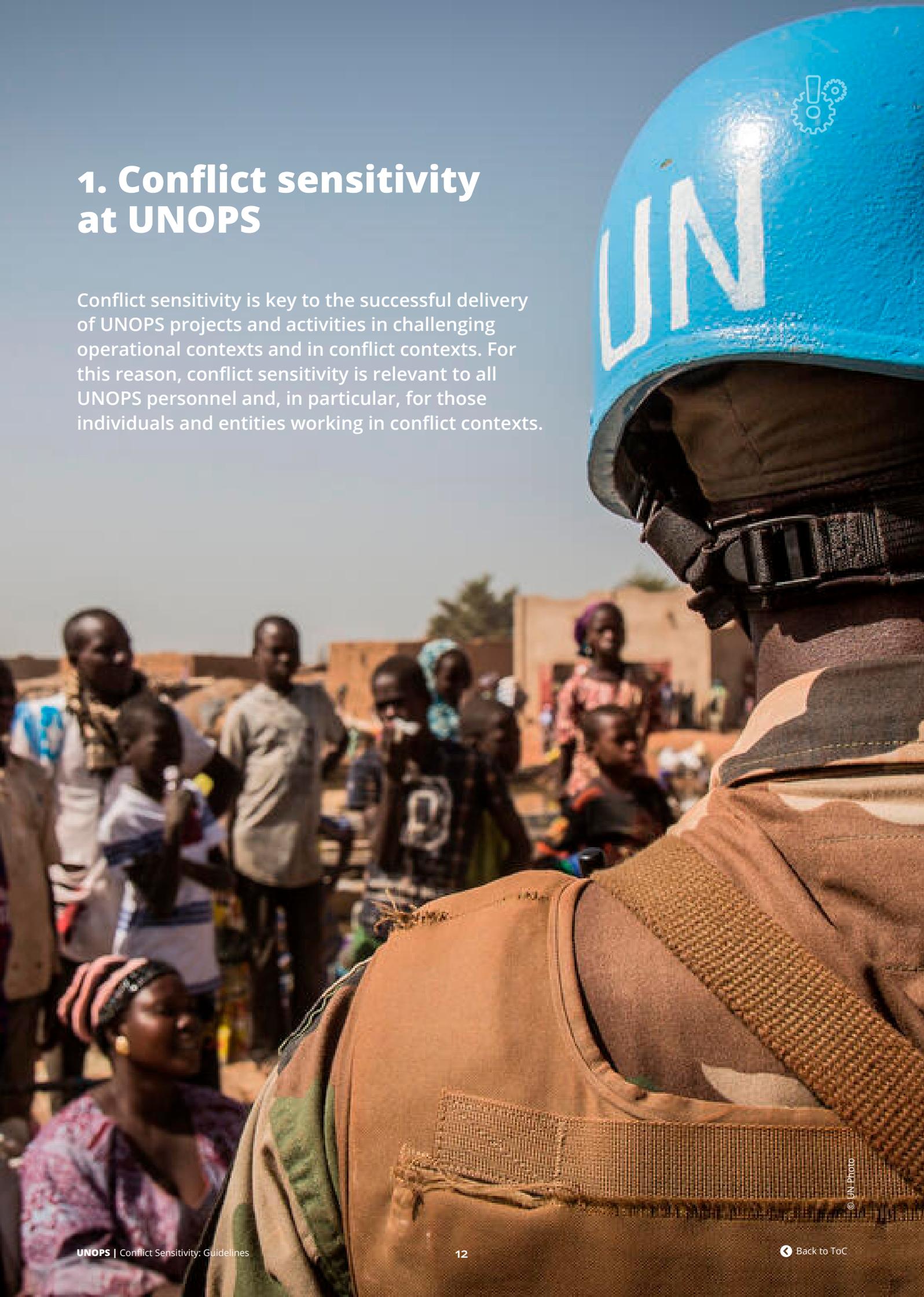
Conflict context refers to the operational context of projects implemented in fragile and conflict-affected states, even if the location of project implementation does not experience active armed conflict. The reason why the term 'conflict context' will comprise the different stages of the conflict cycle (including settings in which tensions have not erupted into violent conflict) is to simplify the applicability of this guidance. Conflict sensitivity applies to all stages of the conflict cycle.⁴

⁴ For more information on the stages of the conflict cycle, see Fantini, Carolina, Geoffrey Morgan, Sohini Kumar, Toluwanimi Adeoti, Andrew Reese, P. Schouten, Steven Crosskey and Nicholas O'Regan. 'Infrastructure for Peacebuilding: The role of infrastructure in tackling the underlying drivers of fragility'. UNOPS, Copenhagen, September 2020, pp. 17-36.



1. Conflict sensitivity at UNOPS

Conflict sensitivity is key to the successful delivery of UNOPS projects and activities in challenging operational contexts and in conflict contexts. For this reason, conflict sensitivity is relevant to all UNOPS personnel and, in particular, for those individuals and entities working in conflict contexts.





1.1 What is conflict sensitivity?

Conflict sensitivity is an approach for working in fragile and conflict-affected settings. This approach aims to minimize the risk that activities carried out by humanitarian or development actors could worsen conflict or increase the risk of violence. It also seeks to maximize the positive impact of such activities on the local context and contribute to peacebuilding efforts.

At its heart, conflict sensitivity is about understanding the causes, key actors and driving issues in a conflict context and how the activities of an organization or project interact with this operational context. It is concerned with two-way interactions, not only how the conflict might affect programmes and projects but also — and crucially so — how a programme or a project might worsen tensions or help to address the root causes of fragility and contribute to the peacebuilding process. Conflict sensitivity informs an intervention at all stages of the project lifespan and enables effective risk management.

1.2 UNOPS operational context

With over 25 years of experience, UNOPS helps the United Nations and its partners provide peace and security, humanitarian and development solutions. UNOPS works in some of the most challenging environments in the world, where people face difficult conditions to build a better life.

While preparing the midterm review of the *UNOPS strategic plan 2018–2021*, UNOPS conducted a contextual assessment of its operational context.⁵ The assessment reconfirmed that UNOPS presence and in-country activities are greater in countries and contexts where people face significant obstacles to building a better life.

The majority of UNOPS in-country activities are concentrated in countries ranking low on the human development index and high on the humanitarian risk index. For example, a significant share of UNOPS operations in 2018 and 2019 were located in fragile and conflict-affected settings.⁶

- In 2018, there were 52 active state-based conflicts in 35 countries and territories inhabited by 44 per cent of the world's population – 3.4 billion people. UNOPS had activities in 33 of those countries, representing 50 per cent of gross delivery, an increase of 37 per cent.⁷
- By 2020, the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, and the Department of Operational Support managed and supported 11 special political missions and 13 peacekeeping operations. In 2018 and 2019, UNOPS had activities in all mission countries, amounting to 31 per cent of gross delivery, representing an increase of 25 per cent.
- 49 per cent of the world's population – 3.8 billion people – live in 70 low- and lower-middle-income countries with risk levels above the median humanitarian risk index. UNOPS had activities in 65 of those countries, representing 59 per cent of gross delivery, an increase of 34 per cent.
- More than 41 million internally displaced people reside in 31 countries. UNOPS had activities in 29 of those countries, amounting to more than \$2 billion over the biennium.

⁵ See the *PMM, Part I: Guidelines* (Section 1.2) for information and an analysis on UNOPS global presence and activities between 2016–2018.

⁶ Midterm review of the UNOPS strategic plan, 2018–2021, Annexes, pp. 3–7.

⁷ The increase is measured as gross delivery for 2018 and 2019, compared to the average gross delivery for the two prior bienniums.



UNOPS presence and increased activity in fragile and conflict-affected settings clearly indicate the need for a consistent approach to conflict sensitivity, as well as an understanding of how UNOPS projects interact with local fragility dimensions. Operating with a conflict-sensitive approach requires a holistic understanding of the operating context – encompassing economic, environmental, political, societal and security dimensions – and how UNOPS activities are influenced by and impact this context in alignment with UNOPS policies, frameworks and procedures.

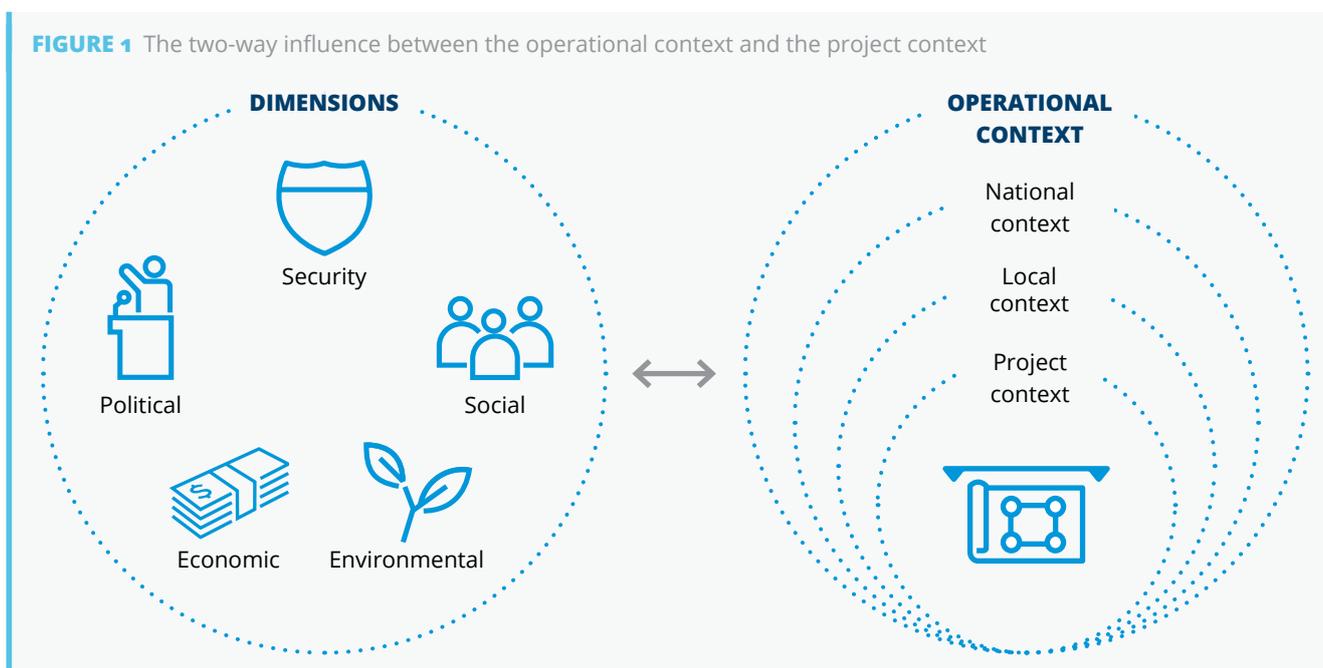
DEFINITION 2 Fragility

Fragility refers to the interaction between economic, environmental, political, security and societal dimensions and how they forge the root causes of conflict. In reality, those dimensions can translate into poverty, inequality, poor governance, violence, food insecurity, lack of access to basic services and people's inability to cope with systemic shocks (e.g., economic shocks, climate change, pandemics), which give rise to tensions that often escalate into armed conflict.⁸

It is virtually impossible to determine at what point tensions lead to violence, when violence effectively turns into 'armed conflict' and to what extent a decrease in violence characterizes a 'post-conflict' situation. However, fragility dimensions influence each of these stages of conflict.

Making use of a conflict-sensitive approach allows UNOPS personnel to minimize negative impacts and maximize positive impacts of UNOPS activities in conflict contexts. Figure 1 illustrates the two-way influence between the five dimensions of the operational context and the project.

FIGURE 1 The two-way influence between the operational context and the project context



MORE INFORMATION

The UNOPS report, *Infrastructure for Peacebuilding*, examines how infrastructure projects interact with the dimensions of fragility and, as a result, contribute to or hinder peacebuilding efforts.

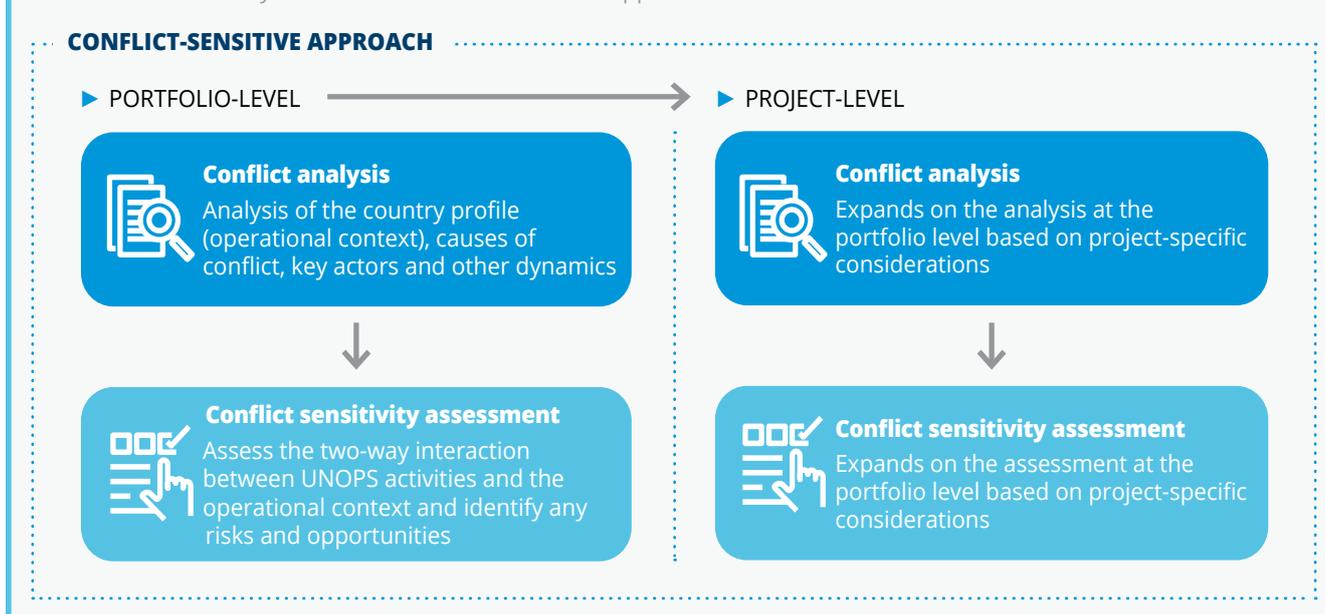
⁸ Organisation for Economic Co-operation and Development, *States of Fragility 2020*, OECD Publishing, Paris, 2020, p. 10.



1.3 A conflict-sensitive approach

Working in fragile and conflict-affected settings requires a strengthened approach to conflict sensitivity. The two key elements of a conflict-sensitive approach are the conflict analysis and the conflict sensitivity assessment, illustrated in Figure 2. UNOPS projects do not exist in isolation. They are influenced by a programme's structure and a portfolio's strategic objectives, based on the *UNOPS strategic plan*. A conflict-sensitive approach necessitates a holistic understanding of the conflict context at all UNOPS operational levels — project, programme and portfolio. The UNOPS conflict sensitivity approach relies on the application of cross-cutting policies, practices, processes and standards that exist within the organization.

FIGURE 2 The two key elements of a conflict-sensitive approach



Country offices are advised to undertake regular conflict analysis and conflict sensitivity assessments at the portfolio level, which is also a growing requirement by donors financing projects in fragile and conflict-affected contexts. Without the strategic level assessment, each individual programme or project would be compelled to consider – or might overlook – crucial larger issues each time a programme or a project is assessed for conflict sensitivity. Therefore, a conflict sensitivity assessment at the programme or project level would, ideally, need to be situated within the strategic level assessment that would apply to the portfolio as a whole.

1.3.1 Conflict analysis

Conflict analysis is a key element of conflict sensitivity. The conflict analysis should be conducted through a gender-sensitive lens to identify particular gender considerations within the conflict context. Conflict sensitivity makes use of the findings of the conflict analysis to examine the interaction between UNOPS activities and the conflict context via the conflict sensitivity assessment.

DEFINITION 3 Conflict analysis

Conflict analysis is the systematic study of the country profile, the causes of conflict, the key actors and any other dynamics. It helps practitioners gain a better understanding of the context in which they operate and their role in that context.



Conflict analysis takes a systematic approach to:

- Understand the underlying sources and dynamics of the conflict, including existing tensions that can escalate into conflict or violence.
- Understand the background and history of the conflict.
- Identify the key actors and groups, information on how women, girls, and vulnerable and marginalized groups are affected by the conflict in different ways and identify their coping strategies.
- Understand the perspective of the key actors and groups and how they relate to each other, including an identification of the connecting and dividing elements.
- Identify the causes of conflict, which can be diverse, multidimensional and interrelated.

The conflict analysis process typically involves a combination of different methods of information data gathering, such as desk reviews, surveys, community consultations and workshops with personnel, partners and other relevant stakeholders. [Annex A](#) of the present guidance provides an overview of non-exhaustive, guiding questions that can support a conflict analysis – to be adapted and modified according to the operational context.

CONSIDERATION

Women, men, girls and boys see the conflict differently, based on their perspectives, knowledge, expertise, experiences, skills and roles within their communities. A reliable conflict analysis must be gender-sensitive and consider the ideas, perspectives, interpretations and opinions of different groups about conflict-related issues. Seeking input from women, men, girls and boys enables a comprehensive understanding of the conflict context and requires that information is gathered separately from these groups of individuals.

At the portfolio level, a conflict analysis entails gathering information on fragility dimensions, as well as existing tensions and group-based grievances at the national level. When applicable, UNOPS personnel are encouraged to use the conflict analysis shared by a local and specialized entity in conflict sensitivity (i.e., distributed to organizations through United Nations Country Team (UNCT) or equivalent). Where existing conflict analysis is not available, the process of developing the Common Country Analysis, in collaboration with partners, provides a valuable opportunity to exchange knowledge and information regarding the conflict context.

At the programme or project level, the conflict analysis builds on the information gathered at the portfolio level and supplements the previous analysis with in-depth information from the specific area(s) of intervention, focusing on localized conflict drivers, dynamics, stakeholders and gender-sensitive perspectives, among others.

Finally, it is important to note that in order to remain relevant, the conflict analysis should be frequently revisited and reassessed, especially in contexts where the conflict situation is rapidly evolving. In such cases, project teams should consider the need for engaging a third party with expertise in conflict analysis and the local context to carry out and maintain the conflict analysis. Up-to-date and reliable conflict analysis is vital to inform the conflict sensitivity assessment throughout the project lifespan.



MORE INFORMATION

There are several resources available within the United Nations system to support the development of a conflict analysis. These resources include *Conducting a Conflict and Development Analysis* (United Nations Sustainable Development Group), the *Guide to Conflict Analysis* (UNICEF), the *Conflict Analysis Handbook: A field and headquarters guide to conflict assessments* (United Nations System Staff College), and the upcoming United Nations Sustainable Development Group guidance note on conflict sensitivity, peacebuilding and sustaining peace.⁹

1.3.2 Conflict sensitivity assessment

A conflict sensitivity assessment involves gaining a sound understanding of the two-way interaction between UNOPS activities and a particular context. While the conflict analysis provides key information on the causes, key actors and dynamics of the conflict, the conflict sensitivity assessment helps project teams understand how the project activities interact with those elements and identify possible risks and opportunities. Based on this understanding, UNOPS personnel can make informed decisions to minimize the negative impacts and maximize the positive impacts of UNOPS activities in the conflict context.

The conflict sensitivity assessment should reflect the humanitarian principle of 'do no harm', which requires a humanitarian actor to "to prevent and mitigate any negative impact of its actions on affected populations."¹⁰

At the portfolio level, a conflict sensitivity assessment takes into account how the portfolio/Country Office might collectively interact with the existing conflict situation, as identified in the conflict analysis. This strategic assessment entails the identification and development of mitigation measures above the programme or project management level.

At the project level, the project team builds on the assessment conducted at the portfolio level, supplementing the portfolio-level assessment with localized information related to the project context, identifying additional risks and opportunities related to project activities. This information can also be complemented with risk analysis, issues and lessons learned from other projects implemented in similar environments (see [Section 2.1.2](#)).

1.3.3 UNOPS resources to support a conflict-sensitive approach

UNOPS has put in place a series of corporate frameworks, manuals and tools, applicable to all UNOPS activities, which provide support to personnel and enable a conflict-sensitive approach across different operational levels.

These resources include the enterprise risk management framework, which comprises policies, tools and taxonomies, and serves as the basis for conducting risk management across UNOPS projects, engagements and business units.

⁹ United Nations Sustainable Development Group, *Conducting a Conflict and Development Analysis*, UNSDG, n.d., February 2016; United Nations Children's Fund, *Guide to Conflict Analysis*, UNICEF, n.d., November 2016; Fabio, Oliva and Lorraine Charbonnier, *Conflict Analysis Handbook: A field and headquarters guide to conflict assessments*, United Nations System Staff College, Turin, Italy, 2016;

¹⁰ United Nations High Commissioner for Refugees, 'Humanitarian Principles', *Handbook for Emergencies*, 4th ed., available at <https://emergency.unhcr.org/entry/44765/humanitarian-principles>, accessed 18 June 2021.



The Implementation Standards Management Framework (ISMF) provides resources for all personnel involved with the implementation of UNOPS projects. This includes policies, standards, guidelines, tools and templates that support project implementation with a conflict sensitivity approach. Some of the resources included within the ISMF that are particularly relevant for personnel implementing projects in conflict contexts are the following:

- The Executive Office Directive on *Occupational Health & Safety and Social & Environmental Management* applies to all UNOPS activities. This policy outlines the objectives and requirements to safeguard the occupational health, safety and welfare of all individuals involved in UNOPS activities and facilities. Safeguards can help minimize negative social and environmental impacts from UNOPS activities and facilities and create opportunities to strengthen positive impacts.
- The *Project Management Manual (PMM)* helps practitioners apply the fundamental concepts related to project management to the reality of UNOPS projects. This increases the likelihood that a project can maximize contributions to positive outcomes and impacts in the context in which it is implemented.
- The *Gender Mainstreaming in Projects: Guidelines* expands on the content contained in the *PMM*, providing a clear and detailed understanding of how to practically embed gender considerations into all projects throughout the project lifespan. The document also outlines key gender considerations and guiding questions that can help UNOPS personnel assess the nuances of gender within the local context.
- The *Cash for Work: Guidelines for Projects* provides information for projects with cash for work outputs, which are commonly implemented in humanitarian responses and other forms of intervention in fragile and conflict-affected settings (e.g., social safety nets). This guidance combines best practices from the industry UNOPS experience and lessons learned.
- The oneUNOPS Projects (oUP) tool, which enables systematic risk and issue management, as well as the effective recording of lessons learned. This tool can be used to record, monitor, assess and manage conflict-related risks, prepare mitigation actions and escalate and respond to issues.



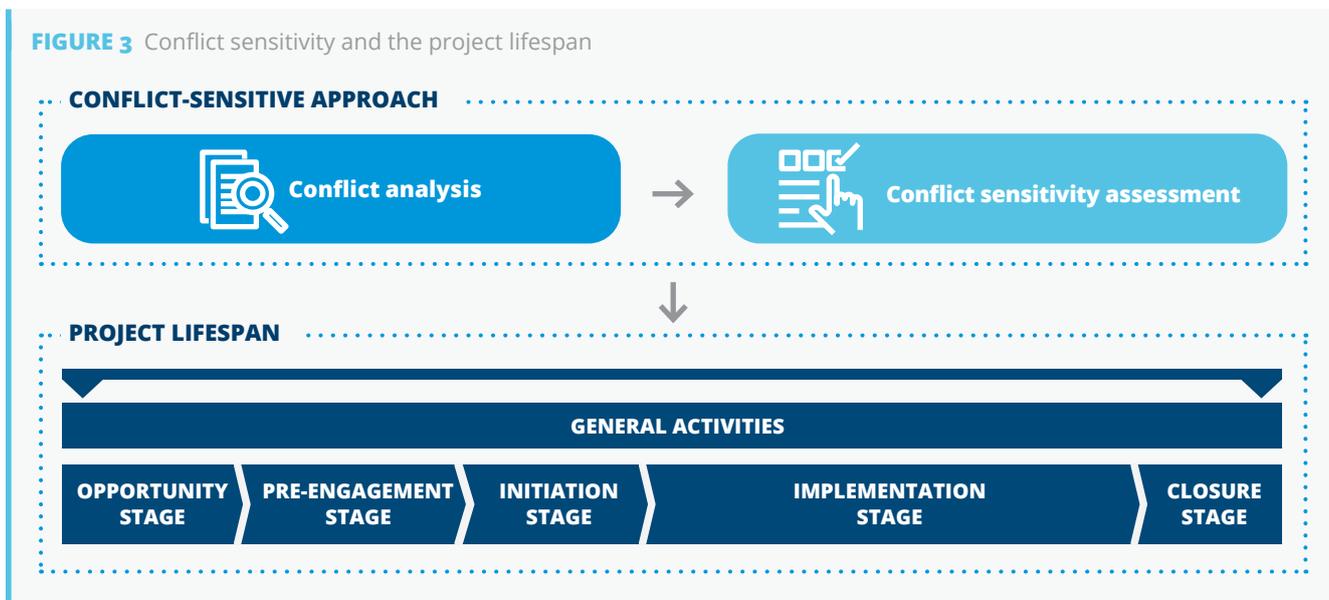
2. Conflict sensitivity and the project lifespan

A conflict-sensitive approach entails the continuous assessment of the UNOPS operational context and how it interacts with project activities. Based on this understanding, project teams can make informed decisions at all stages of the project lifespan.





At the project level, project teams use project management to increase positive impacts and contribute to sustainable development results at local, regional and national levels. Given that projects are both influenced by and create impacts on the operational context, implementing projects in a conflict context requires applying a conflict-sensitive approach to project activities during the entire project lifespan, as illustrated in Figure 3.



Making use of a conflict-sensitive approach throughout the project lifespan helps to minimize the risk of project activities triggering or worsening a conflict or contributing to violence. It also helps maximize the positive impact of projects, contributing to local peacebuilding efforts.

CONSIDERATION

Devoting sufficient time and resources to developing a conflict-sensitive approach during the initial project planning activities and in consultations with partners and other key stakeholders will reap significant benefits during project implementation and closure. In a conflict context, the failure to do so can have significant consequences for peacebuilding efforts and local communities.

The following sections highlight conflict sensitivity considerations for projects implemented in fragile and conflict-affected settings. The content is structured according to the UNOPS project lifespan, enabling project teams to identify relevant activities during each stage of a project.

At all stages, the roles responsible for the different project management activities are advised to understand the purpose of conflict sensitivity, how it applies to specific activities and what resources are needed to ensure a conflict-sensitive approach throughout the project lifespan.



2.1 Opportunity Stage

The Opportunity Stage of a project is the period of time when a possible project is developed into a potential project. The following section includes guidance on specific activities related to conflict sensitivity to help project teams make informed decisions when developing projects in fragile and conflict-affected settings.

2.1.1 Develop the opportunity

The Business Developer is responsible for developing an identified opportunity into a potential engagement during the Opportunity Stage of a project (1.4). This requires consultation with partners and stakeholders to understand the outcome of the project and any inputs and activities needed to achieve this outcome. Completing an initial stakeholder mapping exercise at this point in the project is recommended to ensure that the primary requirements of the project are accurately defined and any potential risks are identified early during the development of the project.

Developing the opportunity involves the development of a formal proposal to partners and the completion of the initial engagement risk assessment. Incorporating a conflict-sensitive approach to the development of any opportunity is important to help the project team identify threats and opportunities related to the conflict context. Certain risks, for instance, may not be immediately apparent if tensions in a particular location have not escalated to violence but may be simmering below the surface. Developing an awareness of the potential for escalation will help to inform the project team in discussions with partners and other key stakeholders.

2.1.2 Complete Proposal

The Business Developer is responsible for completing a formal proposal to partners (1.4.1). This proposal may contain several elements that will inform the development of the Project Initiation Documentation at a later stage. Although the proposal may still be at an early stage of development, it is a key entry point for the inclusion of a conflict-sensitive approach.

The proposal template contains a background section in which information on the conflict context (situation analysis) can be included, along with an initial overview of any issues and opportunities associated with the project due to the conflict. A gender-sensitive conflict analysis and conflict sensitivity assessment carried out at the portfolio level provide key information on the context and help to identify high-level risks and opportunities relating to project activities. Depending on the amount of reliable information available, business developers are advised to build on the analysis undertaken at the portfolio level. This analysis should be supplemented with localized information related to the project context, identifying additional risks and opportunities related to project activities. This information can also be complemented with risk analysis, issues and lessons learned from other projects implemented in similar environments.

The conflict analysis and assessment at the portfolio level can also inform project teams on how rapidly the conflict context is changing, the amount of disinformation that is circulating and the risks of basing the Proposal on premature assumptions. In cases where the context is rapidly evolving, the Proposal should indicate the need to frequently update the conflict analysis at the local level to ensure an accurate and consistent conflict sensitivity approach. This may be accomplished by engaging a third party, a local entity with expertise in conflict sensitivity, for technical support.



Ensuring that a project is fully informed by the conflict analysis and the conflict sensitivity assessment requires effort and resources. If the need to engage a third party to perform local, in-depth conflict analysis or to support the conflict sensitivity assessment has been identified, business developers are advised to discuss this possibility with partners as early as possible during the development of an opportunity.

The following is a list of key actions for completing the Proposal:

- Consult the conflict analysis at the portfolio level to identify high-level risks and opportunities relating to the project activities.
- Depending on information availability, supplement the information from the conflict analysis with localized information, particular to the project context, and identify additional risks and opportunities relating to the project activities.
- Identify whether specific resources need to be allocated in rapidly changing contexts for a third party entity to provide ongoing analysis of the context.

MORE INFORMATION

The proposal template is available through the [Project documentation](#) intranet page.

2.1.3 Complete engagement risk assessment

The Business Developer is responsible for reviewing and completing the Engagement Acceptance Committee (EAC) Checklist in oneUNOPS Projects (oUP) during the Opportunity Stage (1.4.2). The purpose of the EAC Checklist is to identify any high risks in accordance with the Operational Instruction on the *Acceptance of Engagement Agreements*. Any identified high risks will require escalation to the EAC for consideration and decision before proceeding with the development of the engagement.

As the project progresses, the range of options for managing risks may decrease, while the cost of managing risks may increase. Given the complexity of conflict contexts, project teams should ensure that the risk assessment is based on complete and reliable information from the conflict analysis and conflict sensitivity assessment and that enough time has been allocated to address misleading assumptions and different forms of unconscious biases.

Some of the risks associated with conflict contexts involve inflation and currency fluctuations, the unstable supply of goods and lack of local suppliers, political instability and corruption, difficulty accessing operational locations and security risks (e.g., roadblocks by armed groups). These risks, along with any others, should be well understood and relevant mitigation measures should be planned for and included within the project budget and planning.

Projects implemented in contexts where there is insecurity, political tensions, weak rule of law or control exercised by armed groups should give particular consideration to the risk of gender-based violence (GBV), including sexual exploitation and abuse. While the nature of GBV may vary in different countries — including in those that don't experience armed conflict — weak rule of law, the presence of criminal activity and armed forces increase the likelihood and prevalence of incidents of GBV. The 2020 report of the United Nations Secretary-General on conflict-related sexual violence, confirmed that sexual violence continues to be used by parties to armed conflict “as a cruel tactic of war, terror, torture and political repression in order to advance their strategic objectives, including those of propelling population flight and controlling contested territory and natural resources.”¹¹ Furthermore, the Secretary-General reported that “[c]onflict-related sexual violence does not occur in a vacuum; rather, it is linked with wider security factors such as economic hardship, social tensions, impunity and institutional weakness, many of which have been exacerbated by the advent and consequences of COVID-19.”¹²

¹¹ United Nations Security Council, Conflict-related sexual violence, Report of the Secretary-General, S/2021/312, 30 March 2021, para. 3.

¹² Ibid.



DEFINITION 4 Conflict-related sexual violence

Conflict-related sexual violence refers to rape, sexual slavery, forced prostitution, forced pregnancy, forced abortion, enforced sterilization, forced marriage, and any other form of sexual violence of comparable gravity perpetrated against women, men, girls or boys that is directly or indirectly linked to a conflict.¹³

Due to the prevalence of GBV in conflict-affected settings and, in particular, conflict-related sexual violence, project teams should ensure that the conflict sensitivity assessments identify these risks in relation to the particular project and its activities. Based on the identified risks, project teams can identify mitigating measures to ensure the prevention of sexual exploitation and abuse (PSEA) in the given context.

MORE INFORMATION

The United Nations Action Against Sexual Violence in Conflict (UN Action) includes 15 United Nations entities, united in the goal to end sexual violence in conflict. UN Action synergizes efforts from humanitarian, human rights, development, political and peacekeeping actors within the network to address conflict-related sexual violence. The UN Action Secretariat is based in the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict.¹⁴ The work of UN Action in conflict-affected countries can support the project-specific conflict analysis and conflict sensitivity assessments to address conflict-related sexual violence.

Finally, as mentioned above, analyzing the conflict context and assessing the two-way interaction between the context and the project activities is an ongoing effort. Based on the availability of additional information and clarity on the project requirements and scope, new risks may be identified, or previously identified risks may need to be reassessed during the development and implementation of the project.

MORE INFORMATION

The UNOPS course, *Risk Management for Infrastructure Projects*, is available for all UNOPS personnel in the [Learning Zone](#) platform. This course provides information on applying the UNOPS risk management process to the project context. Although the course focuses on projects with infrastructure outputs, it contains practical guidance, including a set of quantitative and qualitative methods that can be used to establish the risk context, identify and assess risks, plan responses, and monitor and review risks. This practical guidance can also be used for risk assessments in projects with any output.

The UNOPS [Global Risk Library](#) (available in oUP) provides information on over 8,000 risks recorded across all UNOPS engagements, projects and business units. Its filtering function allows users to visualize relevant risks by filtering similar entities, outputs, partners, risk categories and others.

CONSIDERATION

For projects that provide support to non-United Nations security forces, it is also mandatory to complete the risk assessment template in the *Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces: Guidance Note for UNOPS*. The information gathered in the conflict analysis will provide valuable input for completing the Human Rights Due Diligence Policy risk assessment.

¹³ Ibid., para. 5.

¹⁴ Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, 'Sexual Violence in Conflict', United Nations, <www.un.org/sexualviolenceinconflict/>, accessed 30 June 2021.



2.2 Pre-engagement Stage

The Pre-engagement Stage of a project is the period of time when a potential project is developed into a feasible project. This section explores the conflict sensitivity considerations related to project management activities within the Pre-engagement Stage.

If a conflict analysis and conflict sensitivity assessment were developed at the portfolio level, they can be used to further inform the development of the project during the Pre-engagement Stage. There will be project-specific considerations that should be assessed to identify the particular risks and opportunities related to the project. Furthermore, assessing the two-way interaction between the project and the conflict context is an ongoing activity that should be carried out throughout the project lifespan.

This section identifies the entry points for conflict sensitivity during the Pre-engagement Stage of a project. In particular, a conflict-sensitive approach should be used when consulting lessons learned, completing the stakeholder analysis and completing the gender and social and environmental screenings.

In case additional resources are needed to develop further the identified activities with a conflict-sensitive approach, project teams are advised to revisit them at a later stage; for example, during Implementation Stage planning activities, once the Legal Agreement is signed and resources are made available.

2.2.1 Consult lessons learned

While conducting lessons learned from previous similar projects, this is a good opportunity for the Business Developer to identify any considerations and lessons learned that relate to the conflict context of the particular project (2.1.1). Some of these lessons learned may have been previously identified while developing the conflict analysis and the conflict sensitivity assessment but should be reviewed throughout the development of the project, as the project scope and requirements are further developed.

2.2.2 Complete stakeholder analysis

The stakeholder analysis is a critical component of the conflict analysis and will inform project activities throughout project implementation. During the Pre-engagement Stage, the project team can revisit the initial stakeholder mapping exercise completed during the Opportunity Stage to complete the stakeholder analysis (2.1.3). During the stakeholder analysis, the project team should expand on the stakeholder mapping exercise to identify additional government and private sector entities, non-governmental organizations, community-based organizations, community leaders, as well as direct and indirect project beneficiaries and assess how these stakeholders and stakeholder groups interact with the project. Some of these stakeholders may have already been identified in the initial mapping exercise and/or in the conflict analysis.

Because different stakeholders are impacted by conflict in different ways and have distinct needs and concerns, the stakeholder analysis should be as inclusive as possible, with particular consideration for vulnerable and marginalized groups and individuals. In particular, women and girls, racial, ethnic and religious minorities, indigenous peoples, persons with disabilities, the elderly and lesbian, gay, bisexual, transgender and intersex (LGBTI) individuals because these individuals and groups may be disproportionately impacted by the conflict context. It is critical to identify

MORE INFORMATION

When necessary, UNOPS personnel have the possibility to request support from retainers in the fields of infrastructure, project management, the rule of law, gender and social inclusion, health and safety, social development and environment, among others. Retainers with specialized expertise and experience can provide valuable input to the conflict analysis and conflict sensitivity assessments, enabling a conflict-sensitive approach to project planning and preparation. The intranet page [How do I request a retainer to work on my project?](#) provides a list of subject matter experts.

MORE INFORMATION

The UNOPS [Global Lessons Library](#) allows UNOPS personnel to consult lessons learned from previous projects, identifying relevant lessons learned by category, output group, service line and keywords.



and consult with representatives of these groups to identify their particular needs, requirements and concerns as they relate to the project. Incorporating a conflict-sensitive approach in these consultations can ensure that the project does not exacerbate existing vulnerabilities associated with the conflict context and help to identify ways that the project can protect and promote the rights of these individuals during project implementation.

Table 1 provides a set of non-exhaustive key questions and associated conflict-sensitive considerations for the project team when undertaking a stakeholder analysis.

TABLE 1 Key questions and conflict-sensitive considerations to assess stakeholder perceptions

KEY QUESTIONS	CONFLICT-SENSITIVE CONSIDERATIONS
Who are the project direct and indirect beneficiaries?	→ Identifies direct beneficiaries who are expected to obtain specific benefits during the project and/or upon handover and also beneficiaries who are not deliberately targeted by the project but still may obtain benefits during the project lifespan or beyond.
Do they belong to a specific group or play a role in the conflict?	→ Identifying and understanding the direct and indirect beneficiaries is the first step to assessing their influence and expectations regarding the project and provides inputs to the stakeholder and communication management approaches.
What is the geographic presence of identified stakeholders?	→ Assesses whether the selection of project sites may be perceived as benefitting particular groups and/or aggravating existing tensions.
Are there economic, social or political tensions among identified stakeholders?	→ Helps to determine if there are existing tensions or conflicts and how the project could unintentionally create or exacerbate tensions. Helps to identify communication needs and opportunities for promoting inclusive benefits and impartiality.
Can the identified stakeholders influence the project implementation (e.g., by controlling resources or influencing decision-making)? How?	→ Identifies specific ways in which stakeholders may influence project implementation activities, both in terms of risks and opportunities. This information contributes to the creation of an accurate risk assessment (2.1.11).
Does the donor or implementing partner(s) have a specific history in this context?	→ Assesses whether the donor or implementing partners have any previous role or involvement in the conflict and their perception of the conflict. It can also provide an understanding of how partners may be perceived by stakeholders (e.g., beneficiaries, local authorities, vulnerable groups) and any risks associated with these perceptions.

2.2.3 Complete the gender and social and environmental screenings

All projects must complete a gender screening (2.1.4). A social and environmental screening must be completed for all Category 2 and 3 projects (2.1.5). Both of these activities take place in oUP during the Pre-engagement Stage. An up-to-date conflict analysis and conflict sensitivity assessment will provide valuable information for completing both of these screenings.

These screenings will inform the development of the project with regard to gender mainstreaming and social inclusion and identify any social and/or environmental risks. The screenings will determine whether a Gender Action Plan (GAP) and a Social and Environmental Plan are needed, in which case they will be created and completed by the Business Developer during the Initiation Stage and Implementation Stage (3.1.2.B, 4.2.2.B, 4.2.2.D).



The gender screening will identify whether there is sufficient information to inform the creation of the GAP and whether additional resources are needed to complete a gender analysis. From the perspective of conflict sensitivity, there are several questions within the checklist required by the screening that may both inform and be informed by the conflict analysis and conflict sensitivity assessment. [Table 2](#) highlights these questions, along with particular conflict sensitivity considerations.

TABLE 2 Key questions and conflict-sensitive considerations for completing the gender screening

KEY QUESTIONS	CONFLICT-SENSITIVE CONSIDERATIONS
Is information available on gender norms or gender structures in the local context that may have an impact on the project?	<ul style="list-style-type: none"> → Are there any local religious and/or cultural practices that segregate and/or discriminate against particular gender groups? → Are there any existing tensions in relation to these gender norms and structures in connection with project activities?
Is information available to identify opportunities for the project or advance gender equality and women's empowerment?	<ul style="list-style-type: none"> → In the case of existing tensions in relation to gender norms and structures, can these tensions be de-escalated through project activities? → Is there sufficient information available to identify ways to improve the circumstances of women, girls and other gender groups without creating or escalating tensions or conflict?
Is information available on potential risks if the project influences, advances or promotes gender equality and women's empowerment?	<ul style="list-style-type: none"> → For example, will women and girls be negatively impacted if they are targeted as beneficiaries for project outputs? → These risks may result from individuals or groups that, for example, do not want girls attending school. → Risks may also include conflicts between stakeholders. For example, community members or local officials who are resistant to incorporating input and or contributions from marginalized groups (e.g., women indigenous leaders, LGBTI groups, etc.) in project design and implementation.
Is information available to identify whether the project will cause or contribute to gender inequalities?	<ul style="list-style-type: none"> → Particular consideration should be given to conflict-related sexual violence (see Section 2.1.3), the ability to assess its prevalence in the particular context and the existence of any mechanisms for addressing and mitigating these risks in connection with project activities. → Will project activities contribute to discrimination towards any gender group (e.g., women, girls and/or marginalized and/or vulnerable gender groups and individuals), increase the burden on women and girls, reinforce unequal representation in decision-making or exacerbate existing tensions or conflict?
Have local, regional, national and/or international gender and women's rights institutions and/or groups been identified for consultation, collaboration, networking and/or partnering?	<ul style="list-style-type: none"> → This activity may include networking and/or alliance building opportunities (e.g., with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), other United Nations entities working in the local context), development partners, multilateral partners, gender and women's rights groups, civil society organizations and grassroots women's groups. → Consultation with entities that can help the project team to employ a conflict- and gender-sensitive approach to the development and implementation of the project.
Have marginalized gender groups that might be impacted by the project and require special consideration been identified?	<ul style="list-style-type: none"> → Marginalized gender groups are particularly vulnerable in a conflict context due to increased risks of conflict-related sexual violence and discrimination in accessing necessary resources and services, along with others. These groups may include women indigenous groups and community members and LGBTI groups and individuals.



The social and environmental screening seeks to address a variety of social issues relevant to the particular project, including how women, men, girls and boys, as well as other marginalized groups, are impacted by the project. Table 3 provides a set of non-exhaustive conflict sensitivity considerations for completing the social and environmental screening in oUP.

TABLE 3 Key questions and conflict-sensitive considerations for completing the social and environmental screening

KEY QUESTIONS	CONFLICT-SENSITIVE CONSIDERATIONS
Can the project directly or indirectly impact ecosystems upon which communities rely for food, water, fibres or other basic needs, including cultural and spiritual needs – also known as ecosystem services?	<ul style="list-style-type: none"> → How will this impact translate in the conflict context? For instance, if such ecosystems are subject to disputes over resources (e.g., access to water or farming land) by different groups in the community, there is a high risk that project activities will aggravate existing group tensions. → It is important that project teams take into consideration whether there are any gender disparities in the way communities access ecosystem services and to what extent project activities might unintentionally increase inequalities that fuel conflict.
Does the project have health and safety impacts on local communities?	<ul style="list-style-type: none"> → Project activities might lead to significant population density increases in the short and/or long-term, affecting social infrastructure and service delivery. This may increase tensions and hostilities among different groups affected by the scarcity of resources or services, contributing to conflict. → This may also have disparate impacts on women and girls. Scarce resources and the close proximity of different groups of individuals and communities can lead to increased incidents of gender-based violence and have negative impacts on security in the area.
Will the project involve employment in an environment where there are challenges to the implementation of core labour standards (freedom of association, non-discrimination and equal opportunities, elimination of child labour and of forced labour) or of fair terms and conditions of employment?	<ul style="list-style-type: none"> → If the project is likely to employ directly or indirectly certain categories of workers that may be particularly vulnerable (e.g., women, children, minorities, migrant workers), it is important to ensure that non-discrimination, protection from sexual harassment and the prohibition of child labour and forced labour policies are in place. These policies should include the effective solutions (e.g., a grievance redress mechanism (GRM)) that can enable oversight and control over implementing partners, local contractors and subcontractors and any labour engaged, regardless of gender.
Will the project cause directly or indirectly a situation of legal but involuntary physical displacement (i.e., where the affected person(s) do not have the right to refuse land acquisition)? Will the project cause directly or indirectly a situation of involuntary economic displacement?	<ul style="list-style-type: none"> → Involuntary displacement of large groups can put a strain on public services and community assets, escalating tensions among different groups (e.g., host communities and displaced populations). The consequences of involuntary displacement affect men, women, the elderly, children and vulnerable individuals and communities differently, often increasing the risk of violence against vulnerable groups.
Can the project potentially adversely impact intangible cultural elements such as practices, knowledge, skills and traditions?	<ul style="list-style-type: none"> → The adverse impact on intangible cultural elements may increase discontent and mistrust of the project, leading to tensions among stakeholders. The stakeholder analysis should provide information on how stakeholders perceive this risk. Based on this information, project teams can undertake an informed risk analysis.



<p>Are there indigenous peoples in the project area or in the project's affected area?</p>	<ul style="list-style-type: none"> → Understand to what extent the project may affect indigenous communities and how it may worsen any existing conflict context. Land ownership issues, difficult access to resources, loss to livelihoods, among other negative impacts, may lead to increased tensions or result in involuntary displacement of indigenous populations. → It is also important to assess how these effects will impact women and girls differently, according to their traditional roles and responsibilities.
<p>Can the project potentially result in negative impacts on the enjoyment of human rights (civil, political, economic, social or cultural) of affected stakeholders?</p>	<ul style="list-style-type: none"> → Take into consideration the existence of any recent human rights violations in the local context and investigate whether project activities could further exacerbate the situation. → Take into consideration whether the project is being implemented in communities that are already vulnerable to sexual harassment, gender-based violence and/or sexual exploitation and abuse of women, men, girls and/or boys. → For example, in a project that is implemented in a community that is already experiencing sexual abuse and exploitation and project activities involve the distribution of goods to the population, the goods may not reach the intended beneficiaries if they are exploited due to existing power dynamics. Beneficiaries who desperately need goods and services may be more vulnerable to exploitation.
<p>Does this project have the potential for discriminatory impact on particular groups of individuals? (e.g., products or services are inaccessible to certain disadvantaged or vulnerable groups – women and girls; persons with disabilities; racial, ethnic, national or religious groups; indigenous groups; particular age groups, etc.)</p>	<ul style="list-style-type: none"> → If the outputs or services of the project are perceived as discriminatory, disputes and group-based grievances may arise and lead to conflict. → It is important that project teams assess how project outputs will be accessible by different stakeholders, particularly disadvantaged or vulnerable groups (e.g., women and girls; persons with disabilities; racial, ethnic, national or religious minorities; indigenous groups; youth or the elderly, etc.).
<p>Is there a risk that the project cannot be partially or fully maintained after handover, thus impacting the delivery of the planned outcomes?</p>	<ul style="list-style-type: none"> → Projects that fail to plan for an exit strategy and account for operations and maintenance after handover run the risk of fueling ongoing instability once the provision of services stops. This may happen if project outputs are too expensive to operate, maintain and manage, or if there is no local capacity for operation and maintenance. → Stakeholder engagement and capacity building are critical to ensure sustainable outcomes and support peacebuilding efforts. The exit strategy should ensure community engagement and the participation of different stakeholder groups in capacity building activities to avoid fueling tensions due to perceptions of inequality in the handover of project outputs.

MORE INFORMATION

Refer to the [How do I perform a gender screening for my project?](#) intranet page for more information on conducting a gender screening.

The *Gender Mainstreaming in Projects: Guidelines* provide a set of gender-related considerations for completing the social and environmental screening in oUP that are not dependent on the conflict context. Therefore, project teams are advised to consult the guidelines as a resource for ensuring gender-sensitive project development and implementation.



2.3 Initiation Stage

The Initiation Stage of a project is the period of time when a feasible project is legally formalized and initiated. The following section includes guidance on specific activities related to conflict sensitivity, to help project teams make informed decisions during the formalization and initiation of the project.

During the Initiation Stage, the Business Developer will finalize the scope, time, cost and quality requirements of the project in the Project Initiation Documentation, create a draft Implementation Plan and upload the signed Legal Agreement(s) ([3.1.1](#), [3.1.2](#), [3.1.7.B](#)).

Prior to formalizing the project, it is necessary that the project team ensures that UNOPS and its partners are committing to a feasible and viable project and that major risks and opportunities associated with the conflict context have been identified and assessed. This section identifies the entry points for conflict sensitivity during the Initiation Stage of a project.

2.3.1 Create Implementation Plan

The Business Developer is responsible for completing the Implementation Plan (draft) ([3.1.2](#)), which comprises the project scope, time, cost, resources, risks, quality, list of work packages and/or project deliverables. The information gathered during the Opportunity and Pre-engagement Stages will be expanded and developed in the Implementation Plan.

Sufficient budget and resources should be identified and allocated in the Implementation Plan for the required responses to identified risks, including the cost of retaining an expert in conflict sensitivity, if necessary. This includes any necessary resources for updating the conflict sensitivity analysis during the implementation of the project.

2.3.2 Create sub-plans

The Business Developer is responsible for creating all necessary sub-plans during the Initiation Stage of the project, as required ([3.1.2.B](#)). These preliminary sub-plans will be further developed during the planning activities at the start of the Implementation Stage as more information becomes available. However, based on the identified project requirements and other known information and risks at this point in the project, estimates of the time, costs and resources required should be identified within each sub-plan.

A conflict-sensitive approach, informed by the conflict analysis and the conflict sensitivity assessment, should be used in the creation of these sub-plans. Particular considerations for incorporating a conflict-sensitive approach are addressed in this section for each relevant sub-plan.

SOCIAL AND ENVIRONMENTAL MANAGEMENT PLAN

Depending on the results of the social and environmental screening conducted during the Pre-engagement Stage, a Social and Environmental Management Plan may be created for the project (see [Section 2.2.3](#)). This sub-plan is mandatory for all Category 3 projects.

MORE INFORMATION

Additional information, including a list of specialized retainers, guidance and templates for social and environmental management, are available on the [Health, safety, social and environmental management \(HSSE\)](#) intranet page. The HSSE management team in the Shared Services Centre (SSC) may also be contacted for assistance.

The *Cash for Work: Guidelines for Projects* provides additional guidance regarding the creation and maintenance of a GRM (see [Section 2.4.7](#)).



The Social and Environmental Management Plan should indicate how the project will manage the identified social and environmental risks, along with the necessary activities and their associated time, cost and resource requirements. This may include, for example, the establishment of a GRM for the public. When necessary, project teams have the possibility of engaging a retainer to provide advice and support for health and safety, social, and/or environmental development matters.

GENDER ACTION PLAN

Most projects will need to develop a Gender Action Plan (GAP), as determined by the gender screening conducted during the Pre-engagement Stage (see [Section 2.2.3](#)). The gender screening checklist will determine whether there is sufficient information to create a GAP or whether additional gender analysis must be completed to inform the creation of the GAP. The GAP should be developed in consultation with gender specialists, gender focal points or other resources as needed. At this point, the conflict analysis can also inform project teams on the availability of reliable information to complete a GAP that is conflict-sensitive or whether it is necessary to allocate additional resources for further analysis.

Even if the gender screening determines that a gender analysis and GAP are not mandatory, the Business Developer may proceed with the GAP due to its relevance in the conflict context.

The gender analysis will examine the relationships between different gender groups and their access to and control of resources, as well as the constraints they face in a particular context. The gender analysis relies on a sound understanding of the local, regional and national context. It draws on the conflict analysis to help project teams ensure that gender-based injustices and inequalities are not exacerbated by project interventions and that, where possible, greater equality and justice in gender relations are promoted.

It is important to note that women, men, girls and boys experience fragility and conflict differently. These differences are based on the traditional roles and responsibilities assigned to their particular gender in the relevant cultural and societal context. Data from the World Health Organization and the United Nations Population Fund indicate that one in five internally displaced or refugee women living in humanitarian crisis and armed conflict have experienced sexual violence.¹⁵ The 2019 Report of the United Nations Secretary-General on Sexual Violence in Conflict emphasizes the importance of accounting for the particular needs and role of women in peace processes:

“Women’s participation in peace processes has been proven to enhance their sustainability, and yet it remains a challenge to secure their involvement and to ensure that the issues disproportionately and structurally affecting women are duly addressed.”¹⁶

A conflict-sensitive gender analysis helps to understand the particular issues and risks faced by women, men, girls and boys in a particular conflict context, as well as to identify opportunities for promoting their participation in the peace process. It provides evidence for project design considerations that support gender mainstreaming in projects implemented in fragile and conflict-affected settings. Understanding such perspectives and experiences is critical to enable a gender and conflict-sensitive approach during project implementation. [Table 4](#) indicates some key conflict sensitivity considerations for personnel undertaking a comprehensive gender analysis.

¹⁵ United Nations Office for the Coordination of Humanitarian Affairs, ‘Gender-based violence: A closer look at the numbers’, 21 May 2019, available at <www.unocha.org/story/gender-based-violence-closer-look-numbers>, accessed 7 June 2021.

¹⁶ United Nations Security Council, Conflict-related sexual violence Report of the Secretary-General, S/2020/487, 3 June 2020, para. 16.



TABLE 4 Key questions and conflict-sensitive considerations for completing a gender analysis

KEY QUESTIONS	CONFLICT SENSITIVITY CONSIDERATIONS
<p>Do traditions and customs prevent women and other groups from occupying certain work positions? For instance, engineers or construction based jobs.</p>	<ul style="list-style-type: none"> → Assesses opportunities for ensuring that women and other groups are able to engage with the project without aggravating group-based tensions or increasing vulnerabilities (e.g., the risk of gender-based violence). → Based on this information, the project team can adapt or create specific opportunities for certain groups (e.g., women) to ensure their participation.
<p>What are the lessons learned from existing or completed projects with regards to gender aspects?</p>	<ul style="list-style-type: none"> → Consulting lessons learned from projects implemented in the same area can provide reliable information on how to avoid exacerbating tensions that lead to conflict. It may also indicate good practices, based on previous consultation and feedback from project beneficiaries. → It is important to note that in fast-changing conflict settings, lessons learned should be triangulated with the up-to-date conflict analysis and the conflict sensitivity considerations outlined in this guidance.
<p>Who holds power, and who doesn't, and in what ways, such as in decision-making?</p>	<ul style="list-style-type: none"> → Assess the role of women in decision-making and identify appropriate mechanisms to ensure their participation in all levels of discussion and decision-making related to the project. → As recognized in the Security Council Resolution on women and peace and security (S/RES/1325), women have an important role to play in the prevention and resolution of conflict, which can be fulfilled through their equal participation in decision-making at the project level.
<p>Who may enjoy expected benefits and who loses out and to what measure?</p>	<ul style="list-style-type: none"> → Identify opportunities for promoting inclusive benefits and impartiality. → Non-inclusive benefits can exacerbate group-based grievances by reinforcing a restrictive, inequitable environment. It can also aggravate vulnerabilities that hinder inclusive peacebuilding efforts.
<p>What are the risks to achieving project goals if certain people/groups are not engaged or if gender norms are not changed?</p>	<ul style="list-style-type: none"> → Assess to what extent the project will contribute to the transformation of gender roles and expectations for targeted beneficiaries, for instance, by reducing gender-based inequalities and incidents of gender-based violence. → Based on this information, project teams can ensure that different groups are engaged, avoiding perceptions of inequality that give rise to tensions and conflict.

MORE INFORMATION

The *Gender Mainstreaming in Projects: Guidelines* is the primary resource for guidance on gender screening, conducting a comprehensive gender analysis and the GAP for project teams. This guidance also references a set of gender analysis tools that will help project teams develop a gender-sensitive approach based on the particular project.



COMMUNICATIONS PLAN

The purpose of communications management is to identify the method, frequency and audience of communication activities to project stakeholders. The stakeholder mapping and analysis completed during the Opportunity and Pre-engagement Stages will inform the creation of a Communications Plan. Ensuring timely and clear project communication is key to maintain stakeholder support of the project and to identify risks and issues that may impact successful project delivery.

At this stage, the project team will assess the level of interest and influence that the identified stakeholders and stakeholder groups may have on the project. This assessment should be informed by the conflict analysis and the conflict sensitivity assessments to ensure that the Communications Plan reflects the needs of identified stakeholders in the conflict context. Based on this information, the project team will define the best approach to manage stakeholder communication to ensure successful project delivery.

The Communications Plan will define how the project will engage with the identified stakeholders, including the defined roles and responsibilities within the project team and the nature of these communications, both type and frequency. Project teams should consider the specific communication needs of different stakeholders and provide information in a format and method that is accessible, according to the particular context, and takes into consideration specific barriers to access (e.g., local language and/or dialects, literacy rates, access to technology, access to physical locations where content is available, security considerations, etc.). In doing so, project teams can establish communication with stakeholders that is effective, inclusive and does not risk triggering tensions between different stakeholders.

Stakeholder management is an ongoing activity carried out throughout project implementation in accordance with the Communications Plan. In fast-changing conflict contexts, it is particularly important that this plan is regularly reviewed and updated and, at a minimum, during quarterly planning activities. It should also be reviewed anytime the conflict analysis is updated to reflect any newly identified risks and stakeholder needs. The failure to effectively manage project stakeholders can result in challenges to project implementation and may aggravate any existing tensions or conflict.

PROCUREMENT PLAN

When creating the Procurement Plan for a project, it is important that procurement practitioners understand how their activities interact with the operational context of the project. A conflict-sensitive approach to procurement necessitates the continuous assessment of how procurement activities may positively or negatively impact the conflict context and incorporating this approach in procurement planning activities.

For example, market research may provide an accurate indication of the feasibility of procuring from local suppliers and vendors. Making use of the conflict analysis, procurement personnel can identify the risks and opportunities of engaging with local suppliers and vendors by using a conflict-sensitive approach. [Table 5](#) contains a non-exhaustive list of questions to assess how procurement activities may interact with the conflict context.

**TABLE 5** Key questions and conflict-sensitive considerations to assess the impact of procurement activities*

KEY QUESTIONS	CONFLICT-SENSITIVE CONSIDERATIONS
Who are the potential suppliers in the local market?	Determines the degree to which potential suppliers represent a particular group in the conflict. A thorough understanding of who the local suppliers are (e.g., any cultural or political affiliations) helps assess the risk of procuring goods/services/works that could have negative or positive impacts on the conflict context.
Could procurement activities unintentionally favour one group over another?	Assesses the risk of contributing to increased tensions among parties to a conflict (e.g., by selecting suppliers that are part of a particular group involved in the conflict).
How does the conflict affect the supply of procured goods?	If the conflict significantly affects supply routes (e.g., longer routes, extortion and other security risks), the project implementation may be compromised.

* United Nations Children's Fund, Conflict Sensitivity and Peacebuilding Programming Guide, UNICEF, November 2016, p. 18.

UNOPS *Contracts for Works* and the *United Nations Supplier Code of Conduct* explicitly require UNOPS contractors to take all reasonable and appropriate measures to prevent occurrences of sexual harassment, exploitation or abuse.¹⁷ UNOPS *Contracts for Works* explicitly state that the contractor is responsible for taking appropriate measures to prevent:

- "sexual harassment, exploitation or abuse of anyone by the Contractor's Personnel. For these purposes, sexual harassment, exploitation and abuse include sexual activity with any person less than eighteen (18) years of age, regardless of any Laws relating to consent, unless such sexual activity is consensual between two (2) persons who are married and such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's Personnel."
- "its employees or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favours or activities, or from engaging in any sexual activities that are exploitative or degrading to any person."¹⁸

If the need for a GRM for the public was identified during the Pre-engagement and Initiation Stages, project teams should define the roles and responsibilities of UNOPS, its contractors and implementing partners for monitoring and addressing wrongdoings (see [Table 3](#) and [Section 2.3.2](#)).

MORE INFORMATION

As part of the health, safety, social and environmental management at UNOPS, contractors and all workers on project sites share a responsibility for preventing and reporting occurrences of sexual exploitation, abuse and harassment. A set of guidance and templates is available on the [HSSE guidance and templates](#) intranet page to support project teams in addressing the prevention of sexual exploitation, abuse and harassment (PSEAH) at the project level. In particular, the *UNOPS Guidance for project teams on preventing Sexual Exploitation, Abuse and Harassment in projects* indicates the roles and responsibilities of contractors and suppliers in regards to PSEAH. Project teams are advised to consult these resources and contact the HSSE team in SSC for further information.

¹⁷ United Nations, United Nations Supplier Code of Conduct, rev. 06, United Nations High Level Committee on Management – Procurement Network, 9 April 2018.

¹⁸ UNOPS, Construction Contract for Major Works, vers. 1.0, UNOPS, Copenhagen, 2021, sect. 6.18.



HUMAN RESOURCE PLAN

Human resource planning activities provide an opportunity to ensure diversity and inclusion in project teams. At the same time, talent acquisition activities encompass some of the most visible human resources processes, which also enable transparency and fairness in hiring activities. When carried out with a conflict-sensitive approach, those activities can contribute to achieving positive outcomes. For instance, by promoting diversity and social inclusion, including gender parity in project teams. Enhancing the participation of women or other under-represented groups in decision-making and implementation activities can have significant positive impacts on local fragility and successful project delivery.

Furthermore, addressing social inclusion via the inclusion of persons with disabilities in project activities promotes their participation and representation in humanitarian action, conflict prevention, resolution, reconciliation, reconstruction and peacebuilding – as mandated by the United Nations Security Council Resolution on civilians in armed conflict.¹⁹ The inclusion of people with disabilities is particularly relevant in conflict contexts, since 16 per cent of the more than one billion persons with disabilities worldwide attribute their disabilities to armed conflict.²⁰ Therefore, human resource planning in conflict contexts, in alignment with existing policies and processes, has the potential to contribute to local peacebuilding, diversity and social inclusion efforts.

To achieve these positive impacts, project teams should carefully consider how their human resource planning, talent management, recruitment and outreach efforts interact with the conflict context. Table 6 provides a set of non-exhaustive questions to support a conflict-sensitive diversity and inclusion approach to human resource planning.

TABLE 6 Key questions and conflict-sensitive considerations to assess diversity and inclusion in human resource planning

KEY QUESTIONS	CONFLICT-SENSITIVE CONSIDERATIONS
How is diversity and inclusion integrated in the recruitment process?	Assesses the challenges to socially inclusive and diverse recruitment, as well as opportunities for improvement. For instance, use socially inclusive language and gender-neutral terms in position descriptions, or establish a collaboration or partnership with local vocational schools and universities to provide internships to local talent, especially women and under-represented groups. Advertising employment opportunities as equal opportunities to diverse groups and encouraging women to apply for positions that are traditionally dominated by men (and <i>vice versa</i> for men) can strengthen diversity and inclusion in recruitment activities.
Does the composition of the project team reflect different religious, cultural, ethnic or linguistic groups, as well as gender parity?	Helps to assess the diversity of project personnel and the balance of tasks with regard to group affiliation. For instance, if all the drivers are from one ethnic group and all project managers from another, the organization is likely to replicate the inequalities that may drive tensions and conflict in the local context. An analysis of sex-disaggregated data on personnel contract levels, pay gaps, retention rates, age, job category, performance rating and permanence at the same level can support informed decisions to close identified gaps.
What are the perceptions of personnel regarding the conflict context and UNOPS work?	Helps to assess the level of understanding of personnel regarding the conflict context and the need for strengthening a culture of conflict-sensitive thinking. It is important that personnel understand that their work is not dissociated from the peacebuilding and conflict context to enable them to minimize the risk of contributing to tensions in the particular context.

¹⁹ United Nations Security Council, Resolution 2475 (2019), S/RES/2475 (2019), 20 June 2019.

²⁰ United Nations Office for the Coordination of Humanitarian Affairs, 'Persons with disabilities in armed conflict: Inclusive protection', 25 May 2020, available at <www.unocha.org/story/persons-disabilities-armed-conflict-inclusive-protection>, accessed 18 June 2021.



All UNOPS personnel are required to share a common understanding of both the UNOPS and United Nations mandate, policies and activities and are required to complete a set of mandatory courses. This includes the mandatory courses on safety and security, which must be completed within the first 90 days of employment, and should take priority when operating in a conflict context.

All UNOPS personnel are obligated to report any concerns or suspicions regarding sexual exploitation and sexual abuse by colleagues or other individuals involved in the implementation of projects. This obligation is particularly relevant for project teams operating in a conflict context because of the prevalence of GBV and conflict-related sexual violence in this context (see [Section 2.1.3](#)). Depending on the conflict analysis and assessment and the gender result of the gender screening, project teams should provide personnel with a clear understanding of these particular risks associated with operational context and emphasize the appropriate channels for reporting suspected wrongdoing.

The *United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners* outlines the requirements for all United Nations entities when working with implementing partners to ensure adequate safeguards and appropriate action related to PSEA.

CLOSURE PLAN

A Closure Plan is mandatory for all projects and requires the careful consideration of the particular activities required to ensure the timely completion of project outputs and any identified closure activities ([4.2.2.E](#)). Incorporating a conflict-sensitive approach to closure planning can assist in addressing any issues that may arise due to the conflict context, for example, a rapidly changing context that presents security issues or changes in leadership and may result in the premature closure of a project. The Closure Plan should be reviewed and updated as needed with consideration for any changes in the conflict analysis that may cause unexpected issues and risks during the closure of the project.

Employing a conflict-sensitive approach to high-level planning activities during the early stages of a project will assist in identifying any particular closure activities relevant to the conflict context. This may include the completion of an impact evaluation, a more detailed risk assessment in relation to the handover of project outputs and the transfer or disposal of assets and considerations relating to the operation and maintenance of infrastructure assets. It is important to discuss these considerations with partners and consult with stakeholders to ensure the correct identification of these requirements and the inclusion of sufficient budget and resources for these activities. In addition, if an impact evaluation is required, it must be included within the Legal Agreement.

If closure activities and requirements are not identified until a later stage in the project, there may be insufficient budget and time available to address them. In the conflict context, this may result in increased tensions and instability, resulting in risks and issues that may impact the successful delivery of the project and even exacerbate the conflict.

MORE INFORMATION

The intranet page on [Diversity and inclusion](#) contains links to the United Nations approach to diversity and inclusion, as well as detailed information on gender parity and mainstreaming at UNOPS. Through this page, project teams can find information on special measures to pursue gender equality and increase gender parity in all locations and levels. Furthermore, the process to *Manage Inclusion of People with Disabilities* in the PQMS provides step-by-step guidance on how to manage the inclusion of persons with disabilities for both new and existing personnel.

The intranet page on [Sexual exploitation and abuse](#) includes the core principles on sexual exploitation and abuse for UNOPS personnel, along with guidance on preventing and responding to any incidents.

MORE INFORMATION

For detailed guidance on project closure, refer to the *Project Closure: Guidelines*.



2.4 Implementation Stage

During the Implementation Stage of a project, the project planning that was developed during the previous stages will be completed and the project will commence with quarterly planning, delivering and monitoring and control activities until the project outputs are complete and handed over. Utilizing a conflict-sensitive approach to implementation planning, delivering and monitoring and control activities will help project teams make informed decisions when implementing projects in fragile and conflict-affected settings. The project team members responsible for the implementation activities identified in the *PMM* should understand the purpose of conflict sensitivity and how it applies to specific activities.

2.4.1 Planning activities

The draft Implementation Plan created during the Initiation Stage will be developed with the required level of detail and completed during the initial planning activities during the first quarter of the Implementation Stage (4.2). Once the Implementation Plan is approved, it will become the 'baseline' by which the project is managed, together with the associated sub-plans. Throughout the Implementation Stage, project teams should regularly review the Implementation Plan during quarterly planning activities against an updated conflict analysis, taking appropriate measures to respond to any newly identified threats and opportunities.

The completion of the Implementation Plan should involve a more detailed examination of the conflict analysis and may also involve the completion of a conflict sensitivity assessment — if this was not completed at an earlier stage — to ensure that the activities and resources identified within the plan reflect a conflict-sensitive approach (see Sections 2.3.1 and 2.3.2). This examination will provide confidence to the project team, partners and other stakeholders that any identified conflict-related risks will be managed effectively and that opportunities for positive impacts have been identified and included, where possible.

CONSIDERATION

Quarterly planning activities involve reviewing and updating the Implementation Plan, along with the associated sub-plans, on a quarterly basis throughout the project (4.4). During this process, the conflict analysis should be reviewed and any changes should be considered and addressed in the updated Implementation Plan and the Quarterly Plan for the next quarter. This includes identifying any changes in the conflict context that may have an impact on implementation activities and making modifications as necessary.

2.4.2 Delivering activities

Delivery activities during the Implementation Stage are divided into directing the project, managing the project, delivering work packages and handing over project outputs, in accordance with the requirements of the *PMM*. While different roles within the project team will all have a responsibility for ensuring that the project does not deliberately exacerbate existing tensions or conflict, in line with United Nations and UNOPS values, principles and norms — in particular the principle of 'do no harm' — there are particular considerations with regard to these activities when operating in a conflict context. These considerations, discussed below, are in no way exhaustive and project teams should always view project activities through a conflict-sensitive lens.



MANAGE STAKEHOLDERS

Delivery activities require the management of all project stakeholders (4.8.4). These management activities will be defined in the Communications Plan. This will enable the project team to maintain timely communications with previously identified stakeholder groups and identify and address any risks or issues related to stakeholder expectations or requirements as they arise during project implementation.

Operating in a conflict context requires particular consideration for stakeholder management due to rapidly changing circumstances, which affect the needs and requirements of stakeholders and how they interact with the project. The project team should stay informed and updated on the conflict analysis to enable them to effectively engage with stakeholders.

MANAGE RISK AND ISSUES

The Project Manager is responsible for managing risks and issues (4.8.5), ensuring that risks remain within the agreed tolerances as defined in the Implementation Plan, including any health, safety and/or social and environmental risks (4.8.5.A). Risks should be updated regularly, according to their proximity and risk level, which may require continuous review, notably for projects implemented in fragile and conflict-affected settings.

The frequency of review will depend on the particular risk and how fast the conflict situation evolves. Certain risks and issues may need a higher frequency of review compared to others. For instance, 'high risks' with 'close proximity' would need daily review, whereas 'low risks' may need longer intervals such as weekly or monthly reviews. Finally, the frequent update of the conflict analysis will provide critical information for identifying and assessing new risks, as well as updating and managing previously identified risks.

HANDOVER PROJECT OUTPUTS

The Project Manager is responsible for handing over the completed project outputs in accordance with the Implementation Plan (4.10). The conflict analysis and the conflict sensitivity assessment undertaken during the previous stages of the project should have identified any risks related to contributing to ongoing instability if the provision of services is halted following the handover of project outputs due to the lack of local capacity or resources to conduct necessary operations and maintenance activities. These risks should be reflected in the Closure Plan (see Section 2.3.2). Proper capacity building and handover is important to support sustainability objectives but it also plays a critical role in supporting the peacebuilding efforts by fostering inclusive participation, engagement and ownership at the local level.

It is recommended to complete a lessons learned workshop following the handover of project outputs (4.10.2). This workshop provides an opportunity to assess the effectiveness of the conflict-sensitivity approach in the project and to identify lessons learned that may be useful for future projects working in the same or similar operational context.



2.4.3 Monitoring and control activities

Monitoring and control activities take place simultaneously with delivery activities throughout the implementation of a project. These activities enable the control of changes to work packages, the project and/or the Legal Agreement, in accordance with the *PMM*.

As with planning and delivery activities, the project team members responsible for the monitoring and/or control activities should ensure that the project does not deliberately exacerbate existing tensions or conflict, in line with United Nations and UNOPS values, principles and norms — in particular the principle of ‘do no harm’. However, there are particular considerations with regard to these activities when operating in a conflict context. These considerations, discussed below, are in no way exhaustive and project teams should always view project activities through a conflict-sensitive lens.

MONITOR PROJECT PROGRESS

The Project Manager is responsible for monitoring project progress, ensuring that all work packages are being executed in accordance with the Implementation Plan (4.11). It allows for the timely detection of issues and risks to enable timely response, keeping projects on track for successful delivery.

Monitoring project progress includes reporting any health and safety, social or environmental incidents during the implementation of the project, in accordance with the Executive Office Instruction on *Reporting and Management of Health & Safety and Social & Environmental Incidents* (4.11.1). If a GRM has been established, the project team should make certain that the channel remains accessible and appropriate for the local context – with consideration for any changes in the conflict context. An updated conflict analysis can provide key information on the vulnerabilities of particular groups and help to support any necessary changes to the GRM; for example, by providing current information on the situation of groups that are more vulnerable to exploitation and abuse and helping to ensure that GRM channels remain accessible to them.

Monitoring project progress using a conflict-sensitive approach requires staying up-to-date on any changes to the conflict analysis that may have an impact on project progress during implementation. For example, escalating tensions may cause delays in supply and delivery or escalate conflicts between project stakeholders that may require changes to the project, work packages or the Legal Agreement.

CONTROL CHANGES

The Project Manager is responsible for controlling any changes to the project throughout implementation (4.13). Controlling changes requires the use of a formal change control procedure, which includes consultation with all relevant stakeholders, the identification and documentation of changes and issues, and appropriate action to address changes by individuals with the correct level of authority within the project team or at the organizational level.

Conflict contexts are constantly evolving and projects in these operational contexts should be explicitly aware of the impact this may have on implementation activities and be prepared to address these changes as needed throughout the project implementation.

MORE INFORMATION

The process to *Report and manage Health, Safety, Social and Environmental (HSSE) incidents* in the PQMS provides an overview of the process for reporting and managing HSSE incidents in UNOPS facilities and operations.

Further information regarding the reporting and management of HSSE incidents is available on the [HSSE policies and processes](#) intranet page.

MORE INFORMATION

Refer to the *Management Control: Guidelines for Projects* in the Project Management Perspectives series to learn more about managing and controlling change in a project.



2.5 Closure Stage

The Closure Stage of a project is the period of time when the project is operationally and financially closed. The Closure Plan should be reviewed and updated during the last quarter of the Implementation Stage to reflect any changes to the conflict analysis that may impact the successful closure of the project.

A conflict-sensitive approach should have been incorporated in closure planning early in the project to identify any particular considerations or activities needed as the project moves from implementation to closure (see [Section 2.3.2](#)). These considerations may include the completion of an impact evaluation, a more detailed risk assessment in relation to the handover of project outputs and the transfer or disposal of assets and considerations relating to the operation and maintenance of infrastructure assets.

Operating in conflict contexts with weak or limited rule of law requires special attention to the possibility of asset diversion – as illegal activities may sustain instability (e.g., by financing or enabling the activity of groups that inhibit or prevent peacebuilding activities or the de-escalation of tensions).²¹ Therefore, a conflict-sensitive approach for the transfer and/or disposal of assets should be used by the project team to minimize these risks when operating in a conflict context.

If required by the Legal Agreement, it is the responsibility of the Project Manager to submit the Final Report to partners for approval during the operational closure of the project ([5.1.2](#)). The purpose of the Final Report is to review and document how the project performed in relation to the Legal Agreement and the Implementation Plan. The report should examine the project performance, as well as provide an opportunity for documenting gender mainstreaming efforts, contributions to the Sustainable Development Goals and any other ways that the project has been able to identify and act on opportunities in the conflict context.

When operating in a conflict context, the Final Report should document lessons learned during the project in relation to the risks and opportunities related to the particular conflict context that may provide support to future projects in the same or similar operational contexts.

²¹ Transparency International, *Building Integrity and Countering Corruption in Defence & Security*, Transparency International, London, 2011, p. 69.



Annex A: Key Questions for Conflict Analysis

KEY QUESTIONS	INFORMATION GATHERED	SUPPORT TOOLS ²²
<ul style="list-style-type: none"> → What is the political, economic and socio-cultural context? → What are the emergent political, economic, security, environmental and social issues? → What specific conflict-affected areas can be situated within this context? → Is there a history of conflict? 	<p>Country profile: A country profile provides a brief characterization of the operational context within which a project will be implemented. Key information about the country profile and country analysis can be accessed through development and humanitarian information channels, such as sectoral clusters, United Nations agencies, the United Nations Country Team (UNCT), monitoring by donors of the country status.</p>	<p>Issue matrix: Collects and simplifies the context in thematic areas in order to reflect the current panorama of the country.</p> <p>Conflict arena and geographical mapping: Enables graphical visualization of areas of influence, locations of natural resources and patterns of violence that can inform the conflict analysis.</p>
<ul style="list-style-type: none"> → What are the structural causes of conflict? → What issues can be considered as proximate causes of conflict? → What triggers may contribute to the escalation of conflict? 	<p>Causes of potential conflict: To understand the country context, it is fundamental to identify any existing, as well as potential, causes of conflict.</p>	<p>Conflict tree: Facilitates the understanding of root causes of the conflict in a visual and accurate way.</p> <p>Conflict pillars: Provides an overview of the different factors that can influence a conflict, allowing the project team to identify and address each factor.</p> <p>Iceberg: Highlights the proximate or immediate causes for a manifestation of conflict, along with intermediate and structural causes.</p>
<ul style="list-style-type: none"> → Who are the main actors (e.g., national government, security sector, private sector, religious or political networks, civil society, refugees)? What are the relationships between these actors and how does this relate to peacebuilding efforts and the conflict context? → Who are the most vulnerable groups? What factors make them vulnerable? → What are the main interests, goals, positions, capacities and relationships (e.g., religious values, political views) of different actors? → What institutional capacities for peacebuilding can be identified (e.g., political institutions, traditional authorities)? → What actors can be identified as preventing peacebuilding or contributing to continuing or escalating the conflict? Why? What are their incentives (e.g., groups benefiting from the war economy, authority figures who may feel undermined by the project)? 	<p>Actors: Every individual, group or institution that is contributing and/or being affected by a conflict is considered an actor. Actors differ as to their goals, interests, positions, capacities and relationships with other actors.</p>	<p>Stakeholder mapping: Provides an overview of the main actors within any context and allows the identification of the roles and the relationships between the main actors in a very visual and simple way.</p> <p>ABC triangle: This tool allows the team to identify basic 'attitudes, behaviours and contexts' associated with each actor in a conflict.</p> <p>Stakeholder matrix: Enables the identification of each actor's relevant positions or characteristics and their 'Peace Agenda', which can be crucial to answer these questions.</p>

²² Fabio, Oliva and Lorraine Charbonnier, *Conflict Analysis Handbook: A field and headquarters guide to conflict assessments*, United Nations System Staff College, Turin, Italy, 2016.



- What are the current conflict trends?
- What are possible opportunities?
- What are the key peace and conflict factors, or issues, which influence peace and conflict?
- What scenarios can be developed from the conflict analysis (e.g., profile, causes and actors)?

Conflict dynamics: Interactions between the country profile, the actors and the causes of conflict. Understanding conflict dynamics helps to identify windows of opportunity by considering the possible developments following a response.

Connectors & dividers: This tool clearly states the common ground between the actors, the identification of opportunities to execute projects that may positively impact the conflict context.

Scenario building: Enables the construction of possible scenarios and the analysis of the consequences of implementing a potential project.



References

UNOPS POLICIES

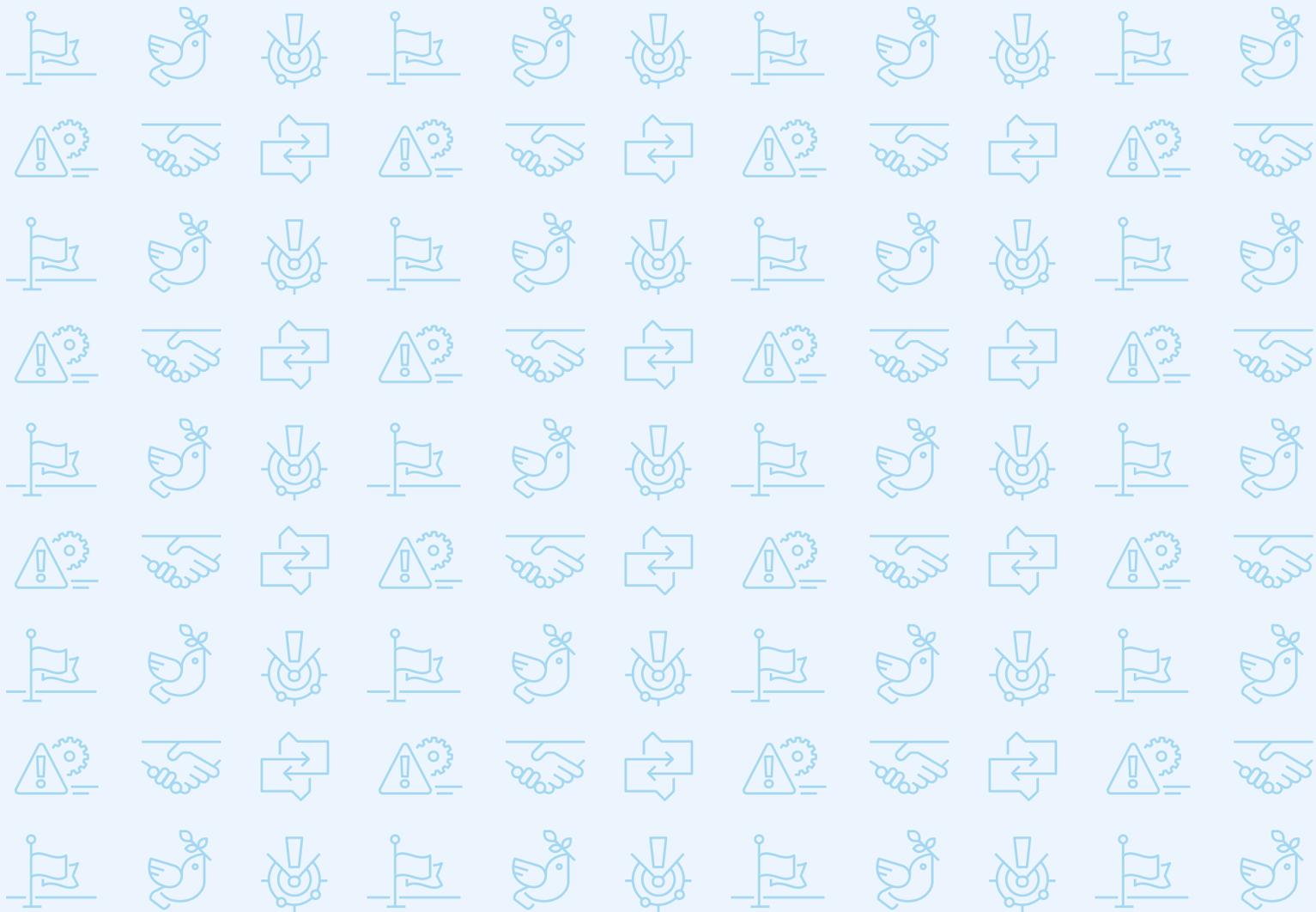
Policies listed below appear following the hierarchy and groupings of the Legislative Framework and can be found on the [policies](#) page.

- [‘Reporting and Management of Health & Safety and Social & Environmental Incidents’](#), EOI.CSG.2017.02, UNOPS, Copenhagen, 25 August 2017.
- [‘Management of UNOPS Partners and Resulting Agreements’](#), OD.EO.2017.02, UNOPS, Copenhagen, 13 October 2017.
- [‘Acceptance of Engagement Agreements’](#), OI.IPS.2020.01, UNOPS, Copenhagen 2 April 2020.
- [‘Project Management’](#), OI.IPMG.2019.01, UNOPS, Copenhagen, 5 December 2018.

UNOPS PUBLICATIONS AND RESOURCES

Publications listed below appear in the same order as they appear in the Implementation Standards Management Framework (ISMF) structure.

- [Project Management Manual, Part II: Requirements](#), vers. 1.1, UNOPS, Copenhagen, December 2018.
- [Project Management Manual, Part I: Guidelines](#), vers. 1.1, UNOPS, Copenhagen, September 2019.
- [Cash for Work Guidelines for Projects](#), UNOPS, Copenhagen, April 2020.
- [Gender Mainstreaming in Projects: Guidelines](#), UNOPS, Copenhagen, April 2020.
- [Management Control: Guidelines for Projects](#), UNOPS, Copenhagen, December 2019.
- [Project Closure: Guidelines](#), UNOPS, Copenhagen, September, 2020.
- [Construction Contract for Major Works](#), vers. 1.0, UNOPS, Copenhagen, 2021
- [Human Rights Due Diligence Policy on United Nations Support to Non-United Nations Security Forces: Guidance Note for UNOPS](#), UNOPS, Copenhagen, April 2021.
- [Implementation Standards Management Framework: Guidelines](#), vers. 1.0, UNOPS, Copenhagen, June 2020.
- Process & Quality Management System, “Manage Inclusion of People with Disabilities”, available at <<https://apps.unops.org/Apps/PQMS/Public/#/Process/2329>>, accessed 11 May 2021.
- Process & Quality Management System, “Report and manage Health, Safety, Social and Environmental (HSSE) incidents”, available at <<https://apps.unops.org/Apps/PQMS/Public/#/Process/2136>>, accessed 11 May 2021.
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