



CONFLICT-SENSITIVE CONSERVATION

Practitioners' Manual



Conflict-Sensitive Conservation Practitioners' Manual

AUTHORS:

Anne Hammill with Alec Crawford, Robert Craig, Robert Malpas and Richard Matthew.

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**International Institute for Sustainable Development
Head Office**

161 Portage Avenue East, 6th Floor

Winnipeg, Manitoba, Canada R3B 0Y4

Tel: +1 (204) 958-7700 | Fax: +1 (204) 958-7710

E-mail: info@iisd.ca | Web site: www.iisd.org

Preface

IISD's Work on Environment and Security

International research has identified a variety of ways in which natural resources contribute to causing and prolonging conflict. For more than a decade, the International Institute for Sustainable Development (IISD) has worked within this broad framework to examine three related issues: (1) how natural resource management and other conservation practices can unintentionally contribute to conflict; (2) the challenges of doing conservation work in conflict settings; and (3) the potential for resource management to support conflict resolution and post-conflict recovery.

Some highlights of this work include *Conserving the Peace: Resources, Livelihoods and Security*, a study designed to introduce these concerns to the conservation community and released at the World Summit on Sustainable Development in 2002; field work on resource rights, land tenure and conflict in South Asia, conducted in partnership with IUCN; an assessment of the peace and conflict impacts of transboundary conservation activities in the Great Lakes region of Africa; and a variety of studies undertaken with UNEP to support the new Peacebuilding Commission. Our approach all along has been to demystify and operationalize environment and security links, translating findings and key themes into useful materials for decision-makers and practitioners.

Our work on conflict-sensitive conservation (CSC) is especially targeted towards practitioners. It was born out of an interest in transboundary protected areas in conflict zones, wondering if they might be a tangible demonstration of how sustainable natural resource management could prevent conflicts and build peace. We also discovered a growing body of work in the humanitarian and development field on peace and conflict impact assessments (PCIA) and conflict

sensitivity. This work highlights some of the uncomfortable realities and untapped opportunities of development work in conflict zones, and asks how we can make sure our work is not unintentionally contributing to conflict but rather—where possible—contributing to peacebuilding. We brought the two lines of inquiry together, examining the peace and conflict contributions of conservation activities in conflict zones.

The “Conserving the Peace” Project

With the financial support of the MacArthur Foundation and the technical support of the Conservation Development Centre (CDC), in 2005 IISD launched a project called *Conserving the Peace: Integrating Conflict-Sensitivity into Conservation Interventions in the Albertine Rift*. Stretching from Lake Albert in the north to Lake Tanganyika in the south, the Albertine Rift straddles Uganda, Rwanda, the Democratic Republic of Congo (DRC), Burundi and Tanzania. While one of the most biodiverse and ecologically unique regions of Africa, sadly it has also been the site of some of the world's most violent conflicts in recent history. Conflicts along the borders between Rwanda, the Democratic Republic of Congo and Uganda continue to this day, and despite efforts to stabilize

governments and enhance regional security, human suffering continues. Unsurprisingly, this turbulent context has presented conservationists with a range of risks and challenges. As such, it became the setting for piloting our CSC work.

Over the course of three years, IISD and CDC worked with the World Wide Fund for Nature (WWF) and the Wildlife Conservation Society (WCS) in DRC, and CARE International in Uganda to better understand the conservation and conflict context in which the organizations operate, and think about how they can apply a conflict lens to their conservation work. This involved extensive field work, training staff from conservation organizations and protected area authorities in conflict analysis, as well as conducting numerous stakeholder consultations on the links among conservation, conflict and peace. The ultimate aim was to develop guidance for conservation organizations on how to more effectively address the root causes of natural resource-based conflict, how to minimize the risk of their activities exacerbating conflict, and how to maximize opportunities for peacebuilding, all through the integration of conflict sensitivity into conservation planning and implementation. The work was challenging, not only because of the unpredictable nature of working in conflict zones, but because there was a mutual recognition among each of the partners that we were venturing out of our respective comfort zones.

Developing this Conflict-Sensitive Conservation Manual

This CSC manual is one of the main outputs of the *Conserving the Peace* project. We decided early on that conservationists needed something more practical than a lessons-learned document or final project report to learn how to integrate conflict sensitivity into their organizations and their work. We think it is worth having a simple resource targeted to conservation practitioners, since they represent a specific subset of development practitioners working to protect and manage a resource base that can be both a seed of conflict and foundation for peacebuilding.

Analysis and guidance in this Manual are brought to life through the recounting of personal experiences, and are used with our gratitude and respect for the organizations who have been confronting the challenges of conservation in conflict zones. While it is difficult to draw a singular, defining lesson from our work in the Albertine Rift, we have come to appreciate the unique and oftentimes thankless role of conservation actors; working in conflict zones is difficult at the best of times.

Finally, this Manual is the result of pilot experiences in a particular part of the world. We hope it will continue to be developed as more practitioners from different regions try to apply it in their work and share their experiences. We encourage users to send their feedback and experiences to us at csc@iisd.org, and work with us in rendering the Manual as useful and usable as possible.

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ACRONYMS

CDC	Conservation Development Centre
CSC	conflict-sensitive conservation
DRC	Democratic Republic of Congo
FAO	Food and Agriculture Organization of the United Nations
IISD	International Institute for Sustainable Development
IUCN	International Union for Conservation of Nature
NGO	non-governmental organization

PA	protected area
PAA	protected area authority
PCIA	peace and conflict impact assessment
PNVi	Parc National de Virunga (Virunga National Park)
QECA	Queen Elizabeth Conservation Area
UNEP	United Nations Environment Programme
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature



CONFLICT-SENSITIVE CONSERVATION

Conservation & conflict

Background: Conservation and conflict

This Manual has been developed to guide conservation practitioners through the process of integrating conflict sensitivity into their work. Specifically, it offers a simple analytical framework and decision-making process to help conservation organizations better understand the conflict risks and peacebuilding opportunities associated with conserving and sustainably managing biodiversity. It builds on conflict-sensitive practices, frameworks and tools from the development and humanitarian sectors, but highlights the specific challenges and experiences of conservation organizations.

- IN THIS MANUAL, **CONSERVATION IS DEFINED AS** ●
- **THE PROTECTION, MANAGEMENT AND SUSTAINABLE** ●
- **USE OF PLANTS, ANIMALS AND ECOSYSTEMS.** ●

The CSC process is targeted at NGOs that are designing and implementing field-level conservation activities, usually in or near protected areas¹ and with the communities living around them. These activities can range from small-scale integrated conservation and development projects that seek to generate income for local communities, to the gazettement of reserves where some social provision has been made for displaced residents. Given the extent to which conservation NGOs work with protected areas, this Manual is also expected to be relevant to protected area management authorities.

¹ In this Manual, we use the IUCN definition of “protected area”: “A clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values.” Protected areas categories include nature reserves, national parks, natural monuments, habitat/species management areas, protected landscapes/seascapes and managed resource protected areas.

THE CSC MANUAL

Purpose: To provide an analytical and decision-making framework to help organizations integrate conflict sensitivity into their work, so that they can: effectively address the root causes of conflict; minimize the risk of their activities exacerbating conflict; and maximize opportunities for peacebuilding.

Target users: NGOs designing and implementing field-level conservation activities, and protected area management authorities.

Structure: There are three main sections to the CSC Manual. **Section 1** focuses on understanding the links between conservation and conflict. **Section 2** provides guidance to conservation organizations trying to integrate conflict sensitivity into their culture and work. **Section 3** is more practical, taking users through a number of tools designed to help them identify and respond to the ways that their conservation activities interact with the peace and conflict context. Finally, the **Annexes** provide the user with supporting materials.

CONFLICT

Conflict is the result of two or more parties (individuals or groups) having, or perceiving to have, incompatible goals and interests and acting upon these differences. Conflicts arise from imbalances in human relations, whether in social status, access to resources, or power, which can lead to discrimination, poverty, oppression and environmental degradation.

Conflict does not necessarily lead to negative outcomes, and can even be a constructive process of change.

Violent conflict, on the other hand, always has negative repercussions. It refers to the actions, attitudes or systems that cause physical, psychological, social or environmental damage. Killing and intimidation are the most visible forms of violent conflict.

PEACE

Peace, in its most basic form, is seen as the absence of violent conflict. However in our view it is more than this. It is a state of balance characterized by core values such as social justice, economic opportunity and environmental sustainability.

The process of peacebuilding is concerned with achieving peace by addressing the systems and attitudes that cause conflict, as well as the resulting grievances and injustices. It is this process that the Manual aims to promote through conservation interventions.

See: Fisher, S. et al. (2000) *Working with conflict: Skills and strategies for action*, Responding to Conflict, Birmingham

How are conservation and conflict linked?

The management of natural resources is often conflictual. Conservation practitioners know all too well that their work is a form of conflict management, trying to reconcile competing (and sometimes incompatible) interests in the same, oftentimes dwindling, natural resource base. The links between natural resources and conflict are especially evident in developing countries, where poverty, population growth and dependence on natural resources are high. Here, the availability of and access to natural resources are more likely to affect livelihood security, wealth distribution, power structures and even group identities, i.e., some of the more familiar sources of conflict. By trying to protect and sustainably manage the natural resource base and improve human well-being, conservationists are effectively working to minimize important causes of conflict. Conservation, in this regard, can be seen as a mechanism for conflict prevention and peacebuilding.

But managing competing interests over scarce natural resources has its risks. That is, conservation policies and practices can create or exacerbate grievances that, in turn, lead to conflicts with, between and within local communities. Thus, efforts to manage and resolve natural resource-based conflicts through conservation can in themselves lead to other forms of conflict. This can broadly happen in three ways:

1

Conservation can restrict peoples' access to key livelihood resources: Interventions such as the establishment of protected areas or buffer zones are designed to control—and usually reduce—community access to critical livelihood resources; to protect and enhance biodiversity in the face of mounting population and development pressures. Without appropriate alternatives or compensation schemes, conservation interventions can represent a loss of assets and income to household members (who will be affected differently, depending on gender, age and so on) and local communities, which can contribute to social fragmentation, loss of identity and increased marginalization². Conflicts between communities and the conservation organization may result.

2

Conservation can introduce new or additional economic burdens or risks: For communities living near protected areas, the close proximity to wildlife can lead to considerable economic burden and personal risk. These costs include crop loss and property damage; opportunity costs associated with time spent on protecting against wildlife damage; loss of livestock and disease transmission; strains on families and relationships; and injury and loss of life. These costs can contribute to tensions and confrontations between communities and conservation actors.

3

Conservation can result in the unequal distribution of benefits: In an effort to offset the costs of conservation, some conservation programs/projects are designed to re-allocate conservation-related revenues (park fees, tourism permits) to surrounding communities for small-scale development projects such as health clinics and schools. When benefits are perceived as being inequitably distributed—i.e., captured by elites or other identity groups—conflict can arise between community members, as well as between community members and conservation actors, who are seen as reinforcing power asymmetries.

² Cernea, M. M. (2005) "Restriction of access is displacement: A broader concept and policy" *Forced Migration Review*, Volume 23: 48-49.

These situations can be averted or peacefully managed through properly conceived conservation actions. But this is not always the case, and left unaddressed these conservation-related tensions or disputes may escalate and even turn violent. Moreover, they can undermine efforts to protect and sustainably manage ecosystems and livelihoods, reinforcing a cycle of conflict and environmental degradation.

Thus, the links between conservation and conflict are many, representing both positive and negative relationships and different directions of influence.

FURTHER USEFUL RESOURCES ON THE LINKS BETWEEN CONSERVATION AND CONFLICT:

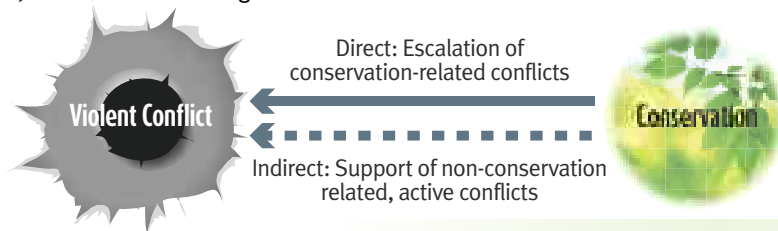
- *Community-based forest resource conflict management: Training package*
By the FAO, 2002. Available at:
www.fao.org/docrep/005/Y4300E/Y4300E00.HTM
- *Complex problems, negotiated solutions*
By Michael Warner/ITDG and ODI, 2001.
- *Cultivating peace: Conflict and collaboration in natural resource management*
Edited by Daniel Buckles, 1999. Available at:
www.idrc.ca/en/ev-9398-201-1-DO_TOPIC.html
- *From Conflict to Collaboration: People and forests at Mount Elgon, Uganda*
By Penny Scott/IUCN, 1998.
- *Managing conflicts in protected areas*
By Connie Lewis/IUCN, 1996.

How is conservation different in conflict zones?

The ways in which conservation interventions can resolve, create or exacerbate conflicts have been outlined above. However operating in conflict zones can alter—and sometimes amplify—the links between conservation and conflict. By **conflict zones** we refer to geographically defined areas that are experiencing, or have recently experienced, violent conflict. Conflict zones include **conflict-vulnerable areas** (areas affected by recent violence) and **active conflict areas** (areas with ongoing violence). In both of these cases, the operational context can be characterized by heightened social tensions and human suffering, weak governance and law enforcement, as well as the circulation of small arms and light weapons. Such volatile socio-political dynamics can **increase the risks** associated with traditional conservation-related conflicts (described above) or **introduce a new set of risks—and opportunities**—for conservationists. Specifically, conservation activities may end up (i) contributing to violent conflict, (ii) being affected (directly and indirectly) by violent conflict, and/or (iii) helping to address violent conflict. These relationships are described in greater detail on the following pages.

Category 1: Conservation activities can (inadvertently) contribute to violent conflict

Conservation-related grievances (issues) can be among the causes or motivations for armed conflict, or conservation assets (resources) can be misused to generate or sustain conflict that has little or nothing to do with conservation.



▶ TRADITIONAL CONSERVATION-RELATED CONFLICTS CAN ESCALATE TO VIOLENCE:

The instability and risk that characterize conflict zones can create situations where relatively common and manageable disputes turn openly hostile and violent, or ill-conceived conservation activities carry potentially destructive consequences. Local community grievances resulting from conservation activities (see previous section) can be reinforced and magnified by prevailing social and economic tensions at the root of violent conflict.³ Issues such as political marginalization, growing income disparities and ethnic identity can feed and further politicize conservation-related grievances, increasing the sense of fear and injustice among affected communities. Coupled with factors such as the movement of people and proliferation of small arms, these grievances can escalate rapidly.

EXAMPLE: THE RISKS OF GAZETTING IN A CONFLICT-PRONE AREA

The establishment of the Itombwe nature reserve in central DRC may exacerbate existing tensions and trigger violence. Insecurity within the DRC and in its neighbouring countries, combined with ethnic tensions between pastoralists and farmers, has sparked recent conflicts in the area. Creating (or gazetting) the reserve could compound these conflicts, as initial plans (devised without community inputs) involve the relocation of thousands of encroachers 500 km to the west of the reserve. While most of the encroachers are aware of the planned relocation, the potential for conflict remains high: the interruption of livelihoods may undermine the ability of people to meet basic needs; the distribution of resources during the transition period may be perceived as benefiting certain groups over others; and the settlement of previously conflicting groups in close proximity to one another without any provisions for local dispute resolution may rekindle long-standing tensions. Recognizing this potential for conflict, WWF and WCS are now embarking on a series of community consultations and scenario exercises to explore alternatives to relocation, such as the development of multiple-use zones.

³ Warner (2001) *Complex problems, negotiated solutions*, Overseas Development Institute, London.

 **CONSERVATION CAN UNINTENTIONALLY SUPPORT ACTIVE CONFLICTS:**

Conservation activities may also inadvertently sustain armed conflict through their operations. That is, in addition to **what** conservationists do (e.g., establish parks, support eco-tourism), **how** they do it may also lead to the escalation of conflict.

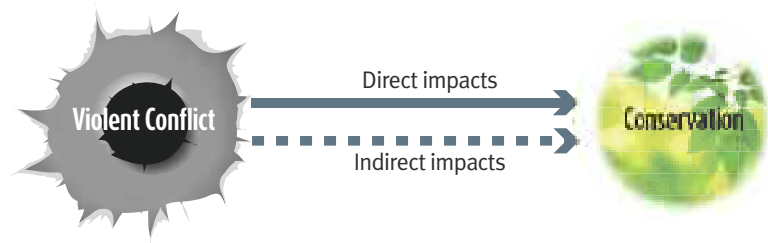
Management decisions, from staffing and the selection of beneficiaries to communication approaches and resource delivery methods, can all lead to situations where conservation actors find their work misinterpreted, misappropriated and manipulated for conflicting agendas that have the overall effect of helping to perpetuate violence and conflict in the project area.

EXAMPLE: CONSERVATION BENEFICIARIES AS TARGETS OF VIOLENCE

In eastern DRC, a conservation organization initiated a program to reduce the incidence of crop raids by buffalos in park-adjacent communities. Community members were trained to build protective walls around their crops and compensated for their time and work with cash or food. Unfortunately, this unwittingly led to compensated families becoming more desirable targets for armed groups who raided households for food and money. While the intention of the conservation organizations was clearly to resolve a particular conservation-related conflict (i.e., crop raids) and improve local livelihoods, the way in which beneficiaries were compensated (cash and food transfers) increased security risks in the area. In future, alternative compensation arrangements that do not involve cash and food transfers can be explored to minimize beneficiaries being the targets of violence by rebels. Options include establishing or contributing to a community development fund housed and managed at a secure institution, direct payment of school fees or training opportunities.

Category 2: Conservation activities can be (negatively) affected by violent conflict⁴

The use of armed force between two or more parties can harm the status and well-being of conservation beneficiaries (people, animals, ecosystems), as well as the capacity of conservationists to conduct their work. This direction of influence can be both direct and indirect.



Specifically:

▶ **ARMED CONFLICT CAN DIRECTLY IMPACT CONSERVATION ACTIVITIES:**

Conflict destroys habitats and kills animals. Natural resources are overexploited both for survival and profit. Emergency shelters and camps generate new sources of pollution. Park staff are threatened and even killed by armed groups.

▶ **ARMED CONFLICT CAN INDIRECTLY IMPACT CONSERVATION ACTIVITIES:**

Conservation funding can dry up, as nervous donors retract their support and environmental priorities are replaced by more immediate humanitarian needs.⁵

While these impacts are important, they are not the focus of this Manual. For more information on managing the impacts of armed conflict on conservation, refer to the Biodiversity Support Program's work on this issue.

TRAMPLED GRASS: MITIGATING THE IMPACTS OF ARMED CONFLICT ON THE ENVIRONMENT

By Shambaugh, J., J. Oglethorpe, and R. Ham, with contributions from Sylvia Tognetti, The Biodiversity Support Program, Washington, DC, 2001. Available at: www.worldwildlife.org/bsp/publications/africa/139/titlepage.htm

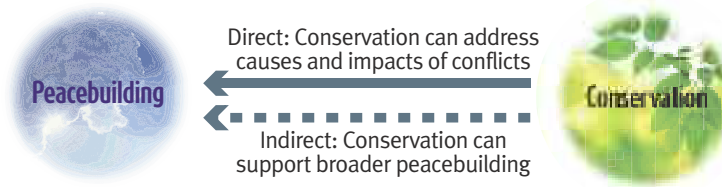
In addition, conservation planning and implementation in conflict zones will typically take place over shorter time horizons or include emergency response-type activities to deal with the changing context in which they are operating. Examples include responding to sudden increases in poaching, deforestation, and illegal resource trafficking, as well as protecting conservation personnel from injury or death and working with beneficiary communities to restore damaged property.

⁴ In a small number of cases, the impacts of armed conflict on biodiversity can be relatively positive. Armed conflict can suspend or curtail trade in natural resources, slow developments that threaten biodiversity (e.g., hotel construction) and create "no-go" zones that keep large tracts of land off-limits to human intervention. In some cases, this absence of human pressure can leave biodiversity to recover and flourish (McNeely, 2001).

⁵ Shambaugh, J., J. Oglethorpe and R. Ham (2001) *The Trampled Grass: Mitigating the Impacts of Armed Conflict on the Environment*, WWF Biodiversity Support Program, Washington, DC.

Category 3: Conservation activities can help address conflict

As noted above, because conservation is about managing and resolving conflicts, it can play an important role in peacebuilding in areas vulnerable to or experiencing violent conflict. Since natural resources and ecosystem services are so critical to the livelihoods and well-being of poor communities, conservation activities can be an important part of an integrated strategy to address the interests and needs of those perpetrating and affected by conflict. Less directly, conservation issues can help create conditions for a sustainable peace.



CONSERVATION CAN ADDRESS THE ROOT CAUSES OF CONFLICT:

Environmental degradation, as well as the inequitable distribution or scarcity of natural resources, can undermine the ability of people to survive and thrive, potentially increasing the risk of violent conflict. Efforts to restore and sustainably manage ecosystems—i.e., conservation activities—may help reduce this risk.

EXAMPLE: CONSERVATION ADDRESSING THE ROOT CAUSES OF CONFLICT

Access to valuable pasture lands triggered violent conflicts between rival agro-pastoralist groups living in a semi-arid region in northern Kenya. Some of the groups decided to establish conservancies across their land to mitigate the conflict (as well as reverse environment degradation on their land and attract tourists to the region). One component of each of the newly-established community conservancies was a grazing committee made up of elected community members. The grazing committees were created not only to improve natural resource management through detailed pasture access schedules, but also to minimize conflicts; the committee acts as an arbiter for disputes between rival tribes and groups, and provides a platform for cross-community coordination and cooperation on pasture management.

CONSERVATION CAN ADDRESS SOME OF THE IMPACTS OF CONFLICT:

Violent conflicts destroy livelihoods and ecosystems, slowing or reversing development. If left unaddressed, these impacts can become the seeds of further conflict. By rehabilitating the natural resource base upon which vulnerable livelihoods depend, conservation activities can help societies recover from conflict and reduce the likelihood of its reoccurrence.

CONSERVATION CAN SUPPORT AN ENABLING ENVIRONMENT FOR PEACEBUILDING:

In addition to tackling the environment-related causes and impacts of conflict, conservation can assist with broader efforts to create conditions for a sustainable peace. Conservation interests can serve as a basis for dialogue and cooperation between parties, helping to build levels of trust and transparency. A shared concern in protecting and accessing natural resources may create less contestable opportunities for communication and interaction between conflicting groups. Likewise, conservation activities that build human and institutional capacity may help secure individual livelihoods and enable institutions to become more open and accountable.

EXAMPLE: PEACEBUILDING VALUE OF REGIONAL GORILLA CONSERVATION MEETINGS⁶

In the Virunga-Bwindi region straddling the DRC, Uganda and Rwanda, representatives from each country's protected area authority and conservation NGOs meet every three months to discuss gorilla conservation activities. Facilitated by the International Gorilla Conservation Program, these meetings represent opportunities for participants to share information and coordinate park management, as well as benefit from joint learning and training opportunities under a selected theme (e.g., enterprise development, gorilla health, etc.)

Despite operating in a volatile environment, these meetings have allowed actors from different sides to come together to identify and discuss matters of mutual interest. Issues related to security and conflict inevitably creep into many of these discussions, since parks continue to be affected by violence and political discord in the region. But holding these discussions under the rubric of gorilla conservation creates a non-threatening space where interactions are less likely to deteriorate into politicized and polarized debates. These meetings allow actors to identify, define and address problems using their shared identity as conservationists. That is, their participation in the meeting is defined by what they do rather than where they come from, which political parties they support, and other labels that often divide individuals and groups in the region.

As a result, these meetings have fostered a joint feeling of progress and collaboration, where successes can be shared and challenges tackled together. The regular timing of these meetings has allowed relationship to develop, establishing a “constructive dependency” among individuals, organizations and political authorities that can be built upon for continued, and potentially more meaningful, cooperation.

⁶ Hammill, A. and A. Crawford (2008) “Gorillas in the Midst,” IISD, Winnipeg.



Vitshumbi fishing village, Virunga National Park. Photo courtesy of Alec Crawford.

In summary, although conservationists inevitably operate in a space characterized by disagreement, there may be a number of new or unfamiliar ways in which their work can have an impact on conflict and peace. This is especially true in conflict zones where the stakes are higher and situations can deteriorate or take unexpected turns. It is important for conservationists to recognize that their work is not only affected by conflict(s) (Category 2), but can also have a major influence on conflict—both negatively and positively (Categories 1 and 3). Categories 1 and 3 are the focus of this CSC Manual.

The role of conflict sensitivity in conservation

There are a number of options for conservationists when it comes to preparing for and responding to the different ways in which their work may be affected by or shape violent or non-violent conflict. Table 1 provides a summary of some of the general options.

TABLE 1: RESPONSES TO DIFFERENT CONSERVATION-CONFLICT LINKS (FOCUS OF THIS MANUAL CIRCLED BELOW)

	Conservation-conflict category	Specific conservation-conflict links	Response approach
CATEGORY 1	Conservation can contribute to (violent) conflict	<ul style="list-style-type: none"> ▶ Conservation can create or exacerbate grievances that lead to conflicts with, between and within communities ▶ These traditional conservation-related conflicts can escalate into violent conflicts ▶ Conservation can sustain (violent) conflicts 	Minimize risks of creating or exacerbating conflict
CATEGORY 2	Conservation can be negatively affected by (violent) conflict	<ul style="list-style-type: none"> ▶ Violent conflict can directly impact conservation activities ▶ Violent conflict can indirectly impact conservation activities 	Mitigate impacts of conflict through appropriate operational response, collaboration and finance strategies
CATEGORY 3	Conservation can be a mechanism for conflict prevention and peacebuilding	<ul style="list-style-type: none"> ▶ Conservation can address some of the causes of violent conflict ▶ Conservation can address some of the impacts of violent conflict ▶ Conservation can support an enabling environment for peacebuilding 	Maximize opportunities for conflict prevention and peacebuilding

Category 1: Minimize risks of creating or exacerbating conflicts.

Conservation actors may see that their work is creating or exacerbating both violent and non-violent conflicts. In situations where the conflict is related to conservation issues (i.e., competing interests in natural resources or conservation-related grievances), conservationists need to find ways to address the root causes of these conflicts and manage their impacts. In situations where conflict is not directly related to conservation issues (i.e., resulting from regional political differences), conservationists should ensure their operations are not contributing to the conflict’s continuation or escalation. This is also discussed in further detail below.

Category 2: Mitigate impacts.

For conservation actors who are concerned mostly with how their work is affected by armed conflict, responses will focus on preventing or avoiding losses—i.e., protecting staff and operations from both the immediate and long-term consequences of violence. This must of course be a priority for any organization operating in a conflict zone and calls for a combination of careful planning and institutional flexibility.

Category 3: Maximize opportunities for conflict prevention and peacebuilding.

Although conservation interventions are often inherently concerned with addressing the root causes of conflict, there may still be un- or under-exploited potential to positively influence conflict prevention and peacebuilding efforts. In this case, their focus is on identifying and developing these opportunities. This is discussed in further detail below.

Identifying and developing such responses depends on a solid understanding of the conflict context and how it interacts with conservation activities. While this may seem obvious, conflict analysis is not always a regular part of conservation planning or programming. By undertaking and integrating conflict analysis into conservation programming and implementation, conservation actors can identify (missed) opportunities and (unintended) risks of contributing to a conflict, as well as the full range of options for reducing the impact of conflict on conservation. This process is at the core of what we call “conflict-sensitive conservation.”

CONFLICT-SENSITIVE CONSERVATION

Conflict-sensitive conservation is conservation programming and implementation that takes into account the causes, actors and impacts of conflict in order to minimize conflict risks and maximize peacebuilding opportunities.

The process of designing and implementing CSC activities (Section 3 of this Manual) consists of three general steps:

a) **Analyzing the conflict** to obtain a better, more systematic and in-depth understanding of the conflict(s) in an intervention area;

- b) **Assessing** how your proposed/ongoing work will affect the analyzed conflict (s); and
- c) **Program/project (re)design** that uses this understanding to develop and implement conservation activities that will minimize conflict risks and maximize peacebuilding opportunities.

The CSC process essentially calls on conservationists to apply a “conflict lens” to their work, evaluating their plans and programs not only in terms of how they contribute to biodiversity preservation but how they can contribute to conflict and peacebuilding. Adding this layer of analysis may initially seem daunting, burdensome and even redundant, as conservationists working in conflict zones are inevitably thinking about how to operate successfully in a complex and problematic environment. But experience has shown that a systematic approach to this thinking can help conservationists to identify previously unknown (or ill-considered) risks and new opportunities that can shape the outcome of their work. The intention is not to make conservationists peacemakers or peacekeepers—this would be unfair and even dangerous. The intention is to make conservation in conflict zones safer and more effective.

KEY RESOURCES ON CONFLICT SENSITIVITY

- *Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding: A Resource Pack*
By Africa Peace Forum, Center for Conflict Resolution, Consortium of Humanitarian Agencies, Forum on Early Warning and Early Response, International Alert and Saferworld, 2004. Available at: www.conflictsensitivity.org
- *Peace and Conflict Impact Assessment (PCIA) Handbook*
By CPR Network, 2005. Available at: http://cern.ch/cpr/library/Tools/PCIA_HandbookEn_v2.2.pdf



Virunga National Park (formerly Albert National Park). Photo courtesy of Alec Crawford.



Making Your Organization More Conflict-Sensitive

CONFLICT-SENSITIVE CONSERVATION

Making Your Organization More Conflict-Sensitive

All conservation organizations operating in conflict zones will seek to mitigate negative impacts on their personnel and activities. But organizations can go beyond this, working to help prevent or reduce conflict risks and take advantage of peacebuilding opportunities. Doing so successfully calls upon organizations to integrate conflict sensitivity into their culture and operations, adopting a new institutional mindset, as well as modifying the way programs and projects are designed and implemented (for program- and project-based conflict sensitivity, please see Section 3). It is not to be undertaken lightly; truly integrating conflict concerns into operational practice and organizational culture, as well as across the project management cycle, requires significant commitment and support from all levels of staff. It will take time, and will require financial resources. This section offers some guidance to conservation organizations interested in exploring and/or internalizing conflict sensitivity.

Introducing, promoting and embedding CSC into your organization does not need to be an elaborate or complicated undertaking. In this Manual, the process of making conservation organizations more conflict-sensitive is presented in three, relatively straight-forward steps (Figure 1).

FIGURE 1: STEPS TO MAKING YOUR ORGANIZATION MORE CONFLICT-SENSITIVE



The process itself will likely start informally, with one or several individuals (i.e., you) interested in the issue of conflict sensitivity. You might discuss your own understanding of conflict sensitivity, how it has been applied in other types of work (e.g., humanitarian) and institutional contexts (e.g., donor agencies), and how/if it is relevant to your own conservation activities.

This might then lead to a decision to explore the possibility of adopting conflict sensitivity in more detail, prompting you and your interested colleagues to approach other colleagues and senior management to launch the process described in Figure 1 on page 15. Completing the different steps in the process will depend on the amount of time and resources you can dedicate to it. For example, if you have senior management support and financial resources to spend some time organizing regular meetings and completing some of the basic analysis, then this process may be completed in as little as a month.

Completing the steps can be achieved through a combination of individually-driven analysis (Step 1) and meetings (Steps 2 and 3). You should be as inclusive and transparent as possible throughout the process, soliciting both informal and formal feedback and encouraging your colleagues to participate in (or at least observe) some of the ongoing discussions.



Pastoralist taking his cattle through Queen Elizabeth National Park, Uganda. Photo courtesy of Robert Craig.

STEP 1: Understand your organization's capacity to adopt CSC

In trying to introduce and integrate conflict sensitivity into your organization, it is important to recognize the fundamental institutional characteristics needed to advance the cause. In other words, organizations should exhibit some minimal level of readiness or willingness to adopt conflict sensitivity, the characteristics of which are summarized below.

1A

ASSESS WHETHER THE MINIMAL CONDITIONS FOR ADOPTING CSC ARE IN PLACE

In order to effectively integrate conflict sensitivity into your organization's culture and operations, it must demonstrate⁷:

- ✓ **Commitment** and active engagement from your organization's leaders; without this support, change is unlikely.
- ✓ **Willingness to change** and openness to new approaches, recognizing that change is important to an organization's growth and relevance.
- ✓ **Support for staff development**, whether through formal training opportunities or the encouragement of self-directed learning and knowledge sharing among staff.

- ✓ **Strategic partnerships**, in terms of a) donors who are open to more flexible, process-oriented work and are willing to support conservation activities in conflict zones and, b) other organizations with whom you can collaborate and share experiences.
- ✓ **Accountability mechanisms** to encourage and monitor the incorporation of conflict sensitivity into the organization's work.

This assessment can be as formal or as informal as you want it to be. You can undertake an institutional review or capacity assessment to ascertain whether the above conditions exist; a number of detailed frameworks for this have been developed and can be used for this type of analysis.⁸ You can also hold informal discussions with colleagues or simply reflect on the above yourself to determine if you think your organization is ready for CSC.

⁷ These conditions are based on the Conflict-Sensitivity Resource Pack's "Five essential prerequisites for developing a sustainable capacity for conflict sensitivity."

⁸ See Chapter Five of the Conflict Sensitivity Resource Pack for such a framework.

1B IDENTIFY CONCERNS OR BARRIERS TO ACTION AND WAYS TO ADDRESS THEM

Even if these conditions exist within your organization, you may still encounter some resistance to adopting conflict sensitivity. Despite the intimate links between conservation and conflict (outlined in Section 1), your colleagues may not feel it is appropriate or necessary to address them in a systematic manner. There may be tendency towards taking a reactive—rather than a proactive—approach to dealing with conflict, or a preference for engaging external support rather than building in-house capacity. Reasons for this include:

MANDATE: Your conservation organization may feel that dealing with conflict falls outside of its mission of protecting and sustainably managing plants, animals and ecosystems. Even though managing conservation threats is typically part of this mission, managing the threat of conflict may be seen as beyond the influence or responsibility of conservation actors (i.e., “our work can’t make a significant difference” or “we can’t do everything”).

CAPACITY: Linked to concerns regarding mandate, your organization may be concerned about having the necessary capacity to address peace and conflict issues. With technical backgrounds in biology, ecology, geography, environmental studies, and other (sometimes highly-specialized) disciplines, program staff may say they do not have the requisite expertise to work on peace and conflict issues. What’s more, doing so may hinder or distract from their tasks at hand. This may be especially true if operating in an area of recent or ongoing conflict, where there are a large number of organizations specialized in dealing with conflict situations (i.e., “leave conflict issues to the professionals” or “why duplicate efforts?”).

RESOURCES: In addition to not having the requisite human resources, colleagues in your organization may argue that you do not have the time or the financial means to effectively integrate conflict sensitivity into your work. Program and project staff are already busy with other management requirements, so asking them to systematically consider peace and conflict issues may be

perceived as an additional burden. Moreover, it can be difficult to expect people to devote a significant amount of time to a new issue without compensation.

RISK: Your organization may feel that working on conflict puts staff and activities at greater risk of harm and failure. Even if you are operating in a conflict zone, where risks are inevitably higher, your colleagues may argue that dedicating time and resources to peace and conflict issues compromises the organization’s perceived neutrality (“if we focus on the conflict, we will be directly associated with it”).

These concerns and potential barriers to action are understandable and should not be taken lightly. Working on peace and conflict issues can present a range of new questions and challenges, forcing people to move outside of their comfort zones. If conflict sensitivity is really going to become a part of how your organization functions, then you need to be just as responsive to your colleagues’ concerns as you would like them to be to new ideas or approaches. This may mean introducing the issue of conflict sensitivity in an informal and/or incremental way, emphasizing that the aim of adopting conflict sensitivity is not to add to peoples’ workloads or turn conservationists into peacemakers, but build on the inherent peacebuilding value of their work and enhance its sustainability.

Provided the minimal institutional conditions exist for introducing CSC, as well as a general awareness of the potential barriers to its successful uptake, your organization should adopt CSC.

STEP 2: Allocate human resources to CSC

Now that the decision has been made to adopt CSC, your organization should dedicate some personnel to support the cause. Ideally, this would be in the form of a CSC Champion as well as a CSC Team.

2A

DESIGNATE A CSC CHAMPION

As with any new program, identifying the right person to set it up and oversee it is often the key to success. This is certainly the case with CSC, where the value of this approach may not be evident to everyone in the organization and people may be wary of another demand on their time and resources. The ideal CSC Champion:

- ✓ **Appreciates** the potential benefits of CSC.
- ✓ **Works comfortably** with staff at all levels, possessing enough authority to engage senior management.
- ✓ **Understands** the big picture of the organization's activities.
- ✓ **Effectively communicates** complicated issues in a manner that makes them relevant to others.



*Participants at a conflict-sensitivity workshop in Goma.
Photo courtesy of Alec Crawford.*

The CSC Champion would not necessarily conduct the detailed analysis and consultations associated with the CSC steps, but would be responsible for overall supervision, addressing critical gaps, unblocking or facilitating the process and communicating lessons to all levels within the organization. They would have to work consistently to raise awareness of conflict issues within the organization, and be able to mobilize the resources (financial, human and other) needed to integrate conflict sensitivity into the organization's culture.

2B

ASSIGN A CSC TEAM

The CSC Champion, with the endorsement of senior management, should establish a CSC Team to steer the development and adoption of CSC integration. While the Team could include representatives from key partner institutions or advisors, it is typically made up of internal staff; the goal is to internalize conflict sensitivity into the organizational culture.

The CSC Team should consist of individuals who are:

- ✔ **Committed:** Are interested in the potential benefits of CSC, and are willing to commit themselves to the process.
- ✔ **Experienced on the ground:** Have field experience in conservation, ideally in conflict-affected or conflict-prone areas.
- ✔ **Diplomatic:** The CSC process will require working with a number of different interest groups, groups that are often at odds with each other.
- ✔ **Trusted:** Should be seen as a neutral and fair partner by the stakeholders.
- ✔ **Multi-disciplinary:** Individuals with different perspectives and disciplinary backgrounds, such as conservation project design, conflict resolution, as well as monitoring and evaluation.
- ✔ **Gender-balanced:** The different needs and perspectives of both men and women should be captured in the conflict analysis.
- ✔ **Cooperative:** A group that will work well together.

The CSC Team will drive the CSC process. Early on the Team should work to define the composition of the group and the roles and responsibilities of its members. Some of the key **tasks** include:

- ✔ **Convening:** Organizing consultations to ensure appropriate stakeholder participation throughout the process.
- ✔ **Devising:** Identifying new or modified conservation strategies that address key conflict risks and peacebuilding opportunities in target areas.
- ✔ **Reality-checking:** Ensuring that CSC strategies are in line with the needs and capacities of the organization and partners working in target areas.
- ✔ **Implementing:** Moving the process from analysis to action, working with relevant staff and partners to carry out newly-designed or modified CSC strategies.
- ✔ **Monitoring:** Keeping track of the challenges, successes and ultimate impact of CSC strategies in target areas.
- ✔ **Reaching out:** Supporting the CSC Champion in making the case for and communicating CSC lessons within the organization.

STEP 3: Develop and adopt CSC principles

Once you have established that your organization has the capacity and commitment to adopt CSC, and staff has been assigned to drive the integration of CSC, you can begin thinking about how your organization can undertake CSC.

3A

DISCUSS HOW MANAGEMENT DECISIONS CAN INFLUENCE PEACE AND CONFLICT

You can start by holding an initial meeting of the CSC Team to think about how everyday conservation management decisions can influence peace and conflict, and use this discussion to devise principles that will help your organization become more conflict-sensitive. The brainstorming discussion could be structured around an existing conservation program or project, whereby somebody presents a summary of the work and the CSC Team discusses how it relates to three categories of management decisions, as described below:

■ ***The people and institutions implementing the organization's work.*** Will your choice of local project staff and partner institutions be seen as legitimizing or undermining the local power dynamics, and how will this affect security? Will the approach taken (i.e., top-down vs. bottom-up, sustained field-presence vs. occasional visits) breed negative or positive feelings among stakeholders?

- ***The people and institutions benefiting from the conservation work.*** Will your conservation project benefit a particular subset of the community or ruling elite and if so, is this likely to increase or reduce conflicts?
- ***The distribution and use of program or project assets.*** Will the introduction of certain resources make the CSC project area and stakeholders targets of conflict? Will the way in which physical resources are transferred (e.g., cash transfers, food for work) increase or decrease conflict risk? Will the daily use of project assets, such as vehicles and communication equipment, improve security or have a further destabilizing effect? Will the resources distributed free-up other resources to support armed groups?

Obviously it is difficult to predict the outcome of a management decision at the best of times, let alone in situations characterized by conflict. The aim in brainstorming these links is not to predict and prescribe, but flag, anticipate and—where possible—mitigate possibilities that your work is feeding conflict.

3B

DEVELOP PRINCIPLES FOR MAXIMIZING POSITIVE AND MINIMIZING NEGATIVE IMPACTS

Drawing from this discussion, you and the rest of the CSC Team should develop some general principles that will help maximize the positive impact of your work while minimizing any negative contribution it may (unintentionally) make to the conflict. These principles should include (but are not limited to):

- ✓ **Be aware of the context:** Being conflict-sensitive means always being aware of the setting in which you are working, as conflict situations can rapidly change and require you to adapt your work to remain effective. This may be facilitated by preparing and updating a CSC Scoping Report (see Annex 2).
- ✓ **Maintain flexibility:** It is important that your organization can respond to changing conditions on the ground. By maintaining a level of flexibility in your operations, your organization can react to crises and take advantage of opportunities to positively impact the conflict as they emerge. To do so will require activities such as contingency planning, monitoring the conflict context, and periodically revising your conflict analyses (see Section 3) to identify where adjustments need to be made in your approach.

**Consider the long-term sustainability of your operations:**

Conflict risks can be created or exacerbated if conditions suddenly change as a result of a project ending unexpectedly or before expectations have been met. While some projects are designed to address short-term needs, the longer-term impacts of your work should be taken into account in order to avoid disappointing stakeholders and generating ill will. Moreover, peacebuilding is a longer-term process; contributing to it in a meaningful way requires a similarly longer-term commitment.

**Coordinate your work with other organizations:**

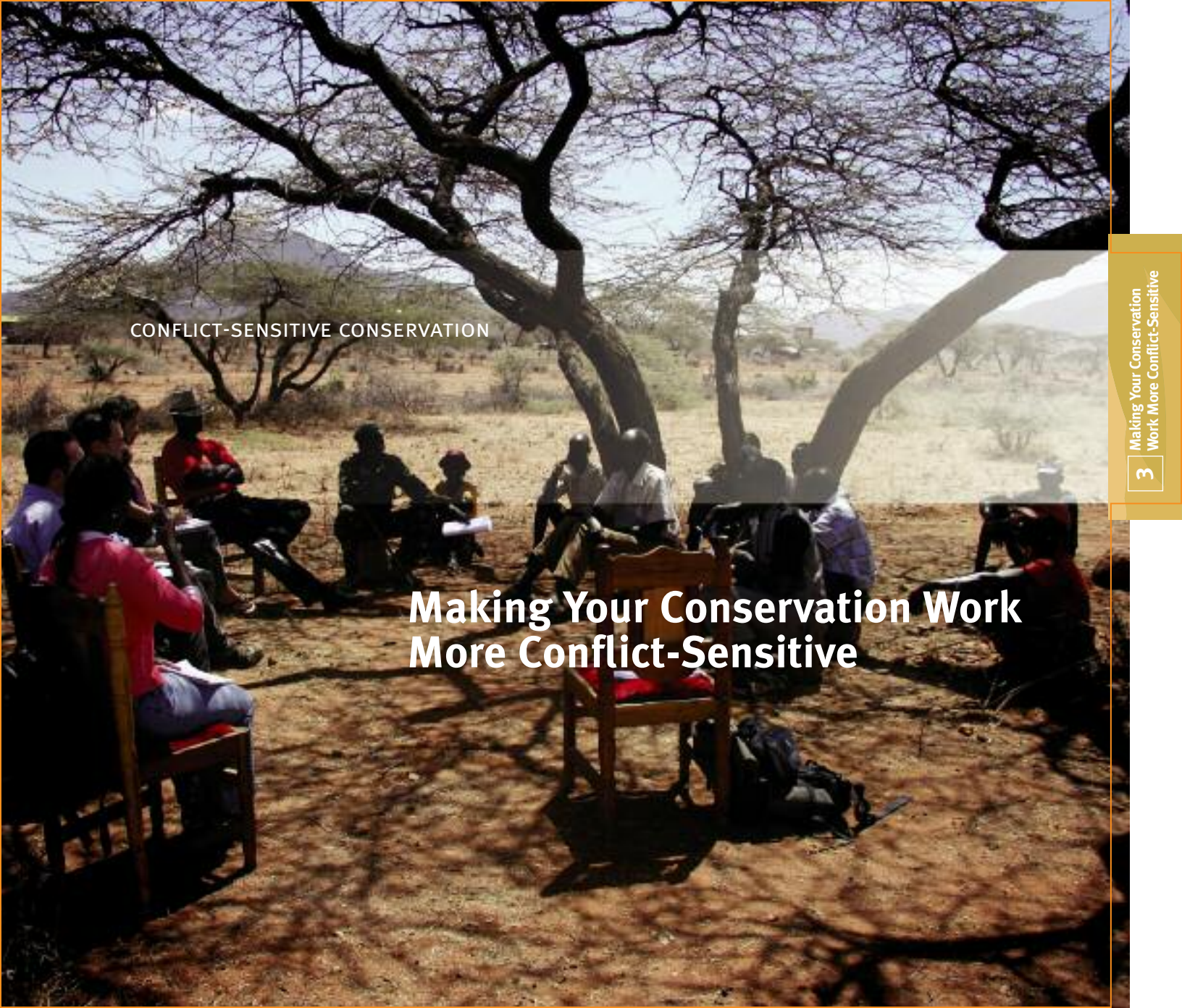
It is in your interests, as an organization operating in a conflict zone, that the other organizations working in that region are similarly attuned to the impact of their work on the area's peace and conflict dynamics. One way to ensure that all organizations operating in a given area are working towards the same goal of conflict sensitivity is to coordinate your activities. This extends to conservation, development, humanitarian and government agencies, and will include: involving these organizations in relevant workshops and meetings; communicating the results of the analysis—and the intended responses—to all stakeholders; and coordinating your CSC responses to strengthen those responses, ensure that you are not working at cross-purposes and avoid duplication of effort.

- ✔ **Focus on prevention:** Instead of simply reacting to conflicts, organizations should recognize that their actions, if done in a conflict-sensitive way, can reduce fragility and lower the risks of violent conflicts and crises in the future. This focus on prevention requires a commitment to address the root causes of conflict and tension, and will contribute to the long-term goals of the organization: development, sustainability and security.
- ✔ **Emphasize transparency and participation in your operations:** A focus on transparency and participation not only facilitates greater engagement between the community and the organization, but also helps to ensure that your work is relevant and appropriate. It also fosters trust between stakeholders—a key ingredient to conflict prevention and peacebuilding.
- ✔ **Build on existing capacities and institutions where possible:** Introducing new projects or approaches can be destabilizing and time-consuming, sometimes undermining existing capacities and institutions that play an important role in conflict prevention and peacebuilding. Where possible, these indigenous capacities should be identified and built upon to ensure the success of your interventions.

The principles can be discussed at an initial brainstorming meeting. It may be useful for one member of the CSC Team to prepare and circulate a draft set of principles beforehand.

This section has sought to provide some level of guidance on how organizations can integrate conflict sensitivity into their thinking and culture. It should not be taken as overly-prescriptive; every organization and context presents a unique set of circumstances and challenges that will dictate how CSC can and should be integrated into an organization's work. Having used this guidance to assess the capacity of your organization to adopt conflict sensitivity, allocate the necessary human resources and develop a set of principles to guide the transition to CSC, you now have the knowledge and basic capacity to integrate it into your organization's culture and operations.

NOTES:



CONFLICT-SENSITIVE CONSERVATION

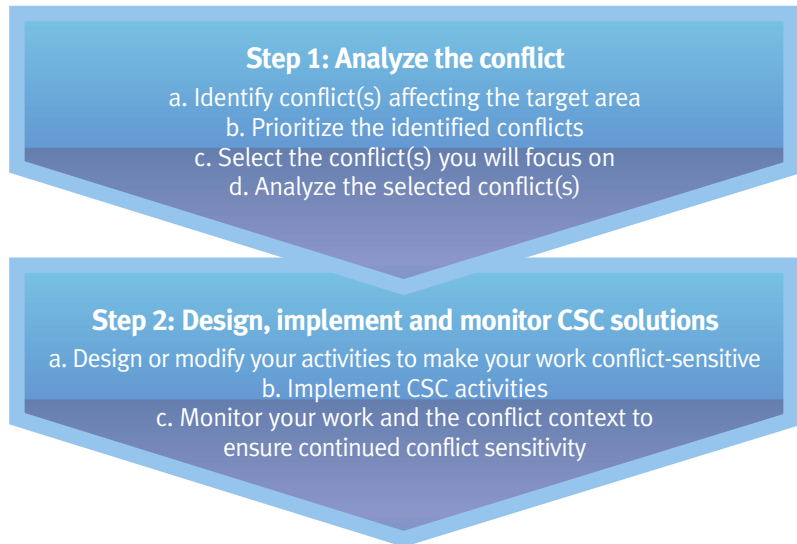
Making Your Conservation Work More Conflict-Sensitive

Making Your Conservation Work More Conflict-Sensitive

In this section, the process for conflict-sensitive conservation is focused on the program or project level, and is presented as two main steps, each with a series of sub-steps, that extend across the typical life cycle of a conservation intervention. This involves the selection and in-depth analysis of one or more conservation-related conflicts in your geographic area of work. The understanding developed during this stage provides the basis for conflict-sensitizing your activities.

The two main steps for conflict-sensitizing your conservation work are presented in Figure 2. Both are made up of a series of sub-steps, which can involve the use of specific tools or methodologies. The first step, **Analyze the Conflict**, involves identifying conflicts in the target area, selecting the one(s) you will focus on and analyzing the selected conflict(s). This step takes place over the course of one to three days at a Conflict Analysis Workshop (see next page). The second step, **Design, Implement and Monitor CSC Solutions**, is carried out internally by the organization, and involves designing or modifying your activities to make them conflict-sensitive, rolling out these CSC activities and monitoring both them and the conflict context on an ongoing basis to ensure that they remain conflict-sensitive.

FIGURE 2: INTEGRATING CONFLICT SENSITIVITY INTO YOUR WORK



STEP 1: Analyze the conflict

The CSC process is intended to be relevant to all conservation organizations. Given that they differ in size, focus, approach and field conditions, this is a flexible process and each organization should tailor it to meet its needs. The time required for each organization to complete the CSC process will therefore vary. It should not be constrained by limited information; the organization will have to proceed with whatever information it has, given the shifting realities on the ground. In addition, organizations should adopt a learn-by-doing and adaptive management approach to CSC, drawing on lessons and different types of information (e.g., technical, scientific, and traditional) as needed and when available.

Step 1 is to be carried out at a **Conflict Analysis Workshop**, where much of the information needed to conflict-sensitize your work can be gathered and analyzed. The process guide below summarizes the main elements of a Conflict Analysis Workshop.

Process Guide: Organizing a Conflict Analysis Workshop

Who is involved?

Participation in the workshop is crucial to ensure that the analysis is both realistic and as representative as possible. The number of participants will depend on the resources available and the complexity of the conflicts being studied, but in general should include:

- ✓ Facilitator (ideally external or third party)
- ✓ Rapporteur
- ✓ CSC Champion and CSC Team
- ✓ Senior managers from your organization
- ✓ Field staff from your organization
- ✓ Other conservation NGOs working in the target area
- ✓ Other relevant NGOs or community-based organizations
- ✓ Representatives and leaders from local communities living in the target area
- ✓ Interested or relevant researchers/consultants

TIP: Diversity is important; you will want to make sure that a variety of perspectives and backgrounds are represented in the group.

TIP: You will need to provide adequate background materials so that interest is generated and people arrive with a shared sense of the purpose of the workshop.

Timing

The workshop can take anywhere between one and three days, depending on participants' availability, as well as the level of detail and participation sought.

Sample agenda for Conflict Analysis Workshop**Day 1**

Welcome and introduction	30 mins
Background on CSC	30 mins
Brainstorming on conflicts	60 mins
Prioritization of conflicts	30 mins
Conflict tree (group work)	120 mins
Reporting back: Plenary	60 mins
Closing	

Day 2

Summary of Day 1	30 mins
Conflict map (group work)	90 mins
(Reporting back: Plenary	60 mins)
Stakeholder profiles (role play)	120 mins
Reporting back: Plenary	30 mins
Discussion	30 mins
Closing and feedback	

Location

If logistically feasible and if it does not inhibit participation, this meeting should be held in or near the target area concerned.

TIP: You should try to create a non-threatening environment for the workshop; the location and venue that you choose should be seen as a safe environment by all participants.

Output

The findings from the workshop will be written up into a **Conflict Analysis Report**, which should be a 10–20 page summary of the exercises and discussions.

TIP: The rapporteur should be taking notes throughout the workshop and responsible for collecting all of the outputs (e.g., flipchart exercises, etc.).

As organizers of the workshop, you should note that the term “conflict” can be controversial or sensitive. It is therefore important that your goals and approaches are properly communicated to invited stakeholders so they know what to expect and prepare accordingly. Past experience suggests that participants at Conflict Analysis Workshops often face similar challenges, operate with misconceptions about the values and practices of other actors, and welcome the opportunity for a frank but informal discussion of the issue. But they can also be wary of this topic and you should try to anticipate these concerns.

WORKSHOP TECHNIQUES

Attendance at a workshop does not automatically guarantee participation. Unless care is taken, workshops can become reduced to a sequence of presentations, and dominated by one-way communication from speaker to audience. This can leave little room for interaction, and less opportunity to resolve differences, come to agreement, or reach consensus. Here are a few techniques to encourage active engagement.

Group work: Dividing the workshop participants into smaller groups is an effective way of encouraging participation and interaction, and will help the facilitation team maintain engagement in the workshop. It often provides a welcome break from presentations, can serve as a forum for participation for those stakeholders who may not feel comfortable speaking to the entire group (or may not have yet had the opportunity to do so), and increases the level of interaction between the workshop participants. Group work can also allow for a more focused discussion among the participants on particular topics, and can be designed so that each group works towards specific outputs which can add to the analysis.

Visualization: During the workshop, the facilitator can use cards and pinboards as an effective way of putting ideas, issues, problems and position in front of the group and using them to push forward collective thinking. Participants, either alone or in small groups, can express their ideas on the cards and then share them with the group; displayed on a pinboard, the cards are each read, discussed, clustered, arranged, moved, removed, replaced and amended to reach consensus among the whole group. Where consensus is unattainable, differences are revealed and noted.

Role play: For a role-playing exercise, participants will abandon their own positions on the conflict and approach it from the perspective of another stakeholder. This forces them to challenge their perceptions of the other stakeholders involved in the conflict, and to consider their needs, interests, positions and capacities. Usually undertaken during a group work exercise, this technique is particularly useful for the Stakeholder Profiles exercise described on page 46.

You may feel the need to supplement discussions from the Conflict Analysis Workshop with **stakeholder consultations** in order to fill information gaps, engage perspectives that were un- or under-represented at the workshop, or explore specific issues in greater detail. These consultations can involve informal or formal (semi-structured) interviews, focus group discussions, or mini-workshops using the same tools or exercises as in the Conflict Analysis Workshop.

Finally, it may be useful for the CSC Team to come up with a **CSC Plan**, in which the Team can outline how it will go about implementing this section of the CSC process. The plan need not be detailed, simply a rough estimate of each steps main components, the associated timeline and any requisite resources. A general outline for a CSC Plan is provided in the Annex 3.

1A IDENTIFY CONFLICT(S) AFFECTING THE TARGET AREA

The first step in a conflict analysis, and usually the first activity at the workshop, is to decide exactly which conservation-related conflicts are going to be analyzed.

The process of identifying conflicts can involve a simple brainstorming exercise, where participants are asked to answer the question, “Which conflicts affect, or are affected by, my work?” Participants can write their answers down on cards (one conflict per card) and present them during a plenary discussion. Conflicts, as they are identified, should be categorized. You can suggest a number of categories to facilitate the brainstorming process, or you can leave it open and allow categories to emerge.

Table 2 on the next page shows a set of local-level conflicts identified for Virunga National Park (PNVi) in DRC, where conservation actors were operating in an active conflict context. Workshop participants listed conflicts according to three conservation-related categories: human-wildlife conflicts; resource access conflicts; and institutional conflicts. Regional armed conflict was not listed explicitly but captured in some of the other identified conflicts.



Park ranger patrolling Nyungwe Forest National Park, Rwanda. Photo courtesy of Alec Crawford.

TABLE 2: CONFLICTS, VIRUNGA NATIONAL PARK (PNVI)

Conflict category	Specific conflicts
Human-wildlife conflicts	Conflicts between park-adjacent communities and conservation authorities over wildlife damage to crops, livestock and property
Protected area (PA) resource access conflicts	<p>Conflicts between park-adjacent communities and conservation authorities over:</p> <ul style="list-style-type: none"> • Illegal exploitation of park resources (e.g., charcoal making, hippo poaching) • Deforestation and encroachment into the park • Human settlement in the park • Absence of revenue-sharing
Intra- and inter- institutional conflicts	<p>Conflicts within and between government institutions, NGOs and other authorities over:</p> <ul style="list-style-type: none"> • Revenue sharing (park-adjacent communities vs. PA Authority) • Administrative matters (within PAA) • Land use, park boundaries (traditional leaders vs. PAA) • Presence of armed groups in park (armed groups vs. PAA, NGOs) • Corruption, embezzlement, mismanagement of resources (PAA) • Lack of communication (local stakeholders vs. PAA)

You should select conflict categories that are appropriate to the context; those listed above will not necessarily apply to all cases. Other categories that have been used include: “policy-related conflicts”; “transboundary conflicts”; “conflicts over the costs of conservation”; and “benefit-sharing conflicts.”

1B PRIORITIZE IDENTIFIED CONFLICTS

Once the relevant conflicts have been identified, they need to be prioritized according to the severity of their impacts and the feasibility of addressing them. Priority should be given to analyzing those conflicts where the impacts are high and your organization can have some influence on preventing, mitigating or recovering from these impacts. Prioritization can be organized into three steps:

i. **Define prioritization criteria: List the impacts of conflict on people and conservation**

First, participants should take a look at the conflicts identified during the brainstorming exercise and identify a list of their key impacts on people and conservation. These impacts should be broadly applicable rather than conflict-specific, based on experience and observation of working in a conflict-affected or conflict-prone area. Participants should identify up to five of the most significant impacts, organized into two categories:

Impact category	Definition	Examples
Human impacts <i>(note differences among social groups—i.e., gender, age, ethnicity, livelihood, etc.).</i>	The damage inflicted on peoples' livelihoods— i.e., the capability, assets and activities required by individuals and households to make a living.	<ul style="list-style-type: none">• injury or loss of life• loss of reliable income• food insecurity• eviction and displacement• disease
Conservation impacts	The direct and indirect effects of the conflict on conservation activities.	<ul style="list-style-type: none">• threats to personnel• encroachment• deforestation• reduced conservation presence• poaching, other illegal activities

NOTE: To save time, you can prepare a list of impacts beforehand and present it to workshop participants (rather than leave it open to brainstorming and discussion) and simply confirm that everybody is comfortable with the list. It is useful to ensure that differences in the way stakeholders assign value and think of impacts are aired.

ii. ***Rank identified conflicts according to the severity of their impacts***

Next, participants should create a simple matrix, such as the one presented on the next page (Table 3), with “human impacts” written along one axis, and “conservation impacts” along the other. Participants should situate the identified conflicts in the matrix based on a general assessment of the severity of their human and conservation impacts.⁹ You should consider all of the human and conservation impacts collectively under their respective category. In other words, you should ask:

**“How severe are the human impacts (i.e., injury/death, income loss, food insecurity, displacement, disease and loss of education) resulting from conflict X (i.e. presence of armed groups in park).
How severe are the conservation impacts (i.e., deforestation, species loss, soil contamination, illegal wildlife trade and reduced conservation presence) resulting from this conflict?”**




In Table 3, you can see that the presence of armed groups was ranked as having severe human and conservation impacts, whereas the absence of revenue sharing was ranked as having less severe (medium) impacts.

Once the different conflicts are entered into the matrix, participants should compare them with the risk scale presented in Table 3. This will give them a general idea of high, medium and low priority conflicts, and therefore those that are most deserving of immediate attention.

⁹ **Severity** refers to the level of damage resulting from an impact; the scale of the matrix runs from high impact to no impact whatsoever.

TABLE 3: IMPACTS MATRIX: HIGH-, MEDIUM- AND LOW-PRIORITY CONFLICTS

		Human impacts			
		High	Medium	Low	None
Conservation impacts	High	Illegal resource extraction by armed groups in the park		Encroachment into the park for agriculture	
	Medium		Village grievances over absence of revenue-sharing		
	Low				
	None				

	High priority conflict Carry through for further CSC analysis
	Medium priority conflict Carry through for further CSC analysis if extra resources available
	Low priority conflict Consider for CSC analysis in future – no immediate need

iii. Assess the feasibility of your organization effectively addressing the conflict and decide on a CSC approach

The third and final phase of this conflict prioritization exercise is to gauge the feasibility of the organization addressing a given conflict. This involves making an informed judgment of whether the design and implementation of CSC activities on the part of the conservation organization could reasonably be expected to influence each of the identified and ranked conflicts. The organization can take two approaches to addressing a conflict: it can either address the conflict directly, or address the conflict indirectly to avoid amplifying it. Some issues to consider in gauging feasibility include:

-  **Personal risk:** Will working on the identified conflict(s) put staff and beneficiaries at greater risk of attack or threat? If so, are there ways to effectively reduce this?
-  **Organizational mandate:** Does addressing this conflict fall within your organization's mandate, or does it stray too far outside of it to reasonably expect adequate resource allocation and institutional buy-in?
-  **Institutional support:** Despite the designation of a CSC Champion and Team, will working on the identified conflict(s) increase or decrease the likelihood of institutional support?
-  **Participation:** Will working on the identified conflict(s) allow for adequate levels of stakeholder participation?
-  **Available (financial, technical, human) resources:** Do you have the necessary resources to undertake conservation activities that somehow address the identified conflict(s)?
-  **Partnerships:** If working on the identified conflict(s) falls outside of your organization's mandate or requires too many resources you do not have, yet you feel it is important to address, are there other organizations on the ground with whom you could partner to address the conflict(s)?

1c SELECT THE CONFLICT(S) ON WHICH TO FOCUS

Given your understanding of the identified conservation-related conflict(s), its position in the Impacts Matrix and the organization's willingness and ability to address it, you can now decide which conflict is going to be the focus of the CSC process. You may find it useful to list these prioritized conflicts in a table similar to the one below (Table 4).

TABLE 4: SUMMARY OF PRIORITIZED CONFLICTS

Prioritized conflict	Impacts	Feasibility	Notes
Encroachment into the park for agriculture	Medium	High	Low risk to staff, within mandate, building on existing partnerships
Illegal resource extraction by armed groups in the park	High	Low	High risk to staff, requires too many resources, need more strategic partnerships (e.g., military, police)

1D ANALYZE THE SELECTED CONFLICT(S)

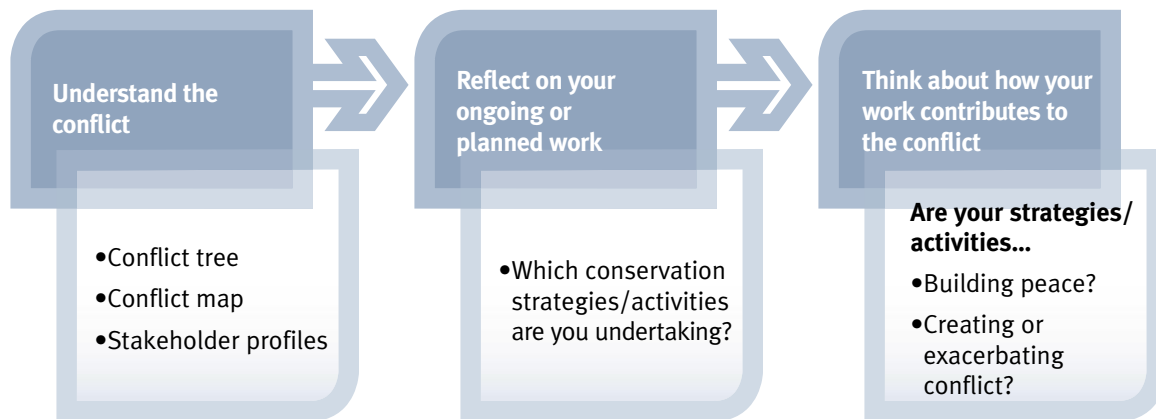
The rest of the workshop will be spent analyzing prioritized conflict(s) using three principal tools: the **conflict tree**; the **conflict map**; and **stakeholder profiles**. If you have enough participants at the workshop, it may be worthwhile to break the stakeholders into two or three smaller groups to each analyze a different prioritized conflict.

Using the tools should be an iterative process; as you work through each tool, you may want to return to revise earlier results. For example, the stakeholder profiles

could alter your understanding of the dynamics of the conflict tree, and you should update the tree accordingly. These tools should also be approached with a gender lens; by analyzing the conflict(s) from the perspective of both women and men, you will be able to better identify the full range of causes, effects and peacebuilding solutions.

For each tool, you should try to follow the process depicted below in Figure 3, taking note of your answers to the guiding questions.

FIGURE 3: THE CONFLICT ANALYSIS PROCESS



By following this process, you should have a better understanding of how your work may already be tackling some of the drivers of an analyzed conflict, as well as where it might be neglecting or exacerbating key conflict factors. Having flagged these issues, you will have a basis for developing concrete actions that can help your organization better manage or resolve the analyzed conflict, preventing its escalation into more destructive forms of conflict.

TOOL 1

THE CONFLICT TREE: ANALYZING THE CAUSES AND EFFECTS OF PRIORITIZED/SELECTED CONFLICTS

A **conflict tree** is a visual tool used to stimulate discussion and reflection on the prioritized conflict in terms of its causes and impacts. Although other approaches exist and can be used to reflect on these issues, this tool has proven highly effective in a workshop setting. The conflict tree diagram lays out the main aspects of a conflict: the prioritized conflict (the trunk); its underlying causes (the roots); and its effects (the branches). Once identified, these causes and effects of conflict can be used to select intervention points for CSC activities.

Figure 4 on the next page shows a simplified conflict tree developed for Queen Elizabeth Conservation Area (QECA) in western Uganda. Encroachment into QECA was identified as a priority conservation-related conflict; the associated issues identified by the stakeholders were then categorized as either causes or effects.

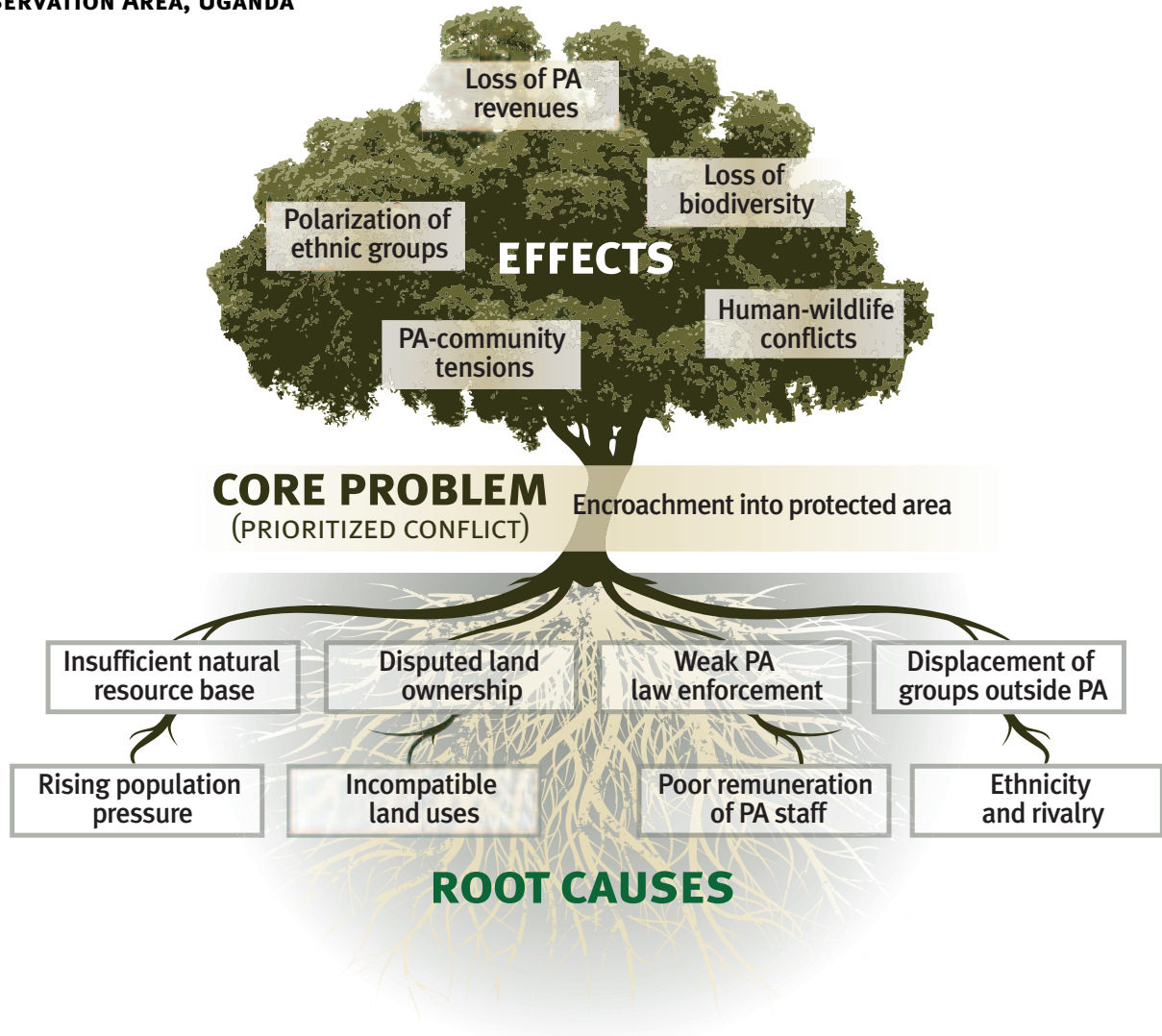
CONFLICT TREE

Identifying conflict issues and classifying issues into: the core problem, causes and effects.

Helps to:

- **Stimulate group discussion about conflict**
- **Agree on the core problem**
- **Relate causes and effects to each other**
- **Identify conflict issues that could and should be addressed**

FIGURE 4: SIMPLIFIED CONFLICT TREE FOR ENCROACHMENT IN QUEEN ELIZABETH CONSERVATION AREA, UGANDA



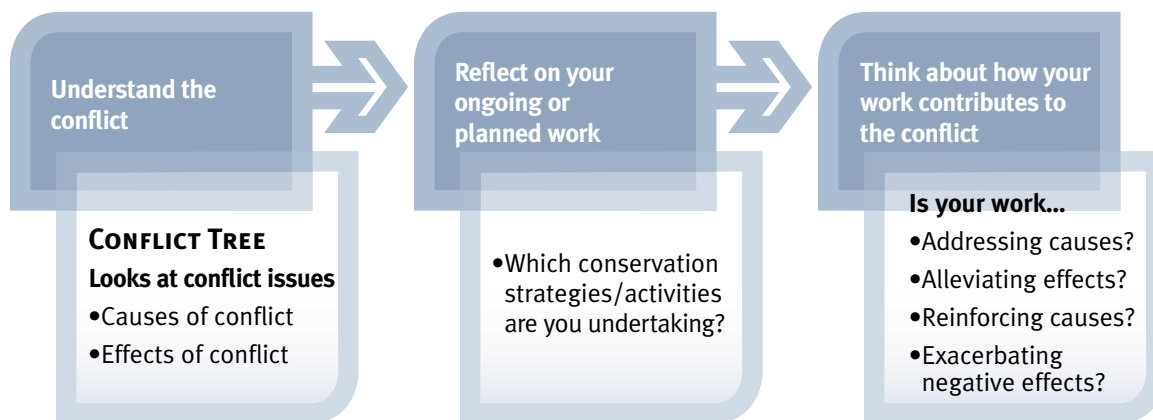
Both the causes and effects of the conflict can be organized closer or further from the trunk of the tree (i.e., core problem) based on the extent to which they are directly linked to the conflict. You will likely identify both “proximate” and “structural” causes of the conflict, whereby the former are those issues that appear closer to the ground surface and the latter would appear deeper underground. For example, in Figure 4, the displacement of groups to areas outside of the park was a direct cause of the encroachment conflict, whereas ethnic rivalry was an underlying issue that contributed to this displacement. Similarly, the conflict resulted in an increase in park-community tensions and human-wildlife conflicts (i.e., direct effects), which in turn contributed to the loss of biodiversity and park revenues (i.e., indirect effects of the conflict). Moreover, you should not assume that the relationship between root causes, the prioritized conflict and the effects will necessarily be linear; root causes may be linked to each other, while effects—if unaddressed—can feed back into the process and become causes for new conflict. Using the example above again, the encroachment conflict resulted in the further polarization of ethnic groups, which—as noted previously—was a structural cause of the conflict. Moreover, the perceived causes and effects of a conflict can differ according to social groups and status (i.e., gender, age, wealth, ethnicity, etc.). These complicated relationships and differing viewpoints should be kept in mind—and if possible, marked on the tree—during the exercise.



Illegal pastoral dwelling in Queen Elizabeth National Park, Uganda. Photo courtesy of Robert Craig.

LINK THE ANALYSIS TO YOUR WORK

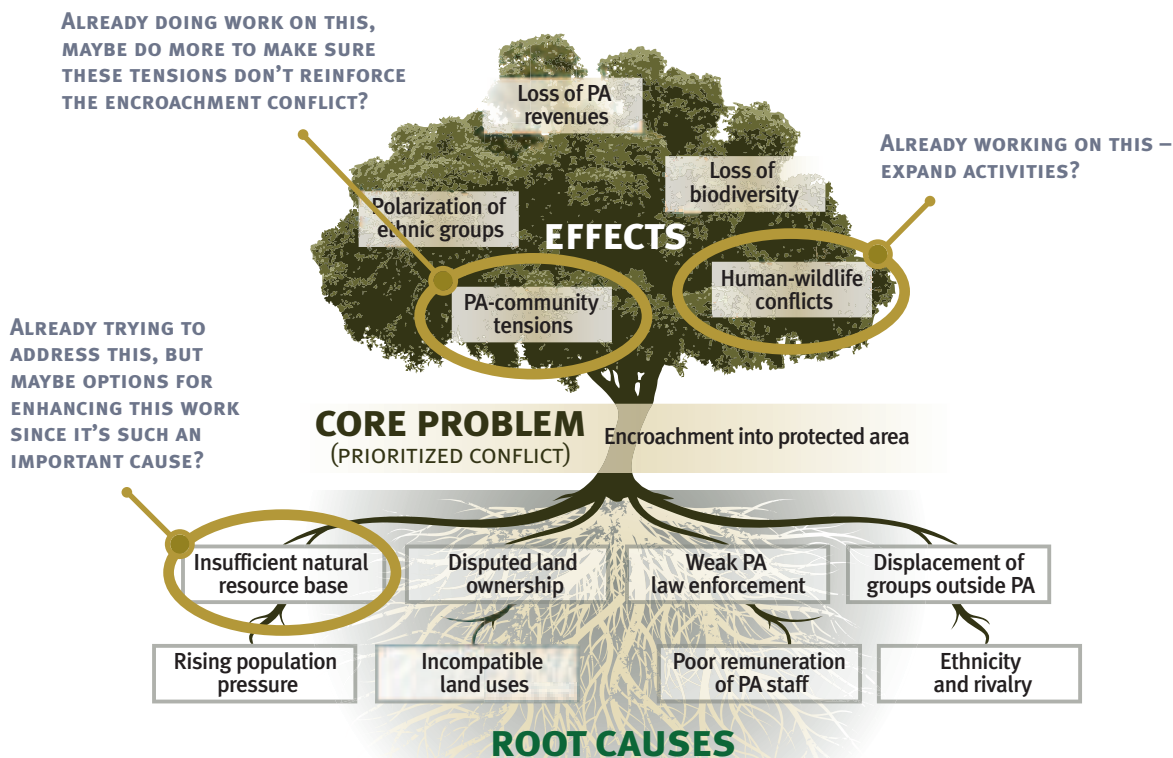
Upon completing the conflict tree, review the range of conflict issues identified and categorized (as causes and effects) during the exercise and think about how the work you are already undertaking (or planning to undertake) contributes—positively and/or negatively—to the conflict issues. You should pay special attention to important but overlooked root causes of the conflict, or effects that may lead to new conflicts or the escalation of old ones. Highlighting conflict issues that your organization already addresses can both validate your approach (i.e., you are already undertaking CSC) and serve as a starting point for (further) conflict-sensitizing your work. Figure 5 below illustrates the process of linking your work to the conflict issues presented on a conflict tree.

FIGURE 5: UNDERSTANDING HOW YOUR WORK CONTRIBUTES TO THE ISSUES PRESENTED ON A CONFLICT TREE

Referring to your conflict tree, start identifying those conflict issues that you may be already addressing or that you are not addressing, but could with a bit more planning. In the illustration below, we circle some of the issues that a hypothetical conservation organization may identify from the encroachment conflict.

For example, the organization may already be undertaking activities to address protected area-community tensions, which is an effect that may work to reinforce conflict causes. The organization should therefore think about ways to strengthen or expand this work.

In thinking about new or revised conservation activities, you should also reflect on those management decisions discussed in Section 2 that influence peace and conflict—i.e., choice of implementation agents and approach, beneficiaries and distribution of assets. For example, if you are going to expand activities that address human-wildlife conflicts, such as developing animal deterrence techniques or planting less palatable crops, how can you provide support (i.e., training, materials, compensation) in such a way that jealousies and tensions can be avoided or cooperation promoted? Engaging local authorities to raise awareness about the project could help prevent misunderstandings, while training arrangements that require direct beneficiaries to share their knowledge and skills with other community members could promote cooperation, as well as enhance the overall impact of the activity.



TOOL 2**THE CONFLICT MAP: EXAMINING THE RELATIONSHIPS BETWEEN CONFLICT ACTORS**

Now that the core problem has been defined, and its associated causes and effects identified, the workshop participants should identify the key actors in the conflict, including their roles and relationships to each other.

Conflict mapping is a technique that is used to show the relationships of the conflict actors to each other and to the prioritized conflict. Conflict maps clarify where the power lies and where your organization is situated among the conflict parties. These maps are helpful in identifying potential allies and opportunities to intervene. Developing several maps of the same conflict from a variety of viewpoints makes for an interesting comparison. It provides an opportunity to both disaggregate the analysis (for example, to see how women and men differ within each listed stakeholder group) and see how different parties might perceive the conflict; trying to reconcile these differing viewpoints is central to conflict-sensitive conservation.

Relationships between conflict actors can change over time; new parties can join the conflict or the nature of the conflict can change resulting in different interactions between stakeholders. If required, this analysis should be done again when changes are detected. In fact, repeating the exercise to discern changes in relationships can be a potentially useful monitoring tool.

Figure 6 shows a conflict map that was developed at the aforementioned workshop for the conflict of encroachment at Queen Elizabeth Conservation Area.

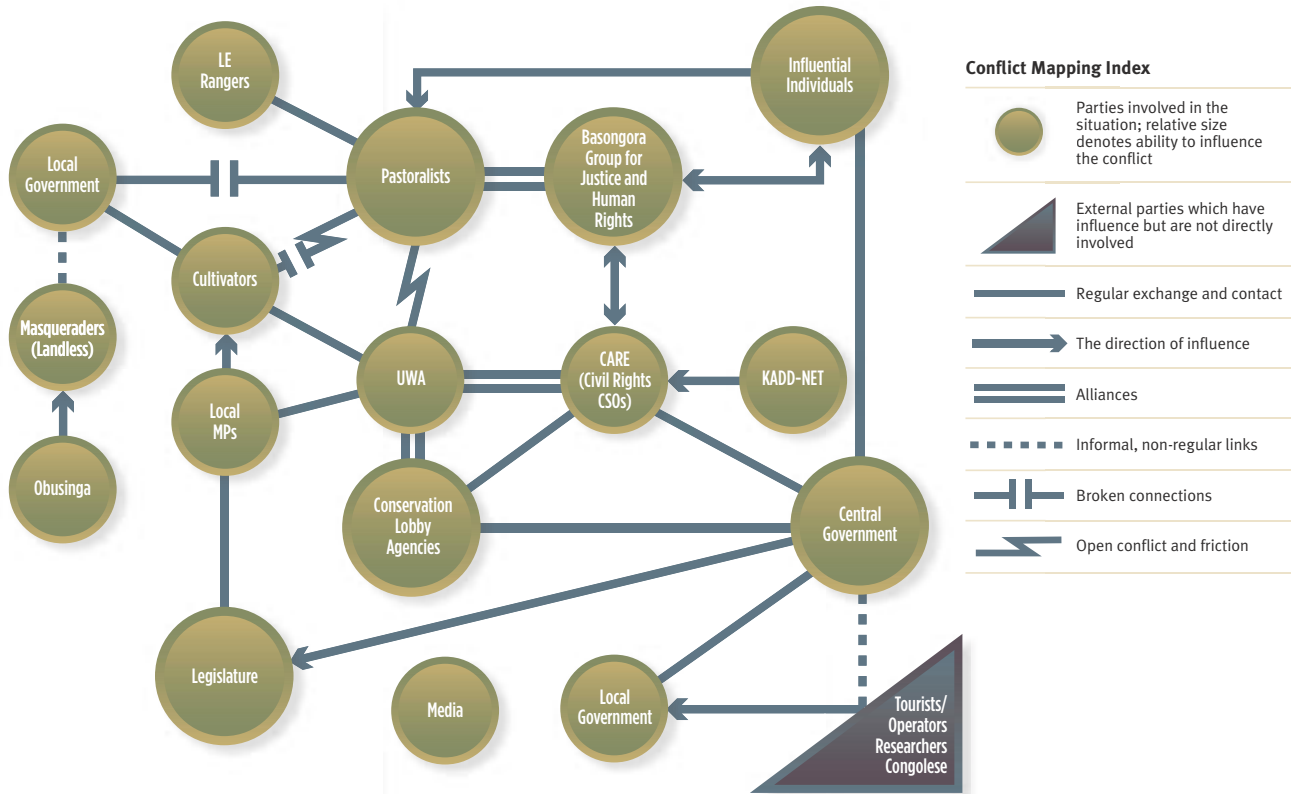
CONFLICT MAPPING

A visualization technique to show relationships between actors in a conflict.

Helps to:

- **Understand the relationships between parties**
- **Situate your own organization among conflict parties**
- **Clarify where power lies**
- **Identify allies or potential allies**
- **Identify openings for intervention or action**

FIGURE 6: CONFLICT MAP FOR ENCROACHMENT IN QUEEN ELIZABETH CONSERVATION AREA, UGANDA

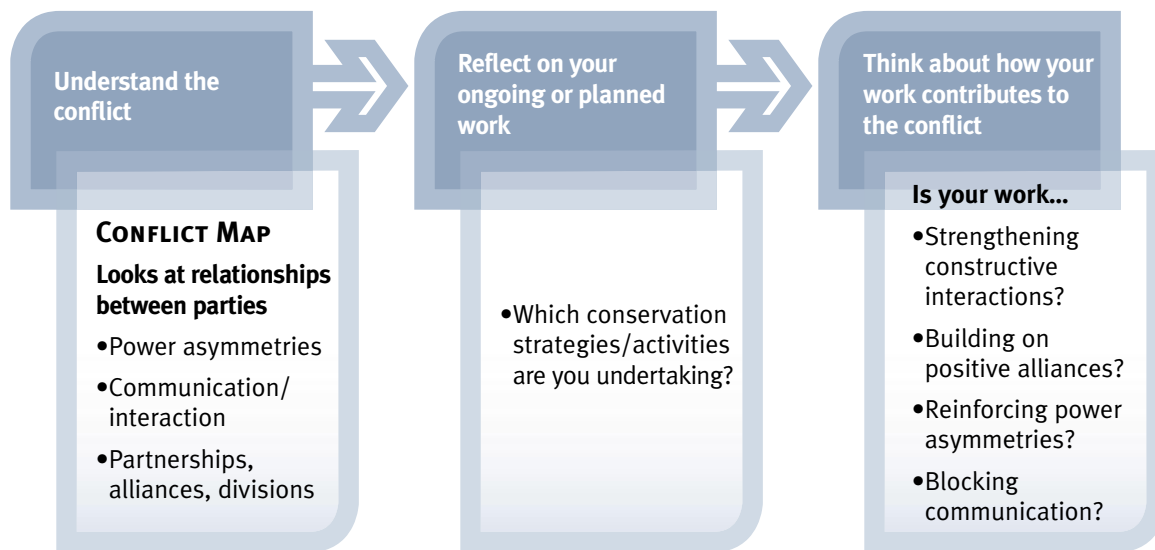


The map in Figure 6 not only depicts the relative power or influence of different actors in conflicts over encroachment, but identifies alliances and blockages between actors. For example, CARE has a strong relationship with the Uganda Wildlife Authority (UWA), while communication seems to be blocked between pastoralists and local government. These may get workshop participants to start thinking about potential opportunities for addressing the conflict.

LINK THE ANALYSIS TO YOUR WORK

Review the relationships between the conflict parties on the map, think about the work you are already undertaking (or planning to undertake), and how it can (better) influence or shape these relationships to reduce conflict and promote peace. Figure 7 below summarizes the process for doing this.

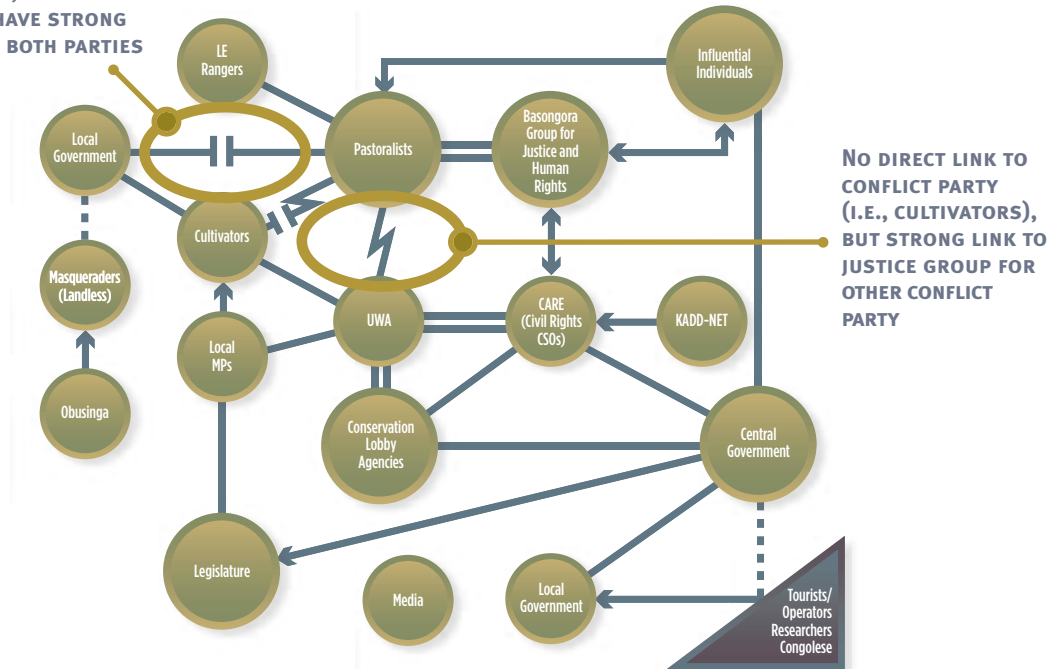
FIGURE 7: UNDERSTANDING HOW YOUR WORK CONTRIBUTES TO THE ISSUES PRESENTED ON A CONFLICT MAP



Continuing with the example in Figure 6 on page 43, your organization may feel that regular communication between pastoralists and local government is important to managing the conflict over encroachment. Or your organization may realize that close links with the justice group for one conflict party may be perceived as supporting only one side of the conflict.

Upon thinking about all of these relationships between partners and between partners and your organization, you can begin to think about the specific actions that can be taken to (re)establish links, foster communication and constructive dialogue to address the conflict.

CAN HELP TO UNBLOCK, PROMOTE DIALOGUE SINCE WE HAVE STRONG RELATIONSHIPS WITH BOTH PARTIES



TOOL 3**STAKEHOLDER PROFILES: PROFILING THE KEY CONFLICT ACTORS**

Building on the conflict mapping exercise, you should also assess the key actors in more detail to better understand their perspectives. The purpose of this analysis is to move beyond the public positions of key conflict parties to understand their underlying interests: what they want to achieve from a particular situation, their fears and hopes and, most importantly, their basic needs. Understanding conflict actors' basic needs is important, as these are typically the least negotiable but often reveal the most commonalities between actors, and therefore a basis for dialogue.

As laid out in Table 5, in this exercise you will work to define four key elements for the actors involved:

- **Position:** The publicly-presented demands and solutions related to the conflict
- **Interests:** What a conflict actor/party wants to achieve from engaging in the conflict
- **Needs:** What is essential for survival, satisfaction
- **Capacities and capacity gaps:** Resources (physical, financial, human, social) that an actor/party can (or cannot) access to influence the conflict

Taking the stakeholders through this exercise is helpful in identifying common ground between parties, and is a useful preparatory exercise prior to facilitating dialogue between groups in a conflict.

STAKEHOLDER PROFILING

A way to analyze what different parties in a conflict actually want.

Helps to:

- **Move beyond the public positions of conflict actors and to understand their actual interests, needs and capacities**
- **To find common ground between groups**

An example profile of the two main conflict actors in the conflict arising from the encroachment of pastoralists in the Queen Elizabeth Conservation Area is given in Table 5.

TABLE 5: STAKEHOLDER PROFILE FOR UWA AND BASONGORA GROUPS

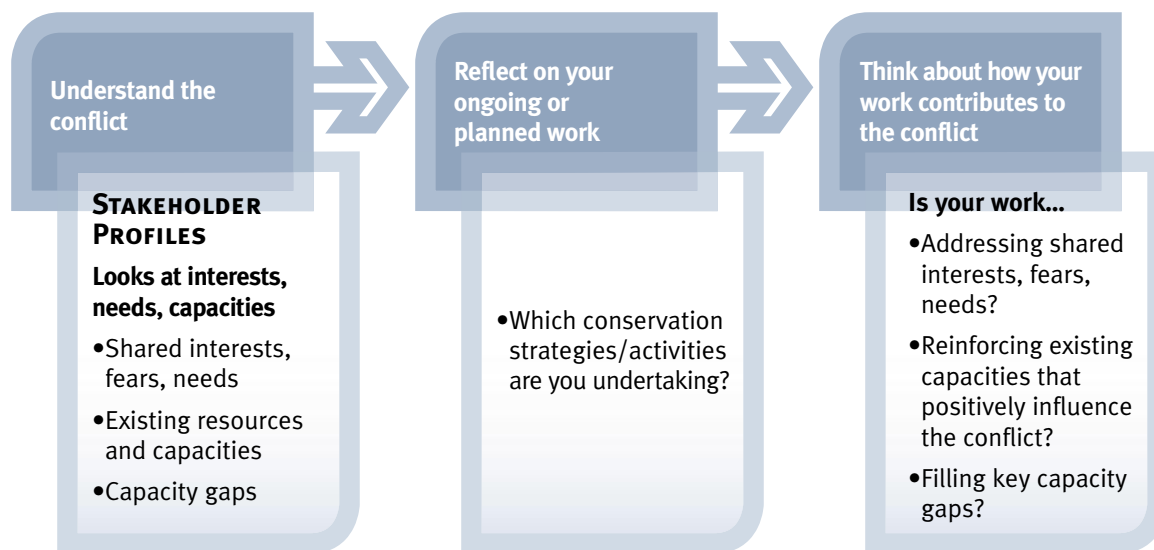
Uganda Wildlife Authority	Basongora pastoralist lobby group
<p>Positions</p> <ul style="list-style-type: none"> ▶ PA boundaries must be respected ▶ No settlers should be allowed in the PA and any encroachers should be resettled outside the PA 	<p>Positions</p> <ul style="list-style-type: none"> ▶ A politically marginalized group ▶ The protected area is situated on their ancestral land and should be returned to them
<p>Interests</p> <ul style="list-style-type: none"> ▶ Protection of biodiversity ▶ Existence value of the PA 	<p>Interests</p> <ul style="list-style-type: none"> ▶ Political representation ▶ Sustainable livelihoods
<p>Needs</p> <ul style="list-style-type: none"> ▶ Preservation of the ecological value of the PA ▶ Income from tourism 	<p>Needs</p> <ul style="list-style-type: none"> ▶ Their identity to be recognized and respected ▶ Access and rights to land
<p>Capacities and Capacity Gaps</p> <ul style="list-style-type: none"> ▶ Existing legal mandate ▶ Technical know-how ▶ Pro-people management approach 	<p>Capacities and Capacity Gaps</p> <ul style="list-style-type: none"> ▶ Networking at the national level – political and civil society ▶ Strong lobbying skills ▶ Ability to appeal to international human rights groups ▶ Wealth (cattle)

As with the stakeholder map, it may be helpful to break this analysis down into more detail to reflect the differing positions of social groups within a stakeholder group (e.g., differences between men and women within the Basongora pastoralist lobby group).

LINK THE ANALYSIS TO YOUR WORK

Looking at the stakeholder profiles, think about where or how your work can address the positions, interests, needs, capacities and capacity gaps for the different conflict actors.

FIGURE 8: UNDERSTANDING HOW YOUR WORK CONTRIBUTES TO THE ISSUES PRESENTED IN A STAKEHOLDER PROFILE



Looking at Table 5 on page 47, we can start to see that the respective needs of UWA and the Basongora pastoralists do not have to be at odds with each other and that there are some opportunities for dialogue or cooperation between PA authorities and encroaching pastoralists. For example, securing Basongora support for conservation strategies will require recognizing and valuing their Basongora identity.

You have now completed the analysis

Having completed a conflict tree, conflict map and stakeholder profiles, you should have a more detailed understanding of the causes, effects, actors and dynamics of a prioritized conflict, as well as how your conservation work contributes—positively or negatively—to that conflict. This will serve as a basis for developing conflict-sensitive conservation programming or projects.

Remember to keep the analysis relevant

It is important to note that conflicts can change over time; they are rarely static and can take on many layers of causality and have multiple effects over time. As a result, the conflict analysis should be updated and revised periodically to ensure your program or project maintains its conflict sensitivity. This may be achieved by simply organizing a quick, follow-up workshop whereby the results of the tools are revisited and participants are asked to note any significant changes. The timing of this follow-up workshop will be determined by the dynamics of the prioritized conflict. For example, a long-standing conflict over revenue-sharing may not change over a period of months but may be worth revisiting in a year's time. Conversely, a newer or more volatile conflict over population movements in and out of the park may change on a weekly basis, calling for a follow-up workshop in three to six months.

The outputs of the Stakeholder Conflict Analysis Workshop and the additional stakeholder consultations and desk research are written up into a **Conflict Analysis Report**. Once you have prepared the report, you should circulate it for feedback to the participants in the process.

The Conflict Analysis Report is typically made up of the following components:

- ✓ **General introduction**, including some background on the project, the facilitation team and the workshop objectives.
- ✓ **Summary of the conflict analysis**, including the list of conflicts; prioritization exercises; copies of the completed conflicts trees, conflict maps and stakeholder profiles for the analyzed conflicts; and any findings that have come out of further consultations.
- ✓ **Annexes** including maps and other figures, a list of participants, and the workshop agenda.



Charcoal checkpoint, Virunga National Park. Photo courtesy of Alec Crawford.

STEP 2: Design, Implement and Monitor CSC Solutions

2A

CONFLICT-SENSITIZING YOUR CONSERVATION ACTIVITIES

In each of the three conflict analysis tools, you have identified how your work contributes to conflict or peacebuilding. You can now use this information to design new or modified conservation activities. In doing so, you might also want to identify which conservation-conflict links are being addressed by other organizations. While this work is to be carried out internally, it is good to share the analysis and intended responses with various stakeholders (i.e., those identified in the conflict map) to get their feedback and reactions.

Continuing with the QECA case, Table 6 on the next page provides a summary of the ways a conservation organization might address the pastoralist encroachment conflict in QECA, drawing from the three conflict analysis tools. For example, human-wildlife conflicts are identified as a consequence of the pastoralist encroachment conflict. A conservation organization already undertaking activities to address human-wildlife conflicts may decide to strengthen their work in this area, since these conflicts reinforce the pastoralist encroachment conflict. The organization may decide to do this by expanding awareness-raising and training activities, as well as establishing participatory monitoring and response systems in affected communities. (Note: Table 6 is hypothetical, serving as an illustrative example of what conflict-sensitizing conservation activities might involve.)

TABLE 6: IDEAS FOR CONFLICT-SENSITIZING CONSERVATION ACTIVITIES AROUND QECA

Conflict: Pastoralists encroaching into QECA			
Conflict analysis tool	Where can we intervene?	How to address?	Description, suggested activity
Conflict tree	Insufficient natural resource base (cause)	Modify to enhance	Could increase productivity of existing NR base → look into supporting high-value agriculture (e.g., coffee wet processing).
	Community-park tensions (effect)	Modify to enhance	Move beyond awareness-raising, promote dialogue between community and park through informal forums.
	Human-wildlife conflicts (effect)	Modify to enhance	Expand awareness raising and training activities, establish participatory monitoring and response systems.
Conflict map	Pastoralists and local government (blocked communication)	Develop new activity	Doing nothing but important to addressing encroachment → Dialogue forums?
	Close relationship with pastoralist justice group but not to cultivators (alliance)	Modify to reduce negative impact	Organization may be seen as supporting only pastoralists, reinforcing divisions. Explore appropriate links to cultivators.
Stakeholder profile	Park needs tourism income, pastoralists need identity recognized and respected (needs)	Develop new activity	Doing nothing but could explore options for linking tourism opportunities with pastoralist culture?

When (re-)designing conservation activities to reduce conflict risks and maximize peacebuilding opportunities, you should think about incorporating processes that support conflict resolution or management, such as:

- *Consultation*: Where decision-makers meet with interested stakeholders (usually via representatives) to receive their views on a given issue. These views are then taken into account when designing and implementing policies or activities.
- *Dialogue*: Where stakeholders are supported in having direct communication with each other in order to achieve a better understanding of each other's positions, interests, general needs and specific needs.
- *Negotiation*: Where two or more parties are involved in a structured dialogue about issues on which their opinions differ or conflict. The aim is to clarify the problem(s) and identify possible options for resolving it through face-to-face interactions.
- *Mediation*: Similar to negotiations but with the support of a third party when communication between parties has broken down. The mediator guides the process, helping parties to clarify the problem and identify potential solutions.

These processes can be undertaken through the use of formal mechanisms such as workshops, organized dialogues, or the establishment and regular meeting of committees. For example, around Kahuzi-Biega National Park, Community Conservation Committees (CCCs) have

been established to serve as interlocutors between protected areas authorities and local communities. These committees are made up of community representatives in park-adjacent localities, and their objectives are to support community development and oversee the conservation of natural resources. They articulate and promote the interests of their communities when dealing with Park staff, trying to ensure that conservation activities do not undermine local needs, but benefit local people. In the lowland sector of Kahuzi-Biega, Park staff are establishing Conflict Resolution Committees (CRCs), which are similar to CCCs but are focused exclusively on boundary demarcation and land use. Instead of being a tool for general relationship management between Park staff and local communities, CRCs are organized with a narrower set of actors and issues in order to address specific conflicts. Natural resource committees, such as community forestry committees or the Grazing Committees described in Section 1 can also prove to be useful mechanisms for conflict management and resolution processes.

In designing conflict-sensitive activities, you should pay attention to gender issues. Men and women contribute to and are affected by conflict and peacebuilding in different ways. These must be recognized and built upon for better targeted and more effective CSC activities (see box on next page).

GENDER- AND CONFLICT-SENSITIVE CONSERVATION

Women and men experience conservation and conflict in very different ways. Applying a “gender lens” to understand these differences can help to ensure that special needs are met and constructive roles are played when designing conservation strategies in conflict zones. For example, women in conflict zones are often disproportionately the victims of sexual violence and find themselves becoming single heads of households, taking on greater workloads and social responsibilities. Similarly, women and men are differently affected by conservation initiatives. For example, recent efforts to protect crops from wildlife damage in communities bordering QECA meant that men spent evenings away from home “guarding” while women stayed at home with the children. While the men faced the risk of injury and loss of life, women reported an increase in marital strain resulting from adultery and domestic violence. These gender-differentiated impacts of conflict and conservation must be recognized and addressed if community conservation activities in conflict zones are going to be effective.

Women and men can also make different contributions to conflict resolution, management and peacebuilding processes. Oftentimes, the role of women in these processes is overlooked and underappreciated. For example, conflicts between the Basongora (pastoral) and Bakonzo (agricultural) tribes around QECA are rooted in historical differences that have evolved and escalated over time. Women from the Village Savings and Loans Associations (VSLAs) in each of these communities were mobilized to undertake a series of cross-visits or exchanges to share experiences. These interactions led to conversations about conflict issues, which men were unwilling to discuss. These ongoing visits eventually resulted in the mutual realization that outside actors were fuelling tribal conflicts rather than community members themselves. This served as a basis for continued dialogue and collaboration, and therefore for peacebuilding between the two groups. Conservation practitioners operating in conflict zones should therefore recognize the different peacebuilding potential of men and women in order to take full advantage of a range of conflict prevention and peacebuilding opportunities.

2B**IMPLEMENT AND MONITOR CONFLICT-SENSITIVE CONSERVATION**

You have now assessed your organization’s conservation projects or programs against conservation-related conflict(s) and, if applicable, surrounding armed conflict. With this, you have designed and modified these projects and programs to ensure they do not enhance (but reduce) conflict. But conflict sensitivity does not end at planning. You should proceed with implementing CSC using your organization’s own internal processes, but with some additional considerations so that conflict sensitivity is maintained throughout the lifetime of a project or program.

CSC PROJECT OR PROGRAM ROLLOUT

As your organization proceeds with setting up a CSC project or program—i.e., identifying sites, selecting partners, negotiating contracts, procuring resources—relevant staff (i.e., those within the organization implementing the project, which will typically extend beyond your Team) should do the following:

- **Monitor the conflict(s):** Understanding the conflict context—both in terms of a specific conservation-related conflict and/or surrounding armed conflict—remains crucial to the overall implementation of a CSC project or program; you should make sure that the implementation team keeps power asymmetries, actor relationships, conflict causes and effects, and stakeholder needs, interests and capacities in mind during the rollout. Implementing projects and programs without this understanding could mean that

the conflict is not addressed as planned, existing (and at times seemingly unrelated) conflicts could be exacerbated, and new conflicts could flare up.¹⁰

- **Maintain and build awareness:** The need for an understanding of the conflict context extends beyond your Team. Those within the organization implementing a CSC project or program may not have been involved in the full CSC process. As such, you should ensure that these staff members are briefed on the history of CSC within the organization and have a detailed understanding of both the conflict context and how it links with the organization’s work. This knowledge can help successful CSC implementation.
- **Remain transparent and flexible:** Implementation plans should be reasonably transparent and developed in consultation with stakeholders to ensure that they all know the organization’s objectives and how it will go about trying to achieve those objectives. Plans should be flexible, so that they can adapt to a changing conflict context if necessary. Important implementation components like the choice of implementing partners, how physical and financial resources are distributed, and where the intervention happens will be outlined in the project and program design phase, but should be kept in mind when carrying out the CSC rollout.
- **Above all, prioritize staff and partner safety:** Finally, if rolling out the CSC project or program within a broader armed conflict, the organization should work to ensure the safety of its implementing staff and partners by using the guidance laid out in *Trampled Grass* (see Annex 1).

¹⁰ Africa Peace Forum *et al* (2004) *Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding: A Resource Pack*, Africa Peace Forum, Center for Conflict Resolution, Consortium of Humanitarian Agencies, Forum on Early Warning and Early Response, International Alert and Saferworld. Available at: www.conflictsensitivity.org.

MONITORING CONFLICT SENSITIVITY

While implementing a CSC project or program, you will continue to monitor it to ensure that its influence over both the conservation-related conflict and (if applicable) surrounding armed conflict(s) remains positive (or at least neutral). This essentially means monitoring the conflict(s) itself (or themselves), and progress in implementing CSC activities, and seeing if a link can be made between the two. In other words, asking the question:

The impacts of *Conflict X* have increased/decreased. *CSC Activity Y* has taken place. Can any changes in Conflict X be attributed to the implementation of CSC Activity Y?




The CSC process has already generated a number of tools that can be used to help answer this question. The first among these is the Impacts Matrix created at the beginning of Step 2. In this matrix, your Team, along with the relevant stakeholders placed different conservation-related conflicts within the matrix according to their impact on communities and conservation (see Table 7 below).

TABLE 7: MONITORING CONFLICT



		Human impacts			
		High	Medium	Low	None
Conservation impacts	High	Conflict A			
	Medium			Conflict C	
	Low		Conflict B		
	None				





CSC Project or Program staff should revisit this matrix and see if the conflict(s) they are addressing have changed—that is, has/have their impact(s) on ecosystems and people increased or decreased since the beginning of the project? Table 8 on the next page shows an example where the conservation impacts of Conflict A have decreased over time, whereas the human impacts of Conflict B have decreased and those of Conflict C have increased over the same amount of time.

TABLE 8: MONITORING THE HUMAN AND CONSERVATION IMPACTS OF CONFLICT

		Human impacts			
		High	Medium	Low	None
Conservation impacts	High	Conflict A 			
	Medium			 Conflict C	
	Low		Conflict B 		
	None				

You should then look at the CSC project or program and evaluate what has been accomplished to date and with what results (standard project monitoring). This can then be compared against trends in the conflict(s), and see if they can be attributed to each other. Using the QECA example from Step 3, the process could look like the following:

-  The conflict analysis flagged conflicts between park-adjacent communities and park staff as especially problematic to the functioning of ecosystems and livelihoods.
-  The CSC planning process highlighted the possibility of strengthening and formalizing constructive and informal interactions between two key conflict parties.

-  As a result, the conservation organization decides to organize and support dialogue forums as part of its conservation programming.
-  Regular monitoring of the dialogue forums reveal that—for example—X number of meetings have taken place, Y% of the participants found them useful, Z number of constructive interactions have taken place outside of the meetings.
-  Over the same time, community vs. park conflicts have decreased in intensity since the launch of the project.
-  **Can the dialogue forums be linked to the decrease in community vs. park conflicts?**

Understanding such attribution will likely require some kind of workshop or discussion group, where different stakeholders can discuss these possibilities. The subjective nature of this monitoring should not be dismissed or undervalued, since conflicts are essentially social constructs—i.e., subjective by definition, the result of incompatible interests and opinions.

Thus, while it will be difficult to ascribe conflict prevention or reduction solely to the implementation of a CSC project or program (as there are a number of other non-conservation factors at work, including local politics, economics and community relations), it is still useful to see how the brainstormed conflicts are evolving over time.

Some general questions that can help guide this analysis:

- ✔ Is the prioritized conflict moving in the right direction?
- ✔ Can this movement be attributed to the conflict-sensitized conservation strategy?
- ✔ If this movement is positive, can it be further enhanced through CSC projects and programs? If negative, can it be reversed?
- ✔ Are other conflicts moving in unintended ways—either positive or negative—as a result of the CSC strategy?
- ✔ Has the broader armed conflict changed? If so, what changes for the conservation organization?

By monitoring the conflicts and the implementation of the organization's CSC projects and programs, you can decide if and when further adjustments need to be made.

DESIGNING CSC EXIT STRATEGIES

Once the CSC project has been completed, it should be phased out in a conflict-sensitive manner. The conclusion of a project is typically planned out in each organization's own planning cycles: projects will either be extended, replaced with another phase of the project or concluded altogether. To integrate a degree of conflict sensitivity into this last phase of a CSC project or program, you should:¹¹

- ✔ **Design** with flexibility to ensure that the project's exit strategy can adapt to a changing conflict context. This may entail designing multiple, contingency exit strategies that can be assessed as the project is monitored and the conflict dynamics change;
- ✔ **Communicate** the exit strategy effectively to the stakeholders to set realistic expectations;
- ✔ **Establish** structures that sustain the benefits of the project for the stakeholders beyond the project's completion, if appropriate; and
- ✔ **Evaluate** the completed project or program to gauge its success.

¹¹ Africa Peace Forum et al. (2004) *Conflict-sensitive approaches to development, humanitarian assistance and peacebuilding: A Resource Pack*, Africa Peace Forum, Center for Conflict Resolution, Consortium of Humanitarian Agencies, Forum on Early Warning and Early Response, International Alert and Saferworld. Available at: www.conflictsensitivity.org

NOTES:



Annexes

CONFLICT-SENSITIVE CONSERVATION

Annex 1: Reference Documents

Natural resources and conflict

Buckles, D. (Ed.) (1999). *Cultivating peace: Conflict and collaboration in Natural Resource Management*. International Development Research Centre, Ottawa. Available at: www.idrc.ca/en/ev-9398-201-1-DO_TOPIC.html.

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Annex 2: Sample CSC Scoping Report

To help develop a better understanding of the setting in which you are working, you can prepare a **CSC Scoping Report**, looking at the basic facts relating to conservation and development issues in the area of operation of the organization, program or project, and identifying existing or potential conservation-related conflicts, as well as broader conflicts that can impact or be exacerbated by conservation activities.

The Report can be prepared before a Conflict Analysis Workshop, if you know the geographic area or context (i.e. Protected Area, province, etc.) on which you are going to focus discussions. You can also prepare the Report after the Workshop, to further elaborate and cross-check workshop results, and then devise conflict-sensitive strategies.

The Report itself should include descriptions of:

- Conservation profile, summarizing the geographic size, cultural and biodiversity attributes, history, threats, etc. of the program / intervention area.
- Development profile, describing the area's population, livelihoods, governance structures, socio-demographic trends, etc.
- Conflict profile, describing both conservation-related conflicts and (if applicable) broader, active conflicts.

You can elaborate on this exercise through desk research and targeted consultations with the various stakeholders to the conflict, especially those marginalized parties whose voice is often ignored or unheard. In reality, developing a detailed historical understanding of the conflicts should be refined throughout the CSC process. The next few pages provide an example of a Scoping Report drawn up for Queen Elizabeth Conservation Area in southwest Uganda.



Ugandan kob in Virunga National Park. Photo courtesy of Alec Crawford.

SCOPING REPORT FOR QUEEN ELIZABETH CONSERVATION AREA

i) Conservation profile

Protected area type(s)	Network of national parks, forest and wildlife reserves
PA size	Around 2,500 km ²
Ecosystem types	Mixture of grassland, forest and wetland
Conservation values	<ul style="list-style-type: none"> • Very high biodiversity, with particularly high bird populations • Fourth highest number of species of any protected area (600 plus species) in Africa. Two species are globally endangered • Only wetland in Uganda to be designated as a Ramsar site • Famous for its tree-climbing lions and large hippo population
Management history	<p>The area was originally the ancestral grazing area of the Basongora pastoralists. Between 1900 and 1952 game conservation and agricultural development in this area was socially and politically contested, even though there were much lower population densities than today. During this period the Lake George and Lake Edward Game Reserves were created (1925 and 1930 respectively). These two game reserves were combined in 1952 and formally gazetted as QENP. Between 1952 and 1970 a compromise and control style of management operated, during which time the Game and Fisheries Department initiated revenue sharing and park-people management and cooperation in order to placate opposition to the park. The period between 1970 and 1986 was marred by the collapse of state control and management. The resulting civil unrest had a profoundly detrimental effect on wildlife numbers and park-community relationships. Since 1986 there has been a return to civil law and order, which has been characterized by increasing wildlife numbers and more effective park management, with an emphasis on integrated conservation and development strategies.</p>

i) Conservation profile (continued)

Conservation threats	<ul style="list-style-type: none"> • Unsustainable protected area resource extraction • Encroachment and charcoal burning • Poaching • Wildlife poisoning • Loss of biodiversity connectivity/ corridors • Fires • Invasive exotic plants
Conservation actors	<p>PA authorities: Uganda Wildlife Authority, National Forest Authority</p> <p>NGOs: CARE International, Wildlife Conservation Society, Jane Goodall Institute, Uganda Wildlife Society, Advocates Coalition for Development and Environment</p>
Conservation actors	<p>PA authorities: Uganda Wildlife Authority, National Forest Authority</p> <p>NGOs: CARE International, Wildlife Conservation Society, Jane Goodall Institute, Uganda Wildlife Society, Advocates Coalition for Development and Environment</p>

ii) Development profile

Population size/trend	High population growth rates – above the national average of 3.3% (1991–2001). The two main district surrounding QECA, Kasese and Bushenyi District, have population densities of about 160 people/ km ² (2005).
Ethnic groups	Bakonjo and Batoro are the main groups. Minority groups include: Banyabutumbi, Banyabindi and Basongora.
Livelihoods values	Agriculture (cotton, coffee, fruits and subsistence crops) and pastoralism are the principal livelihoods. Fisheries are also significant; Lake George and Lake Edward are the most productive fisheries in Africa.
Land rights	The Land Act (1998) provides for citizen's rights to register customary land ownership through the formation of Communal Land Associations.

ii) Development profile (continued)

Governance and politics

Uganda has a strong history of devolved government and consequently the district local government is influential in the development of the area. However, a lack of resources limits their ability to deliver on the ground. The wildlife and forests of the area come under the jurisdiction of the national level government agencies—the Uganda Wildlife Authority and the National Forest Authority.

iii) Conflict profile

Open, armed conflicts

Contested rights and claims over land ownership and use

- family land conflicts
- ethnic/tribal related land conflicts
- conflicts between communities and mining companies
- contest over alienation of common lands for private (individual) use
- disputed claims over ownership of public land
- trespass, ownership disputes and problems facing “bona-fide occupants”
- land disputes associated with un-surveyed boundaries
- land tenure constraints and insecurities

Regional conflict

- Allied Defence Force (1996–2001) a rebel group opposed to Ugandan government, currently believed to be in eastern DRC
- instability across the border in eastern DRC since 1998

Conservation-related conflicts

- the undefined boundaries of PAs
- access to resources inside protected areas
- alienation of fertile land through creation of PAs
- human-wildlife conflicts: crop raiding by vermin and problem animals
- limitations of revenue sharing schemes
- encroachment on central forest reserves
- encroachment and conversion of wetlands

Annex 3: Sample CSC Plan

You may want to document the CSC process within your organization using a CSC Plan, which may help you focus and clearly articulate the purpose in undertaking CSC as well as concrete steps towards adopting it both institutionally and programmatically. Below is a simple template for such a plan, highlighting categories of information that you may find useful in trying to promote CSC within your organization.

CSC PLAN:

Objectives of the organization in adopting CSC:

Geographic scope of the analysis:

CSC component	Lead	Timing	Financial resources required	Human resources required
Conflict Analysis Workshop				
Ground-truthing the results (if possible)				
Conflict-sensitizing conservation strategies				
Implementing conflict-sensitive conservation				
Monitoring and evaluating conflict sensitivity				

Research conducted around the world has identified a variety of ways in which natural resources contribute to causing and sustaining conflict. For more than a decade, the International Institute for Sustainable Development (IISD) has worked within this broad framework to examine three related issues: how natural resource management and other conservation practices can unintentionally contribute to conflict; the challenges of doing conservation in conflict settings; and the potential for resource management to support conflict resolution and post-conflict recovery.

The Conflict-Sensitive Conservation (CSC) Manual provides an analytical and decision-making framework to help conservation organizations and practitioners understand and address the root causes of natural resource-based conflict, and integrate this understanding into conservation programming and implementation. In so doing, conservationists can help minimize the risk of their activities exacerbating conflict and maximize opportunities that support peacebuilding.

iisd International Institute for Sustainable Development Institut international du développement durable

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