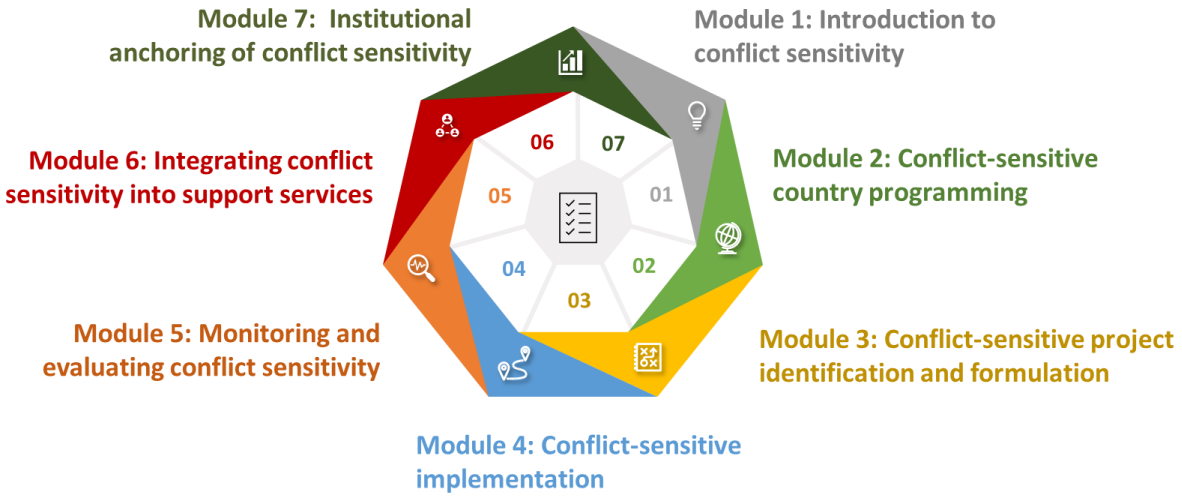
Conflict Sensitivity – A Global Toolkit

Strengthening conflict sensitivity in humanitarian, development and peace programmes

Module 1 – Introduction to conflict sensitivity

May 2023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Glossary

Conflict	Conflict is inherent in all societies and arises when two or more actors believe their interests are incompatible. "Conflict" is not interchangeable with "violence". Non-violent resolution is possible when individuals and groups have trust in their governing structures, society, and institutions to manage incompatible interests. Conflict becomes a problem when this trust and respective conflict management capacities are absent and conflicting parties choose instead to resort to the use of force to secure their goals. (based on GSDRC, 2014)
Conflict analysis	Conflict analysis is a structured process of analysis to understand conflict, focusing on the conflict profile, the actors involved and their perspectives, the structural and proximate causes, and the dynamics of how these elements interact (Conflict Sensitivity Consortium, 2012)
Conflict sensitivity	Conflict sensitivity refers to the practice of understanding how aid interacts with conflict in a particular context, to mitigate unintended negative effects, and to influence conflict positively wherever possible, through humanitarian, development and / or peacebuilding interventions. (CDA, 2022; DCA, n.d.) Practicing conflict sensitivity enables an organisation to: ✓ Understand the context in which it is operating; ✓ Understand the interaction between the intervention and the context; and ✓ Act upon that understanding, to avoid negative impacts and maximise positive impacts on the conflict (International Alert et al., 2004).
Conflict sensitivity assessment	The term "conflict sensitivity assessment" refers to the structured process of assessing the impact of external assistance on a conflict context. There are several tools available for carrying out a conflict-sensitivity assessment, including the Do No Harm tool.
Connector	Connectors are things that bring people together despite their differences and/or decrease suspicion, mistrust, and inequality in a society. (CDA, 2016)
Divider	Dividers are things that increase tension, divisions, or capacities for war between groups of people, or increase suspicion, mistrust or inequality in a society. (CDA, 2016)
Do No Harm	Do No Harm is both a general principle and a tool for implementing conflict sensitivity. As a general principle, "do no harm" requires aid organisations to minimise the harm they may cause with the aid they provide. It emphasizes the need to better understand the actors and the complexities of conflicts to minimise the harm that aid may cause. As a tool, Do No Harm was developed by Collaborative for Development Action (CDA). It involves a distinctive framework for conflict analysis based on "connectors" and "dividers", for analysing the impact of aid on conflict, and for identifying alternative options.

Introduction

What is the purpose of this toolkit?

The Danish Refugee Council (DRC) and DanChurchAid (DCA) have commissioned WINS Global Consult to develop this toolkit to support practitioners in incorporating conflict sensitivity into operations and programmes, as part and parcel of Do No Harm commitments. Both organisations acknowledge that understanding conflict dynamics and relating them to programme activities is critical to avoid unintended consequences (Do No Harm), to maximise positive impact (Do Some Good) and, where possible, to support durable peacebuilding. This is essential for gaining and upholding humanitarian access, and to ensure adaptive project management. Both organisations are active members of the Conflict Sensitivity Hub, the Danish Network for Conflict Prevention and Peacebuilding, and the ACT Alliance's Peace and Security Reference Group.

The toolkit builds on previous initiatives of both organisations to establish guidance on conflict analysis and conflict sensitivity, including the global Conflict Analysis Guidelines developed by DRC in 2020 and DCA's Global Action Guide on Do No Harm and Conflict Sensitivity (2021). Reference to these documents is made in the relevant sections of this toolkit in order to avoid overlaps. The toolkit is also informed by experiences of DRC and DCA in mainstreaming conflict sensitivity in different regions such as the RECOLG consortium in the Sahel, the RE-INVENT consortium project in Kenya, and the Food for Peace consortium in South Sudan.

The development of this toolkit responds to the need of countries, regions, and partners in both organisations for a comprehensive and easy-to-use global toolkit on conflict sensitivity that can be applied at different organisational levels and across project cycles. The toolkit is supported by a set of training materials.

Who is the toolkit for?

This toolkit is designed as a reference for the **staff and partners of humanitarian, development, and peacebuilding organisations** with responsibilities for programme design, implementation and monitoring, support services, and strategic and organisational development. This includes staff in country offices and projects, headquarter staff and executive / management staff. Some modules of the toolkit are particularly relevant for specific roles within organisations. These roles are indicated in the following overview of the toolkit.

Structure of the toolkit

The toolkit is divided into seven modules. The table below provides an **overview of the content of the toolkit**. It also highlights the target group of each section and when it should be consulted.

Module		What it is about?	Who is it for?	When to consult?
	**Module 1: Introduction to conflict sensitivity**	Introduction to the concept of conflict sensitivity, key steps and levels	All staff	Staff induction
	**Module 2: Conflict-sensitive country programming**	Integrating conflict sensitivity into the design and review of country strategies	Country representative Senior management Sector specialists Staff and partners involved in supporting a strategy review	Prior to and during a country strategy design or review process
	**Module 3: Conflict-sensitive project identification and formulation**	Integrating conflict sensitivity into project formulation	Staff involved in project identification and design	During the project identification and formulation process
	**Module 4: Conflict-sensitive project implementation**	Integrating conflict sensitivity within project implementation	Staff responsible for project implementation	During project implementation
	**Module 5: Monitoring and evaluating conflict sensitivity**	Integrating conflict sensitivity into project monitoring and evaluation	Monitoring advisors Monitoring officers Evaluation officers	During project implementation Towards the end of project implementation
	**Module 6: Integrating conflict sensitivity into support services**	Integrating conflict sensitivity into support services	Managers and staff of support services at HQ, regional and country level	When dealing with conflict-affected contexts
	**Module 7: Institutional anchoring of conflict sensitivity**	Identifying priorities for strengthening organisational capacities for conflict sensitivity	Executive staff at headquarters, regional and country level Organisational development advisors	When engaging in policy and organisational development to strengthen conflict sensitivity

How to use the toolkit?

The toolkit has been designed as a resource on which staff can draw when they have to carry out certain tasks such as project formulation, project monitoring, or procurement, particularly in conflict-affected contexts.

- **Module 1** provides an overall introduction to conflict sensitivity and should be consulted by all users of this toolkit.
- **Modules 2 – 5** focus on the different phases of the project management cycle, including country programming, project identification and formulation, project implementation, and monitoring and evaluation. They include each an introductory part on the purpose and suggested practical procedure for integrating conflict sensitivity into the respective stage of the project management cycle. They then propose practical tools, which are structured according to the three steps of the conflict sensitivity approach:
    1. Understanding the context (conflict analysis)
    2. Understanding the interaction between the project and the context (conflict sensitivity assessment)
    3. Developing options for conflict sensitive programming and project management

    The three steps build on each other and should be worked through in a consecutive manner.
- **Module 6** provides a number of tools for conflict sensitivity assessment of critical support functions such as procurement and human resources managements that support users in understanding current practice and related conflict sensitivity issues. They also provide an overview of typical conflict sensitivity risks related to the specific function and options for conflict sensitive practice.
- **Module 7** offers a checklist for the assessment of conflict sensitivity capacities that organisations can use to when they wish to assess their readiness for conflict sensitivity and engage in organisational changes.

All tools proposed in this toolkit **can be used by individual staff members** for desk review or **consultations with country or project staff**. Their impact is higher, however, when all staff responsible for a certain task (e.g., country programming, project identification, country-level human resource management) come together to go through the tools and jointly develop ways of integrating conflict sensitivity into programmes and projects. This may involve workshops as well as ad hoc and regular staff meetings on certain tasks (e.g., project formulation) or to review progress on conflict sensitivity (e.g., during project implementation).

⇨ An **overview of all resources** used in this toolkit as well as those serving for further reference, can be found in Annex 1.

Overview of the tools in this toolkit

	Module	Tools
	Module 2: Conflict-sensitive country programming	Tool 1: Checklist for country-level conflict analysis Tool 2: Country-level conflict sensitivity assessment Tool 3: Identifying options for country programming
	Module 3: Conflict-sensitive project identification and formulation	Tool 4: Project screening tool Tool 5: Rapid conflict sensitivity assessment Tool 6: Checklist for project-level conflict analysis Tool 7: Project level conflict sensitivity assessment Tool 8: Conflict sensitive project design and planning
	Module 4: Conflict-sensitive project implementation	Tool 9: Critical Decisions Matrix Tool 10: Conflict sensitivity risk mitigation matrix
	Module 5: Monitoring and evaluating conflict sensitivity	Tool 11: Conflict monitoring Tool 12: Conflict sensitive indicator monitoring Tool 13: Monitoring unintended changes caused by the project Tool 14: Monitoring the implementation of conflict sensitivity Tool 15: Conflict sensitivity evaluation and learning
	Module 6: Integrating conflict sensitivity into support services	Tool 16: Conflict sensitivity assessment of procurement and logistics Tool 17: Conflict sensitivity assessment of human resources Tool 18: Conflict sensitivity assessment of communications Tool 19: Conflict sensitivity assessment of security management
	Module 7: Institutional anchoring of conflict sensitivity	Tool 20: Conflict sensitivity capacity assessment checklist

Module 1: Introduction to conflict sensitivity

This section provides a brief introduction to the concept of conflict sensitivity, its key steps and levels as well as associated dilemmas and trade-offs.

Contextualising and defining conflict sensitivity

Conflict sensitivity refers to the **ability of an organisation to understand the context it operates in, understand the interaction between its intervention and that context, and act upon this understanding in order to minimise negative impacts and maximise positive impacts on conflict** (CECORE et al., 2004). Conflict sensitivity applies to all contexts, regardless of the severity or frequency of violence, to all stages of the programme cycle and should be applied as an institutional approach, and to all thematic sectors (e.g., food security, climate change adaptation, good governance strengthening, GBV reduction, mine action) and types of work, including humanitarian, development, and peacebuilding, and with all partners such as local civil society, government, or private sector partners (Conflict Sensitivity Hub, 2021). Failing to be conflict sensitive – especially in places affected by conflict or violence – may lead to programmes doing harm, exacerbating tensions and violence, and triggering conflict.

Conflict sensitivity evolved from the humanitarian principle of "**Do No Harm**" which recognises that aid can cause harm but can also be used to strengthen local capacities for peace in communities affected by disaster and conflict. It responds to the experience that introducing resources and engaging with stakeholders in fragile environments creates winners and losers and can change relations and power dynamics within and between groups. These impacts can be positive or negative, direct or indirect, intentional or unintentional. Therefore, acting with conflict sensitivity is not only a moral responsibility, but also reduces risk to the intervention and makes international assistance more effective (Peaceful Change, 2022). Do No Harm is often understood as a minimum standard of practice to avoid causing inadvertent harm. Conflict Sensitivity goes beyond this, as it provides actors the necessary framework and tools to maximise positive impacts on conflict by strengthening local capacities for peace, building on connectors that bring communities together, and reducing the divisions and sources of tensions that can lead to destructive conflict. Conflict Sensitivity does not require organisations to change their mandate, priorities, and objectives as it does not entail an explicit commitment to peacebuilding as a priority. It can be mainstreamed across any priority or mandate (Conflict Sensitivity Hub, 2021).

DRC and DCA acknowledge that conflict sensitivity is an integral part of humanitarian, development, and peacebuilding operations, as it is essential for gaining and upholding humanitarian access, ensure protection, prevent further harm to the communities they serve, and seize opportunities to have positive impact. **For DRC, conflict sensitivity has become an "operational principle" that shall inform how DRC plans and implements its activities.** Over the past ten years, both DRC and DCA have developed tools and training materials on conflict analysis and conflict sensitivity and gained considerable experience by leading regional conflict-sensitivity hubs. They are now updated and consolidated in this single and comprehensive toolkit.

Key steps of conflict sensitivity

Being conflict sensitive is a **deliberate and systematic approach** that involves **three main steps** with the ultimate goal of minimizing negative and maximising positive impacts on conflict.

These steps are to be applied at the design phase of an intervention and then regularly during implementation, especially if there is a shift in the context. Figure 1: Three steps of conflict sensitivity visualises the three steps of conflict sensitivity – what to do – and Table 1: Conflict sensitivity - what to do and how to do it further gives examples of how to realise each step – *how to do it*.

In-depth guidance and tools for the respective steps are provided within this toolkit.

Figure 1: Three steps of conflict sensitivity

Source: MSI (2018).

Table 1: Conflict sensitivity - what to do and how to do it

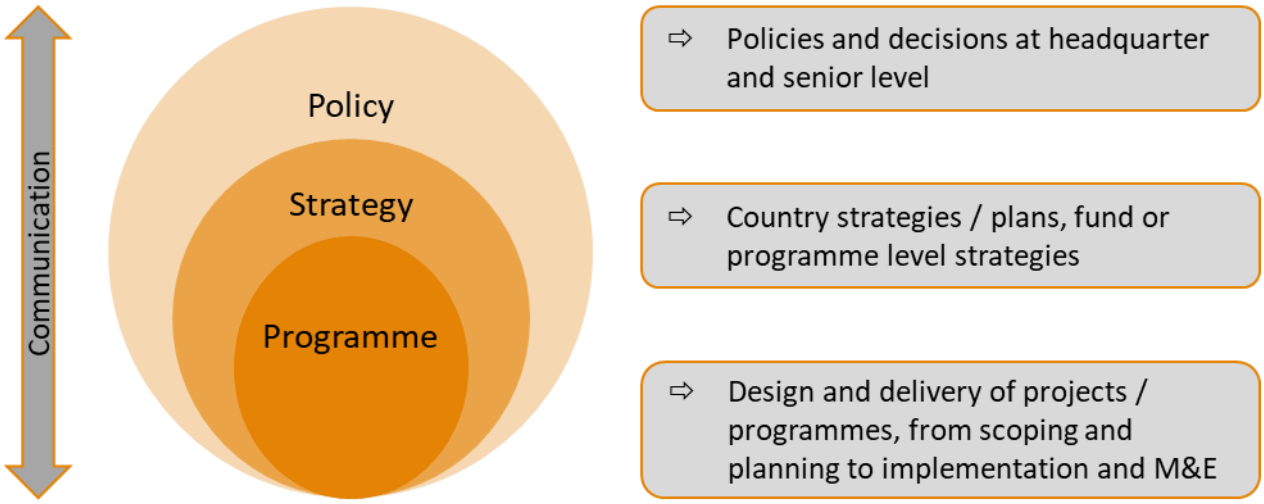
Step	What to do	How to do it
1	Understand the **context** which the intervention operates in, its complexities, risks, and opportunities.	Undertake joint conflict and context analysis and update it regularly.
2	Understand the two-way **interaction** between the project interventions and the context in terms of potential to worsen conflict or conflict risks by exacerbating tensions and divisions or heightening risks of increasing fragility and likelihood to do harm.	Link conflict analysis with each step of the project cycle; to specific sectors, objectives and intervention areas, and encourage implementing partners to do so as well.
3	**Use and act upon this understanding** to avoid negative and harmful outcomes (*do no harm*), maximise positive impacts on conflict (*do some good*) and where possible support durable peacebuilding.	Plan, implement, monitor, and evaluate the project in a conflict-sensitive way and with relevant indicators (by making sure all voices are heard, consider risks, and adjust interventions if necessary).

To be effective, conflict sensitivity requires changes in behaviour and institutional ways of working. It requires senior-level buy-in and integration within systems and processes across a range of functions such as human resources, finance, procurement, funding, communications (internal and external) and coordination. (Peaceful Change, 2022)

Levels of conflict sensitivity

Conflict sensitivity not only applies to all kinds of interventions in all sectors and environments, but also to the **different institutional levels**. Promoting conflict sensitivity on all levels is fundamental for these efforts to succeed. Figure 2: Levels of conflict sensitivity displays three institutional levels – the political and policy level, the strategic and the programme level and summaries general entry points for conflict sensitivity on each level.

Figure 2: Levels of conflict sensitivity



- **Policy level**: Most organisations have global policies which are directly or indirectly dedicated to conflict sensitivity, which are often accompanied by guidance and advisory. However, senior level decision-making can sometimes be contrary to conflict sensitivity (e.g., donor government foreign policy positions or communications). Staff should familiarise themselves with their organisation's commitments, make use of existing resources and, if necessary, call on decision makers concerning the relevant policy commitments on conflict sensitivity.
- **Strategic level**: Considering conflict sensitivity when designing intervention strategies is essential if interventions informed by those strategies are to be conflict sensitive. Strategies may include individual country strategies or strategies governing the use of certain funds. At this level, major conflict sensitivity trade-offs often need to be balanced (e.g., immediate vs. longer-term goals and different types of support).
- **Project / programme level**: Conflict sensitivity practice should be integrated across the project and programme cycle from planning and design to implementation, monitoring and evaluation (Peaceful Change 2022).

Organisations increasingly understand that conflict sensitivity requires internal commitment and systemic change at several organisational levels, including organisational policies, staff management, staff orientation and performance standards, programme planning requirements, procurement and other logistical systems, and regular monitoring and feedback mechanisms with sufficient organisational flexibility to respond to information received. The consistent application of conflict sensitivity further requires new approaches to managing donor relations, with implications regarding funding requirements, accountability, reporting, and information sharing (CDA 2019). Therefore, it is

important to promote conflict sensitive change at policy, strategic and programme level in a holistic manner.

Creating an enabling environment for conflict sensitivity

The following considerations can help managers to foster conflict sensitivity within projects:

- ✓ **Embed conflict sensitivity into values and processes**: conflict sensitivity is understood as a core part of the organisational way-of-working, staff is given a sense and accountability for their own role and responsibility for being conflict sensitive.
- ✓ **Encourage a culture of critical reflection**: asking difficult questions about impact and potential harm that could be caused by project activities requires a culture of critical thinking that allows people to discuss challenges and problems freely and openly and identify constructive solutions.
- ✓ **Build capacity of staff around conflict sensitivity**: provide training and guidance on conflict sensitivity for all staff at all levels, and where relevant, partners; training should cover areas such as conflict analysis, monitoring the context, identifying and managing risks and opportunities and relevant policies and processes.
- ✓ **Ensure adequate resources are available**: sufficient resources should be made available, including time, staff, and financial resources, to develop a nuanced understanding of the context. Conflict analysis, conflict sensitivity assessment and adaptation should be embedded into workplans.
- ✓ **Provide space for joint analysis of conflict sensitivity**: time and space for discussion of conflict sensitivity should be incorporated into steering and management processes.
- ✓ **Ensure project activities are adaptable**: projects need to have built-in mechanisms for adaptive programming to allow for changes in workplans and budgets or other processes in response to conflict risks or to leverage new opportunities.
- ✓ **Supportive leadership**: Strong leadership is required to conduct conflict analysis and to translate it into coherent strategies and activities that are conflict sensitive and promote peace. This requires a specific skill-set and tailored support to staff in leadership positions.

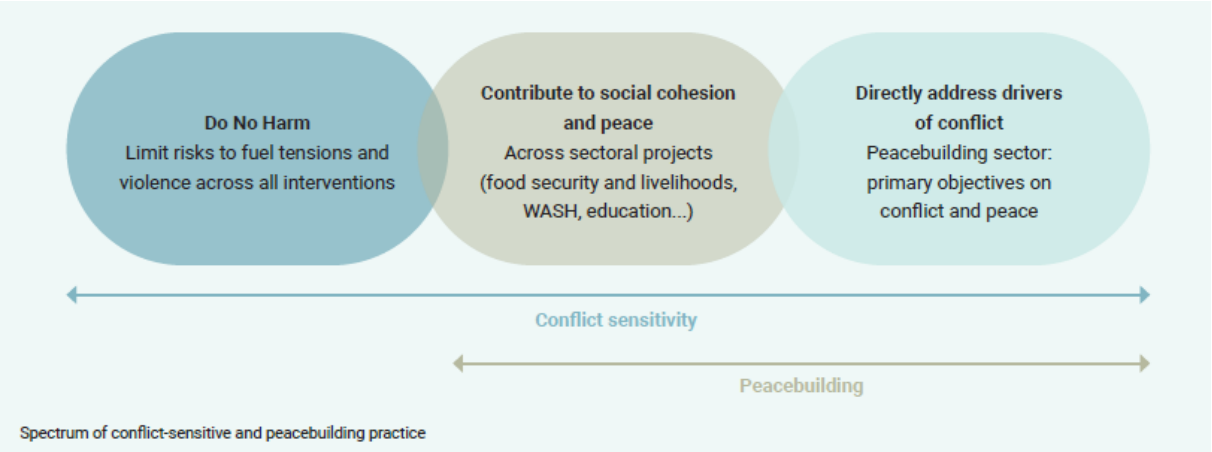
Source: adapted from UNSDG 2021

Levels of ambition regarding conflict sensitivity

Organisations have different levels of ambition regarding peace and conflict (see Figure 3). Most organisations consider having adopted the Do No Harm principle as a minimum standard across all contexts and types of intervention. Many organisations increasingly embed social cohesion objectives across their sectoral relief and development projects. Some organisations also lead dedicated peacebuilding[1] programmes in selected contexts. Independent of the level of ambition, conflict sensitivity should always be aimed for.

1 *Peacebuilding* is frequently defined as „measures designed to consolidate peaceful relations and strengthen viable political, socio-economic, and cultural institutions capable of handling conflict, and mechanisms that will either create or support the necessary conditions for sustained peace." (International Alert et al., 2004; CDA, 2009).

Figure 3: Levels of ambition on Do No Harm and peacebuilding



Source: ZOA (2020)

Assumptions for those wanting to apply conflict sensitivity

Conflict sensitivity risks and dilemmas

The Do No Harm approach has shown that aid programmes inevitably have an impact on their context, which may be positive, negative, or something in between. Acting with conflict sensitivity can mean being confronted with some difficult trade-offs such as situations where all possible approaches (even stopping assistance) may have negative effects, or where there are **trade-offs** between benefits and harms or even different sets of objectives e.g., long-term vs. short-term benefits. This often occurs when engaging with national actors, dealing with armed groups, or choosing between short-term and long-term priorities (Peaceful Change, 2022). Practitioners therefore recognise that conflict sensitivity

is often more about dealing with trade-offs than knowing what is right or wrong. Conflict sensitivity trade-offs may stem from the objectives and ways of working of the organisation itself but can also be rooted in its context such as donor interests, the competitive nature of the aid system, neo-structures rooted in colonial history, and own agendas of national actors.

Conflict sensitivity is about ensuring a strong understanding of the organisation and its context and taking responsibility for the impacts of one's organisation's work. As completely avoiding harm may not be an option, conflict sensitivity requires seeking understanding of dilemmas and trade-offs and making decisions based on the organisation's values and humanitarian principles, while doing what is possible to minimise negative and maximise positive impact on conflict.

Examples of conflict sensitivity risks

Distribution effect: Groups in conflict may perceive that the benefits of an activity are reinforcing existing inequalities or are distributed in accordance with existing social, political, or economic divisions or tensions. (Perceptions of) inequitable delivery of the benefits of activities exacerbate real or perceived inequalities among different community groups and worsens inter-communal relations.

Exclusion effect: Certain groups may be excluded from assistance because of their gender, age, ethnicity, religion, socio-economic status, political affiliation, or other reasons.

Recognition effect: Working with or alongside actors can give status, recognition, and perceived legitimacy to those actors. Engagement with competing authorities reinforces political polarisation and perceptions of marginalisation.

Capacity effect: The way activities are delivered may affect how state and non-state structures and institutions function (e.g., creating aid dependency or establishing parallel service provision structures).

Economic market effect: Activities may affect economic markets by changing economic fundamentals, affecting supply streams, creating new markets, or undermining existing ones. Delivery of assistance undermines ordinary economy and incentivises conflict-related economic activity.

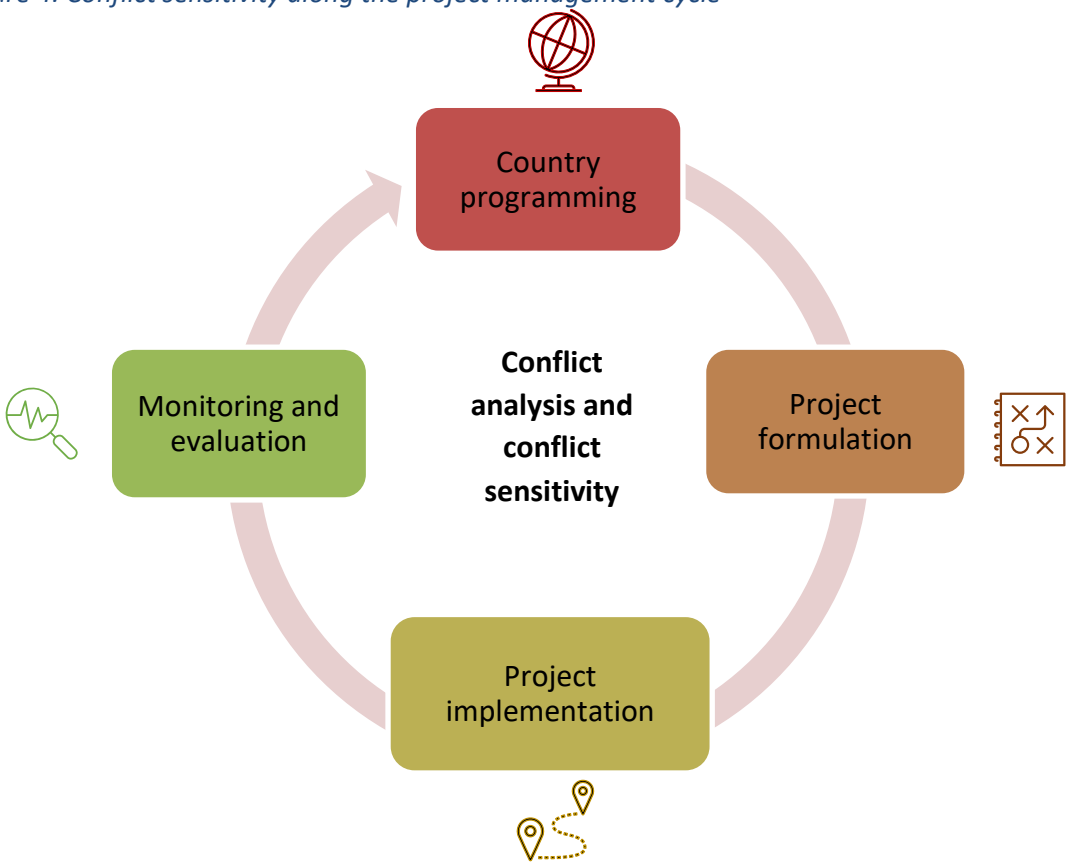
Theft / diversion: Actors on the ground may steal or redirect assistance or the benefits of activities for distribution to their own constituencies or to pursue their own interests. Alternatively, they may use their influence or control to deny that assistance or benefit to others. Humanitarian assistance is stolen by armed groups.

Source: UNSDG (2022) based on Anderson (1999)

Integrating conflict-sensitivity into the project management cycle

Conflict sensitivity is relevant to all stages of the project management cycle, including programming (including country-level strategic programming, multi-year, and multi-project programming), project formulation, project implementation, and monitoring (see Figure 4). It requires continuous thinking about the context and the impact of projects on the context. This involves a high degree of flexibility as activities may need to be adapted to an evolving context. Conflict analyses and conflict sensitivity assessments need regular updating throughout the project cycle to ensure that conflict dynamics are considered, and interventions are designed, implemented, and monitored in a conflict-sensitive way.

Figure 4: Conflict sensitivity along the project management cycle



⇨ At each step of the project management cycle, the three-step approach to conflict sensitivity (see Table 1Table 1: Conflict sensitivity - what to do and how to do it) should be applied. The modules of this toolkit provide guidance on applying the three-step approach to each phase of the project management cycle.

Annex 1: Resources on conflict sensitivity

APFO, CECORE, CHA, FEWER, International Alert and Saferworld (2004): Conflict-Sensitive Approaches to Development, Humanitarian Assistance and Peacebuilding Resource Pack. London.

CDA et al. (2022): 'Peace' in the Humanitarian-Development-Peacebuilding Nexus. Learning and Practice Note. Network for Conflict Prevention and Peacebuilding. Copenhagen.

CDA/World Vision (2017): Meta-Trends Analysis. Washington, DC.

CDA Collaborative Learning Projects (2015): From Principle to Practice: A User's Guide to Do No Harm. Cambridge.

Conflict Sensitivity Consortium (2012): How to Guide to Conflict Sensitivity. London.

Conflict Sensitivity Consortium (2016): Monitoring and Evaluation of Conflict Sensitivity: Methodological Considerations. London.

DCA (n.d.): Learning site: A DCA Introduction to Peacebuilding. Online available at: https://fabo.org/dca/dca_conflict_sensitivity.

European Commission (2021): Guidance notes on conflict sensitivity in development cooperation. Reference Document No 31. Brussels.

European Commission (2020): Results and indicators for development. Resilience, Conflict Sensitivity and Peace. Brussels.

FAO (2019): The programme clinic. Designing conflict-sensitive interventions. Approaches to working in fragile and conflict-affected contexts. Facilitation guide. Rome.

Interagency Standing Committee (2020): Exploring peace within the humanitarian-development-peace nexus (HDPN). Issue Paper. Endorsed by IASC Operational Policy and Advocacy Group (OPAG).

Interpeace (2021): Lessons learned for embedding conflict sensitivity and peace responsiveness into organisational practice. Geneva.

Mercy Corps/CDA (n.d.): Building conflict-sensitive interventions. Toolkit. Cambridge.

Midgley, Timothy et al. (2022): Beyond box-ticking: How conflict sensitivity can shape a more equitable aid system. London.

MSI (2018): Explaining Conflict Sensitivity on Behalf of USAID'S Office of Conflict Management and Mitigation. Online available at: https://www.msiworldwide.com/our-impact/explaining-conflict-sensitivity-behalf-usaids-office-conflict-management-and-mitigation.

Nordic Consulting Group / INTRAC (2022), Evaluation of the Danish support to civil society - Thematic Evaluation 3: Humanitarian-Development-Peace Nexus. Thematic Evaluation 3: Humanitarian-Development -Peace Nexus. Copenhagen: DANIDA.

OCADES (2019) : Référentiel Cohésion Sociale et Paix de l'OCADES Caritas Burkina. Un guide pratique pour améliorer les effets de nos interventions sur la cohésion sociale et la paix au Burkina Faso. Ouagadougou.

Oxfam (2021): The Imperative of Conflict Sensitivity in Humanitarian Operations. London.

Peaceful Change Initiative (2022): Conflict sensitivity manual for Libya. Tripolis.

Roesdahl, Mie et al. (2021): A Global System in Flux: Pursuing Systems Change for Locally-Led Peacebuilding. Conducive Space for Peace.

Swisspeace (2016): Conflict Sensitivity: Taking It to the Next Level. Berne.

UNDP / House of Peace (2023): Institutionalizing Conflict Sensitivity at the Organisational Level. Conflict Sensitivity Toolbox 3. Beirut.

UNDP / House of Peace (2022): Guidance Note #1: Getting started with conflict sensitivity in Lebanon. Beirut.

UNDP / House of Peace (2022): Guidance Note #2: Conflict sensitivity throughout the project design cycle in Lebanon. Beirut.

UNDP / House of Peace (2022): Guidance Note #3: Conflict-sensitive procurement, recruitment, and accountability in Lebanon. Beirut.

UNICEF (2016): Conflict Sensitivity and Peacebuilding Programming Guide. New York.

United Nations Sustainable Development Group (2022): Good Practice Note. Conflict Sensitivity, Peacebuilding and Sustaining Peace. New York.

WeWorld / Peaceful Change Initiative (2022): The conflict sensitivity operational toolkit. Milano/Bologna.

ZOA (2020): Living conflict sensitivity: how ZOA changed to better work in conflict. A best practice paper. Apeldoorn.