



CBi Webinar

# Conflict sensitivity in private sector disaster management

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12 October 2021



# AGENDA

- 1 Opening remarks
- 2 Conflict sensitivity explained
- 3 Panel discussion: Embedding conflict sensitivity into practice
- 4 Q&A
- 5 Closing remarks



# 1 Opening remarks

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## **2** Conflict sensitivity explained





# CONFLICT SENSITIVITY



Understand the context in which you operate



Understand the interactions between your actions and the context

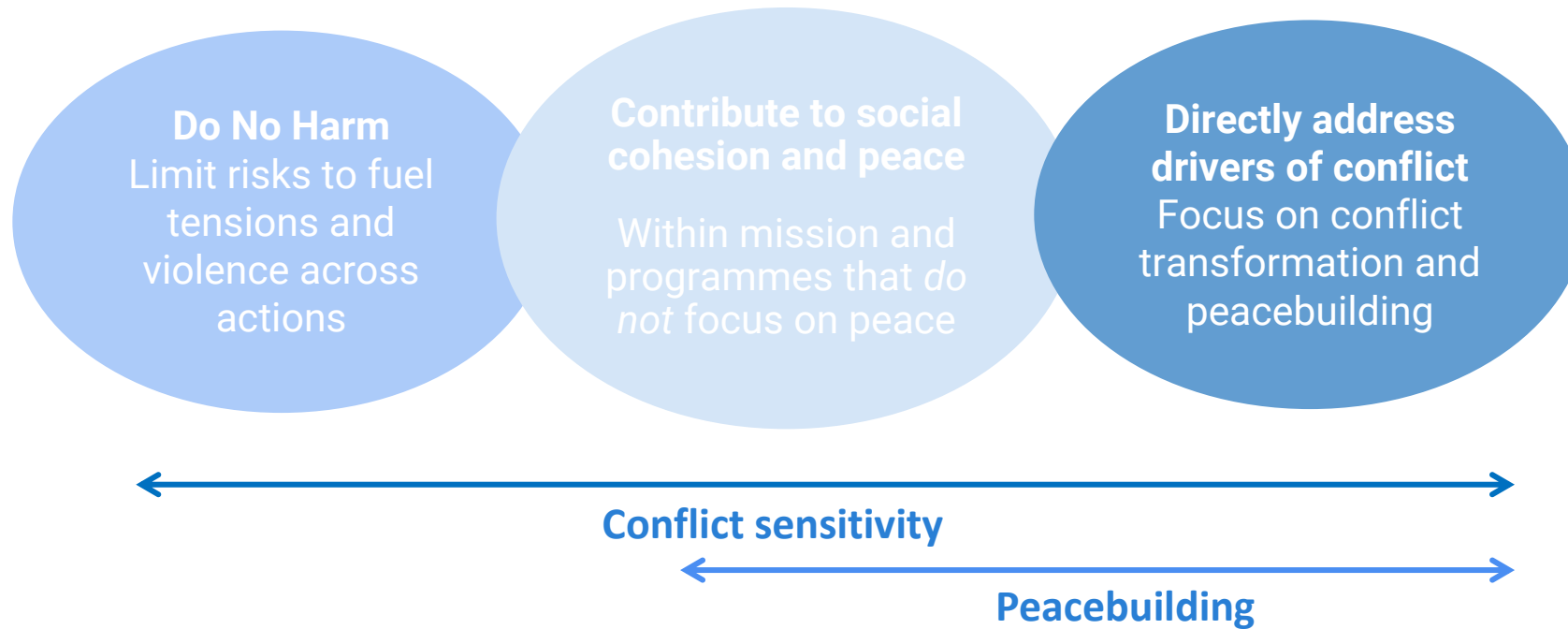


Act upon the understanding to avoid negative impacts and maximize positive impacts on the context

## **If we are conflict-sensitive, we can...**

1. Prevent unintentionally fueling tensions
2. Anticipate and effectively manage risks
3. Contribute to social cohesion

# CONFLICT SENSITIVITY



## Conflict sensitivity is good for business as it...

1. Improves social license to operate and reduces disruptions
2. Motivates staff by providing a social purpose for their work
3. Improves reputation (and investment and marketing opportunities)

# THREE STEPS OF CONFLICT SENSITIVITY



## Types of context analysis

1. Formal and structured
2. Informal and unstructured
3. Institutionalised
4. Multi-level
5. Geographic - Thematic



# INTERACTION ANALYSIS TOOL – 4W+1H

## Consider the impact (+ or -) of...

1. Project objectives (why)
2. Location (where)
3. Partners / targets (who)
4. Activities (what)
5. Implementation modalities (how)

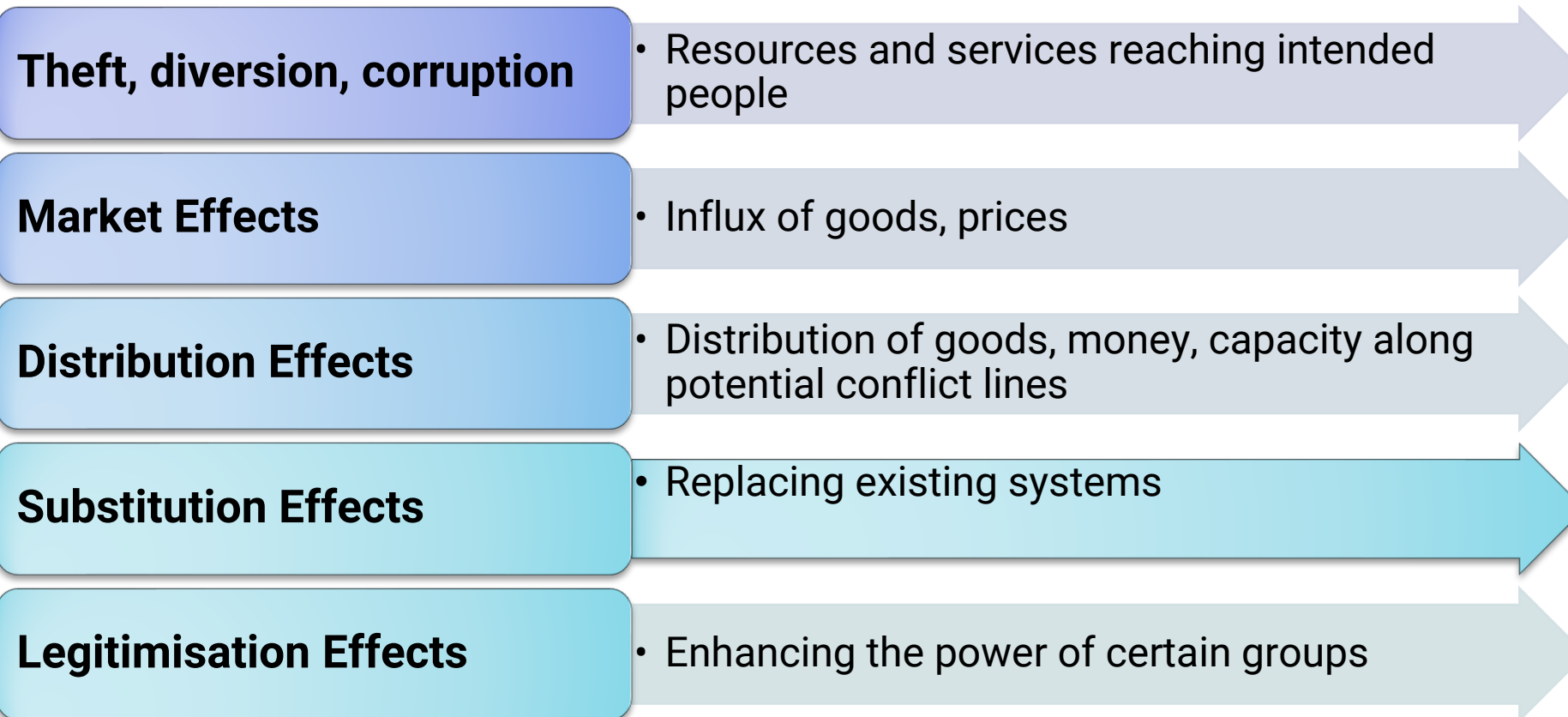
	Potential good	Potential harm	Actions
Why			
Where			
Who			
What			
how			





# PATTERNS OF INTERACTION

## WHAT WE DO: TRANSFER OF RESOURCES





# PATTERNS OF INTERACTION

## HOW WE DO IT: IMPLICIT ETHICAL CONSIDERATIONS

### Example Setting

- What example are we setting to our community and beneficiaries?

### Accountability

- Are we reinforcing or undermining accountability systems?

### Transparency

- Are we explaining how we make decisions, and what our goals are?

### Partnerships

- Are we sending unintentional messages based on who we contract and partner with?



# PATTERNS OF INTERACTION

## WHO WE ARE: INSTITUTIONAL SET-UP

### Human Resources, Skills and Capacities

- Are staff reflective of divisions in the context? Are they empowered to understand social impacts and adapt or innovate?

### Programming frameworks

- Do programmes encourage analysis and feedback? Do we track conflict interactions? Is adaptability enabled?

### Security

- Do security practices account for how they may impact on the conflict dynamics in the context?

### Publicity and communication

- Is the organisation's (external) communication mindful of conflict issues



# HOW TO EMBED CONFLICT SENSITIVITY

## **Institutionalise**

- Build it into how you already work
- Keep it simple

## **Provide support and incentives**

- Focal points (social impact/conflict advisors)
- Opportunities to share experience within and between networks
- Reward adaptation and action taken
- Collect and share stories of how your work supported social cohesion



# 3 Panel discussion



# PANELISTS



**Anna Katrina Aspuria**

Head of Development Programs and Innovation

The Philippine Disaster Resilience Foundation /

CBi Member Network in the Philippines



**Gregory Connor**

Policy Specialist

Crisis Bureau

UNDP



**Firzan Hashim**

Country Director

Asia-Pacific Alliance for Disaster Management /

CBi Member Network in Sri Lanka



**Tiina Mylly (moderator)**

Conflict & Fragility Specialist

Connecting Business initiative



# Q&A





# 4 Closing remarks





# RESOURCES AVAILABLE



## Guidance Note:

### Conflict Sensitivity in Private Sector Disaster Management

#### Key Takeaways:

- Conflict sensitivity is an obligation and a commitment to *Do No Harm* that CBI Member Networks must consider in their disaster management interventions before, during and after crises.
- Initiatives and interventions that adopt a conflict-sensitive approach are more effective, and help to strengthen social cohesion.
- To be conflict sensitive, CBI Member Networks and other private sector stakeholders need to actively assess and monitor the potential impacts of their activities on different groups, and make adjustments to mitigate risks and strengthen local capacities for social cohesion.

#### Introduction

The Connecting Business initiative (CBI) was established to support coordinated, collective private sector action before, during, and after disasters. However, when businesses respond to emergencies in fragile or volatile environments, it is of the utmost importance that they have a clear view of the broader [political, social and economic drivers of conflict](#) – that is, that they adopt a ‘conflict sensitive’ approach. Indeed, [as CARE International highlights](#), “even in contexts where there is no obvious conflict, aid has the potential to create division, tensions and ultimately violence if it is delivered without regard for local realities”.

As a minimum obligation, disaster management and humanitarian response activities should always take into account the risk of unintentionally exacerbating existing tensions or sources of conflict, or leading new tensions to arise. Private sector partners should take steps to avoid unintended consequences in the design and implementation of their activities. This is the basic premise of the [Do No Harm](#) approach.

#### The impact of aid on local markets: an example from Pakistan

After the 2010 floods in Pakistan, humanitarian efforts to help people build temporary shelters using bamboo as the common, local building material led to the aid community setting higher quality standards, significantly increasing prices but also shortages in supply. The affected population was no longer able to purchase bamboo for their own use. Furthermore, as the aid agencies no longer needed the product, they pushed businesses deeper into debt as they were left with expensive stock that nobody purchased. (Source: [ODI](#))

The concept of conflict sensitivity starts with the recognition that humanitarian, development and peacebuilding activities cannot be separated from the peace and conflict context in which they are implemented. For any organization – private sector or otherwise – conflict sensitivity requires:

1. Understanding the operational context;
2. Assessing interaction between the organization’s operations and the broader context (including positive and negative impacts); and
3. Adjusting operations to minimize the negative – and where possible maximize the positive – impacts on peace and stability.



## Conflict sensitivity in private sector disaster management

### The Philippine Disaster Resilience Foundation (PDRF)



CBI Case Study  
October 2021



**CONNECTING  
BUSINESS**  
INITIATIVE

**Thank you!**