Diakonia's Conflict Mainstreaming Toolbox

Our goal is that all that we do (by ourselves or through partnerships) should be conflict-sensitive. In practice this means that we, in contexts characterized by conflict risk or on-going conflict, work pro-actively and systematically to avoid contributing to violent conflict, and if possible - contribute to peace.

Conflict ratings provided by the global risk index INFORM (www.inform-index.org) guide our conflict mainstreaming. In countries with conflicts risk rated as medium, high or very high (currently above 3,5 on the 10 grade scale) – we follow through on the *Diakonia guidelines for Conflict Mainstreaming, in Diakonia PME Handbook*. The Guidelines and this toolbox represents **Diakonia´s minimum standard** in regards to conflict-sensitivity.

Diakonia´s Conflict Mainstreaming consist of three steps:

1. **Conflict analysis**. Should be an integral part of all context analyses of initiatives in conflict affected contexts. Diakonia´s conflict analysis is two pronged. It maps actors, issues and dynamics driving conflict but also actors, issues and dynamics supporting peace.
   Goal: Understand and document drivers of conflict and peace in the context.
2. **Basic Do No Harm analysis**. Linking the conflict analysis to our work. We conduct an analysis of the two way interaction between the conflict and the strategy/programme/project.
   Goal: Understand and document the interaction between our intervention and the conflict(s).
3. **Adjust & Adapt**. Based on our Basic Do No Harm analysis, we decide and implement strategic "Do No Harm choices". Goal: Establish and document measures that ensure conflict sensivity of a strategy/programme or project.

This toolbox will walk you through the three steps and give examples and questions to help you to establish what conflict sensitivity means **in your specific context**.

www.diakonia.se/conflictmainstreaming-toolbox

GLOSSARY →

GLOSSARY
for Conflict Mainstreaming

Conflict = A disagreement between actors. Conflicts are normal social phenomena in all human societies and linked to change. Conflicts turn into a problem if they become violent. Violence is the problem, not the conflict.

Violence = Besides direct physical violence, which are specific acts to destroy human life and property, Diakonia also recognizes structural violence. Structural violence is for example cultural or religious beliefs, ideology, norms, regulations, language, symbols/images and laws that undermine equality, human rights and a life in dignity for all members of a society.

Conflict risk = A situation where there is a risk that conflict(s) will escalate into violent conflict. One or several parties could possibly resort to force/violence to advance their agenda.

On-going conflict = A society where the conflict(s) has already escalated into violent conflict.

Violent conflict = a conflict that involves the use of force/violence. The parties could be state or non-state actors and can be more or less organized for violent struggle to advance an agenda.

Armed conflict = a conflict that involves the use of organized armed violence/parties fight with military means. The parties could be state or non-state actors that pursue an agenda.

Organized violence = violence that is organized - but the violent actors are not necessarily organized for a certain political cause but instead mobilize and use force/violence to advance various agendas.

Peace = Peace is not the absence of conflict, but a situation where conflicts are solved non-violently. Peace is the absence of violence, both direct and structural violence. Universal human rights, democracy, justice, inclusion and equality are some of the key elements that build peace in a society. "Negative peace" is the absence of direct violence, "Positive peace is the absence of both direct and structural violence".

Conflict sensitivity = aid actors operating in contexts characterized by conflict will impact on the conflict dynamics. Conflict sensitivity is an actor´s systematic work to understand and control their impact on conflict. Aid actors can exacerbate conflict unintendedly and miss opportunities to contribute to peace. Conflict sensitivity is a central aspect of accountability and quality assurance.

Do No Harm = A specific model for ensuring conflict sensitivity. Key concepts in the Do No Harm model are *Connectors, Dividers* and *Unintended impact*.

Connector = A unifying factor in a context. A connector brings different groups together on equal terms, promotes inclusion, social cohesion and justice for all. A connector is a building block for a peaceful society.

Divider = A dividing factor in a context. Dividers can be acts of direct physical violence or structural violence. A divider increases inequality, fear, mistrust, animosity and violence between groups in society. A divider drives and fuels violent conflict and destroys social cohesion.

1

**Conflict Analysis
Conflict is not a problem
– violence is**

Conflict Analysis

Conflict is not a problem – violence is

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This tool will guide you through **Step 1: Conflict Analysis**

What is conflict?

Diakonia defines conflict as a natural social phenomenon that is linked to change within a society. It occurs when two or more parties disagree and believe that their interests are incompatible.

Problems arise when conflicts become violent. When hostile attitudes and behavior cause damage to the other party and goals are pursued with force/violence. Conflicts often fluctuate back and forth through various stages and intensity. The current trend is for conflicts to be complex and protracted with no clear cut beginnings or ends. They are most often located within states but yet with actors from other states involved. Internet and social media is affecting the ability to define the "borders" of conflicts today.

Conflict and Poverty

Violent conflict increases poverty. Poverty is increasingly concentrated to conflict affected contexts and therefore the development gap between people affected by violent conflict and others is widening. Aid actors are asked to respond to this fact by integrating a conflict perspective in their humanitarian assistance and development cooperation.

INFORM
Conflict ratings provided by the global risk index INFORM (www.inform-index.org) guide our conflict mainstreaming. Diakonia considers countries with conflict risk rated as medium, high or very high (currently above 3,5 on a 10 grade scale) – as conflict affected. This means that conflict mainstreaming, as per this toolbox applies.

What is conflict analysis?

The conflict analysis is an integral part of Diakonia´ s context analysis when we work in a conflict affected context. The goal is to understand the context in which we operate, with particular attention to drivers of conflict and peace.

The analysis should include three aspects of the conflict(s) in the context:

1. **ACTORS**. The key actors in conflict – and key actors mobilising for peace.

2. **ISSUES**. Key issues that conflicts are about – and issues on which there is con-sensus and collaboration even between conflicting parties/communities.

3. **DYNAMICS**. The dynamics (factors) that contribute to/fuel violent conflict – and the dynamics (factors) that promote and enable unity, equality and non-violence in the midst of conflict.

1. Key actors:
for conflict and peace

– List the actors who are divided in the context, who are the actors who are in strong disagreement over resources and power and who might or already resort to force/violence.
– Describe briefly key actors identified. Consider things like their agenda, power, influence, identity, if it is a sub-national, national, regional or international actor and how it relates to you and your strategy/porgramme/project.
– List the actors who promotes and enables collaboration and communication across divides. Who is able to foster unity, equality and collaboration in the midst of conflict?
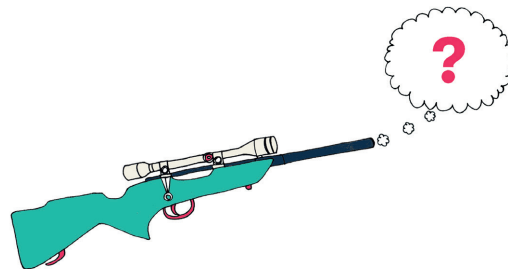– Describe them briefly in the same way as you did for conflict actors.
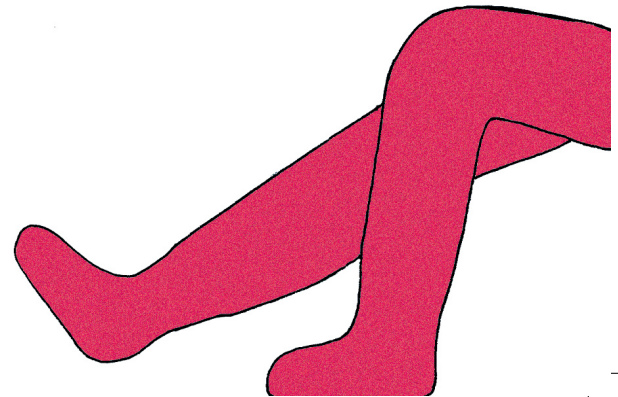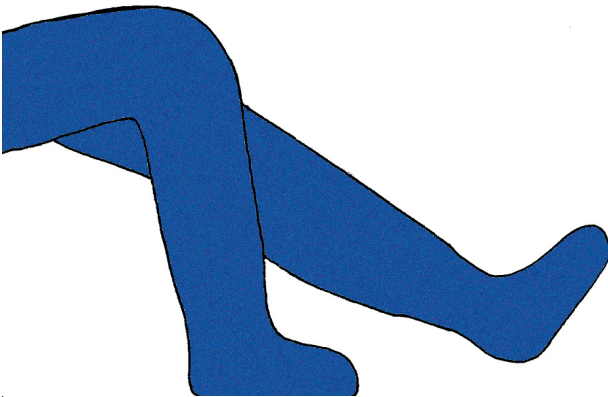
2. Key issues:
for conflict and peace

If there is on-going violent or armed
conflict in your context
— What is it about?

If there is a risk of violent or armed
conflict in your context
— What is it about?

Are there armed actors who contribute to poverty?
— Why are they armed and by who? Describe the linkages between violent conflict and poverty.

Try organize the various issues you identified as:
a) Are they root problems, consequences of rootproblems or incidents/events?
b) What kind o direct violence (specific violent incidents) is linked to the issue?
c) What kind of structural violence is linked to the issue? cultural, ideological, religious, political, economical, gender and environment climate change dimensions of the issue?
d) How is the issue linked to poverty and rights?

What connectors/building blocks for peace is there in your context?

– Is there any issue that conflicting parties/divided communities agree on?
– Issues where there is consensus across groups or conflicting parties? Or even collaboration?
– Describe the issues briefly with attention to how these issues can serve peace if given more support and resources.

Examples: Coalitions for human rights, women rights, child rights, indigenious rights, environmental protection, anti-corruption, transparency etc.
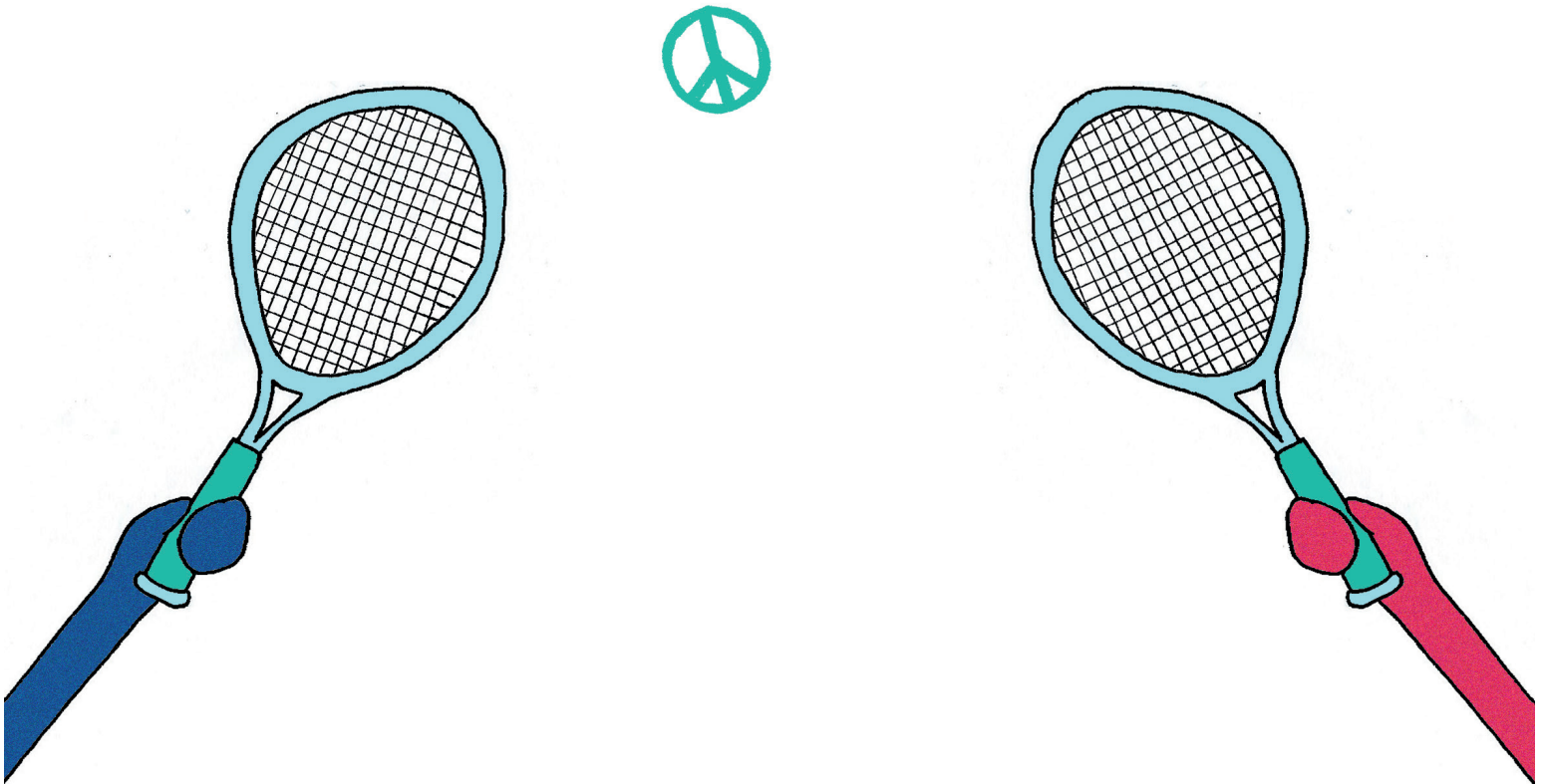
3. Key dynamics for conflict and peace

Look at what you have identified in your analysis of key actors and key issues and ask:
– What enables/makes possible for these actors to pursue their issues/goals with force/violence?

Examples of conflict enabling factors are: impunity, corruption, organized crime, easy access to illegal funds and arms, lack of or dysfunctional law enforcement and judiciary. Poverty and high levels of youth unemployment. Systematic discrimination of certain groups.
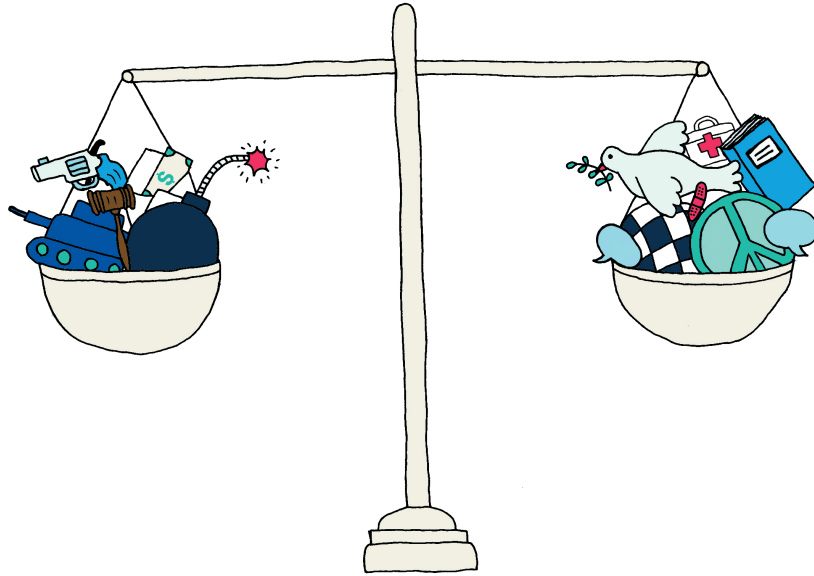
Then ask:
– What factors/forces are there in the context that counteracts an escalation of conflicts into violence? What factors/forces are there that increase the capacity for a peaceful conflict resolution and justice for all?

Examples of peace enabling factors are: mediation initiatives, dialogues, negotiations, anti-discrimination and human rights initiatives, transitional justice, democratic reforms and inclusive economic reforms, reconciliation and healing processes, uniting cultural events, disarmament, demobilization and reintegration processes etc.

Important character-istics of a Diakonia conflict analysis:

And lastly and if not already:
— describe the linkages between conflict and poverty in your context. Who is poor/vulnerable and why? Who is most affected by violent or armed conflict and why?

Consider gender and environment/climate change
Our conflict analysis should be guided by the rights based approach and be based on an intersectional power analysis that describe how various factors such as gender, ethnicity, religion, disability, social class, economical resources, age etc have an impact on how actors affect and are affected by violent or armed conflicts in your particular context. To help you with this cross-cutting analysis, make use questions in Diakonia´ s Gender Mainstreaming Toolbox.

It is also important that our analyses highlight linkages between violent or armed conflicts and environmental issues such as unsustainable use and management of natural resources and climate change.

Therefore, to finalize your conflict analysis please comment briefly on the linkages between conflict, gender and environment in your context.

Example: Armed groups are involved in illegal logging, mining and drugproduction which cause harm to the environment. The armed groups often sexually harass and assault girls and women with impunity. Due to pollution, women have to collect food and water further away from home, thereby increasing the risk of sexual harrassment and assault even more. Besides the harm caused on women and girls, men who are assumed to protect their families and the community suffer from feelings of failure. Since the armed groups can "buy anyone" — there are few ways to access justice. The armed groups are also not held responsible for the environmental destruction caused by them.
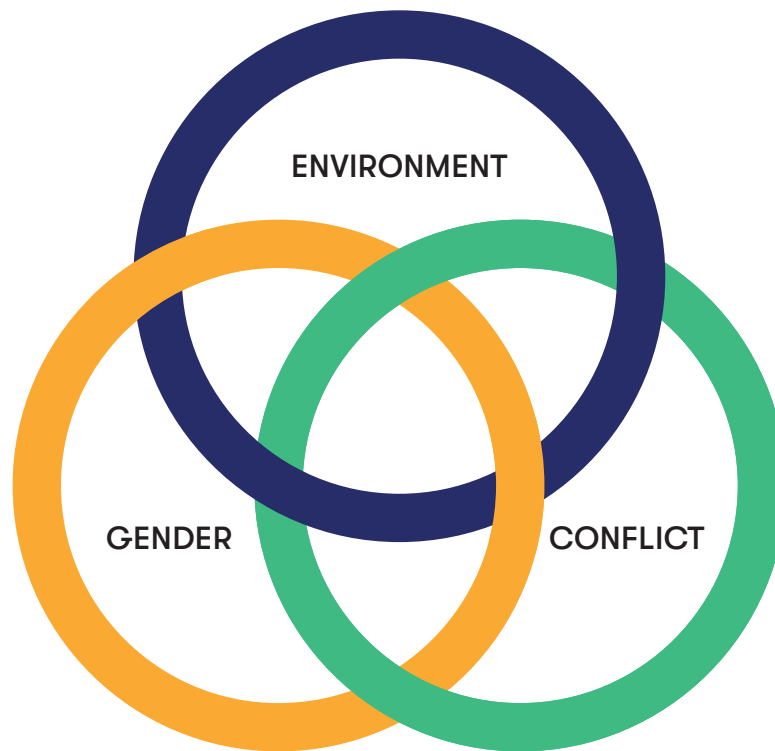
ENVIRONMENT

GENDER

CONFLICT

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2

Basic Do No Harm analysis

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This tool will guide you through **Step 2: Basic Do No Harm analysis**

Now that we have done a conflict analysis listing actors, issues and dynamics for conflict and peace — we need to identify and describe how we and partners (with our presence and strategy/programme/project) interact with the conflict.

The goal is to **understand** and **control** our impact on the conflict and vice versa.

Do we contribute to conflict or peace?

It is important to understand that it is a two way interaction. The impact on us of violent/armed conflict is generally included in our **risk matrixes**. Our and partners impact on the conflict however must be addressed continuously through strategic choices regarding WHAT we do (our programmes/projects) and HOW we work (methods and approaches). We can call these considerations "Do No Harm choices" and they should be done throughout the strategy, programme or project cycle — and documented in mainstreaming sections in our plans and reports.

Conflict → ← Aid

context
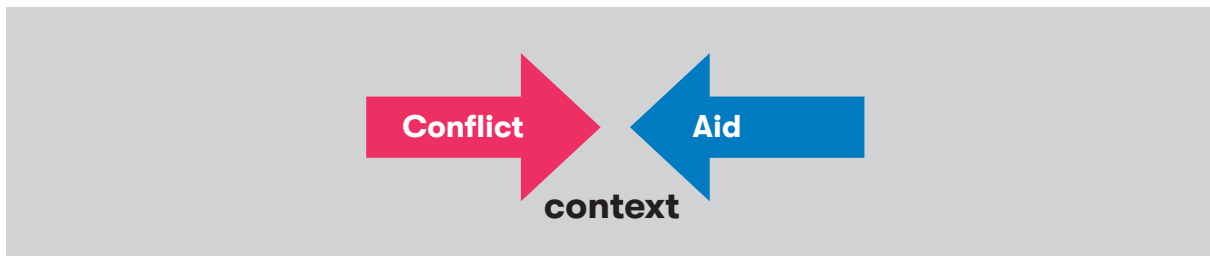
Basic Do No Harm framework

This framework is useful for recording Step 2 and Step 3 in your conflict mainstreaming. This will help you understand how you and your work interact with the conflict(s) you decribed in Step 1. You start with the column in the middle.

CONTEXT				
Adjustments & Adaptions	Connectors	The work analysed (strategy/program/project)	Dividers	Adjustments & Adaptions
1 2 3 4 5	1 2 3 4 5	Consider all aspects of WHAT you do and HOW you do it Why? What? Where? When? For whom? By whom? How?	1 2 3 4 5	1 2 3 4 5
⟷	⟷	⟷	⟷	⟷

Connectors and Dividers

The Diakonia Basic Do No Harm framework for analyzing the interaction between the conflict and our work is **a simplified version of the Do No Harm framework.**

At the very heart of the analysis are two specific dimensions of the context analysed: **CONNECTORS & DIVIDERS.**

You should be able to find the specific Connectors & Dividers in your context when you look at the conflict analysis you did in Step 1. Connectors & Dividers are one way to describe your conflict analysis and to present factors that drive conflict and peace in the context analysed.

Basic Do No Harm framework (example)

STEP 2: BASIC DO NO HARM ANALYSIS

Map interaction between you and the conflict(s). List 3-5 Connectors
and 3-5 Dividers from the conflict analysis. Do you influence any?
Do they influence you? Draw arrows.

CONTEXT				
Adjustments & Adaptions	**Connectors (examples)**	**The work analysed** ”Diakonia Bogaland Country Programme”	**Dividers (examples)**	**Adjustments & Adaptions**
1 **2** **3** **4** **5**	**1** Interfaith dialogue forum ”Metta” **2** ”SISU” national movement for democratic legal reform **3** School curriculum – diversity initiative **4** Security sector reform Security Sector Reform (SSR) initiative ”LawFirst” **5** Examples of effective, impartial law enforcement	**Consider all aspects of WHAT you do and HOW you do it** Why? What? Where? When? For whom? By whom? How?	**1** Impunity and human rights violations **2** Discrimination and dominance by one group in a diverse society **3** Racist and xenophobic stereotypes/ images/languages **4** Politicians tend to blame all problems on certain groups **5** Extreme inequality	**1** **2** **3** **4** **5**

What is a CONNECTOR?

A **CONNECTOR** is a building block for peace in your context. It contributes to peace by presenting nonviolent ways to resolve conflicts and seek justice. Connectors bridge conflict lines in divided societies and provides space for communication and collaboration. Collaborative platforms, negotiations and dialogues where divided actors interact and develop joint thinking, actions and agreements on common interests are typical examples.

Connectors counteract discrimination, ensure greater fulfillment of human rights and increase gender equality. Democratic reforms, anti-discrimination and human rights initiatives for greater equality are some examples.

Connectors build trust between groups and increase social cohesion and perceived justice in a society. Connectors can transform grievance, anger and hate that feeds violence. Musicians, actors, writers and athlets are often embraced as national heroes despite their belonging to a certain sub-group. They sometimes use their position to build bridges and promote unity and equality.

Important! Do not list actors as connectors. But mention the specific act and the actor. Many actors can at one point act as as connectors but the next moment act as a divider. So it is not the actor but the act that is important.

What is a DIVIDER?

A **DIVIDER** is a factor that unjustly differentiates and discriminates. It causes grief, anger, hate and injustice which fuels conflict. Dividers undermine non-violent ways to resolve conflict and boost violent agendas. Hate speech, racist/xenophobic language/images, dehumane treatment and harassment. Abuse of power and corrupt practise are some examples.

Dividers create and strengthen the division between groups. They block communication, collaboration or even co-existance between different groups. Dividers obstruct/hinder that common ground develops between conflicting parties. Negotiations, dialogues and agreements are resisted with reference to dividers. Apartheid rules whereby certain groups are involuntarily confined to live and/or work certain areas is one such example.

Dividers increase discrimination and inequality. Neglect and lack of basic services in certain parts of a country is a typical example. Often marginalisation is exacerbated by the harmful effects of natural resource exploitation. Yet another common Divider.

Dividers increase mistrust, suspision, fear and insecurity in society. Human rights violations and a corrupt and dysfuntional law enforcement and judiciary are two factors, among many, that often harm the social cohesion of a society.

Impact and Unintended impact

A very important part of a **Do No Harm analysis** is to recognize that besides the intended impact (the planned programme/project results), we and partners also have **unintended impact**.

One metaphor is to think that our footsteps in a context will be much more than our programmes/project results. Our presence, behavior and resources will always, whether or not we recognize it, have an impact on conflict dynamics in a context. To ensure that we do not unintendedly contribute to inequalities and patterns of violence – we need to track our unintended impact. Community feedback mechanisms, Complaints Responce Mechanism, Diakonia Accountability Framework with Core Humanitarian Standards are important tools to help us ensure conflict sensitivity.

CONTEXT

## Some questions to assist you with your Basic Do No Harm analysis:

1. Will your strategy,programme and/or project address any of the drivers of conflict or peace? If yes, please explain.

2. Who will support your goal and who is likely to oppose? Who will gain and who will loose?

3. Will you interact with any of these actors and if so, how? What will be your intended influence and how will you influence?

4. Is there a risk that Diakonia and/or partner will be perceived as biased? How will you manage this risk?

5. Can there be direct encounters with violent/armed actors? How will these situations and relations be managed?

6. Will the strategy, programme and/or project involve partners and/or rights-holders from conflicting or divided groups? If yes, will Diakonia and/or partners support trustbuilding, constructive communication and collaboration between the actors? How?

7. Will the strategy, programme and/or project address discrimination and inequality? What kind of violence can we expect to decrease if the strategy, programme and/or project is successful?

8. Are the Connectors and Dividers stated explicitly in your strategy, programme or project? Give examples.

Remember!

Make sure to discuss linkages between conflict sensitivity, gender and environment/ climate change in your Basic Do No Harm analysis.
Reflect and comment on how gender and environment/climate change is linked to your identified Connectors & Dividers.
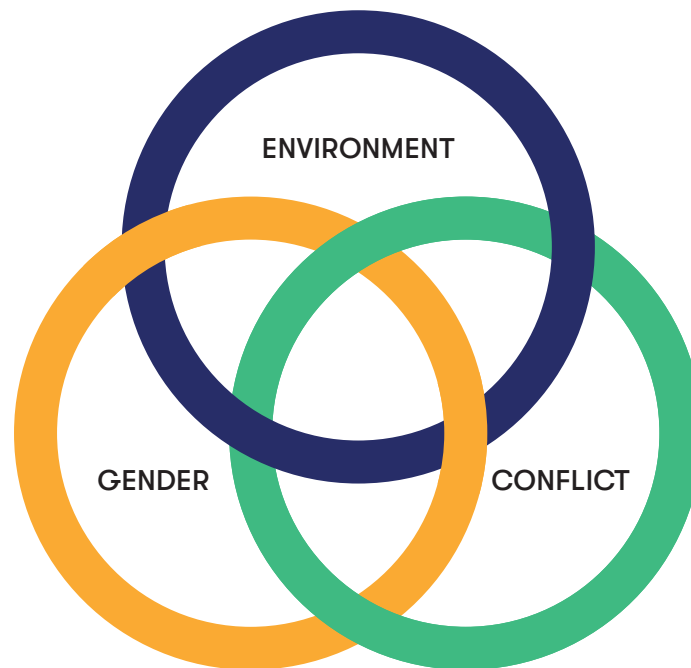
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3

Adjust & Adapt

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This tool will guide you through **Step 3: Adjust & Adapt.**

Step 3: Adjust & Adapt is the final step in mainstreaming conflict to ensure you and your strategy, programme or project is conflict sensitive.

Based on **Step 1: Conflict Analysis** and **Step 2: Basic Do No Harm analysis**, it is now time to decide and describe your strategic "Do No Harm choices". You list the choices as **Adaptions & Adjustments** in the Basic Do No Harm framework. The choices describe how you enhance conflict sensitivity of yourself and your strategy, programme or project. Your strategic "Do No Harm choices" can relate to any aspect of WHAT you do and HOW you do it.

Examples of important choices for actors working in conflict affected context;

- WHAT you do. How is your strategy, programme or project related to drivers of conflict and peace in the context?
- WHO you will partner with. Who is represented and who is not in your partner portfolio?
- WHO will be selected as target group/right holders and according to what criteria. How will you consider existing patterns of discrimination and exclusion?
- HOW you will work to attain the results, i.e. what methods and approaches that will be used. This will impact on inclusion.
- Decisions on WHERE to do things. Will marginalised areas benefit from your intervention less, to the same extent or more than other areas?
- Decisions on WHEN to do things. This has impact on inclusion.
- The reason behind the intervention, WHY do you do what you do
- Communications and PR strategies, activities and material. Is the team fit to manage perceptions and accusations of bias? Transparency, how to ensure?
- Procurement, how do we avoid unintended business with actors linked to armed groups.
- In what way is your staff composition, skillsets and conduct responding to the conflict dynamics in your context?
- Risk management – what is needed to manage conflicts impact on us?

Where do I present our "Do No Harm" choices?

Use the **Adjustments & Adaptions** columns in your Basic Do No Harm framework to record your most important "Do No Harm choices". As the framework lays out – your choices are linked to the Connectors and Dividers you listed. Therefore draw arrows between the adaption/adjustment and the Connector or Divider it addresses.

Since, Connectors and Dividers represent driving factors of conflict and peace in your context, if our theory holds, you will weaken conflict and strenghten peace. With smart choices regarding WHAT you do and HOW you do it – you actively manage your impact on conflict and avoid unintendedly doing harm. If your conflict sensitivity approach leads to strenghtened capacity for peace - this will be in addition to the results in your resultsframework!

Basic Do No Harm framework (example)

STEP 3: ADJUST & ADAPT

Describe your strategic "Do No Harm choices" to ensure conflict sensitivity. List them as "Adjustments & Adaptions" in the framework. They should strengthen Connectors and weaken Dividers.

CONTEXT				
Adjustments & Adaptions	**Connectors (examples)**	**The work analysed "Diakonia Bogaland Country Programme"**	**Dividers (examples)**	**Adjustments & Adaptions**
1 Establish contact with interfaith dialogue forum "Metta"	**1** Interfaith dialogue forum "Metta"	**Consider all aspects of WHAT you do and HOW you do it**	**1** Impunity and human rights violations	**1** Increase messaging on impunity if possible
2 See if partners part of "SISU"? See if/how Diakonia can support the broad alliance?	**2** "SISU" national movement for democratic legal reform	Why? What? Where? When? For whom? By whom? How?	**2** Discrimination and dominance by one group in a diverse society	**2** We target minority groups, but need to review our staff composition
3 Ensure partner portfolio, staff and office culture reflect diversity	**3** School curriculum – diversity initiative		**3** Racist and xenophobic stereotypes/images/languages	**3 & 4** New partner that address racism on the web. Staff and partner workshop on how to respond to racism/xenophobia on the web.
4 Assess security situation of partner who work on SSR	**4** Security sector reform Security Sector Reform (SSR) initiative "LawFirst"		**4** Politicians tend to blame all problems on certain groups	**4 & 5** Training in human rights approach
5 Recognize positive examples in interaction wt authorities. Encouragement.	**5** Examples of effective, impartial law enforcement		**5** Extreme inequality	

Some examples to help you identify your strategic "Do No Harm choices":

1. Women´s mobility increasingly restricted due to insecurity - we need to develop ways to counteract that we only engage with men from partner organisations and rights holders.

2. Floods reoccur annually now in the food insecure conflict affected project area. We need to adjust program accordingly.

3. Staff composition, measures to ensure it better reflects diversity, address in re-cruitments.

4. Communication material and plans reviewed and revised from a conflict per-spective.

5. Invest in joint partner exercises and initiatives to build stronger cohesion in civil society.

6. Partner capacity building include workshops on conflict sensitivity and intro-duce tools for conflict analysis.

7. Consider new locations for partner trainings, not only in the capital, as partners and rights-holders from "remote marginalised areas" always have to travel far.

8. Engage pro-actively and encourage duty bearers that promote peace and justice and lead non-violent conflict resolution initiatives.

9. Increase our understanding of the situation of women from conflict affected single headed households. What can we do to break their continued marginali-sation?

10. Start engaging in the new network on climate change, migration and security set up by the INGO forum.

Mainstreaming in Strategy, Programme and Project Cycle Management

The **Adjustments & Adaptions**/your "Do No Harm choices" should be integrated in the narrative text in all strategy, programme and project documents. Make explicit reference to conflict sensitivity in all sections related to MAINSTREAMING or CROSS-CUTTING ISSUES. Most document templates and formats include a specific box for conflict sensitivity often under the heading MAINSTREAMING or CROSS-CUTTING ISSUES. In these sections, it is important that you describe the **Adjustments & Adaptions** that you and partners have and will make to ensure conflict-sensitivity. Make sure to explain what drivers of conflict and peace your adjustments relate to.

The most effective and time saving way is to attach your Basic Do No Harm analysis framework for the strategy/programme or project in question.

7

To succed with your mainstreaming you need to monitor and evaluate your level of conflict sensitivity in all phases of the Strategy, Program and Project Cycle. The analysis and planned Adjustments & Adaptions at the beginning of a cycle is of no use if not implemented and evaluated.

Mainstreaming means that an issue is integrated in all your work at all times. If your are working in a conflict affected context, you should never stop to consider your impact on conflict and the conflicts impact on you. Regardless the objectives of your strategy, programme or project.

Planning

Evaluation

Implemenation
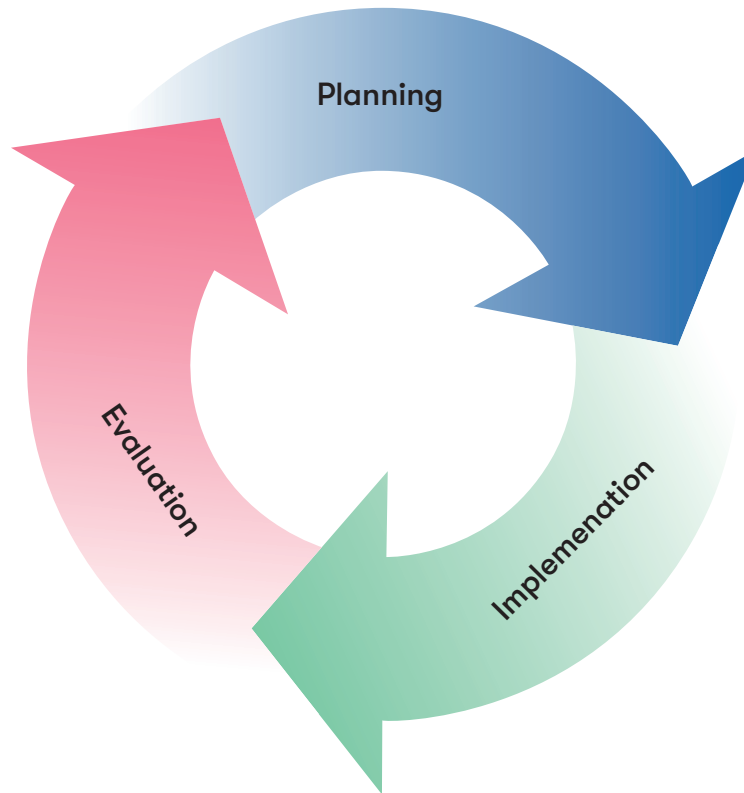
Managing constant change

Conflicts can change rapidly and to be conflict sensitive we must take note and respond to these changes. Therefore the Adaptions & Adjustments can and should be updated according to how the conflict develops and changes. If new actors, issues and dynamics emerge – you need to review if your previous conflict analysis holds or if there are new Connectors & Dividers that you and/or partners need to consider to be conflict sensitive. Diakonia minimum standard prescribes that this is done at least annually.

Currently this review exercise is conducted by Diakonia in the annual How We Work Workshops.

Can we do it?

Another key to success is the capacity and skills of all involved stakeholders: us, partners and consultants. Therefore, consultants hired should demonstrate sufficient understanding of conflict sensitivity and mainstreaming. Capacity building plans for staff and partners should address identified gaps in regards to conflict mainstreaming capacity.

Political will from management will also be key to put words into action. Time and resources must be made available for not only "talking mainstreaming" but also "doing mainstreaming".

The more conflict affected a context, the more important it is for us to ensure conflict mainstreaming.
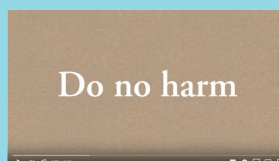
Resources

Diakonia produced two short films in 2017

Conflict sensitivity	**Conflict sensitivity in 3 miutes** https://www.youtube.com/watch?v=oIFn0xbU2cM
Do no harm	**Do No Harm in 3 minutes** https://www.youtube.com/watch?v=IDEmZYpdAf8

Please watch and use the films in staff and partner meetings, workshops and trainings.

- **Diakonia PME Handbook** The section "Guidelines for Conflict Mainstreaming".
- **This toolbox** is available and can be downloaded from Diakonia´s website. www.diakonia.se/conflictmainstreaming-toolbox
- **Sida has a Peace conflict toolbox** available on their web. www.sida.se/English/partners/resources-for-all-partners/methodological-materials/peace-and-conflict-tool-box/

For your conflict analysis, please start with visiting **INFORM risk index** and click on your country profile. There you will find two conflict ratings for your country: A. Conflict risk and B. On-going conflict intensity. www.inform-index.org/

For further information about violent conflicts in your context consider consulting reports and briefs from:
- International crisis group, ICG
- Amnesty International and Human Rights Watch
- UN (OCHA, UNDP, IOM, UNHCR, OHCHR etc)
- World Bank
- Security agencies focusing on your context
- Other credible actors who monitor and document violent conflict in your context

To better understand what factors that serve as CONNECTORs on country level, please consult the "8 Pillars of Peace" framework developed by Institute for Economics and Peace. economicsandpeace.org/

For more advanced theory and tools for conflict sensitivity and Do No Harm, visit the website of CDA www.cdacollaborative.org/

Diakonia
People Change the World

www.diakonia.se/conflictmainstreaming-toolbox

Country office contact information: