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HOW-TO GUIDE TO CONTEXT AND CONFLICT SENSITIVE SOCIAL ENTERPRISES

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TO
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1. INTRODUCTION

Social entrepreneurship as a practice, and social enterprises as social and economic actors have experienced quite a considerable boost worldwide. From stable democracies to conflict affected areas business-like social ventures have slowly adopted the mission to identify social and economic grievances, and design strategies to address them. While using business related practices in politically and human security-wise stable environments does not pose much concern, designing and implementing such initiatives in communities with deep seated division lines need to receive careful consideration. Such communities require enterprises with considerable conflict and context sensitivity, so to engage in a constructive manner factors driving negative community dynamics and project – community relations. Without, these initiatives present a high risk of deepening existing division lines and create new conflict drivers.

In parallel, social enterprises are key to the development of local communities, through their innovative approach and sustained impact creation potential. They are also key actors contributing to reaching the global Sustainable Development Goals (SDGs) by countries they are active in. Capitalizing on such a potential requires the introduction and use of a context and conflict sensitive organizational practice and project work. Working in a context and conflict sensitive manner ensures that the social enterprise understands the context it works in, the community it serves, and acts according to that understanding. a context and conflict sensitive practice helps boost the benefits of the entrepreneurial projects and programs, through reducing the probability and costs of unintended negative effects between the project, the context of the project and its beneficiaries. context and conflict sensitivity highlights and clears the social enterprises unchecked assumptions linked to the interaction between its work and its context, raising its awareness and ability to prevent negative effects hindering the sustainability of its impact.

The aim of the How-To Guide is to offer easy to use information for social entrepreneurs and other organizations working the field of community development that can help build a constructive and positive relationship between their projects and the communities they are working with. To this end, the guide explores a series of indicators which, once taken up and integrated into the daily work, have the capacity to transform the practice of the organization into a community conscious one.

The guide presents the information in two major sections. The first section is focusing on the internal organizational and project practices that need to be sensitized to community particularities, while the second section takes an outward look, to project implementation and its different phases. For each indicator presented, the guide offers a general description of its link to context and conflict sensitivity, followed by requirements for a community conscious practice and suggestions on how to achieve those requirements.

While the guide attempts to offer comprehensive information, guiding the redesign of the organizational practices and project activities in an easy manner, it has its limitations. Thus, it is important to note that the suggestions presented below are general, and they need to be customized to the needs and characteristics of the organization wishing to take them up. In the same time, the suggestions on how to achieve the different indicators are not exhaustive; they merely offer ideas on the directions and types of action needed. These can be supplemented or changed with other activities that best fit the profile of the organization and its work.

The guide does not offer the possibility of assessing the context and conflict sensitivity profile of an organization or project, while this would be useful before engaging on redesigning the organizational and project practice into a community conscious one. For that purpose, the guide should be linked with the **Context and Conflict Sensitivity Mapping Tool**, which aims at exploring and highlighting the context and conflict sensitivity strengths, challenges and best practices of social enterprises and its projects shaping their impact created through their work.

PLEASE ACCESS THE CONTEXT AND CONFLICT SENSITIVITY MEASURING TOOL AT: <https://goo.gl/gybl3p>

2. CONTEXT & CONFLICT SENSITIVITY (CCS) IN SOCIAL ENTERPRISES

Context refers to the environment in which an individual or organization conducts its activities. Context can be considered from a micro and macro level (local, national, regional, international), taking into account the many sectors of the society: geographical, political, economic, social, judiciary, security, cultural, services, etc.

Conflict refers to the situation in which two or more needs, interests and positions considered incompatible collide in the frame of any context. Conflict itself is a natural phenomenon, present in all intra- and inter-individual interactions, and at the level of all intra- and inter-community relations. Depending on the level of constructiveness in our approach to resolving the conflict, we may have positive and negative outcomes. These can range from deepening the community divides, to the rupture of relations or the development of new collaboration opportunities based on the understanding and transformation of the root causes of the conflict.

The relationship between context and conflict is two-fold and interconnected. On the one hand, each context generates and hosts a variety of potential and existing interconnected conflictual situations, as the result of the dynamics between its processes and actors. On the other hand, each conflict situation alters the context in which it has developed, affecting the contextual dynamics in a positive or negative manner.

Context & conflict sensitivity (CCS) refers to the capability of an individual or organization to understand the context it works in, the interaction between its operations and the context in question, and to “act upon this understanding in order to minimize negative impacts and maximize positive ones”¹ on the variety of conflicts existing within the context in question.

2.1. The importance of context & conflict sensitivity in the work of social enterprises

Social entrepreneurship as a practice and social enterprises as social and economic actors have experienced quite a considerable boost worldwide. From stable democracies to conflict affected areas business-like social ventures have slowly adopted the mission to identify social and economic grievances, and design strategies to address them. While using business related practices in politically and human security-wise stable environments does not pose much concern, designing and implementing such initiatives in communities with deeply rooted division lines need to receive careful consideration. Countries prone to various levels of social, economic, religious, ethnic and other types of grievances require enterprises with considerable context & conflict sensitivity towards drivers of societal tensions and community connectors. Without, these initiatives present a high risk of deepening existing social separation lines and create new drivers of societal and community tensions.

Mixed societies in general and divided communities in particular are highly sensitive to all factors that are or could affect their resilience to the daily existential challenges in one way or another. Thus, earning public trust in new initiatives promising to tackle such challenges is difficult, but key to ensuring constructive and sustainable results serving community development. Social enterprises that lack awareness of their own underlying business and social change assumptions, and which leave unexplored possible implicit messages their practice may send towards the community, can easily create a community perception of biased operations, damaging not only their own practice but community relations overall.

Such unintended negative effects may be prevented through a context and conflict conscious practice and organizational culture. These can boost the benefit generation capability of projects and organizations by reducing the probability and costs of unintended negative effects between their work, the context of their work and their beneficiaries. Context and conflict sensitivity highlights and clears unchecked assumptions linked to these interactions, raising the awareness and ability to prevent negative effects hindering the sustainability of impact. Achieving such results requires keeping in mind six key strategy steps:

1. Have a thorough and direct knowledge of existing sensibilities before you engage in a community. Base your practice on that.
2. Invite representatives of the whole community into your planning and design process, not only those of your immediate target group.
3. Use local knowledge, skills and in-kind resources when and where available. Outsource only where there is an acute lack in the community.

¹Conflict Sensitive Consortium, *How to guide to conflict sensitivity*, Conflict Sensitive Consortium, February 2012, p. 2, http://local.conflictsensitivity.org/wp-content/uploads/2015/04/6602_HowToGuide_CSF_WEB_3.pdf, accessed on 23.05.2017.

4. Build easy-to-use, reliable and trusted feedback and complaint mechanisms into your practice, to ensure that community feedback can reach you.
5. Provide functioning remedy mechanisms so the community knows their voice was heard.
6. Use lessons learned to shape your organization's internal culture, infrastructure, and resources along the lines of a community conscious practice.

These six steps will be developed in the following two chapters, exploring for each of them several indicators to be kept in mind for successful implementation, best-practice requirements and short how-to steps suggestions.

3. CONTEXT & CONFLICT SENSITIVE ORGANIZATIONAL INFRASTRUCTURES FOR SOCIAL ENTERPRISES

Developing and implementing a community conscious practice requires an organizational support structure that imbeds within its culture, infrastructure and human resources relevant principles, values and standards related to context and conflict sensitivity. While building our social enterprise into a community conscious one, we must take into consideration the following indicators:

Structure	Organizational Culture	Organizational Infrastructure	Human resources
Indicators	<i>Vision & Mandate</i>	<i>Policies</i>	<i>Awareness & Understanding</i>
	<i>Ethics & Health</i>	<i>Procedures</i>	<i>Commitment & Motivation</i>
	<i>Organizational Language</i>	<i>Decision Making & Delegation of Authority</i>	<i>Capacities & Competences</i>
	<i>Organizational Legitimacy</i>	<i>Approaches & Tools</i>	<i>Recruitment & Hiring</i>
	<i>Institutional Commitment & Buy-In</i>	<i>Learning and Knowledge Management</i>	<i>Supporting Services</i>
		<i>Capacity Building</i>	
	<i>Organizational Resources</i>		

3.1. Organizational Culture

The culture of a social enterprise represents the basic legitimizer of the manner in which activities are undertaken and projects are implemented at the community level and beyond. It offers a system of shared values and practices determining organizational behaviour within its boundaries and during the interaction with its external environment. Infusing context & conflict sensitivity into the organizational culture requires an in-depth understanding and commitment to the concept and practice at an overall organizational level, and general buy-in mirrored by the organization's vision, mandate, work principles and ethics, organizational health, work language and organizational legitimacy.

Vision & Mandate

Creating a positive relationship between a social enterprise and its external environment requires a vision statement that guides strategy and project development beyond the thematic change desired, transforming the organization into a genuine peace agent within and among communities. For such a role to be fulfilled, the mandate should authorize plans, projects and actions that serve the community in keeping with its major sensitivities, intra- and inter-community division lines.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A vision and mandate formed not only around the thematic work area of the social enterprise but also around the change it wishes to achieve at the level of intra- and inter-community relations; 2. A strong support mechanism for the implementation of a context & conflict sensitive mandate consisting of appropriate policies, procedures, and a team that owns and identifies with a community centered vision; 3. A regular vision and mandate review and update process, flexible for needed changes as derived from the context & conflict sensitivity lessons learned from passed and on-going projects. 	<ol style="list-style-type: none"> 1. Develop a set of operational principles which can guide your practice in a community conscious manner. Keep these in mind when (re)defining your vision, mission and mandate. Such principles may be: multi-stakeholder working style, systemic engagement, local ownership, gender equality, equity among various groups of the community, dialogue, etc. 2. Collect regularly thematic and CCS lessons learned from your previous and on-going projects, partners and beneficiaries. Ensure that your vision and mandate (re)definition is informed by the findings. 3. Ensure that all programs, projects, organizational policies and procedures are in line with your CCS vision and mandate. 4. Involve your team in the vision and mandate (re)definition processes, generating organization and project-wide ownership.

Ethics & Organizational Health

Translating the vision and mandate into general organizational practice and individual operational programs requires generally accepted standards and spaces that offer easy-to-follow and easy-to-use guidelines for CCS behaviour within the social enterprise and its external environment.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. An organizational Code of Conduct replicated at each project level, integrating a distinct section on CCS behaviour. 2. Centralized accountability and remedy mechanisms for the uphold of the Code of Conduct 3. Periodic reflection and debriefing spaces where team members may share the impact of the external work context on their project(s) and on them as individuals. 	<ol style="list-style-type: none"> 1. Base the Code of Conduct development on an open process through which each team member and collaborator is encouraged to contribute with experience and ideas. 2. Make sure the Code offers guidance on engaging with instances drawn from past, present and potential future situations with the potential of creating negative effects between your projects, your work context and your beneficiaries. 3. Attach to the Code jointly agreed accountability and remedy mechanisms which reinforce its implementation. 4. Designate a safe space and methodology for your team for regular debriefing and reflection. Encourage regular attendance especially for team members engaged in projects implemented in tension prone communities. 5. Make sure that such sessions are conducted by professionals in such processes, keeping in mind the comfort level of your team with the chosen individual(s).

Organizational Language

Full assimilation of CCS by an organization is reflected in the organizational language used. The consistency and appropriateness of the terminology/ vocabulary used by the organization and its projects in internal and external communication can have a considerable impact on:

- The beneficiaries’ acceptance of the organization and activities within their communities;
- The professionalization of the team’s thematic and CCS vocabulary and communication skills.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A consolidated and flexible vocabulary that combines thematic and CCS terminology, allowing both professional and community-friendly communication. 	<ol style="list-style-type: none"> 1. Standardize your organizational vocabulary along your thematic engagement lines and among projects addressing similar thematic areas. 2. Familiarize yourself with the CCS terminology, and jointly with your team, develop an organization-appropriate and user friendly CCS vocabulary to be used in your projects and other professional surroundings. 3. Together with your team create support mechanisms for the consistent use of CCS terminology in your work. Example: team delegated with the responsibility to check the terminology of official documents and external communications. 4. Adapt your organisational vocabulary (thematic and CCS) to the communities you are working with. Professional jargon is hard to understand by most beneficiaries and it may pose the risk of alienating the community. 5. Work together with your target communities on such adaptation. This can help you in identifying positive and negative buzzwords which you may wish to take up or avoid in your external communication.

Organizational Legitimacy

What makes your organization fit to work in a certain community? Is it your own community you are working with or are you external to it? Do you act based on your in-house knowledge or are your actions informed by locally obtained information? Does your style of work and mode-of-operations create dependency on your skills and resources or are you building the community’s capacity from within? Ensuring validity of your presence and work in different communities is key to community acceptance and the achievement of your desired impact.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Organic/ natural and acknowledged link to the community(ies) the social enterprise is working with. 2. Up-to-date organization-wide knowledge on different local contexts in which the organization is running projects and related existing/ potential community sensibilities; 3. Projects and activities which are based on explicit and implicit local needs (demand-driven) that are assessed on on-going bases by the projects' teams (evidence-based). 4. Focus on the promotion of project ownership at community level so to avoid community dependency on organizational resources and skills. 	<ol style="list-style-type: none"> 1. In case you are external to the community you are working in, engage only upon invitation. Make sure that your presence, skills, knowledge and activities are requested by members of the community, and do not create the sense of imposing from outside. 2. Consult your potential target group about their need for external assistance. Sometimes what seems as needed from the outside is perceived differently by members of the community. 3. Update periodically your information pool on the contextual particularities and local sensibilities in which your social enterprise is working. 4. For such revision processes draw the needed information from your team's experience, from direct consultations with local stakeholders/ beneficiaries, and published data of other organizations active in the region. 5. Build your projects and activities on such updated information, making sure that your knowledge and skills offer meets the community level needs. 6. Strive towards complementarity of skills with the community. Offer only skills and knowledge that are lacking from the community, ensuring that existing local capabilities are integrated into your entrepreneurial project. 7. Work towards sustainable withdrawal not permanent presence in the community. Design capacity building and training activities for your beneficiaries and local partners, strengthening their ability to manage activities and maintain results in your absence as well.

Institutional Commitment & Buy-In

A fully community conscious organizational culture basically boils down to two major elements: i) the team's understanding of the necessity of context and conflict sensitive practices in the daily operations and the organizational structures, and ii) their availability to commit organizational resources for its achievement.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Leadership and team which understand and use the concept of CCS, and can formulate clearly its importance in the organization. 2. Institutional mechanisms in place to guide projects towards context & conflict sensitivity. 3. For cases of negative impact between projects and their work contexts, flexible change management mechanisms allowing quick adjustments. 4. CCS criteria to be taken into consideration in all decision making and project proposal acceptance processes. 	<ol style="list-style-type: none"> 1. Create regular learning, practice and discussion spaces on CCS for leadership and team to attend. If existing, draw on CCs knowledge from the team members. 2. During your organizational strategy meetings, make sure the topic of CCS is always on the agenda. If new to the CCS practice engage your team in SWOT analyses and cost-benefit analyses in what CCS is concerned, facilitated by an expert in the field. This way you can make visible in a participatory manner the benefits and possible drawbacks in adopting a CCS practice. 3. While introducing CCS into your organization set aside regular coaching sessions for team members engaged in sensitive communities and discuss together aspects that may affect the relationship between the project, the context and themselves as team members. 4. Draw CCS conclusions from your projects regularly and create a record of impact improvements due to the use of CCS. It will aid your team in explaining the importance of the practice to the community, beneficiaries, donors, new team members and interested members of the public. 5. Create a CCS support structure in your organization, which can be consulted at any stage of the project management cycle. 6. Make your decisional processes easy and flexible, allowing fast but correctly informed adjustments to any project that experiences negative impact between itself and its work environment. 7. Co-develop with your team a list of formal CCS criteria to be considered during decision making processes, and project development, acceptance

and implementation. Make sure these are fit for the purpose of your work. Make them known to all team members, collaborators and beneficiaries. Assure their transparency and visibility in your relationship with donors and investors as well.

3.2. Organizational Infrastructure

Incorporating and giving an official form to its culture, the infrastructure of an organization offers the basis of all projects and actions undertaken. It offers the main justification for what and how it is developed and implemented. Thus making the policies, procedures, processes, toolboxes, knowledge management, capacity building and resources context and conflict sensitive are quintessential for a successful community conscious practice.

Policies

CCS practice requires a clearly defined and generally applicable course of action for the various projects of the organization. In order to be effective, to be accepted by the team, the beneficiaries and the overall community and to yield the desired results, policies need to be both CCD within themselves and offer guidance of how to work in a CCS manner.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A stand-alone CCS policy, outlining clearly the requirements and regulations to avoid any negative unintended impact between projects and their external environment. 2. Overarching CCS policy, covering all phases of the project management cycle, and all aspects of the operations. 3. Universally applicable but flexible policies without differentiation between locals and expats, based on ethnicity, sex, origin, religion, disability. 4. Policies informed by lessons learned and best practice examples, and developed through a multi-stakeholder process. 5. Compatibility between the CCS policy and other organizational ones. 	<ol style="list-style-type: none"> 1. Make clear your organization's, your team's and your external work context's CCS needs. 2. With the help of your team members identify all CCS related lessons and good practices from previous and on-going projects that can help in making your policy practical and customized to the profile of your work and your beneficiaries. 3. Based on the findings develop a separate CCS policy outlining requirements and regulations to avoid any negative unintended impact between projects and their external environment. 4. Make your policy development process transparent to the team and beneficiaries, opening up input mechanisms into the process for them as well. 5. Check if any of the requirements or regulations inserted into the policy might be perceived as discriminatory for your team members. Give access and feedback possibility to all of your team to the draft policy, and finalize it with their feedback in mind. 6. Extend the assessment process to other organizational policies as well. Discrepancy between several policies guiding a certain work area may lead to contradictory actions, which, in turn, may contribute to the negative impact of your work. 7. Make sure that none of the other policies impede the implementation of your CCS one.

Procedures

The efficient implementation of policies requires easy to use methodology, with clear explanations on recommended steps to achieve the desired results. CCS procedures should offer information on WHAT TO DO for a community conscious action, and HOW TO ACT in situations that might result in worsening the relations between the project and its external work context.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Organizational procedures that include easy to use guidance on the timing and method of managing and reviewing the interaction between projects and their work environment. 2. Comprehensive and regular information gathering processes on the needs, satisfaction and access level existing between the entrepreneurial project and work environment. Later on this will inform the development of new strategies and entrepreneurial projects. 3. Formal incentives, accountability and response mechanisms that stand as mediation and negotiation tools in case of unintended negative impact between the project and its work environment. 	<ol style="list-style-type: none"> 1. Agree with your team on the average time-frame for assessing project - work context interaction. This should take into account the specificities of each project within your organization. 2. Create a general framework and methodology for such assessments, offering a wide array of method and tools from where to choose and customize your assessments, depending on the needs of the project and its external context. 3. Standardize procedures across the organization on CCS analysis, so that gathered and processed information have the same quality across the board. Please visit the CCS analysis part of the handbook HERE. 4. Get to know which are the best incentives for the team and community to engage with each other in a CCS manner. Remember that each culture, even if local and neighbouring, may have different norms and rules what can change the nature of incentives. 5. Accountability mechanisms for CCS practice should be in place next the incentive system. Restorative measures may be more efficient in case relationships were damaged, as punitive measures decrease the already low confidence between projects and their work environment. 6. Define multi-stakeholder response and remedy mechanisms for damaged relationships. It is recommended to include: jointly-defined and general accepted spaces for the proceedings, methodology co-created by all parties to the problem, legitimate solutions co-designed with the involvement of all important parties.

Decision Making & Delegation of Authority

While leadership buy-in and guidance is quite important for a community conscious practice, top-level knowledge and contribution to the development of an organization-wide CCS infrastructure and practice is insufficient. Their focus on overall management needs to be complemented with specific CCS expertise. Thus opening up the decision making process to relevant individuals and delegating CCS related authority and responsibilities to knowledgeable team members is advised.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Power sharing for local ownership of all projects. 2. Vertical, organizational decision making processes that rely on beneficiary and local partner inputs, as well as project findings. 3. A complete and functional authority delegation system, allowing flexible and timely changes in project implementation when needed. 4. Horizontal, project level decision making processes and structures that integrate representatives of the local partners and beneficiaries. 	<ol style="list-style-type: none"> 1. Ensure that the delegation of authority takes into consideration the CCS expertise of each team. Individuals with CCS expertise should have access to organizational and project level planning and decision making. 2. Open up parts of your decision making processes to local partners and project beneficiaries. Allow access and input into those decisions that have an impact on the communities themselves: project start, exit from a community, resource reduction towards community, etc. Your actions will be seen more legitimate if the reasons behind them are transparent. The community and local partners will have a higher level of ownership of on-going and future activities, having contributed to the decision making process itself. 3. Develop a consultative management system for project level decision making, so that beneficiaries are represented in important decisions affecting their communities. 4. Keep in mind the CCS needs and priorities when delegating authority. Select individuals that have a good understanding of the concept and your organizational approach to it. 5. Make your delegation process context and conflict sensitive within itself. <ol style="list-style-type: none"> a. Make sure that the delegation of responsibility towards team members equals the authority received. b. Involve the selected team members in the task and authority selection process, making sure that they feel competent and ready to take on the selected tasks.

- c. Design together the goals of their new responsibilities, including the CCS ones.
- d. Explore together any challenges or constraints that may come with the new responsibilities.
- e. Delegate to individuals as close to the beneficiaries as possible. As their knowledge and recommendations come from hands on experience and direct interaction with the communities, the decision making process will have an additional layer of context & conflict sensitivity.
- f. Make sure that there is a support structure and space in place for people with new responsibilities so they know where to address their questions if needed.²

Approaches & Tools

Operationalizing community conscious policies require an adequate set of tools that pass the rigor of conflict & context sensitivity requirements and are adaptable to the needs of different communities the organization works with.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A well coagulated pool of CCS tools and instruments complementing the existing thematic one. 2. Standardization of the existing tools across projects, but flexibility of their use dependent on the various community sensitivities. 3. Regular revision and update of the tools and instruments. 	<ol style="list-style-type: none"> 1. When starting fresh, examine the CCS toolboxes of organizations with similar mission, mandate and activities as your own, or covering the same thematic and geographic areas. 2. While putting together your own customized CCS toolbox, revise your thematic one. Make sure that none of your thematic tools is in contradiction with the CCS needs of your social enterprise or the CCS tools you wish to use. 3. If there are contradictions between your tools, or any of the CCS and thematic ones mutually exclude each other, make necessary adjustments so that all your thematic tools are community conscious. 4. Implement a yearly revision and update process of your CCS toolbox. The field is developing quire rapidly, so examining key publications, local, national and international best practices is required. 5. Share your findings throughout the organization and discuss with your team members what tools to adopt and adapt.

Learning and Knowledge Management

Informed organizational culture and infrastructure that support CCS and a community conscious practice can be guaranteed by efficient learning and knowledge management. “Knowledge management focuses on knowledge processes - knowledge creation, acquisition, refinement, storage, transfer, sharing and utilization. These processes support organizational processes involving innovation, individual learning, collective learning and collaborative decision-making. The “intermediate outcomes” of knowledge management are improved organizational behaviors, decisions, products, services, processes and relationships that enable the organization to improve its overall performance.”³ Having a learning and knowledge management system integrating CCS elements both in content and implementation is instrumental in strengthening and perpetuating the practice in the organization, in the work of the team, and in the individuals themselves.

²Adapted from: Mind Tools Editor Team, *Successful Delegation. Using the Power of Other People's Help*, Mind Tools, https://www.mindtools.com/pages/article/newLDR_98.htm, accessed on 05.07.2017.

³William R. King (ed.), *Knowledge Management and Organizational Learning*, Annals of Information Systems 4, Springer Science + Business Media, LLC 2009, http://www.uky.edu/~gmswan3/575/KM_and_OL.pdf, accessed on 06.07.2017.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. An effective and functioning context sensitivity knowledge management system at organizational and project level. 2. Documentation and reporting mechanisms in place, collecting and disseminating data on cases when projects have caused unintended negative impact and efforts to prevent and mitigate them. 3. A culture of reflection so team members and beneficiaries can share their concerns about the impact between project and the work environment. 4. Timely identification and monitoring of blockages for context sensitivity, accompanied by matching repair mechanisms where needed. 	<ol style="list-style-type: none"> 1. Together with your team establish a closely linked information and knowledge management system that allows easy data-to-information and information-to-knowledge conversation. 2. Check that all the components of your knowledge management system are in place and your team knows how to access and use them: information capturing and knowledge creation, storage, use and retrieval, management, archiving and deletion. 3. Make your knowledge management system a living one by continuous update. Delegate such function to team member(s) that are keen on research, analysis, assessment. 4. Integrate a CCS component into your information and knowledge management system, with the specific focus on identifying blockers and enablers at community, project and organizational levels, shaping their interaction on the negative – positive scale. 6. Encourage and designate a safe space and mechanisms for your team for regular debriefing and reflection. Encourage regular attendance especially for team members engaged in projects implemented in tension prone communities. 7. Engage in the exercise of reflective practice: objective description of project events ◊ team members’ personal observation of their feelings and thoughts related to the project events ◊ objective evaluation of the events’ negative and positive sides ◊ analysis of the relationship dynamics between project and its work environment due to the project events ◊ conclusions on what to could have been done differently ◊ action plan for avoiding the negative effects of future similar events.⁴

Capacity Building

Struggling, developing communities, especially the ones that experience various sensibilities along community division lines are rapidly changing contexts. A team with regularly updated and adapted skills, knowledge, and abilities has a greater chance to implement its work in a CCS manner, developing versatility in their methods and approaches in line with cutting edge international findings and regional/ local lessons learned and best-practices.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A holistic approach to developing and owning thematic and CCS capacities. 2. Regular budget allocation for thematic and CCS capacity building and training. 3. Capacity building programs that are opened to the team, partners and local communities during the implementation of projects. 4. Organizational induction process that integrating key CCS related information and capacity building. 5. In case in-house capacity exists, regularly updated capacity building content, methods and approaches. 	<ol style="list-style-type: none"> 1. Invite the guidance of a capacity building professional into the (re)design of your organization’s capacity building processes. 2. Under his/ her guidance develop a CCS capacity list for the organization: CCS capacities required from all organizational staff, CCS capacities required from team members working in regular communities, CCS capacities required from CCS specialized team members engaging in communities with various degrees of sensibilities. 3. Ensure that CCS capacity building is integrated into your yearly organizational and project budget whether for in-house or external opportunities. 4. Require for each project to contain short thematic and CCS capacity building components, so your partners and beneficiary representatives become enablers of CCS and not blockers. 5. Revise your organizational induction process, complementing exiting information with general and organizational specific CCS ones. 6. Link the capacity building processes to your learning and knowledge management ones as information and knowledge source during content update. 7. Combine theoretical knowledge transfer with practical skills acquirement through "learning by doing" learning models.

Organizational Resources

⁴Gibbs G., *Learning by Doing: A guide to teaching and learning methods. Further Education Unit, Oxford Polytechnic, Oxford, 1988.*

Whether their abundance or scarcity, access or distribution, resources represent often key causes of community sensibilities and tensions. While planning to engage any community in your social entrepreneurial efforts, it is important to be aware of the effects your organizational and project resource procurement, management and distribution may have on the project – community and intra – community relationships.

REQUIRED	HOW TO
<ol style="list-style-type: none"> Careful consideration of the source of financial, in-kind and human resources used organizationally and in various projects. Clear organizational code of conduct for the procurement, management and distribution of financial and in-kind resources taking into account CCS principles. Transparent accountability and remedy mechanism in place for resource procurement, management and distribution in case these processes have the potential to alter in any way project – work context relationships. An equal opportunity hiring and employment policy, with transparent hiring criteria for team members in line with various work context sensitivities. 	<ol style="list-style-type: none"> Check and make sure that securing the needed resources for your projects do not cause inequalities among beneficiaries, do not deepen division lines in the communities you are working with, or encourage the use of violence as a means of attaining community based resources. On how to make your resource mobilization CCS, please visit the Resource Mobilization section of the guide. On how to make your procurement CCS, please visit the Procurement section of the guide. On how to make resource management and distribution CCS, please visit the Resource Management & Distribution section of the guide.

3.3. Human Resources

The team members are the key change makers interacting with the communities, they are the interface of the organization with its donors and beneficiaries, they are the planners and implementers, they are the vital first-hand information sources feeding organizational processes and policies, and they are the decision makers that guide pro-action, action and re-action among the organization/ projects and their external work context. Thus, grounding their knowledge in context and conflict sensitivity boosts the capability of the organization (and its projects) to minimize any unintended negative impact between itself and its external work context.

Awareness & Understanding

Before we can give a CCS character to organizational and project actions, we must work on the CCS awareness and understanding level of ourselves and our team members. That means countering doubts about the existence of potential and existing unintended negative effects between our work and its external context; opening up discussions on the topic of community conscious practice through context and conflict sensitivity; and proactively going beyond mere donor required risk assessments.

REQUIRED	HOW TO
<ol style="list-style-type: none"> Team implementing its work with full understanding of the need and importance of working in a context and conflict sensitive manner. A clear awareness of the possibility of unintended negative impact between projects and their work environment, and that context sensitive project cycle management and professional development may prevent such instances. Awareness of own individual biases by team members in general and related to their target groups in particular. Understanding that team members' actions during and after project implementation will be interpreted by local partners and beneficiaries based on the particularities of each context they engage in. 	<ol style="list-style-type: none"> Offer short informational pieces (articles, videos, etc.) on the topic of context and conflict sensitivity to your team members and invite their opinion about introducing such practice into your organization. Invite their perspective on the matter, exploring together whether some of the unmet objectives of previous and on-going projects can be explained through the need of CCS. Use case studies from similar organizations to show the benefits of a CCS practice, the change that can be generated at impact and community level through the conscious use of context and conflict sensitivity. Use scenario building methods to explore with your team project outcomes with and without the use of CCS measures and tools in your projects, highlighting risks and opportunities that may hinder or strengthen project – work context relationship. Support your team in developing also their own personal CCS abilities. Introduce in team building exercises exploration of own biases that may impact personal and work life and that may alter project outcomes.

Commitment & Motivation

Generated by the combination of capacity building, awareness raising and heightened understanding of the benefits and content of CCS practice, coupled with incipient results obtained by testing CCS tools and processes during ongoing projects, team commitment and motivation represents the engine of an organizational CCS practice. It signals that knowledge and capability related doubts were dissipated by gained practical experience, and CCS practice is proactively taken up and integrated into all phases of project cycle management.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A functioning community conscious organizational infrastructure that offers clear guidance, capacity building, knowledge management, customized toolboxes and personal support, easing the uptake and implementation of CCS practices. 2. Personally and organizationally nurtured proactivity in continuous CCS skills and experience development. 3. The existence of reflective practice spaces, enabling the team to identify and build context and conflict sensitivity checks into their projects. 4. A constant formal and informal experience sharing between project teams related to context and conflict sensitivity issues and prevention/ resolution methods. 	<ol style="list-style-type: none"> 1. For community conscious organizational components and How To's, please check HERE. 2. Improve your CCS practice by studying your own experience. Develop participative reflective practice spaces where team members can share CCS related experiences and design coping/ remedy strategies and mechanisms. 3. In such processes follow the 4 basic steps of reflective practice: experience – observation – reflection – planning.

Capacities & Competences

Manifestation of gathered knowledge and practical experience, CCS capacities and competences aid team members in successfully taking project cycle management further, by strengthening community analysis as the fundament for entrepreneurial strategy development and implementation, and in finding the needed linkages between project design and context sensitivity requirements of a given work environment.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Individuals and teams with solid knowledge about context sensitivity related terminology, skill set and toolboxes. 2. Individual and team ability to find and act upon the needed linkages between project design and context sensitivity requirements of a given work environment. 3. Successful use of existing individual/ team experiences and knowledge in transforming relationship blockers and reinforcing positive enablers of project - work context relationship. 4. Individual and team ability for having argued dialogue on the need for context sensitivity in particular project cases and in general, at the organizational level. 	<ol style="list-style-type: none"> 1. As capacities and competences are the result of individual and organizational professional development strategies, ensuring adequate capacities and competencies should combine actions from all above mentioned sections, with key focus on knowledge management, capacity building and resource management. Please visit these sections for more information.

Recruitment & Hiring

Improving the community conscious practice of our organization may also come from the intake of new team members with well consolidated context and conflict sensitivity knowledge and experience. In order to achieve that, recruitment and hiring processes need to contain clear specifications on the organizational CCS needs and individual qualification requirements.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Organizational strategic priority to have staff with context sensitivity knowledge and skills. 2. Clear recruitment and hiring policy and processes with emphasis on context and conflict sensitivity requirements from staff members. 3. Consistency in form and content: recruitment and hiring processes to be themselves context/ context sensitive. 4. Focus on capacity complementarity within the team rather than capacity over-burden among reduced number of team members. 	<ol style="list-style-type: none"> 1. Include in all terms of reference a specific section on context and conflict sensitivity requirements and expectations from future and existing team members. 2. Emphasize during induction processes the organizational commitment to work in a context and conflict sensitive manner. 3. Ensure careful and transparent consideration of human resource qualifications, gender norms, and power relations characteristic to the context of project(s) you are hiring for. 4. Construct your project teams complementarily, ensuring all context sensitivity skills and knowledge are present and accessible.

Supporting Services

Team members qualified in administration, finances and accounting, IT, technicians, etc. also play an important role in how the relationship between project and its work environment develops. Flexibility in organizational administration that understands and accommodates cultural differences, financial management informed and trained to work in and with different financial cultures, IT keeping with technological sensibilities of communities, all need to be recognized as crucial components of an efficient community conscious practice.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Risks related to negative impact creation between projects and their work context are equally considered along with security and financial risks. 2. All support staff have explicit context sensitivity requirements in their terms of reference, supported by capacity building opportunities. 3. The support staff have a clear understanding of the importance of upholding context sensitivity principles in their own work. 	<ol style="list-style-type: none"> 1. Identify together with your support staff what are those differences between your internal and beneficiary cultures that make the implementation of their work difficult. Make sure you address differences in their respective work area: administration, finances, etc. 2. In order to get a full perspective, invite into these discussions relevant representatives of the beneficiaries with which your support staff are/ will be interacting. 3. Identify what personal and professional resources your support staff possess to overcome such intercultural challenges. 4. Integrate your findings into the organization's capacity building process, ensuring that your support staff benefit from all CCS related activities in a relevant manner.

4. CONTEXT & CONFLICT SENSITIVE ENTREPRENEURIAL PRACTICE

Going hand in hand with the development of internal, organizational culture of community conscious social entrepreneurship, project cycle management and community actions must also be considered for the context & conflict sensitivity character. In this regard, CCS checks need to be embedded in all the four major phases of project cycle management: analysis, planning, implementation, monitoring & evaluation & learning. The following indicators need to be considered for the different stages:

Structure	Analysis	Planning	Implementation	Monitoring, Evaluation & Learning
Indicators	<i>Organizational Commitment</i>	<i>Theories of Change</i>	<i>Project Testing & Realignment</i>	<i>Commitment to ME&L</i>
	<i>Procedures & Process of Analysis</i>	<i>Logical Frameworks & Work Plans</i>	<i>Partnerships</i>	<i>Participatory ME&L</i>
	<i>Approaches & Tools</i>	<i>Targeting</i>	<i>Relationship building</i>	<i>Indicators</i>
	<i>Analysis Team</i>	<i>Resource Mobilization</i>	<i>Procurement</i>	<i>Beneficiary Perception Based Evaluation</i>
		<i>Exit Strategy</i>	<i>Resource Management & Distribution</i>	

4.1. Analysis

Analysis represents the basis of all internal and external context and conflict sensitivity practices. Analysis and assessment processes feed information and knowledge management activities, offer content for capacity building programs and enrich knowledge pools about the community you are working with, the inter and intra-community relationships, sensibilities and tensions lines within the community related to your object of activity, and many other aspects. In order to analysis to deliver such complex information, it requires strong commitment for its continuous use and implementation, supportive policies and processes, up-to-date and customized analysis approaches and tools, and a team with complementary skills and competences. And while ensuring that analysis offers sufficient data to transform your practice in a community conscious one, it is important to keep the process of analysis a context and conflict sensitive one as well.

Organizational Commitment

For analysis to become a permanent and on-going organizational and project activity, there needs to be a strong financial, capacity, time and human resource commitment for its implementation. Without understanding the importance of and the need for analysis in the creation of a context and conflict sensitive practice, information and knowledge management will lack fresh data sources, capacity building will become weak in the absence of on-the-ground facts, and strategies will remain at a general level, without the possibility of customizing them to local needs and sensitivities.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Analysis processes implemented in a continuous manner, as integrated components of the project management cycle. 2. Up-to-date analysis products. 3. Acceptance of project ideas/ concepts that is conditioned by thorough analysis of the country and community context in which the future project will be implemented. 4. Designated budget for continuous analysis. 	<ol style="list-style-type: none"> 1. Transform analysis from one-off activity during project implementation to a continuous engagement. Base your entrepreneurial ideas on analysis of your work context, continuing this activity throughout the planning and strategizing phases, activity implementation and finalization. For tools of analysis, please visit HERE. 2. Link analysis with your learning and knowledge management system. Create and update analysis products based on information generated through it. 3. Develop your analysis products in line with the characteristics of your end users: your team, beneficiaries, donors, etc. 4. Develop an organization-wide template for project proposal development, with specific section designated to analysis results, with emphasis on community sensibilities around the topic of the project proposal. 5. Highlight to all team members and in your decision making procedures that only those project concept notes will be considered for further planning that are rooted in such analysis. 6. Allocate strategically budget for analysis throughout all phases of the project.

- Match donor funding for analysis with organizational one for cases where donors funding for insufficient.
7. In case of donor funding, incorporate analysis as vital component at the beginning of major project activities, and budget it as such.

Procedures & Process of Analysis

CCS analysis requires stepping further from ad-hoc analysis and creating an analysis environment and process that generates information beyond desk-review materials. Proper analysis procedures and processes are rigorous in steps and methodology, ensuring that the used data sources are close to the community. They offer guidance on how to present analysis processes to the community, in order not to create any unintended expectations regarding future possible entrepreneurial within the assessed community.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Contextually adapted analysis and assessment processes and procedures. 2. CCS criteria introduced in all analysis processes and procedures, making the activity safe and reliable both for assessors and community. 3. Comprehensive data gathering methodology, with primary information sources as close to the community/ target group as possible. 4. Transparent and accountable analysis and assessment processes towards the community involved. 	<ol style="list-style-type: none"> 1. Adapt your analysis and assessment methodology, steps, infrastructure to the historical, contextual, cultural and structural sensitivities of the country/ community. 2. In doing so, seek the input of your target informants on what should and should not be avoided during the design and implementation of the analysis and assessment in the specific context you will engage in. 3. Insert in your general Code of Conduct a section on the conduct of analysis and assessments. Make sure that there is a clear link created between the general CCS principles of the code of conduct and the analysis section. 4. Create a short guide to implementing CCS analysis, focusing on how to gather data in a context and conflict sensitive manner. 5. Devise a list of confidentiality measures that can be utilized during data gathering in the community. Make sure these are easy to customize and matched among them, in order to reflect the confidentiality needs of the informants and community, and cater to the sensibilities on the ground. 6. Open up your data gathering sources, prioritizing primary, community based sources, and complementing these with analysis products of established organizations. 7. Conduct your analysis with the involvement of local informants, through widened multi-stakeholder consultations. 8. Inform/ consult the targeted local community regarding the aim of every analysis process.

Approaches and Tools

Analysis tools and approaches are recommended to follow the basic specifications of the above general “[Approached and Tools](#)” section. As per the analysis specific conditions, the requirements and recommendations are the following:

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Balanced and complementary research methods offering a comprehensive image of the context your wish to engage in. 2. Optimal mix of analysis tools aiding mapping, analysis and information generation processes by generating data on the context, local sensitivities and factors that may hinder or boost your impact in the community. 3. Extended view on analysis, encompassing tools that gather information not only on existing grievances but also on existing 	<ol style="list-style-type: none"> 1. Conduct your analysis through data gathering and interpretation processes, making us of both quantitative and qualitative methods. 2. Break down you analysis steps into easily manageable ones, and build each new stepon the results of the previous one. 3. Develop or adapt existing tools that help you understand: <ol style="list-style-type: none"> a. the roots of social sensitivities and tensions, the actors involved in them, the relationships between them, and costs of the social tensions if they remain unaddressed, the efforts made for their change; b. destabilizing risk factors (dividers) along with opportunities for constructive and sustainable solutions

opportunities to remedy them, and create a better understanding of the adequateness of your organization in tackling the identified grievances.	(connectors);
4. Community sensitive tools that can be easily adjusted to the characteristics of the assessed situation and its sensitivities.	c. the relationship between the organization and its external work context, its development trend during the interaction with identified dividers and connectors.
	4. Conduct self-analysis in order to understand your organization's/ project's position, legitimacy and role as perceived by the community.

Analysis Team

Conducting analysis is a complex operation. It requires a well coalesced team, with complementarity along the competence lines required by analysis and assessment activities. Building a diverse team from organizational and community members, with knowledge and experience in CCS analysis improves the assessment processes' community conscious character by:

- reducing the possibility of confirmation bias, namely the tendency to develop analysis products supporting the analysts' own perceptions and beliefs;
- avoiding the possibility of anchoring the analysis around first pieces of information, leaving aside data gathered in later stages of the analysis;
- breaking up group thinking, namely the tendency of presenting analysis findings in a way that contributes more to group harmony than the correct information and knowledge transmission;
- raising the awareness of the team and the quality of their analysis products related to the diversity of beliefs, opinions and positions of key informants and interview interlocutors, which may come in contradiction with those of the analysts' themselves; and
- improve the foresight and recommendation capacity of analysis products, by widening the palette of connections between gathered data.⁵

REQUIRED	HOW TO
1. Legitimacy of the analysis team within the community/ beneficiary group it engages in.	1. Ensure that members of the analysis team are aware of the legitimacy requirements and recommendations within your organization. Please visit the Organizational Legitimacy section HERE .
2. Complementarity in knowledge, skills and competences.	2. Integrate into your analysis team individuals selected from the community and in consultation with them, and trained through the organization's capacity building programs.
	3. In case no local capacity is available, make sure you are aware of all community biases and sensitivities related to external, third party presence in the community.
	4. In such cases, make sure that your in-house analysts are known and accepted by the community.
	5. In case introduction is needed between analysts and the community, ask for the help of trusted community members.
	6. Make sure there is a balance between thematic knowledge, regional knowledge, and local historical, cultural and overall community knowledge in the team.
	7. In the same way ensure that all needed skills and competences are present: data gathering, survey research skills, dialogue and interview facilitation, analytical skills, report drafting skills, etc.

4.2. Planning

Implemented in parallel and after the finalization of the initial analysis process, the aim of planning is to develop realistic objectives and viable action strategies to reach the desired impact and change within the target community. Planning elements that are key to a conflict and context sensitive practice and are recommended to be given careful consideration are: the theories of change we use to justify our strategies, the construction and content of our logical frameworks and work plans, our targeting strategy, resource mobilization and exit strategy.

⁵Fabio Oliva, Lorraine Charbonnier, *Conflict Analysis Handbook. A field and headquarter guide to conflict assessments*, UN System Staff College, Turin, 2016, pp. 33-34.

Theories of Change

Theories of change represent the logic behind your impact: they highlight the reason and the manner in which your planned activities will lead you to the desired impact. In other words, theories of change are theories about the impact you would be able to generate if you implement the right actions. As such, these theories may be quite subjective and misleading, being based frequently on personal assumptions, unless underpinned by serious analysis and objective questioning of the cause-effect relationship that lays behind the theories themselves.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Informed, clearly defined and publicly available impact statements. 2. Clear understanding and knowledge of the possible and expected negative and positive changes/ impact the planned activities and overall project may generate. 3. Regular testing of the used theories of change and their underlying assumptions in relation with the desired impact. 	<ol style="list-style-type: none"> 1. Build your project plans around the results and recommendations of the previously implemented assessments/ analyses, paying special attention to any risks highlighted as capable of altering project – work context dynamics. 2. When setting your goals in a SMART manner, remember to add a CCS component to them. Objectives can only generate the desired impact if next to being specific, measurable, achievable, realistic and time-bound, they are also community conscious. 3. Link each activity to its respective objective through a/ several theory(ies) of change. Test with the help of your team if the logic of your theories of change and the assumptions behind them will indeed allow your actions to reach the desired objectives. 4. Accompany your project activities with a clear description of the positive and negative changes they may generate in relation to the addressed situation and the foreseen impact. 5. Invite the opinion of community members in identifying and understanding such negative and positive impacts. 6. Based on these findings, specify for each of your projects a theory of change related to context and conflict sensitivity, explaining the logic of how and why might the project and the work environment effect each other in a negative manner.

Logical Frameworks and Work Plans

Offering an overview of the entire project, logical frameworks offer at-a-glance information on all elements of the project, offering the possibility of following their implementation and the overall success achievement of the project. As such, logical frameworks link objectives, activities and results through quantitative and qualitative indicators, and means of verification, highlighting also risks and assumptions associated with their implementation. The correct content of such frameworks is vital for developing context and conflict sensitive work plans and strategies for the entrepreneurial projects.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Customized logical framework to meet context and conflict sensitivity planning needs within the organization and projects. 2. Work plans catering to the needs of a community conscious practice. 	<ol style="list-style-type: none"> 1. Allocate within the general logical framework template a special section to context and conflict sensitivity issues. 2. Link such section to the objectives, activities and results of the project through quantitative and qualitative indicators, and means of verification. 3. Next to the indicators for success, ask for information about assumptions and risks associated with the external environment of the project and the dynamics between the project and its work environment. 4. Translate the CCS information gathered in the logical framework into your work plan as well, by including actions and activities that help avoid negative, unintended effects in the project - work environment relationship. 5. For successfully navigating and countering risks foreseen in the logical framework, adjust your work plan on regular bases, in line with changes in the community, and identified community sensitivities. 6. Use reflection spaces that help refresh the information contained in your logical frameworks. Include in such spaces and discussions team members and beneficiary representatives to check the changes in the community, community sensitivities and the dynamics between the project and its work environment.

Targeting

Defining beneficiaries of social entrepreneurial projects represents one of the most sensitive issues in the area of context and conflict sensitivity. It may affect overall community relations by widening existing or drawing new division lines within the community. It also impacts the relationship and dynamics between entrepreneurial projects and their work environment, as targeting policies and practices are message-bearers of the priorities, inclusivity, respect, knowledge and overall organizational and project perceptions existing in relations to the approached community.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Informed target group selection criteria, based on previous analysis of local actor sensibilities. 2. Transparent and participatory target group selection processes. 	<ol style="list-style-type: none"> 1. Use your previously developed analysis to identify division lines within community relations that may be affected by or can impact your targeting policy. 2. Develop your targeting and selection criteria with the consultation of local partners and direct beneficiaries. 3. Make your targeting decisions transparent, and communicate them widely to the community you are working with. This way the community can monitor the implementation of the decision and selection criteria, raising the confidence in the project and the intentions of the organization. 4. In case your targeting may affect the project - community relations, integrate in your project community discussions/ dialogues early on, explaining why certain beneficiaries were selected over others. Use professional facilitators with experience in community dialogue processes. 5. In such instances, try to integrate avenues through which project benefits can also reach non-target groups as well. 6. In case your project requires you to work with beneficiaries from divided communities, plan pre-activity confidence-building activities with the agreement of all groups. These should be personalized to the culture and customs of the community. 7. Where and when possible involve communities neighbouring the primary target groups in exchanges, relationship building and benefit creation activities.

Resource Mobilization

Taking a step further into [organizational resource management](#) in a community conscious manner requires the awareness that our beneficiary communities may be highly sensitive to the sources of our organizational and project resources and the manner in which we acquire these.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Clear understanding of community sensitivities related to various resource groups and their origins. 2. A necessary shift from a supply-driven approach to project resourcing to a demand-driven one, where entrepreneurial ideas are resources based on the needs of the community and not the external agenda of existing investors, funders, donors. 3. Transparency related to the origins of used resources. 4. A trusted and well-functioning monitoring mechanism, ensuring that all mobilized resources and 	<ol style="list-style-type: none"> 1. Use participatory assessments and open dialogues with your beneficiary community in order to learn which are the resource-related sensitivities within the community. 2. Involve local partners and long-standing beneficiaries in such assessments and make them mandatory for each project cycle. 3. Refresh regularly the understanding of the needs and challenges the work context imposes onto the resource mobilization efforts. 4. Build your resource mobilization strategy and actions on these findings, offering well-researched arguments to investors, donors, funders on how focusing on local priorities can help achieve their own goals as well. 5. Build mandatory context and conflict sensitivity and transparency checks into the resource mobilization processes, such as: <ol style="list-style-type: none"> a. Team members specifically mandated for context and conflict sensitivity oversight, checking carefully the source of all resources utilized within the projects and organization. b. Develop a general list of accepted and not accepted sources of financial and in-kind resources by the community(ies) you are working with. 6. Remember to allocate monetary and in-kind resources for context sensitivity related activities throughout the entire life of a project

their manner of
acquirement are
community sensitive.

Exit Strategy

While still in the planning phase of a social entrepreneurial idea exit strategy might not be on your mind. However, it is an important element to consider, as taking it into consideration allows us to implement activities in a manner that does not create community dependency on our capacities, but build community knowledge and competences to take the project results forward in your absence as well.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. An organization level understanding of the effects of project closure on the work context and beneficiaries. 2. Participatory exit strategies. 3. Transparency of exit decisions. 4. Capacity of community to take entrepreneurial projects and result further in the absence of the organization. 	<ol style="list-style-type: none"> 1. Together with your team members, local partners and beneficiaries assess existing and possible risks associated with closing your project(s). 2. Integrate in your strategy and activities local capacity building, targeting competences related to managing entrepreneurial projects in general, and your project in particular. This will allow beneficiaries to take activities forward in the case you're your withdrawal from the community or start their own independent projects. 3. Design exit strategies in cooperation with beneficiary communities, local partners and project staff. 4. Create a list of possible scenarios related to exit from the community. Identify factors that may lead to such scenarios. Discuss together with your beneficiaries such possible cases, identifying the best course of action for the different future developments.

4.3. Implementation

Project implementation represents the phase of project cycle management during which previously developed strategies come to life, during which plans are executed towards the achievement of the set goals. In the case of context and conflict sensitivity, implementation represents the stage during which the project - work context relationship is the most intense due to the rapidly changing dynamics. It is the ultimate test for a community conscious practice. Project implementation links with the previous stages by its testing and plan realignment activities, which ensures context and conflict sensitivity through: establishing partnerships in an equitable manner; maintaining participatory and transparent relationships with target and non-target communities, local institutional partners, government and donors/ investors; implementing procurement practices that are based first and foremost on community resources; and resource management and distribution that reduce tensions within the community.

Project Testing & Realignment

The aim of testing and realigning developed plans is to challenge underlying assumptions on which project activities and the overall projects are developed, by inviting feedback on the project and implementation plans from team members and partners with similar geographic and thematic experience, and even representatives of project target groups and beneficiaries. Challenging such assumptions and being opened to project/ activity revisions boosts project capacity for sustainable impact creation, reducing the number of factors capable of generating negative dynamics between projects and their working environment.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Commitment for testing and realignment at an organizational level. 2. Well-established procedures/ guidelines on how such testing and realignment should happen in order to ensure a high level of context and conflict sensitivity. 3. User friendly and quick realignment mechanisms which update the project with all new information without delaying implementation too much. 	<ol style="list-style-type: none"> 1. Make mandatory the testing and realignment of project plans and activities before implementation. 2. Ensure that project plans and activities are realigned not only before implementation starts, but also regularly during implementation along with the monitoring calendar of each project. 3. Resource adequately the projects, so required information gathering processes are implemented and can feed your testing and realignment phases. 4. Ensure that project calendars give space for testing and realignment, while budget financial and human resources for such tasks. 5. Make your testing and realignment draw information from the context and conflict sensitivity memory of the organization and the newest analysis results coming from each project context. 6. Share your plans with a previously selected testing team. Make the team as multi-stakeholder as possible, bringing together relevant team members, project partners and even representatives of your target groups and beneficiaries. Ensure that there is a good balance in thematic and geographic expertise, along with organizational and local representation and gender balance. 7. In case possible negative impacts are identified, redesign your plans and activities in line with newest analysis results prior to the implementation of project activities.

Partnerships

Community acceptance and sustainability of impact is closely linked with the quality of partnerships the organization forges, and the manner in which these are maintained along the life of a project. Forms of partnerships may vary from subordinate and subcontracted relationships to equal rights and status ones, thus it is important to select the most appropriate form suiting the character of the community.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Clear and informed partnership identification and selection processes, with focus on strengthening context and conflict sensitivity in the project. 2. Transparent and equitable cooperation mechanisms guiding the different partnerships. 3. Periodic partnership revision with related complaint and remedy mechanisms in place. 	<ol style="list-style-type: none"> 1. Identify and select your partners based on thorough actor mapping and assessment. 2. Ensure that there is a clear knowledge/ understanding of possible partners' legitimacy in the community, and of their perception of key sources of community tensions. 3. Draft partnership positions and documents jointly with project partners, based on collaborative context analysis. 4. Review periodically all partnerships together with partner organizations, acknowledging not only insufficiencies, but also strengths and added values. 5. Co-create with your partner(s) easy to access complaint mechanisms to be used in case of negative partnership dynamics. 6. Develop your remedy mechanisms in a way that it utilizes organizational best practices, but involves also local mechanisms to conflict resolution.

Relationship building

Community sensitivities may develop along one or several division lines in the community, their resolution being blocked or enabled primarily by the existing relationships between community members impacted and with interest in the sensitivities. When developing entrepreneurial projects within the community, an organization becomes part of the community's actor map, thus any kind of relationship forged within and in support of the community may impact existing sensitivities and division lines. Thus it is important to develop relationships with the community, partners, governments and donors/ investors in a context and conflict sensitive manner.

REQUIRED	HOW TO
<p><i>Community:</i></p> <ol style="list-style-type: none"> 1. Strategic priority given to forging direct relationships with local communities and beneficiaries. 2. Implementation methodologies and toolboxes tailored to the particularities of the community addressed and their existing resources. 3. Multi-stakeholder decision making processes. <p><i>Partners:</i></p> <ol style="list-style-type: none"> 1. Documented organizational partnerships. 2. Special capacity building on context and conflict sensitive partnership formation and management. 3. Easy to use and regular information sharing. 4. Feedback mechanism focusing on the usefulness of the developed partnerships for the community. <p><i>Government:</i></p> <ol style="list-style-type: none"> 1. Awareness of community sensitivities related to government cooperation. 2. Clear understanding that lack of cooperation and communication may undermine the legitimacy of the government as service provider for communities you are involved in, in cases where your services may be overlapping with governmental ones. <p><i>Donors/ Investors:</i></p> <ol style="list-style-type: none"> 1. Widened perception of donor/ investor role in the community: from simple financial means provider to active participants. 2. Widened involvement of donors/ investors in project activities. 3. Mutual and regular information sharing between projects and their donors/ investors. 	<p><i>Community:</i></p> <ol style="list-style-type: none"> 1. During project implementation give priority to understanding and incorporating into activities the local and traditional mechanisms, social ties and sensitivities that may hinder project implementation, or which can be affected by project activities. 2. Include target and non-target communities in implementation related decision making through the creation of safe dialogue spaces. <p><i>Partners:</i></p> <ol style="list-style-type: none"> 1. Develop and regulate your partnerships by standard partnership agreements and memoranda of understanding. 2. Give attention to role complementarity in partnerships to avoid intra- and inter-project effort duplication. 3. During knowledge and skills building focus also on understanding how partnership management may create unintended negative effects between the project and its work context. 4. Implement capacity building for partners in case they lack context sensitivity mechanisms. 5. Send a clear message towards partners that context sensitivity is a mandatory part of project implementation. 6. Develop information sharing spaces between partners, reducing the possibility of effort duplication. 7. Check regularly partners' local legitimacy, together with their buy-in into project activities. <p><i>Government:</i></p> <ol style="list-style-type: none"> 1. Discuss with your local partners and beneficiaries the community's relation with local and national government bodies. 2. Evaluate their openness to be involved in programs together with government representatives and the existing level of sensibility around the topic. 3. In case cooperation is a must for the success of the entrepreneurship but sensitivities are high, develop together with your beneficiaries the circumstances under which they would be comfortable with such cooperation. 4. Engage in gradual confidence building activities between your beneficiaries and representatives of local/ central government, employing the help of professional facilitators for such instances. 5. Make local/ central authority representatives aware of their role in the success of community development. Invite them as active parts of your project, rather than just in monitoring or donor roles. <p><i>Donors:</i></p> <ol style="list-style-type: none"> 1. Raise awareness about donors/ investors role and responsibility in addressing community grievances. 2. Find ways in which to involve donors/ investors in all stages of project implementation, not just its funding cycle. 3. Accompany your donors/ investors in making their funding schemes more community conscious: 4. Inform them regularly on your project's lessons learned, especially about aspects related to donor/ investor priorities that may affect community sensibilities; 5. Engage in lobbying activities in order for the donors/ investors to include these information in their funding strategies. 6. Suggest context and conflict sensitivity as being one of the criteria based on which project proposals are evaluated.

Procurement

As part of the resource mobilization and assurance strategy, procurement processes need to undergo context and conflict sensitivity checks as well. Checking the sources of the procured goods, offering equal access to locally owned and generated resources to your procurement processes, standardizing procurement processes with the involvement of the target community(ies), and opening up accessible communication channels with service providers are all important aspects for strengthening context and conflict sensitivity practice.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Equal access opportunity to project procurement notices and processes for local and community service providers and producers, together with international and national ones. 2. Formulation of procurement standards and criteria for entrepreneurial projects involving local communities, to integrate needs of and ideas from the local target and non-target groups. 3. Functioning communication mechanism between project and service providers and producers applying for procurement notices. 	<ol style="list-style-type: none"> 1. When and where possible, procure local resources, goods and products necessary for the implementation of your project(s). 2. In case procurement happens outside the local community(ies), bypassing local service providers and producers, motivate your decision in front of your local partners, your target group and beneficiaries. 3. Be aware of the unintended messages your procurement practice may send to the local community. Offer transparency. 4. When developing standards and criteria for procurement processes, consult with local partners, target groups and beneficiaries. Opening up to their ideas ensures that the procured services address local needs, are considerate with local sensitivities and are legitimate to the entire community you try to serve through your project. 5. Build mandatory context and conflict sensitivity checks into your procurement notices. Build a general list of service and good sources that the community does not agree with. Request that all goods and services that are presented during the procurement processes to be in accordance with this list. 6. Build into your procurement process functioning communication mechanisms with potential service providers and producers. This will enable timely information exchange for the benefit of the project and target group while maintaining the positive impression of your practice with serious service providers and producers.

Resource Management & Distribution

Once procured, part of the resources will feed organizational and project processes, while others will reach the community through project target groups. What strengthens context and conflict sensitive practice in this case is: (i) the geographical outreach of the procured resources, varying from locations with easy access to secluded ones; (ii) the people targeted for resource distribution, ranging from the restricted, project-based target group to a wider outreach toward adjacent communities; (iii) the participatory character of the process defining resource distribution criteria; and (iv) the character of the resource management and distribution system and process.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Awareness that resource management and distribution can produce community tensions. 2. Inclusive and transparent resource management and distribution systems, which are accountable in front of target and non-target groups and beneficiaries. 3. Project resources and benefits should reach areas with difficult access as well. 4. Equitable resource and project benefits distribution among target communities and non-target communities where possible. 	<ol style="list-style-type: none"> 1. Include in your analysis process data gathering on community sensitivities related to resource management and distribution in the cases of a) external organizations activating in the community premises, and b) beneficiaries and local organizations delegated with such responsibilities by organizations external to the community. 2. Open up the design of the resource management and distribution processes to the input of local partners, target/ non-target groups and beneficiaries. 3. Taking into consideration local sensitivities and the security context, when and where possible make public general information about your resource management and distribution policy, procedures and activities. This way the target-community member can consult and offer feedback on them, offering information for the improvement of the resource management and distribution practice. 4. Seek to reach those communities that are secluded and marginalized by projects due to the lack of infrastructure and subsequent difficult access. Ensure equality of access to all target groups and equity in resource distribution, keeping in mind that some communities with disadvantaged backgrounds might need bigger resource infusion than others to reach the

<ol style="list-style-type: none"> 5. Needs-based resource management and distribution. 6. Resource management and distribution systems that are organized with the involvement of the local community and project target group/ beneficiaries. 	<p>same level of development.</p> <ol style="list-style-type: none"> 5. Consult your previously developed targeting strategy. Try to expand project resources and benefits to adjacent communities neighbouring your main target group. Make sure you have the consent of your local partners and direct target group to do so. This will reduce discrepancies among communities, lowering the possibility on inter-community tensions based on development inequalities. 6. Distribute resources that address the real needs of the community next to the ones required by the sustainment of your project activities and results. As needs can change and vary even over a short time of period, refresh your needs analysis on a regular bases. 7. Identify community members who, with the help of local partners can become part of the resource and benefits distribution system of the project. If needed offer them capacity building in this sense.
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4.4. Monitoring, evaluation and learning (ME&L)

Conflict and context sensitive projects and entrepreneurial practice entails flexible processes answering quickly to changes in community sensibilities either among community actors or towards the projects that are being implemented on their premises. Changes in project strategies and activity adjustments are possible in the case of continuous data gathering and information generation about the interactions within the community and between the community and project, and their insertion into the different phases of the project cycle.

Often monitoring and evaluation processes are taken under one project cycle, the terms being used interchangeably. It is important to make a differentiation between the terms, in order to understand the role of each in the creation and maintenance of a context and conflict sensitive practice. While monitoring is a continuous activity of any project through which the project team gathers information on the achieved results versus the initial plans made, evaluation creates a general overview of the achievements and challenges of a project based on the information gathered through the project by the monitoring process. A context and conflict sensitive monitoring and evaluation process offers great importance to gathering and generating information about the “positive and negative effects of a project created intendedly or unintendedly”.⁶

Integrating the lessons identified during the monitoring and evaluation process and the conclusions drawn is yet another important aspect of a context and conflict sensitive practice. Such information need to reach and feed the organizational and project **learning & knowledge management system** and **capacity building** processes.

Commitment to ME&L

One of the most overlooked phases of a project cycle is its ME&L phase. In the majority of the cases these are implemented due to donor or investor request, thus there is a lack of genuine commitment to these processes from the part of the project team. Commitment however is the driving force that ensures that a ME&L system is in place well before the implementation of a project, that team members understand the importance of the process for the generation of the desired outcomes, without damaging the intra-, inter-community and community-project ties, that the indicators used are fitting the project needs and the particularities of the project’s work context, and that team members implementing monitoring and evaluation processes are knowledgeable and skilled in these domains.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A working ME&L system within the organization. 2. Results of the ME&L process are used as part of the projects’ and organization’s accountability system and capacity building/ knowledge 	<ol style="list-style-type: none"> 1. Develop an organization-wide ME&L policy outlining organizational expectations, requirements, processes, regulations, indicators, etc. 2. Develop a regular practice of monitoring and evaluation reporting to the organization on its various projects, requesting these to include information on the indicators a) requested by the organization, and b) used by each individual project. 3. Develop mutual accountability within the organization, ME&L processes

⁶Council for International Development, *Monitoring versus Evaluation. A brief overview of these terms and their application for development actors*, 2014, <http://www.cid.org.nz/assets/Key-issues/Good-Development-Practice/Factsheet-17-Monitoring-versus-evaluation.pdf>, accessed on 31.08.2017.

management processes.	<p>coming from both ends of the hierarchical spectrum: engage also the organization’s leadership in the organizational ME&L processes and reporting towards its team(s).</p> <ol style="list-style-type: none"> 4. Uphold the context sensitivity practice and understanding by indicating the effects of the taken incorrect actions or the ones of the postponed/ cancelled correct actions during project implementation or organizational action. 5. Revise regularly all indicators used in the ME&L processes, aligning them to the requirements of the different contexts in which the organization works. 6. Make sure that the monitoring activities are implemented not by random team member, but by skilled and knowledgeable ones. If in-house capacity is missing, ensure that interested team members can benefit from topic related capacity building. 7. Link-up your capacity building and knowledge management processes to the ME&L ones. Update your pool of examples with lessons learned and best practices from your own projects, using them as concrete examples in how-to and how-to-not develop strategies, program lines and activities.
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Participatory ME&L

Infusing the ME&L process with context and conflict sensitivity means opening the process up and customizing it to the sensitivities of the communities you are working in. It is important to see whether the ME&L process is developed through a vertical or horizontal planning process; whether it invites the opinion of local collaborators; if the monitor and evaluators are external to the project context or are familiar with its activities and sensitivities; whether the aim of the ME&L process is known to community members involved in the process; and if the results of the ME&L process are shared with project beneficiaries and target groups.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. A ME&L process developed in collaboration with project partners and legitimate representatives of the project beneficiaries. 2. Clear understanding of the link between the evaluator's acceptance by the community and the quality of data obtained from it. 3. Clarity and transparency of aim and results of the ME&L process for project partners, beneficiaries and target group. 	<ol style="list-style-type: none"> 1. When developing your monitoring and evaluation steps and indicators consult your local partners and community beneficiaries. This will allow you to develop indicators that are important to the beneficiaries and target group as well, while ensuring that the community is comfortable with the steps of the process. 2. Develop your monitoring and evaluation teams in a mindful manner: 3. As monitoring is usually implemented by the project team, ensure that local partners are also involved in all of its stages. 4. Evaluation, which is best done by external parties to the project should ensure context sensitivity. Next to a ToR that requires such skills from the evaluator, ensure that external evaluators are introduced to the community by trusted members, and they implement their work in collaboration with local partners and relevant project beneficiaries. 5. Explain the aim of the ME&L process to the community in which you are engaging. Make sure that there are no positive or negative expectations created from the process, such as future benefit opportunities, or any punitive measures in case of unsatisfactory evaluation results. 6. Make the results of the ME&L process known to all project stakeholders. Open up feedback mechanisms, through which local partners, members of target groups, beneficiaries, stakeholders can complement the findings or contest them if case arises.

ME&L Indicators

ME&L processes can have a great contribution to context and conflict sensitive practice, ensuring the information on the successes, challenges, lessons learned of project implementation are synthesized, communicated, and feed the capacity building and knowledge management processes of the organization. Thus, the quality of gathered information is vital for a successful ME&L processes. Selecting quality data that can be transformed into reliable and useable information depends highly on the type of indicators used for the measurement of project success and impact rate. An optimal mix of indicators can take a project from context and conflict blindness to an evidence-based one.

REQUIRED	HOW TO
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<ol style="list-style-type: none"> 1. An optimal mix of indicators, offering data on the achievement of project goals, context changes during project implementation, and the effects of the project on the external work environment and vice versa. 2. Attention given to identifying and understanding the positive and negative unintended effects on the project and the external work environment. 3. Indicators that are donor and user based, gathering information from within the project team and from the project beneficiaries. 	<ol style="list-style-type: none"> 1. Work with three general sets of indicators: implementation indicators, context indicators and interaction indicators. 2. IMPLEMENTATION INDICATORS need to show the extent to which your project objectives have been reached. Thus your qualitative and quantitative indicators need to be closely linked to your stated objectives and foreseen impact. 3. The role of CONTEXT INDICATORS build on the findings of the previous ones, evaluating also the changes within the external work environment during the implementation of the project, together with the evolution of social tensions and shifts in their root causes. Such indicators measure the context changes that are independent from project implementation. 4. The third category, the INTERACTION INDICATORS, measure the effects of the project on the external work environment and vice versa, with special attention offered to the unintended negative and positive impacts between the project and its work context. Unlike the context indicators, these address the changes that are dependent on project implementation. Examples: implicit messages that the project may send through its actions; effect on local prices, wages, profits, etc.; distribution of resources along social division lines; substitution effect of provided services; etc. 5. In all cases, develop indicators through which you can collect information from different groups of project stakeholders: your donors and investors, team members, local beneficiaries, local partners, experts you have worked with during the project implementation, etc. This will offer a more complete picture of your impact, creating more information about improvement needs and methods for future project implementation.
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Beneficiary perception based evaluation

Beneficiaries' perception on issues such as access to the project and its benefits, the competencies within the project, the legitimacy of the provided services, equity in resource distribution, etc. is a much desired indicator of a projects context and conflict sensitivity character and practice, and thus one that needs to be highlighted among all the ones mentioned in the previous section.

REQUIRED	HOW TO
<ol style="list-style-type: none"> 1. Monitoring and evaluation processes accessible and opened up to project beneficiaries. 2. Input sought from beneficiaries on the overall local benefits produced during project implementation, and the negative effects perceived by locals. 3. Openness to register complaints from project beneficiaries. 4. Functional and timely remedy mechanisms activated based on the received complaints. 5. Solutions of such complaints are integrated into existing and new project cycles. 6. Feedback is provided to all beneficiaries who make use of the existing complaint/ feedback system. 	<ol style="list-style-type: none"> 1. Use a variety of monitoring and evaluation means, by combining standard evaluation forms that are handed out to project partners and direct beneficiaries with occasional group and one-on-one feedback sessions with project partners and representatives of project beneficiaries. 2. Involve the beneficiaries in both event-based and overall-project monitoring and evaluation processes. 3. For event based ME&L processes focus on: overall impression on the event/ activity, strengths and weaknesses in its content as perceived by the beneficiaries, relevance of the event for the beneficiary, the appropriateness of the facilitation methods for the community in question, logistical aspects, etc. 4. Develop direct complaint and response mechanisms in the form of: templates, listening exercises, perception studies, social audits, special performance management systems, community score cards, citizen report cards, constituency feedback, story telling, etc.

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