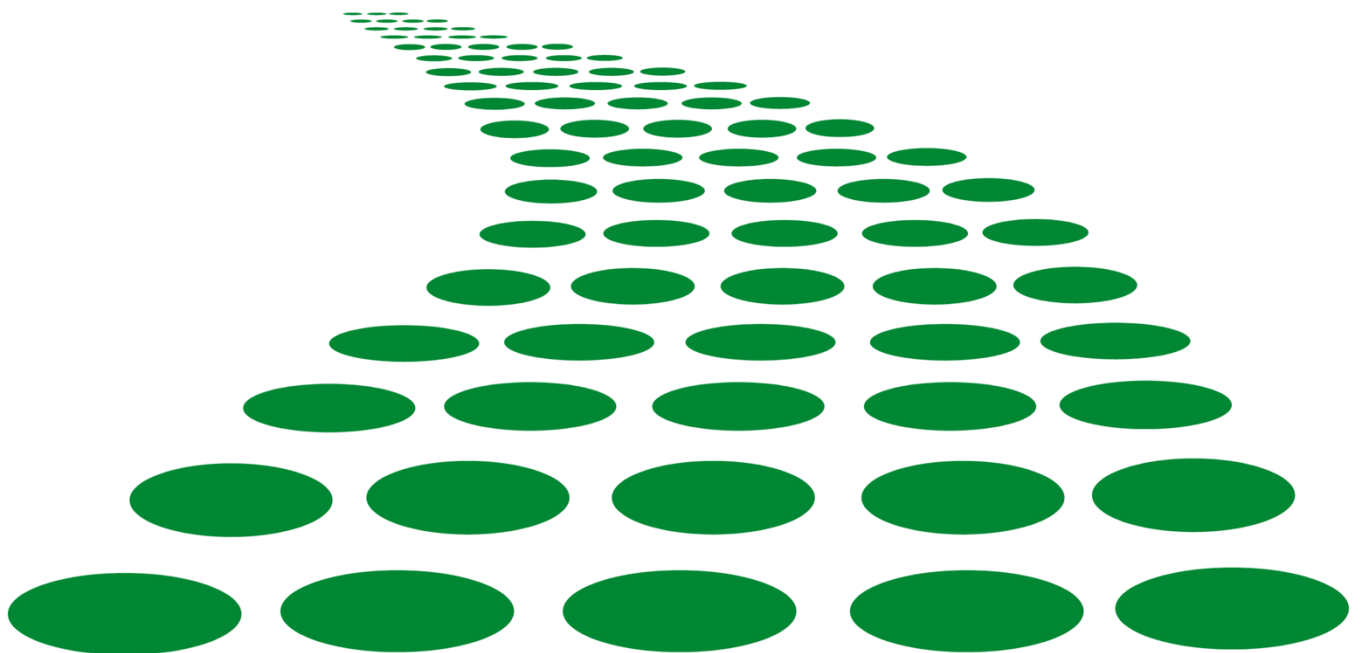




Initiatives of Change  
International

# **Conflict Analysis Workbook lofC International's Trustbuilding Program 2020-2022**

**Developed for lofC  
by  
Barry Hart, PhD  
Center for Justice and Peacebuilding  
Eastern Mennonite University**



## Table of Contents

|                                                                      |           |
|----------------------------------------------------------------------|-----------|
| <b>Introduction .....</b>                                            | <b>3</b>  |
| <b>Conflict Analysis.....</b>                                        | <b>4</b>  |
| <b>1.1 What is Conflict Analysis? .....</b>                          | <b>4</b>  |
| <b>1.2 Why do we need to analyze conflict? .....</b>                 | <b>4</b>  |
| <b>1.3 Questions to ask and Tools/Lenses for Analysis: .....</b>     | <b>4</b>  |
| Where is the conflict taking place?.....                             | 4         |
| Who is involved in the conflict? .....                               | 5         |
| What is the conflict about? .....                                    | 5         |
| Why the conflict happened? .....                                     | 5         |
| How is the conflict related to identity & power imbalance?.....      | 6         |
| When?.....                                                           | 6         |
| <b>1.4 Theory of Change.....</b>                                     | <b>6</b>  |
| <b>1.5 Theories of Peacebuilding.....</b>                            | <b>7</b>  |
| <b>1.6 Trustbuilding Wheel .....</b>                                 | <b>8</b>  |
| <b>Appendix I—models/Lenses/tools noted in sections 1.1-1.3.....</b> | <b>9</b>  |
| <b>Appendix II—References and Additional Resources.....</b>          | <b>21</b> |

## Introduction

Conflict Analysis is critical to the transformation of multiple types of conflicts. If not included in attempting a transformation process, the development of a credible theory (or theories) of change isn't possible; and neither is a meaningful intervention plan. But this logical linear approach to change always needs to be balanced with the recognition that real-world challenges disrupt linearity and logical processes and outcomes. Therefore, we need to merge conflict analysis, theory of change and intervention strategies with a principled and value-based approach to change—one where imagination and creativity provide the needed transformation 'power' toward trust, unity and understanding.

This workbook is meant to be used by lofC teams that are part of lofC's International Trustbuilding Program and its principles and values of beginning with one-self, team-building, honesty and love for others (as well as for self). It is to be used as a means of understanding the complexity of the conflict (or other complex situations) being addressed; and doing so from a variety of perspectives. When done well with the necessary deep listening, observation, imagination and ongoing reflection required, an 'unfolding' or understanding of the conflict emerges. We begin to see the important connections and power between parties, as well as the underlying historical, economic, identity, cultural and other factors that have caused and sustained the conflict.

It is then possible to consider a theory of change or a set of change theories that, along with imagination and flexibility, allow us to take the critical next step toward the creation of an intervention plan. Conflict analysis, theory of change development and constructing an intervention action plan are an ongoing process and not a one-time exercise. We must be able to adapt to emergent issues, chance encounters, and the dynamism of personal and collective power. This is why a monitoring and evaluation process needs to be set up to address and adapt to changing circumstances. Also, it is important to regularly pause as individuals and as a team to listen in silence for further wisdom and guidance.

As you use the workbook, you will note that various models/lenses/tools (see Appendix I) are tied to the where, who, what, when and why questions outlined in the Conflict Analysis section. It is suggested that you use no more than three of these models for the conflict/complex situation you are analyzing. The conflict analysis process itself will help you select what models to use. That being the case, you will see that you can use different models for the same conflict—that you are not limited to a particular set. The critical factor is to determine which ones are best suited for the conflict you are addressing? Which ones will help you to best develop your theory of change leading to an intervention strategy?

# Conflict Analysis

## 1.1 What is Conflict Analysis?

- It is a practical process of examining and understanding the reality of the conflict from a variety of perspectives.
- This understanding forms the basis for the development of theories of change, followed by a strategic intervention plan (and how this will be monitored and evaluated).

## 1.2 Why do we need to analyze conflict?

- To understand the background and history of the situation as well as current events.
- To identify all the relevant groups involved, not just the main and obvious ones.
- To understand the perspectives of all the actors or groups and how to know more about how they relate to each other.
- To identify factors and trends that underpin the conflict.
- To learn from failures as well as successes.

**Conflict Analysis is not a one-time exercise. It must be an ongoing process as the situation is developing—so that you, as intervenor (insider and/or outsider), can adapt your actions to changing factors, dynamics and circumstances.**

## 1.3 Questions to ask and Tools/Lenses for Analysis:

### Where is the conflict taking place?

In what context: social, economic, cultural, religious, economic, political or a combination of them? (See Appendix I for the following tools/models):

1. **Dugan's Nested Model:** How does the immediate crisis relate to the broader regional or international context?
2. **Structure of Violence Model:** What forms of direct and structural violence are happening? At the individual level re: alcohol or drug abuse; suicide, depression, etc.? At the Interpersonal level re: Crime, interpersonal violence, domestic violence, rape. At the Intergroup (or interstate) level re: Civil war, terrorism, insurgency, coups, etc.
3. **ABC Triangle:** What are the Behavior, Attitudes and Context of each party? (These three major components of conflict need to be understood because they influence each other. For example: A context that ignores the demands of one group is likely to lead to an attitude of frustration, which in turn may result in protests. This behavior might then lead to a context of further denial of rights, contributing to greater frustration, perhaps even anger, which could erupt into violence. Work that is done to change the context (by making sure demands are acknowledged), to reduce the level of frustration (by helping people to focus on the long-term nature of the struggle) or to provide outlets for the behaviors that are not violent will all contribute to reducing the levels of tension.

## Building trust across the world's divides

4. **Connectors and Dividers:** This lens examines factors in the broader context that can contribute to divisions between groups (dividers) or help to foster better relationships between groups in order to bridge their differences (connectors). This tool (or lens) helps organizations identify creative ways that they can support connections between groups. It also allows organizations to redesign and correct their program to avoid negative or harmful unintended impacts.

### Who is involved in the conflict?

(See Appendix I)

1. **Stakeholder Map.** You start by naming the parties/actors/groups and organizations involved. You circle them and make strong or weak connections with solid or dotted lines, etc. And make sure to place yourself/your group (intervention group) on this map. Where do you/your group have social capital in this process? What key actors do you related to? (It is here that you can start to conceptualize your Theory of Change. For example: If x individual or group is driving or mitigating conflict, then what action will incentivize them (encourage them) to either stop driving (pushing) the conflict or expand their mitigation? (Mitigation defined: the action of reducing the severity, seriousness, or painfulness of something.)
2. **Identity Group Dynamics Model.** Conflicts are “protracted” or “intractable” when people begin perceiving themselves in an identity struggle of “us against them.” Understanding cultural and identity group dynamics helps to explain more about stakeholders and who they see themselves and others to be in the conflict. Identity analysis can assist in creating contexts where key stakeholders are able to see the common identities (as well as the differences) that they share. (People create a sense of who they are—their identity—through their relationship with others.) Use this tool/lens for each group involved in the conflict in order to see the similarities and note and accept the differences. (See Appendix II for more on Identity Group Dynamics.)
3. **The Peacebuilding Pyramid:** It identifies existing and potential peacebuilding leadership and capacity at each level of society. Peacebuilding efforts can offer support and resources for existing peacebuilding actors to expand their leadership potential for building peace in their context. At each level there are interventions such as negotiations, mediation, workshops and trainings and peace practices that can be put in place.

### What is the conflict about?

Addressing the core problems and their results (See Appendix I)

1. **Conflict Tree:** What are the root causes of the conflict? What are the effects that have resulted from this problem? What are the most important issues for our group to address? The roots speak to the causes of the conflict (for example: fear of differences or loss of culture, extremism or corrupt leadership or inequality, etc.: the trunk reflects the core issue/problem (for example: uncertain future, land distribution, Human Rights, etc.; and the leaves are the effects of these root causes and core problem.)
2. **Onion Model:** What the parties demand/say what they want. What their goals interest are and the motives that underlie these goals. It speaks to basic human needs as well re: identity, belonging, recognition and security. Worldviews and values indicate perceptions of the world around them and beliefs that shape what is wanted and why. This is the reason the Onion Model also speaks to the “Why” issues of conflict analysis.

### Why the conflict happened?

(See Appendix I)

1. **Onion Model** (see number 2 above)
2. **The Trauma Cycle** (Trauma Healing Journey: Breaking the Cycle) becomes part of the analysis in that it helps us see how aggressive acts trigger a psychological/emotional responses and without understanding this impact there is not movement out of this cycle and no possibility of forgiveness, justice and reconciliation. (See Appendix II re: Trauma and Resilience)
3. **Local Capacities for Peace and Resilience Tool/Lens** can help identify not only why the conflict happened as a result of lack of peace and resilience) but what capacities/assets the actors have to build peace.
4. **Worldview and Perception Tool/Lens** is another means of understanding the “why” of a conflict.

### How is the conflict related to identity & power imbalance?

The conflict is often related to identity and power imbalance (See Appendix II)

1. Identity Wheel
2. The Curle Power Model

### When?

This is related to mapping a timeline of events.

1. It is a graphic that shows the events plotted against time. It lists dates (years, months or days depending on the scale of the issue) and depicts events in chronological order.

## 1.4 Theory of Change

As noted in the Introduction, the development of a theory or theories of change (TOC) from the analysis provides a means and platform for the establishment of a strategic intervention plan. We have to be clear that a theory of change is not about “certainty” or taking control of situation, since it is a theory that needs regular testing in context. What a theory of change does provide is the ability to draw from the analysis *insights* to a way forward in the process of transforming the conflict. Not a definitive system, but one that give some structure to our understanding of complex conflicts.

Considering the above, a related understanding of the TOC should be noted in the following comments from “The Hidden Life of Theories of Change:” (see Appendix II)

There was agreement among interviewees that a good Theory of Change should be simple. This appears to run counter to Theory of Change literature that hails it as a tool to develop well-thought-through program theory showing all-knowing mastery, comprehensive understandings of assumptions, pathways of change, their mechanisms, and relevant contextual factors. A Theory of Change that shows this level of detail is then assessed as a good Theory of Change.

Interviewees stressed the importance of having space not only to use one’s own (evolving) understanding of what can be achieved to fill in national-level Theories of Change, in particular pathways of change, but also to act agilely in an ever-dynamic context. In this view, the less detailed, especially a generic, program-level Theory of Change is, the less it imposes a hard-to-

## Building trust across the world’s divides

understand and alien framework on partners in a manner that may undermine ownership building and adaptation.'

Please note the part, "especially a generic, program-level Theory of Change" (emphasis added). Here, at the program-level, less detail is called for along with the need to "act agilely in an ever-dynamic context." This proposal makes sense for our overall program theory of change. For example, our program-level TOC could be: *If we provide space and facilitate dialogue between the ethnic/religious/culture groups, then they will gain understanding of the other and potentially be able to work out their differences in a nonviolent manner.* This If/Then statement is agile without a lot of detail. It meets the criterion of program-level TOC.

For the specific and context-based conflicts lofC teams will deal with to build trust, we will need to be more explicit in our TOC development; give more detail and even as indicated above in the Introduction, create several theories of change—adding sub-points to clarify what we mean. This is possible to do if we have done a thorough analysis of the conflict. Of course, we also want to "act agilely" as well as imaginatively; and regularly test our assumptions (and biases) of our TOC. Being reflective practitioners is essential to this process.

## 1.5 Theories of Peacebuilding

To understand and better develop theories of trustbuilding, it is helpful to look at Peter Woodrow's theories of peacebuilding models. These theories are at the level of program TOC but have specificity that can be applied and expanded for specific on-the-ground conflicts—again, as a result of a detailed analysis. Woodrow notes that the theories are not mutually exclusive, indicating that our conflict analysis may lead to using two or more TOC—differently focused, but intertwined. Furthermore, we can develop our own unique theories of change based on circumstances within the context in which we are working.

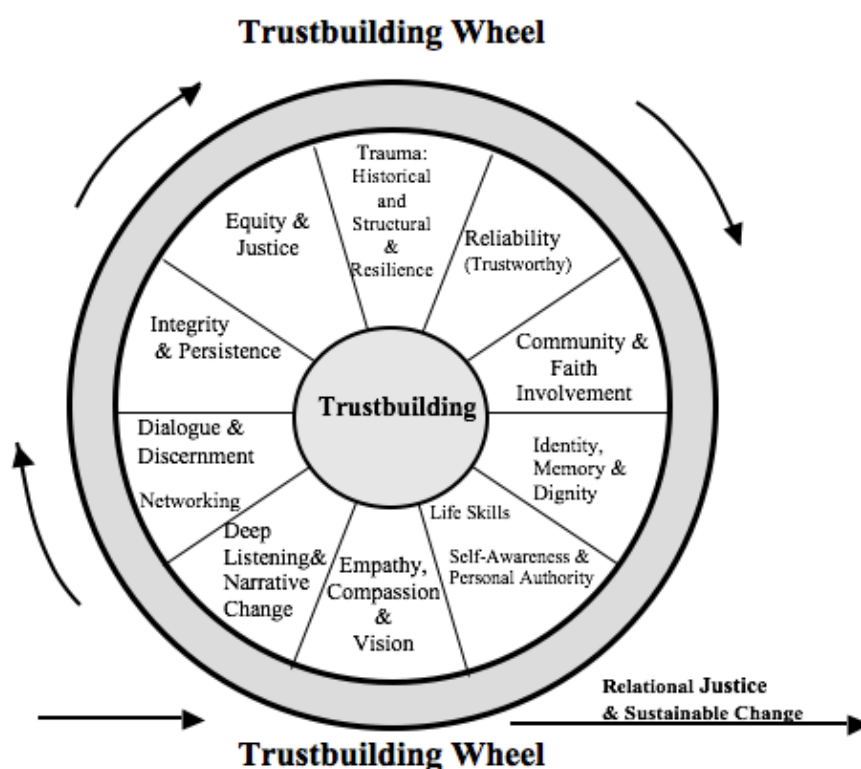
- **Individual Change Theory:** Peace [Trust] comes through transformative change of a critical mass of individuals, their circumstances, attitudes, behaviors and skills. (Methods: investment in individual change through training, personal transformation/consciousness-raising workshops or processes; dialogue and encounter groups, trauma healing.)
- **The Healthy Relationship and Connection Theory:** Peace [Trust] emerges out of a process of breaking down isolation, polarization, division, prejudice and stereotyping between/among groups. Methods: processes of inter-group dialogue, networking, relationship building processes; joint efforts and practical programs on substantive problems.)
- If key actors and/or enough individuals undergo constructive shifts in their consciousness, such as developing more universal identities or awareness of identity formation, then their commitment and capacity for the peaceful resolution of conflicts, and for resisting mobilization of conflictual identities, will increase and can influence social change in that area.
- If individuals and identity groups traumatized by violence are given opportunities and support to express and heal their pain, then the desire for violent revenge will be reduced and unresolved trauma will be removed as a conflict grievance.

There are several more theories of change for peacebuilding, but the four above track closely to trustbuilding.

For more: See Appendix II for USAID Manual: Theories of Change and Indicator Development in Conflict Management and Mitigation. Please keep in mind that your team can and often should develop its own theories of change, not just use the ones outlined above or in the USAID Manual. Let the analysis inform the development of your TOC.

## 1.6 Trustbuilding Wheel

Doing trustbuilding work in communities or the larger society concerns relationships and therefore relational justice, i.e., not just better relationships but ones that work toward changes in systems and structures of equity for everyone. The Trustbuilding Wheel helps us see all the elements necessary for these changes to take place (See *Theory of Trust* in Appendix II)



To build trust or in many cases to re-establish trust, a whole-person and community approach is required. The Trustbuilding Wheel represents this intersection of values, vision, skills and discipline that are necessary to bring about relational justice and sustainable change. Beginning this process requires that the barriers of mistrust, which are usually driven by historical harm, identity manipulation and the dishonoring of dignity, need to be overcome so that meaningful relationships are (re)established and just and equitable systems are put in place that support these relationships.

The values that inflate the "tire" of the Trustbuilding Wheel are: Kindness, Selflessness, Love, Honesty, Integrity, Purity of Intention, with Imagination and Creativity as 'drivers' of these values.

Barry Hart 2020

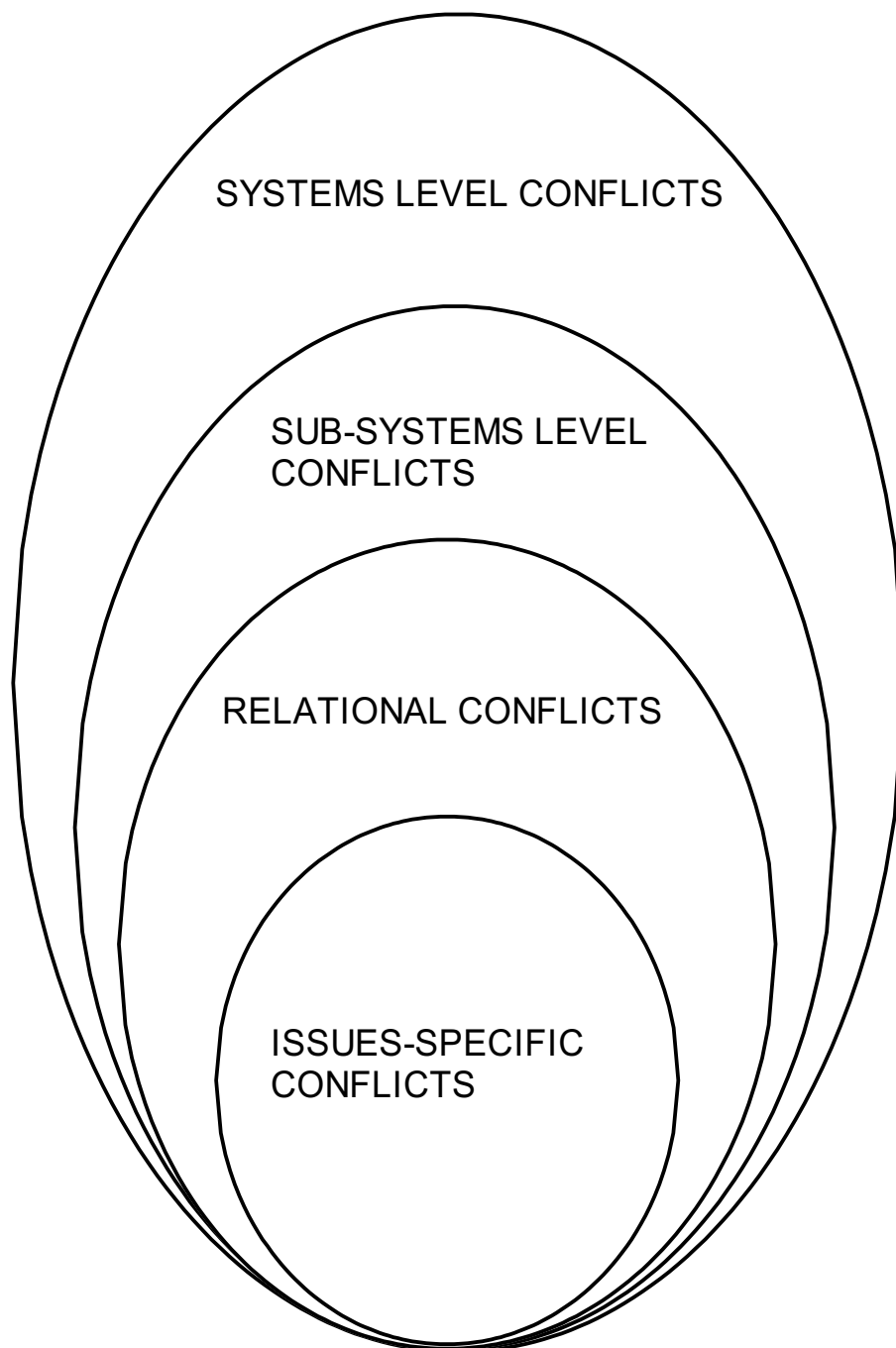


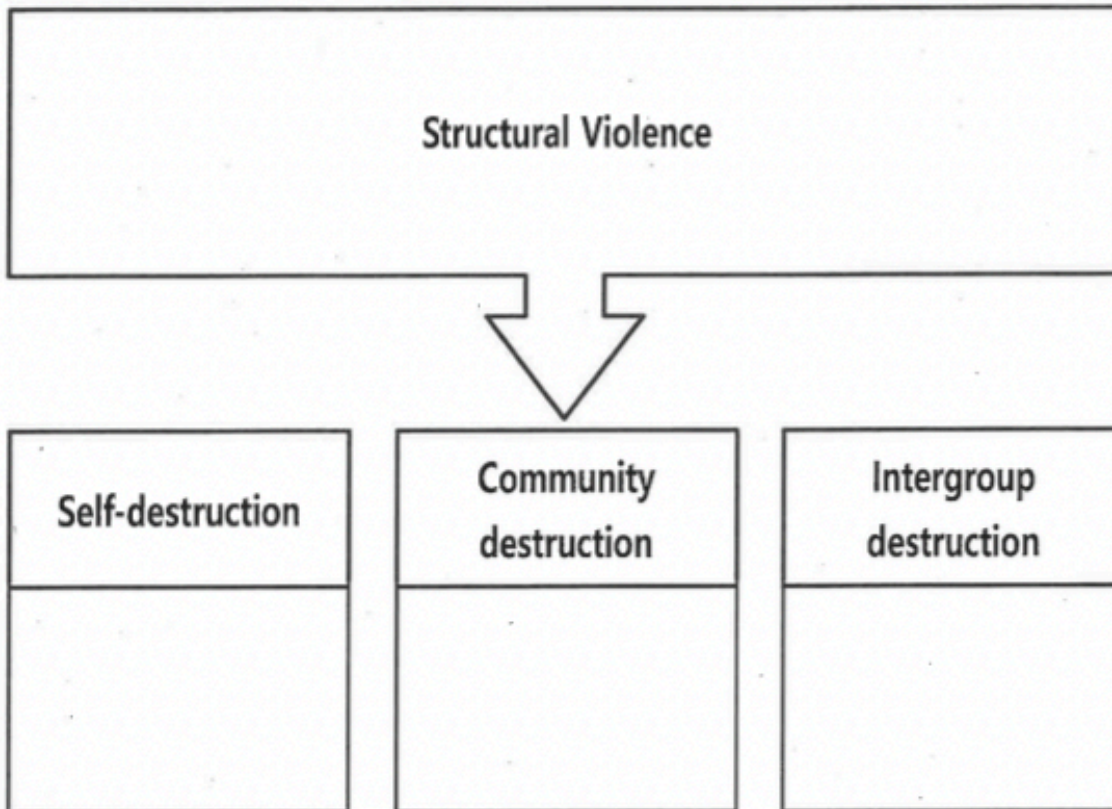
## Appendix I — models/Lenses/tools noted in sections 1.1-1.3

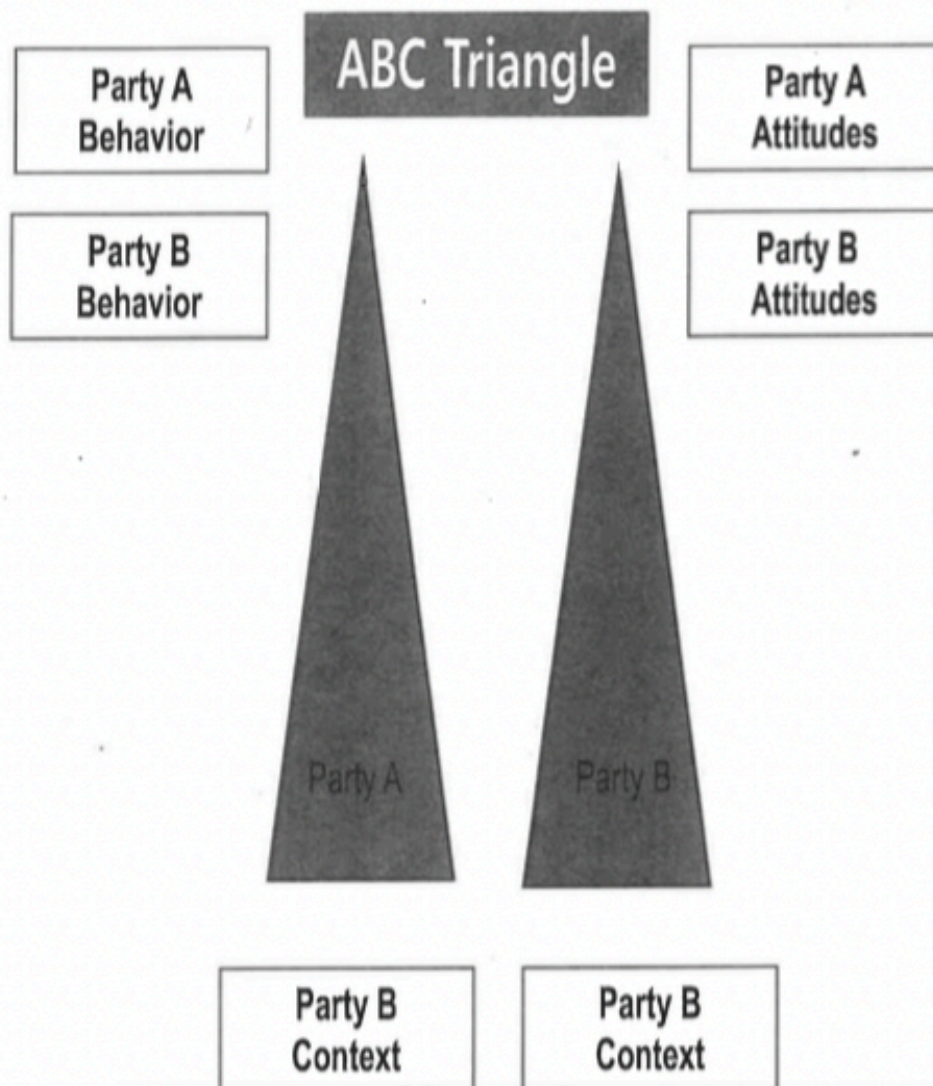
### A Nested Model of Conflict

Conflicts originate and manifest at different levels, and conflict resolution strategies must address the most salient levels in order to succeed.

©Maire A. Dugan, Ph.D.





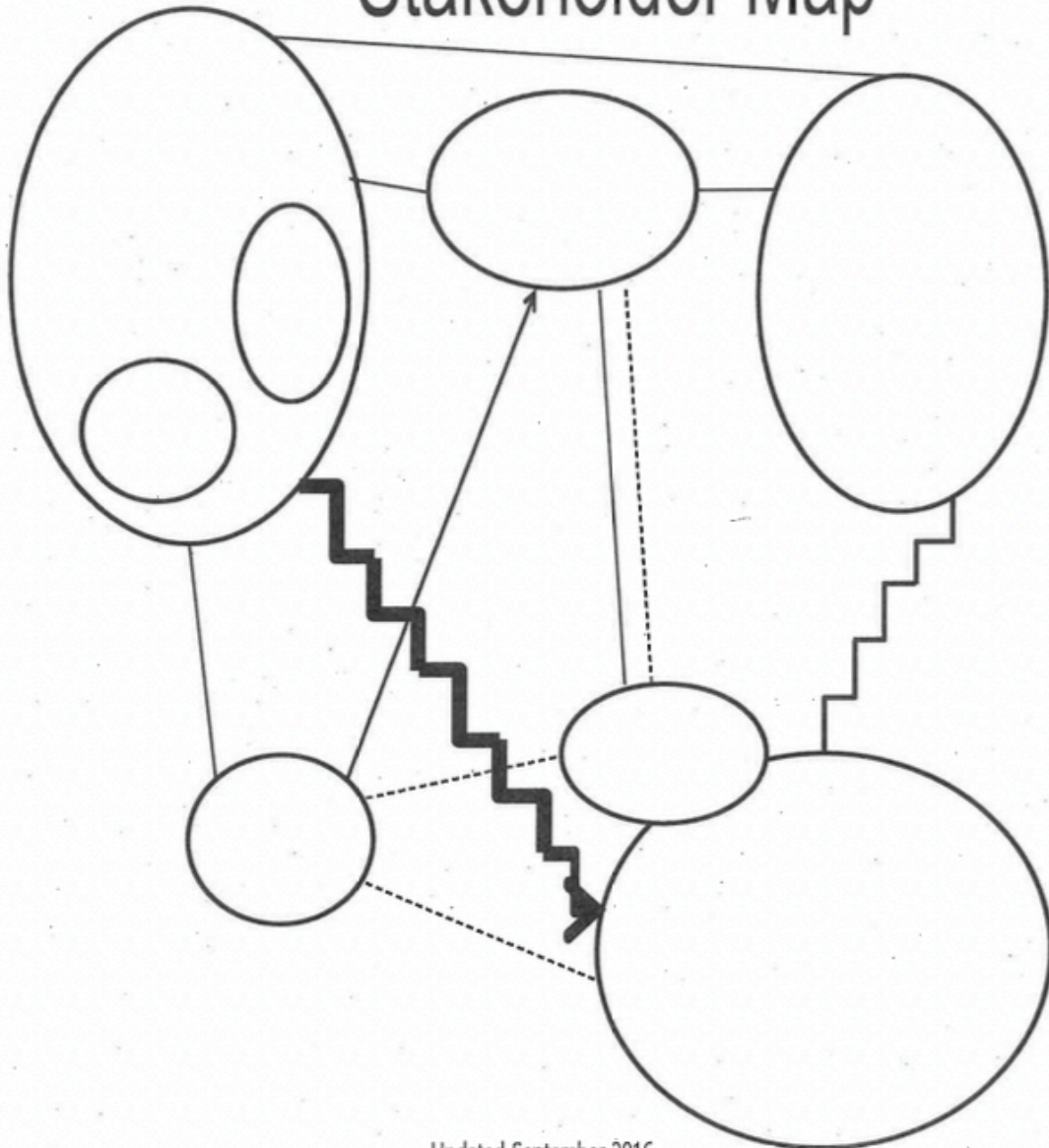


# Connectors and Dividers

| Category                  | Potential for Connection | Potential for Division |
|---------------------------|--------------------------|------------------------|
| Systems & Institutions    |                          |                        |
| Attitudes & Actions       |                          |                        |
| Shared Values & Interests |                          |                        |
| Common Experiences        |                          |                        |
| Symbols & Occasions       |                          |                        |
| Other                     |                          |                        |
|                           |                          |                        |

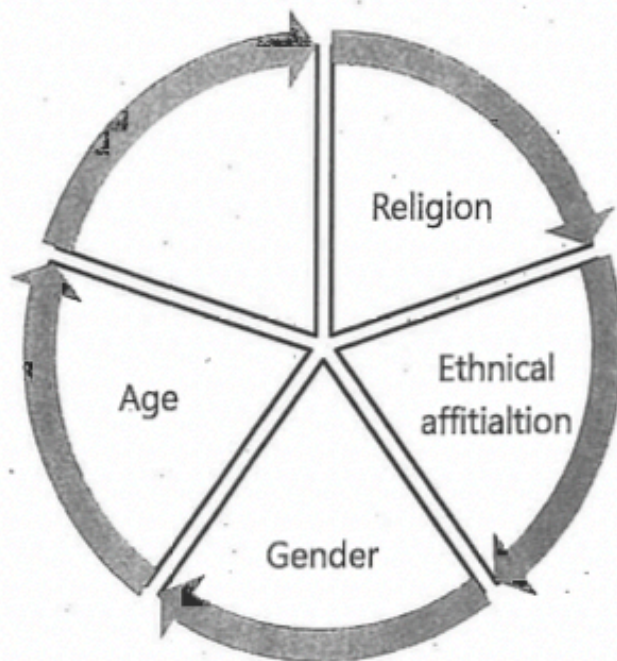


# Stakeholder Map



Updated September 2016

# Identity Group Dynamics



## Types of Actors

## Approaches to Building Peace

### Level 1: Top Leadership

Military/political/religious  
leaders with high visibility

Focus on high-level negotiations  
Emphasizes cease-fire  
Led by highly visible,  
single mediator

### Level 2: Middle-Range Leadership

Leaders respected in sectors  
Ethnic/religious leaders  
Academics/intellectuals  
Humanitarian leaders (NGOs)

Problem-solving workshops  
Training in conflict resolution  
Peace commissions  
Insider-partial teams

### Level 3: Grassroots Leadership

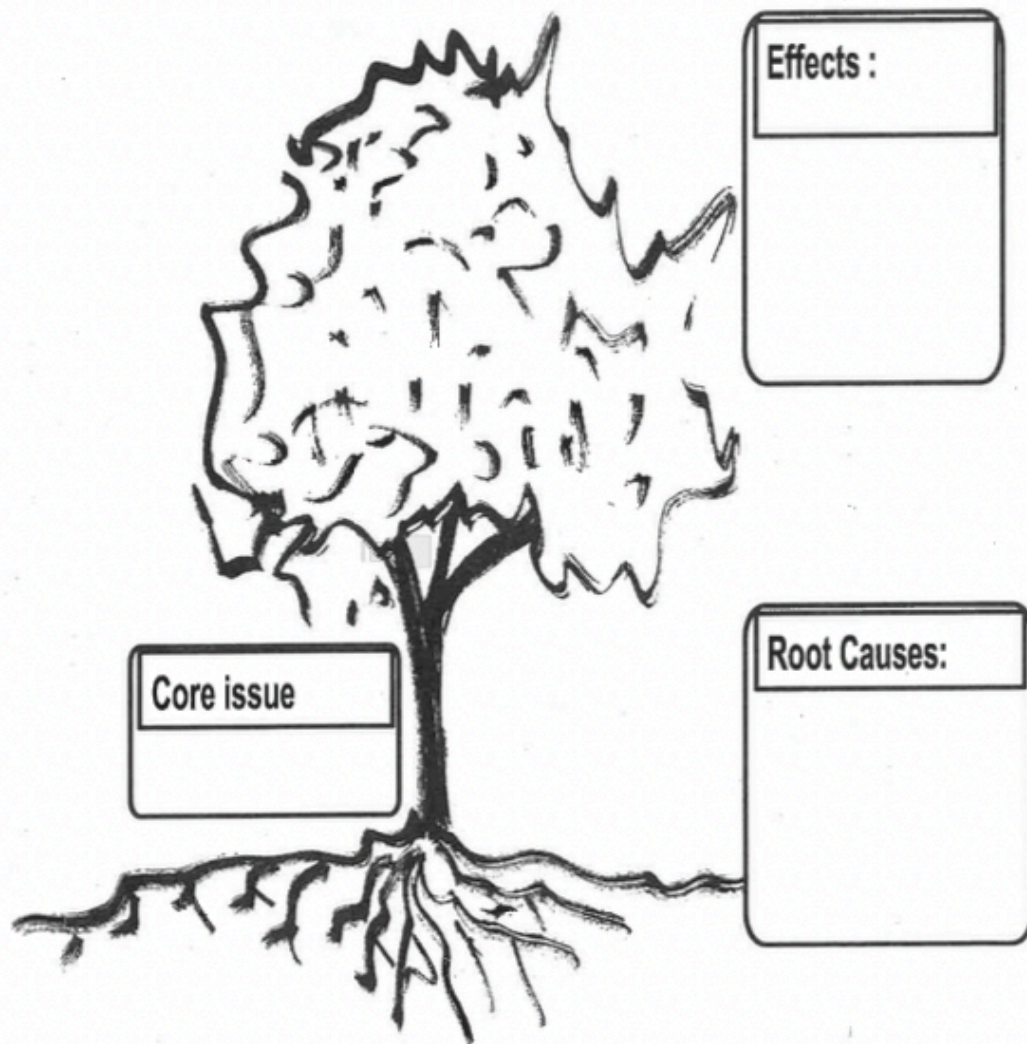
Local leaders  
Leaders of indigenous NGOs  
Community developers  
Local health officials  
Refugee camp leaders

Local peace commissions  
Grassroots training  
Prejudice reduction  
Psychosocial work  
in postwar trauma

Affected Population

Derived from John Paul Lederach, *Building Peace: Sustainable Reconciliation in Divided Societies* (Washington, D.C.: United States Institute of Peace Press, 1997), 39.  
Updated September 2016

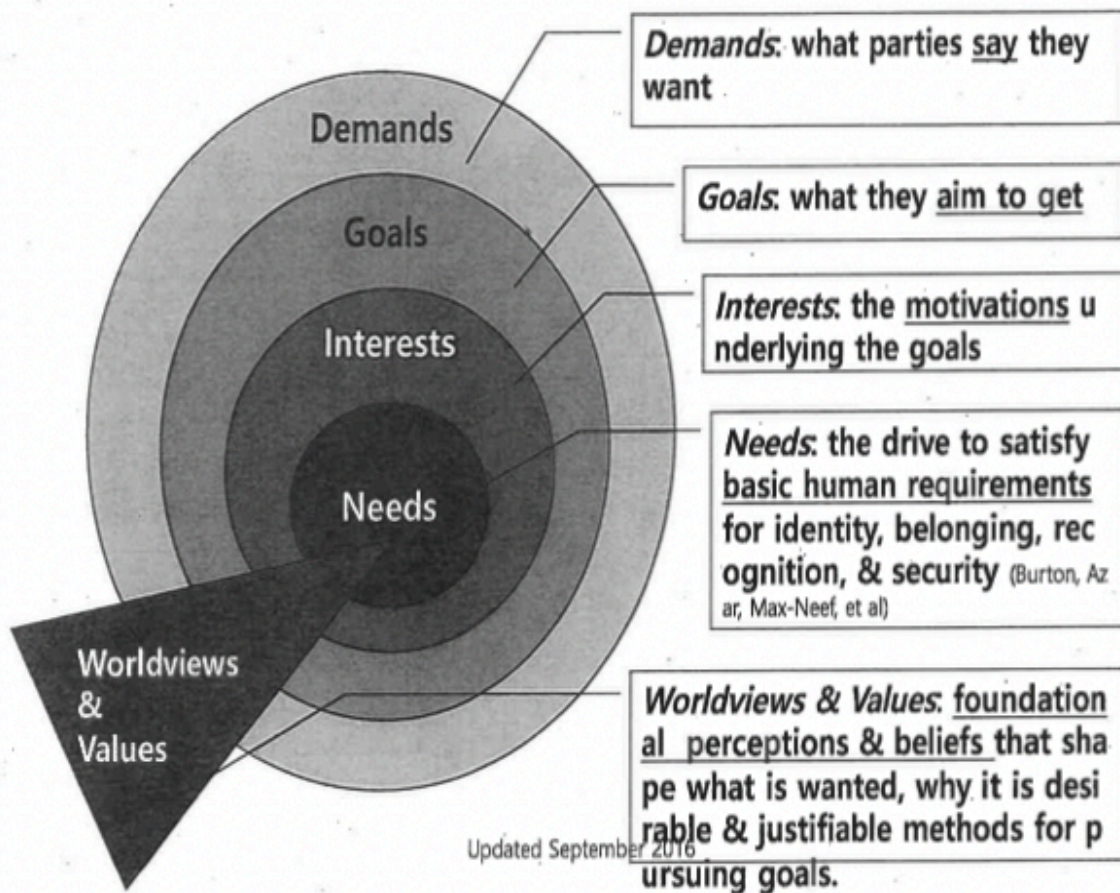
# Conflict Tree

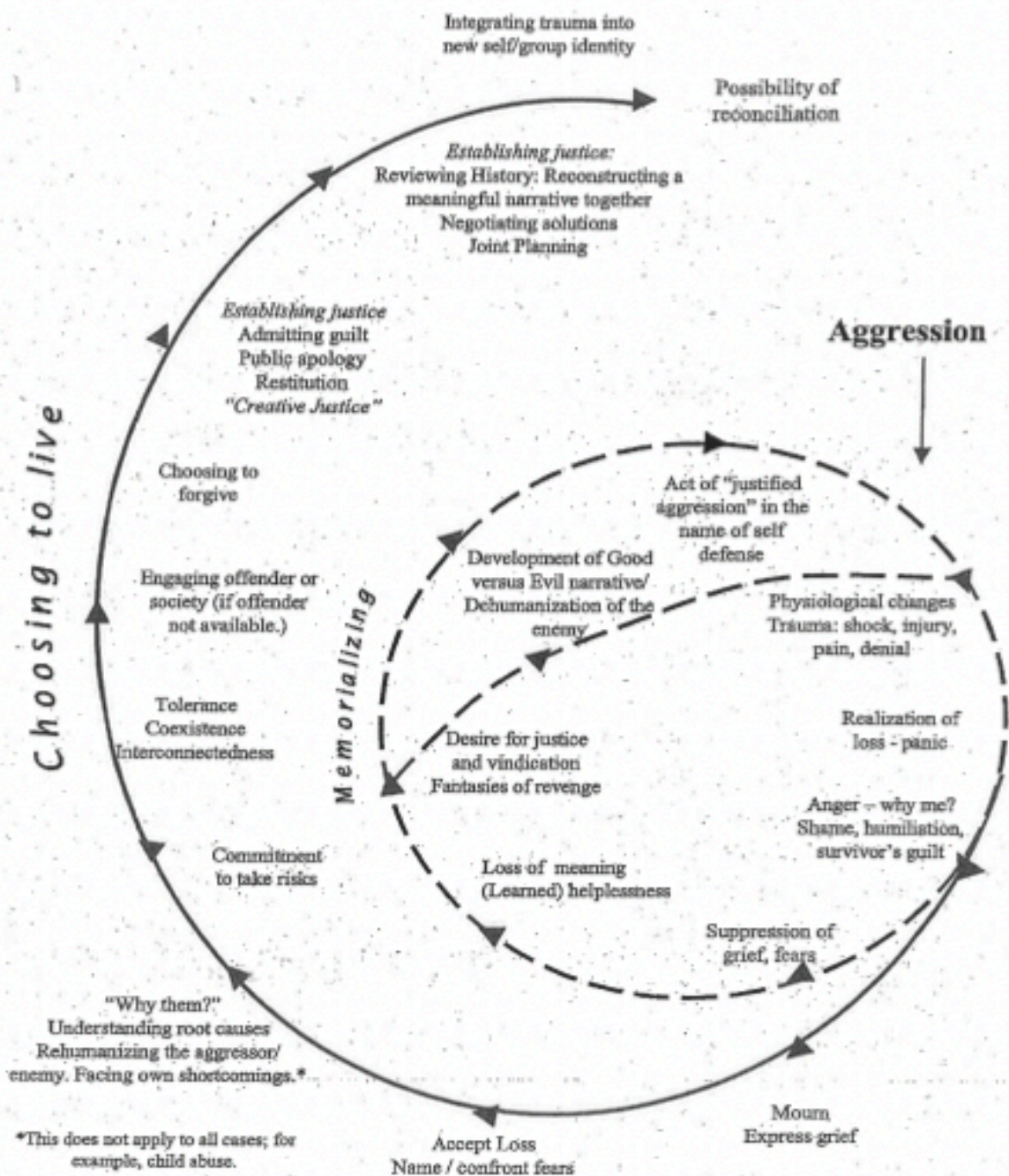




# Analysing motives & aspirations: 'The Onion'

Catherine Barnes, adapted from version by Simon Fisher, et al *Working with Conflict*





## Trauma Healing Journey: Breaking the Cycles

©EMU, Conflict Transformation Program, 2002. Adapted from model by Olga Botcharova



# Local Capacities for Peace and Resilience Lens

| Institutions/People | Capacities & Resilience |
|---------------------|-------------------------|
|                     |                         |
|                     |                         |
|                     |                         |
|                     |                         |

# World View Perception Lens

| Name of Stakeholder | What life experiences shape this stakeholder's narrative of conflict? | What cultural and identity groups shape how stakeholders perceive conflict? (cultural norms, beliefs, and values involved) | What perceptual processes shape stakeholder's perceptions? | What previous traumas may be impacting whether stakeholders respond instinctually or logically? |
|---------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |
|                     |                                                                       |                                                                                                                            |                                                            |                                                                                                 |

## Appendix II — References and Additional Resources

Identity Group Dynamics <https://www.rienner.com/uploads/518a6accde15c.pdf>

The TBP's Theory of Trust can be found in the [Trustbuilding Training Manual](#).

Theory of Change: <https://www.hivos.org/document/the-hidden-life-of-theories-of-change/>

Assets Based Community Development: <https://resources.depaul.edu/abcd-institute/resources/Documents/WhatIsAssetBasedCommunityDevelopment.pdf>

Theory of Change - USAID Manual: Mitigation [https://www.dmeforpeace.org/wp-content/uploads/2017/06/USAID\\_THEORIES20OF20CHANGE20AND20INDICATOR20DEV20FOR20CONFLICT20MGMT.pdf](https://www.dmeforpeace.org/wp-content/uploads/2017/06/USAID_THEORIES20OF20CHANGE20AND20INDICATOR20DEV20FOR20CONFLICT20MGMT.pdf)

Power and Love by Adam Kahane: <https://www.ebooks.com/en-us/book/209805211/power-and-love/adam-kahane/>

Trauma and Resilience Focused: Adverse Community Experiences and Resilience: <https://phabc.org/wp-content/uploads/2018/11/Adverse-Community-Experiences-and-Resilience-11.15.18.pdf>