



Guidelines

Engagement with Civil Society

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DPKO/DFS GUIDELINES ON ENGAGEMENT WITH CIVIL SOCIETY

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A. PURPOSE

1. These guidelines provide peacekeeping personnel with operational guidance on how to build effective civil society engagement initiatives guided by the basic principles of inclusiveness, “do no harm”, security of civil society actors and adapted to the needs of men, women, boys and girls. In particular, they offer best practices to identify relevant civil society actors, build and maintain systematic and coordinated interaction as well as assess the impact of civil society engagement on mandate implementation.
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B. SCOPE

2. These guidelines apply to all DPKO-DFS personnel engaging with local actors to implement mandated tasks, which include, but are not limited to: supporting protection of civilians activities and the protection and promotion of human rights; engaging with communities addressing local conflicts and promoting social cohesion and reconciliation; promoting women's participation and gender equality; fostering inclusive political processes and electoral consultations; facilitating the reintegration of former combatants in their communities; supporting the extension of state authority and the promotion of good governance; and supporting community mechanisms for prevention of and protection from sexual exploitation and abuse. These guidelines primarily target civilian components implementing substantive aspects of missions' mandates. However, principles and methodologies suggested in this guidance could be used by uniformed personnel as well.
3. For the purpose of these guidelines, civil society is understood to be a ‘political space’ for voluntary, un-coerced, organised and peaceful collective action by a wide spectrum of societal actors motivated by shared interests, values, or purposes to advance common ideas and objectives. In this regard, civil society is set apart from state actors and the private sector, but it is also more than the local Non-Governmental Organisations (NGOs) or Civil Society Organisations (CSOs) and should be understood to include individuals, human rights defenders, independent media and journalists, community leaders including religious, indigenous and customary authorities (when not part of the institutionalised architecture of the state), trade unions, women's groups, youth groups, social movements and social media communities or any other societal actors purposefully pursuing conservation, change or transformation of the socio-political, economic, moral and cultural parameters of society.

C. RATIONALE

4. The critical role that civil society can play in peacebuilding has long been recognised by the United Nations. Peacekeeping operations have often been mandated to engage with civil society in support of political processes and mission mandated tasks as recognized recently by Security Council Resolutions 2086 (2013) and 2282 (2016). In an effort to improve the effectiveness of such engagement in the implementation of mandated tasks, a survey of practice was conducted in 2015 identifying a number of recommendations that are at the core of the present guidelines.
5. In particular, the survey finds that peacekeeping engagement with civil society remains ad hoc and focused on formal and elite organizations perceived as contributing to peace efforts. This narrow focus leaves a wide range of actors outside of processes supported by peacekeeping missions, thus affecting their inclusivity and ultimately the perceived neutrality of the mission. Therefore, improving peacekeeping engagement with civil society requires the development of a more holistic institutional approach and policy guidance. The institutional approach aims at better linking engagement efforts throughout the mission to the attainment of mandated tasks and priorities. Operational guidance is required to broaden the range of actors missions engage with to include diverse grassroots actors, marginalized groups including youth and women, as well as groups associated with potential spoilers to the peace process.
6. Civil society can be an agent of transformation and change in societies, but depending on the specific country context, it is not always necessarily a force that favours the peace process supported by the UN or mission mandated tasks. In conflict settings, civil society organizations may be highly polarized and politicised. Nevertheless, it is only by ensuring “that the needs of all segments of society are taken into account¹” that peacekeeping operations can further peacebuilding processes and objectives. Therefore, peacekeeping operations should retain the capacity to work with both those that support and those that oppose the peace process to improve its analysis of political and conflict dynamics, as well as to inform its strategic and operational planning accordingly.
7. These guidelines recognize that by engaging constructively and regularly with civil society actors, peacekeeping can contribute to sustainable political settlements, social cohesion and reconciliation and protection of human rights in polarized societies. Peacekeeping personnel can leverage civil society actors’ positive role to improve conditions for mandate implementation. Such engagement can particularly impact: (i) the prevention and mitigation of local conflicts; (ii) community mobilization efforts; (iii) alert mechanisms on human rights violations and abuses; (iv) the definition and implementation of protection strategies; (v) the facilitation of consultations at the community level; and (vi) women’s and youth’s participation, thus fostering greater inclusiveness. Engagement with civil society can also enhance the UN’s reputation and help maintain support from the local population. Civil society actors also support civic education and sensitization programmes, are an essential component of free, fair and non-violent electoral processes and can be a key counterpart for local governments in developing accountability and responsiveness mechanisms in the context of the extension of state authority and the fight against impunity. This list is not exclusive and other peacekeeping functions can similarly benefit from civil society’s contribution.

¹ SCR 2282 (2016)

D. PROCEDURES

8. Setting Objectives for Civil Society Engagement

- 8.1. Civil society engagement can contribute to the achievement of mission goals and the implementation of mandated tasks. However, this requires that civil society engagement strategies be factored in at the outset of planning activities by relevant peacekeeping components and be based on a contextual and gender-sensitive conflict and stakeholders analyses². In particular, peacekeeping personnel should develop an understanding of the interests of civil society actors, their relationship to conflict and peace dynamics including human rights trends, their capacities, strengths and weaknesses, as well as the opportunities and, conversely, any risks that the mission's engagement may pose for them. These analyses should be done not only at the national, but also at the local level in order to fully reflect existing interlinkages between local and national processes. They will contribute to identify key entry points for peacebuilding work including necessary partnerships with influential civil society actors, as well as identification and prevention of possible risks and reprisals against civil society actors for cooperating with peacekeeping missions, especially in asymmetric environments.
- 8.2. Mission planners should integrate the outcomes of the conflict and stakeholders analyses into relevant UN and mission strategic planning documents (ISF, UNDAF, RBB and Mission Plan). Such integration ensures that the mission contributes to a UN-wide approach to civil society engagement, thereby conferring greater coherence to the various engagement efforts, paving the way for joint initiatives. Mission planners should ensure that civil society engagement supports clear mission priorities and that dedicated resources for such efforts are allocated in a timely manner.
- 8.3. At the sections and components level, managers should identify clear objectives for civil society engagement as part of their sections' and components' strategies. At the Field Office level, Heads of Office should ensure that civil society engagement across sections and components is focused and aligned with the overall mission and Field Office priorities so as to increase coherence and maximize impact. In order to do so, civil society engagement should reflect a theory of change – a statement on the type and level of change that can be expected as a result of civil society engagement in a given timeframe. It should also be captured through basic indicators to help monitor the impact of civil society engagement on the attainment of mission priorities (see section 13).
- 8.4. To help determine the priority objectives that could benefit from civil society's contribution, peacekeeping personnel should adopt participatory techniques such as brainstorming within the component, section and/or Field Office with the participation of other partners including UNCT representatives and of relevant civil society counterparts. The formulation of the objectives should describe the specific contribution of civil society to the desired change in the target country and/or region. In order to facilitate progress monitoring, the objectives should be "SMART" i.e. Specific, Measurable, Attainable, Realistic and Time-bound. Defining SMART objectives would further help peacekeeping personnel outline what they seek to accomplish through civil society engagement, in what timeframe, for whose benefit as well as a clear picture of what achievement would look like.
- 8.5. Peacekeeping missions should use, whenever possible, existing coordination and information-sharing mechanisms to plan, implement and monitor civil society engagement efforts -both at mission Headquarters and Field Offices levels. Such mechanisms should aim at ensuring timely feedback on civil society perceptions and concerns regarding the

² For further guidance, United Nations Conflict Analysis Practice, May 2016

implementation of the mission's mandate and the broader peace process. They should also promote joint planning and common messages among mission's sections and components engaging local actors.

9. Identifying and Mapping Civil Society Actors

9.1. Section engagement objectives should guide peacekeeping personnel in the identification of relevant civil society actors. Peacekeeping personnel should strive to engage with a broad range of local actors representing the diversity of populations in their areas of assignment. To identify relevant counterparts, peacekeeping components should conduct periodic mapping exercises of civil society actors (see Annex 1) at minimum on an annual basis. To the extent possible, these exercises should be conducted with the participation of UN country team and civil society counterparts in order to capitalize on diverse perspectives and understanding of local actors.

9.2. Civil society mapping consists of a visual representation of civil society actors, their interests and ability to influence a given objective. It enables peacekeeping personnel to identify civil society actors with interests in mission's objectives and priorities, ability to influence, positively or negatively, the peace process and related mandated tasks, and demonstrated relations at the community level. Mapping exercises should follow a basic process that involves:

- Listing all actors linked to the objective;
- Whenever possible, categorizing and analysing the listed actors (e.g. traditional leaders, formal organization, political party, etc.) to understand how related and relevant they are to the objective as well as to assess their capacity including hindering factors – e.g. legal framework or resources;
- Drawing matrices based on levels of interests and levels of power or influence on the objective to identify key actors (see annex 1 for an example);
- Analysing the relationships among the identified key actors and with state authorities or parties to the conflict.

9.3. By visualizing individual civil society actors' interest and power in relation to mission priority objectives, peacekeeping personnel will be better equipped to determine how best to engage civil society. The mapping quadrants will identify four groups: 1) actors with high power but low interest; actors in this area have no vested interest in the target objective but if mobilized have the power to influence it. Therefore, peacekeeping missions should keep them informed to ensure that they use their influence in favour of the pursued objective. 2) Actors with high power and high interest; these are considered key actors as they have the ability to advance or hinder the objective. 3) Actors with low power and low interest; they should be engaged over time to understand if their interest or influence changes over time, and to gauge how the mission might assist it to reach full potential. 4) Actors with low power and high interest. these actors need to be empowered so that they can gain greater ability to directly influence the objective. Disenfranchised groups at community level are likely to fall into this category. However, grassroots groups may offer an alternative reading of the conflict narrative and play a critical role in identifying the most meaningful peacebuilding priorities at the local level.

9.4. In order to ensure inclusive processes, peacekeeping personnel should strive to engage actors on all four quadrants of the matrix. However, engagement with key actors will have the most direct impact on the objective. Key actors can include spoilers to the peace process and stakeholders not willing to interact with the mission. Therefore, peacekeeping personnel should analyse relationships among key actors and between key actors and others³. By identifying groups susceptible to influence key stakeholders, including potential spoilers to

³ For further guidance, DPKO and DFS Manual: Civil Affairs Handbook, 1 April 2012; ODI Toolkit, Stakeholder Analysis, January 2009

the peace process, peacekeepers can advance their objective even in the absence of a formal engagement with spoilers and gradually create the conditions for such dialogue.

10. Managing Risks and Expectations

- 10.1. Peacekeeping personnel should acknowledge that civil society may not be neutral. In conflict affected environments, civil society actors can be polarized along conflict fault lines. As a result, some civil society actors may support the interests and positions of conflicting parties. This contributes to divisions and tensions among civil society actors, and between civil society and the government. Peacekeeping personnel need to be aware of these divisions in order to avoid legitimizing through its engagement a particular component of civil society. Clearly, in polarized contexts, peacekeeping personnel should seek to engage with a broad range of civil society actors to maintain the impartiality of the mission and its ability to support inclusive peace processes.
- 10.2. Furthermore, host governments may perceive civil society actors as threats and take aim at missions' civil society engagement efforts. Therefore, peacekeeping personnel should assess the nature of relations between the government or parties to the conflict and specific civil society actors, especially when implementing restoration and extension of state authority mandates. In the event that key actors include groups associated with opposition political parties or having stark differing policy stances, peacekeeping personnel should develop mitigating measures to diffuse potential frictions with the government.
- 10.3. When engaging with peacekeeping missions, civil society actors will often expect transfer of financial resources. Therefore, peacekeeping personnel should be prepared to address this expectation either by providing information on existing mission and external funding opportunities, or preferably by discussing possible support not requiring financial resources.

11. Interacting with Civil Society Actors

- 11.1. To develop structured and systematic engagement practices with civil society, the Head of Mission should establish formal mechanisms for regular interactions with a broad range of local actors. This entails creating a space where mission, UN country team and civil society leaders including elders, academics, religious and women leaders can share concerns as well as discuss UN and national policy processes. Wherever available, the Head of Mission should consider building upon existing mechanisms within the UN country team e.g. civil society advisory committees/groups, NGO committees and humanitarian cluster. Furthermore, senior gender advisers and relevant UN country team members should recommend to the Head of Mission the establishment of specific consultation mechanisms for women's groups. Similarly, focused consultation mechanisms should be put in place to engage youth groups. Dedicated mechanisms can ensure a larger participation of women's and youth's representatives and ensure their freedom to share women's and youth's needs and perspectives. The engagement of the Head of Mission will signal to mission sections and components that partnership with civil society is a priority. In this context, Force Commanders and Police Commissioners should also have opportunities to contribute to the dialogue with civil society especially in regards to security concerns. Mission leadership engagement will ensure that civil society concerns are taken into account in the mission strategic decision-making and broader political processes. Formal interaction mechanism could be further replicated at field office level under the leadership of the Head of Office.
- 11.2. Before approaching civil society counterparts, peacekeeping personnel should refer to their civil society mapping to consider potential incentives prompting individuals and entities to engage – and possibly maintain the engagement – or not with the mission. This would help to frame engagement efforts not only based on mission's objectives and interests but also taking into account civil society's interests and goals.

- 11.3. Peacekeeping personnel should consider a wide spectrum of engagement modalities based on the context and objectives of peace efforts as well as mission mandated tasks (see annex II). Interaction modes can be categorized into 5 main groups: i) inform: to provide civil society with objective information on mandated activities and status of the peace process and mandated tasks; ii) consult: to gather information about local perceptions of the mission as well as ongoing political processes, security situation and mandated tasks; iii) involve: work directly with local communities through civil society to ensure that local concerns and aspirations are taken into account in the peace process; iv) collaborate: to partner with civil society to build national and local capacity to sustain peace; v) empower: to create space for civil society to participate in the peace process, contribute to the planning and assessment of substantive mandated tasks and convey local interests. Peacekeeping personnel should seek to use these different interaction modes depending on their interlocutors and the specific stage of the peace process or mandated tasks.
- 11.4. Peacekeeping personnel should be mindful of criteria and expectations associated with the participation of individual civil society representatives. In particular, they should articulate the purpose of representation and any expected outcomes. They should also encourage civil society actors to use transparent and inclusive processes for the selection of their representatives to engagement efforts with the mission. Lack of clarity on the selection process can affect the acceptance of the outcomes of the engagement by other members of civil society. Following engagement efforts, peacekeeping personnel should support civil society representatives in their efforts to report the outcomes not only within their organizations but also at community level. Similarly, they should also ensure that the outcomes of the engagement are shared within the mission in order to ensure coherence across mission sections and components.
- 11.5. When engaging with civil society, mission personnel should refer to common messages related to the mandate of the mission as developed by the Public Information Office and the objectives of the engagement. They should assess and use preferred and accessible communication channels to provide civil society and communities with information and initiate dialogue. They should also maintain open communication with the government regarding ongoing engagement efforts and proactively encourage the government to consult and involve civil society, particularly marginalised segments. By doing so, mission personnel will ensure a transparent and sustainable approach to civil society engagement.

12. Protecting Civil Society Actors

- 12.1. Notwithstanding the responsibility of the host state to protect its civilians within its borders, all peacekeeping personnel should be concerned with the protection of civil society actors. Therefore, engagement planning, implementation and impact assessment phases should be guided by the basic principles of “do no harm”, security, sensitivity and other relevant principles. In particular, peacekeeping personnel should take into account the gender dimensions in assessing risks, and integrate gender perspectives in all measures designed to protect civil society actors.
- 12.2. When planning civil society engagement efforts, peacekeeping personnel should assess the risks (reputational, safety and security) that civil society actors may face as a result of their engagement with the mission. In doing so, they should refer to the incidence and types of threats affecting civil society actors, the likelihood of such threats to occur as a result of the engagement and the impact they may have on civil society actors. The mapping exercise should inform the risk assessment including the understanding of a given civil society actor's capacity to mitigate potential risks.
- 12.3. In the event that a specific civil society actor is threatened, peacekeeping personnel should liaise with the human rights component to verify the allegations and ensure contacts with the

civil society actor under threat. In consultation with the actor at risk, human rights components should advise peacekeeping personnel on effective strategies to ensure the actor at risk's safety. Such strategies could include advocacy to representative of state institutions, including the security forces. Peacekeeping personnel should consider leveraging senior level engagement to sensitize state authorities on the significance of protecting civil society actors as part of efforts to build sustainable peace.

- 12.4. Furthermore, mission sections and components mandated to extend state authority should promote measures protecting the space for civil society into reform efforts. In particular, they should advocate so that the legal framework does not excessively restrict the ability of civil society actors to be organized or to have a voice, nor that civil society is confined to registered groups. Peacekeeping personnel should work closely with human rights components to monitor and document obstacles and threats to civil society space.

13. Assessing the Impact of Civil Society Engagement on Mission's Priorities

- 13.1. Peacekeeping sections should monitor if and how civil society is contributing to mandated tasks and goals. This enables peacekeeping personnel to determine if their engagement has an impact in addressing conflict dynamics and sustaining peace. In the negative, peacekeeping personnel can use this information to review their engagement approach.
- 13.2. Peacekeeping sections should set basic indicators when planning their civil society engagement efforts. Indicators help measure progress made over time. However, peace processes are fairly complex and involve a multitude of actors. Isolating the exact impact of a given civil society intervention can prove difficult. Therefore, peacekeeping personnel should, as much as possible, use multiple indicators to capture the depth of a single objective. For instance, when assessing how civil society contributes to protection of civilians, one could measure: (i) the frequency of civil society actors' attendance to protection coordination mechanisms; (ii) the number of protection alerts civil society actors have raised in a given period; (iii) changes in perception of security in a given community where civil society actors intervened; or (iv) reduction in vulnerability elements in a given community where civil society actors intervened. Indicators (i) and (ii) will provide quantitative information and (iii) and (iv) qualitative one. None of these individual indicators can provide a full picture of how well civil society actors contribute or not to POC efforts. However, when combined, they provide a more comprehensive understanding of the response.
- 13.3. In the process of selecting indicators for assessing engagement impact, peacekeeping personnel should consider how they will obtain the necessary information to assess them. They should pay particular attention to the expertise, time and resources required to collect specific data, as this may impact the feasibility and credibility of impact assessment efforts. As a result, peacekeeping personnel should prioritize mapping existing data from reliable sources as this could help the organization save considerable resources and time. Reliable sources normally include national government bodies, especially statistics offices and UN agencies, funds, and programmes. Qualitative and quantitative information from civil society should also be included as a secondary source of information. When using national sources, peacekeeping personnel should assess that the conflict has not affected the state's and civil society's capacity to collect and analyse data.

E. TERMS AND DEFINITIONS

Civil Society: Civil society refers to a broad network of individuals, communities, and organisations, including formal and informal actors and potential spoilers to the wider political process seeking to promote social, economic or political causes.

Mapping: Mapping refers to the visual and analytical process enabling to identify and characterize civil society actors for the purpose of identifying entry points in support of mission priorities and peace process objectives.

G. REFERENCES

Normative or superior references

- A. Charter of the United Nations
- B. DPKO/DFS Policy: United Nations Peacekeeping Operations: Principles and Guidelines, 2008
- C. Policy on human rights in peace operations and special political missions, 2011
- D. UN Security Council Resolution 1325 (2000) on Women, Peace and Security, S/RES/1325
- E. UN Security Council Resolution 2250(2015) on Youth, Peace and Security, S/RES/2250
- F. UN Security Council Resolution 2282 (2016) on the Review of United Nations Peacebuilding Architecture, S/RES/2282

Related procedures or guidelines

- G. DPKO and DFS Policy Directive on Civil Affairs, 1 April 2008
 - H. Monitoring Peace Consolidation: The United Nations Practitioners' Guide to Benchmarking, 2010
 - I. DPKO and DFS Manual: Civil Affairs Handbook, 1 April 2012
 - J. DPKO and DFS Guidelines on Component-Level Planning on Rule of Law and Security Institutions Issues, 1 April 2012
 - K. DPKO and DFS Programme and Sub-Programme Self-Evaluation Policy, 1 March 2013
 - L. DPKO and DFS Guidelines on Understanding and Integrating Local Perceptions in Multi-Dimensional UN Peacekeeping, 1 June 2014
 - M. DPKO and DFS Policy Directive on Civil Affairs, 1 April 2008
 - N. Monitoring Peace Consolidation: The United Nations Practitioners' Guide to Benchmarking, 2010
 - O. DPKO and DFS Manual: Civil Affairs Handbook, 1 April 2012
 - P. DPKO and DFS Guidelines on Component-Level Planning on Rule of Law and Security Institutions Issues, 1 April 2012
 - Q. DPKO and DFS Programme and Sub-Programme Self-Evaluation Policy, 1 March 2013
 - R. DPKO and DFS Guidelines on Understanding and Integrating Local Perceptions in Multi-Dimensional UN Peacekeeping, 1 June 2014
 - S. OHCHR Civil Society Space and the United Nations Human Rights System: a Practical Guide for Civil Society, October 2014
 - T. DPKO and DFS Policy on Planning and Review of Peacekeeping Operations, 1 January 2017
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H. MONITORING AND COMPLIANCE

- 14. These guidelines are intended to provide guidance to peacekeeping personnel engaging with civil society; compliance is not mandatory.
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I. CONTACT

- 15. The contact for these guidelines is the Civil Affairs Team in the Policy and Best Practices Service, Division of Policy, Evaluation and Training, DPKO/DFS

J. HISTORY

16. These new Guidelines have not been amended.

APPROVAL SIGNATURE:



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Annex I: Civil Society Mapping Tool

Civil society mapping is an analysis and prioritization process which follows the basic steps below:

- Listing all actors linked to the objective
- Whenever possible, categorizing and analysing the listed actors
- Drawing matrices based on levels of interests and levels of power or influence on the objective to identify key actors
- Analysing the relationships among the identified key actors and with state authorities or parties to the conflict.

The mapping exercise should be driven by identified engagement objective(s) or issues and should be conducted as a brainstorming exercise across sections and components and, to the extent possible, with the participation of UN country team counterparts in order to capitalize on diverse perspectives and understanding of local actors.

1. Listing civil society actors

This first step consists of identifying all actors associated with the objective. This can be done through brainstorming questions such as:

- ☐ What groups or communities are affected by the issue?
- ☐ What structures (formal and informal) govern the affected groups and/or communities?
- ☐ What actors (association, NGO, women's or youth's groups, public and private sector, church, etc.) operate in this geographical area?
- ☐ What actors (association, women's or youth's groups, NGO, public and private sector, church, etc.) have a mandate to act on this issue?
- ☐ What actors (association, NGO, women's or youth's groups, public and private sector, church, etc.) have been vocal on this issue?
- ☐ What factors foster/hinder the ability of actors (association, NGO, women's or youth's groups, public and private sector, church, etc.) to operate and/or act on this issue?

The listing process should aim at covering the widest range of actors and peacekeeping personnel should not be afraid of redundancies (actors appearing under several questions) at this stage.

2. Categorizing and analysing the listed actors

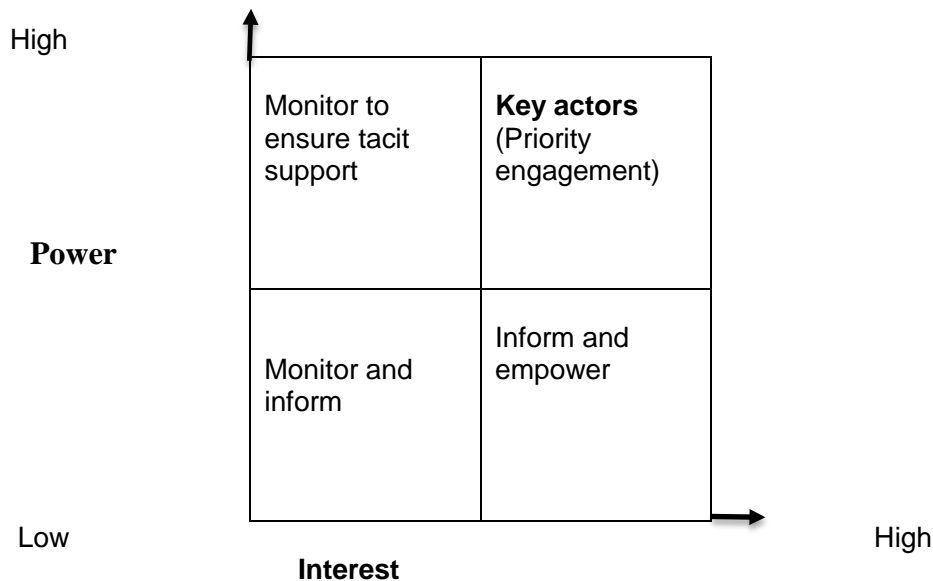
This step consists of better understanding the actors and their relevance to the objective(s). In particular, peacekeeping personnel should discuss:

- **The type of actors:** is this an individual? A formal organization? Faith-based? Locally or nationally-based? *Does the organization have a formal structure, including a management board? A set of formal internal administrative directives guiding the use of funds, staff terms and conditions?* Answering these basic questions will help with the relationship analyses. It will also inform the types of interaction the mission should implement.
- **The dynamics among key actors and with state authorities and/or parties to the conflict:** do they share similar interests or positions? Do they communicate or collaborate? Do they influence each other? Do they support each other?
- **Their relationship to the objective:** Are they affected? What degree of interest do they have in the objective? Are they willing to engage for or against the objective? If yes, is their agenda stated or implicit?
- **Their legitimacy:** How is the actor perceived by the affected communities? To which degree is the actor representative of the affected communities?
- **Their level of influence on the objective:** How strong is their ability to influence the objective? Are they advocating for or against the objective?

Peacekeeping personnel should not be concerned with providing answers to all the questions. The mapping process is also an opportunity to identify gaps in knowledge and needs for further assessment. It should evolve as the mission's understanding of the local context deepens.

3. Drawing the matrix

The information gathered under point 2 above should guide peacekeeping personnel in drawing the matrix, organizing local actors based on their interest and power.



Peacekeeping personnel should strive to engage actors on all four quadrants of the matrix. However, engagement with key actors will have the most direct impact on the objective

4. Analysing relationships

This step consists of analysing relationships between the actors. It can be particularly helpful in determining actors likely to have influence on the key actors identified under the previous step. This can be done by determining:

- Who the key actors are accountable to? This could be an electoral constituency (political party), donors (formal NGOs), or a central religious body (formal religions).
- Where they receive information from? This could point to specific communities (consultations by NGOs, political parties), media (political parties, associations) or government.
- How they are governed (as determined under step 2) and which body they require approval from? For instance, individual board members can influence how an NGO stand on a given objective.

The relationship analysis will provide further entry points for engagement with civil society by not only focusing on key actors, but also other actors with influence on key actors. This can include communities and community leaders with low power on the objective but real influence on key actors.

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Annex II: Spectrum of Interaction Modes with Civil Society

(from DPKO and DFS, Understanding and Improving Engagement with Civil Society in Multi-Dimensional UN Peacekeeping: from Policy to Practice, 2016)

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Primary Goals	To provide civil society actors with balanced and objective information about ongoing mandated activities undertaken by peacekeepers to facilitate greater understanding of the mission mandate and engender more positive acceptance of the mission among the local population	To gather accurate information about the local context, perceptions, and expectations in support of the mission's situation and conflict analysis and planning processes; to obtain civil society feedback on analysis, activities, alternatives and/or decisions; to assess mission progress towards mandate implementation and associated benchmarks;	To work directly with local communities through civil society as a locus of connectivity between the state and society throughout the peace process to ensure that public concerns and aspirations are consistently understood and considered; to enhance strategic communications and messaging	To partner with civil society to help build national and local capacity for early warning, monitoring, protection of civilians (where relevant), connecting the state and local populations, and developing concrete and sustainable solutions for peace and reconciliation.	To create space for civil society actors to take the lead in representing local interests in peace negotiations and other peace activities.
Setting Expectations	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations, and will seek your feedback on peace agreement drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and will seek your feedback on peace agreement drafts and proposals.	We will work together with you to formulate solutions and incorporate your advice and recommendations into peace negotiations and the final peace agreement to the maximum extent possible.	We will help implement what you decide.