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LEADERSHIP DEVELOPMENT AS CATALYST IN PARTNERSHIP PROJECTS
PRAXIS PAPER

Finn Kjaerulf, Stine Vejborg Andersen and Henrik Ronsbo

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ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF FIGURES AND TEXTBOXES

PREFACES AND INTRODUCTION

EVERY VIOLENCE PREVENTION PROJECT IS A LEADERSHIP LABORATORY

Julio Lemasson, Executive Director

Research Center for Violence Prevention in Central America, CIPREVICA

For those of us who are part of CIPREVICA, work in Guatemala and Honduras is a continuous commitment to human rights. Violence prevention, rather than limited to crime prevention, is the shaping and building of conditions where communities learn that violence is the face of injustice, exclusion, and the denial of human dignity in all its forms and that violence can be prevented.

For communities to learn this, it is essential that they see themselves as protagonists, as the direct builders of an everyday life without violence. Moving from a passive to a proactive and committed position is only possible over time and through intersectoral and interinstitutional efforts.

At CIPREVICA we generate knowledge, we contribute and get to know places through studies, and we facilitate, co-create, accompany, promote, and educate. But without connections, alliances, and networks of and with people from civil society organizations, local government, and communities, we cannot contribute. This way we have learned that the actions that are fully focused on a life based on the guarantee and practice of human rights, that provide meaning to our work, are actions that also entail a leadership perspective.

Leadership becomes real and visible in the everyday practise and continuous exercise of influencing others, in impacting decision-making structures, contributing to the 'backbone organization' (See p. 18-19 for a discussion of the backbone organization), expressing indignation against violence, and engaging with all aspects of building democratic and civic participation. Leadership that contributes to preventing violence is exercised from within the community, from the communities that are the heartbeats in the lives of populations.

Place-Based Leadership Development is a necessity and a practice. We need to sense - together with community actors – that which promotes, facilitates, or inspires change in the lives of communities. And it is a practice in the way that every activity, every meeting, every resource, every interaction, seeks to contribute to the profound transformation of social life. All the above is realized through leadership. What we do arises from our leadership and helps to sow and harvest new leaderships.

We have also learned that if we want to teach about leadership, we ourselves need to be trained for a leadership aimed at building human rights, citizenship, and democracy.

We have learned that it is from specific learnings about leadership that we reach tools, attitudes, and visions that enrich the leadership of others.

Finally, among the most important lessons learned is that our training on leadership, directed and replicated in the training of community actors, allows them to migrate from passive reception to committed action in their own reality. The true and most critical leadership is that of collectives, of people who come together to walk together and build with passion and real commitment the municipality they long for and have been dreaming of. The desired municipality is one where citizen and intersectoral participation represents the main and most powerful way to prevent violence.

Every violence prevention project, we have learned, represents a living, dynamic, and exemplary laboratory of participation and enactment of citizenship. It is constituted by dynamics and interweavings of leaderships and commitments to dignity. Therefore: Every violence prevention project is made, built, and developed from diverse and necessary leaderships.

LEADERSHIP CAPABILITIES AS A CATALYST FOR VIOLENCE PREVENTION IN KENYA

Joseph Omondi, Executive Director

MIDRIFT-HURINET

Violence continues to have a negative impact on the development trajectory of Kenya, on productivity and economic growth, on physical and human capital. The underlying causes of these conflicts are multiple and overlapping, including historical, resource-based, cultural, ethnic, and territorial, political and power dynamics. Factors including corruption, human rights violations, poverty, insecurity, and the proliferation of small arms in the country compound the problem.

Based on this analysis we have been implementing the Intersectoral Violence Prevention programme-IUVP in Kenya since 2014. The programme has contributed to the creation of coalitions of intersectoral leaders and citizens as agents of change.

Despite the presence of individual violence prevention mechanisms, there remains in Kenya a lack of collaboration and coordination among sectors.

To address this challenge, the Place-Based Leadership Development (P-BLD) program was introduced to empower intersectoral leaders able to address systemic challenges and aid in reducing tensions and violence through enhanced collaboration. Through our program, leadership capabilities among local state and non-state actors have been developed and nurtured, creating a coalition of leaders with growth mindsets, to drive change and foster collective action that address systemic challenges.

Through P-BLD, MIDRIFT, as a backbone organization, has undergone introspection and cultivated leadership capacities among us. This initiative has enabled us to pioneer efforts that foster relationships and trust building among stakeholders, driving systemic changes in violence prevention initiatives.

The leadership capabilities we have fostered have resulted in the introduction of the first-ever Multisectoral Coordination and Collaboration Fora in Nakuru and Baringo for peace and security. By institutionalizing multisectoral fora on peace, safety, and security in Nakuru and Baringo Counties in Kenya, the approach has engendered a sense of shared responsibility in tackling the complexities associated with violence.

These fora played a pivotal role in the development of political leadership empowering key stakeholders in Nakuru and Baringo Counties, to effectively prevent pre-, during-, and post-election violence in 2022. Together 500 leaders representing political parties, media outlets, youth groups, law enforcement agencies, officers from the independent electoral and boundary commission, faith-based organizations, and NGOs, facilitated proactive measures to maintain peace and stability during the electoral process.

Moreover, local communities in a shift of mindsets have embraced collaborative efforts, leading to improved local governance and safer environments across five municipalities: Nakuru, Naivasha, and Njoro in Nakuru County, Kabarnet and Marigat in Baringo County and Nairobi County.

PBLD continues to transform communities, foster action for collective impact, hasten system change and shape relationships.

Leader and leadership development are a catalyst for violence prevention and therefore direly needed for sustainable peace and security across the globe.

1. INTRODUCTION

We share this text on leadership development as a catalyst in partnership projects, not as a set of final conclusions but, with the intention of furthering reflection and dialogue, exploring how we may continue to develop and improve our work as a partnership-based anti-torture organisation working in the areas of human rights, development, and health.

We fully realize that our perspective, though co-created with partners, is one from the North, with those limitations and biases it entails, and in line with this we invite partners and colleagues to share their views on our perspectives, in public or personal forms, as best suits the conversation.

In this text we identify some of the key lessons derived from 15 years of work with urban violence prevention (Salahub, 2019) and local leadership development (Worrall, 2015) in partnerships with NGOs in Honduras, Guatemala, Kenya, Morocco, Uganda, and Tunisia. While most of our professional experiences derive from urban violence prevention projects, in this paper we focus more broadly on how to leverage Place Based Leadership Development (P-BLD) in DIGNITY's and partners' work, irrespective of the more specific programmatic objectives in prevention or rehabilitation.

We present our argument the following way: In Section 1 we frame questions regarding place-based leadership within current debates regarding development practice and leadership theory. The section is more theoretical and here we try to identify some of the key doctrinal lessons which are relevant to most if not all program areas in anti-torture work. These are program areas such as mental health interventions that focus on building stronger referral networks, and work on justice sector reform that focus on improving conditions for people in detention[2]. In Section 2 we then unpack these insights within the confines of the three core approaches in DIGNITY's international work with the Human Rights, the Public Health, and the Human Security Approaches (Kjaerulf & Barahona, 2010), outlining how the leadership agenda aligns with these thematic approaches.

Sections 3, 4 and 5 are more practical and intended to provide inspiration for work with project design and programming. We take the reader through the steps of creating projects and programmes in ways that enhance the emergence of place-based leadership. Our key concern is to address the challenges from a DIGNITY perspective associated with the early exploratory phase of the work.

In the final section the paper concludes that the proactive mitigation of threats and risks, through evidence-informed, adaptive planning during initial phases of implementation is foundational for creating the conditions necessary to achieve project objectives in the context of extended development initiatives spanning 5-10 years. We hope these ideas serve to inspire others.

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[2]See Søndergaard (Søndergaard, 2021) for a recent review of this work in Tunisia and Jordan.

1. RECOGNIZING UNCERTAINTY AND MANAGING COMPLEXITY

DIGNITY's Partnership pursues approaches that enable organisations to adapt and respond to the complex and multi-layered political, social, ethnic, and cultural dynamics of violence, torture, and traumatisation. We find these contexts in urban violence dynamics, as well as in the systems that survivors navigate in their health, care and accountability seeking behaviour. We understand and approach these systems as complex and open, constituted by multiple subsystems whose constant interactions are characterized by emergence, networking, and adaption.

In the preceding decade, a constellation of innovative methodologies, notably encapsulated by the paradigms of *Doing Development Differently* (Wild, 2016), *Problem Driven Iterative Adaptation* (M. L. P. Andrews, Lant; Woolcock, Michael 2012; M. P. Andrews, Lant; Woolcock, Michael, 2016), and *Thinking and Working Politically* (Akmeemana, n.d.; Laws, 2018) has emerged.

These methodologies are unified by their application to the multifaceted phases of development -- ranging from planning and implementation to monitoring, evaluation, and learning -- in contexts characterized by complexity and unpredictability. Despite their varied foci, these approaches collectively advocate for a departure from the traditional, linear, and hierarchical frameworks of development, historically aligned with conventional logical framework analysis (McEvoy, Brady, & Munck, 2016). Each, in its own capacity, underscores the imperative of recognizing the inherent uncertainties (Davoudi, 2021; Kato & Ahern, 2008; Strangert, 1977), adapting to evolving realities, and fostering solutions in collaboration with local stakeholders. The scholars diverge in their identification of the specific contexts necessitating adaptation -- be it economic, political, environmental, or market-driven -- while some emphasize the deliberate and structured nature of adaptation itself. A common thread among these perspectives is the emphasis on navigating and accommodating both the contextual and causal intricacies inherent in development work, thereby encapsulating the essence of the 'doing development differently' ethos.

Notwithstanding the merits of the 'doing development differently' paradigm, we posit that this approach, in isolation, is inadequate. For DIGNITY and likeminded organisations working in the realms of health, trauma, and protection with vulnerable populations in violence-afflicted environs, merely adapting to the 'emergent context', albeit beneficial, falls short of comprehensiveness. We contend that the integration of two additional methodologies is imperative to enhance context-sensitive adaptive planning. Firstly, the employment of evidence-informed strategies is paramount, especially when the DIGNITY Partnership is involved in the formulation of healthcare initiatives tailored for individuals and groups who have endured torture and violence. Secondly, the implementation of rigorous risk management protocols is indispensable, given the prevalent security challenges inherent in the

domain of human rights work, with specific emphasis on safeguarding the well-being of survivors and the security of human rights advocates.

When DIGNITY and its partner organizations are involved in developing healthcare programs for survivors of torture and violence, the foundation of these programs must be rooted in evidence-based practices. This is so because survivors of torture and violence often have complex physical and psychological needs. Evidence-informed approaches ensure that the interventions and treatments provided are based on the best available scientific research, clinical expertise taking into consideration the available human, institutional and financial resources.

Such approaches invariably involve a continued, systematic review of the existing literature, including clinical guidelines and the latest research. However, it also entails producing evidence in the form of baselines, needs assessments, and rigorous evaluations to inform the development and refinement of healthcare services for survivors of torture and violence. Evidence-informed approaches not only enhance the quality of care but also build trust among survivors, to ensure them that their treatments are grounded in established knowledge and expertise.

Secondly, human rights work, including enabling healthcare services for survivors of torture and violence, can be fraught with security concerns. Survivors themselves as well as human rights defenders – including therapeutic personnel -- continuously face threats, intimidation, and violence (Kelly, 2022). Risk management is therefore crucial for the safety of both service providers and survivors. It involves identifying potential risks, assessing their likelihood and impact, and developing strategies to mitigate them. This may include protection, safety protocols, and contingency plans in case of emergencies. Protecting the physical and psychological well-being of all involved parties is paramount.

Beyond the ambit of individual safeguarding, risk management extends to the building of local ownership and acceptance[2]. Within the intricate social fields that frame prevention initiatives or referral frameworks for survivors of torture and violence, securing the concurrence of embedded stakeholders is paramount. The pivot in achieving local ownership and acceptance resides in the nurturing of local leadership capacities. The efficacy and enduring viability of both preventive and rehabilitative endeavours are therefore intrinsically tied to the emergence of robust place-based (local) leadership. Such leaders are instrumental in advocating for the cause and mobilizing backing from within their respective communities, institutions, and constituencies.

The DIGNITY Partnership therefore places a significant emphasis on identifying, nurturing, and empowering local leaders. The approach not only enhances security by fostering positive relationships but also creates a network of advocates who can drive the protection of human rights defenders and the delivery of essential rehabilitation services and further violence prevention work ensuring sustainability of the work. Leadership development thus becomes a cornerstone in building the crucial pillars of local ownership and acceptance.

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[2] At this point the concepts of development and humanitarian practice diverge. Humanitarian practice traditionally uses the term " (Humanitarian Practice Network, 2010: 52-59), while development practitioners favours the term 'ownership'. Despite the diverging concepts the object of the exercise remains the same, that is, the local stakeholders.

In summary, while Doing Development Differently is valuable for responding to the complexity of both context and causes, it is not the sole approach in the toolkit of the DIGNITY Partnership.

When working with survivors of torture and violence, evidence-informed approaches ensure the quality and effectiveness of healthcare services. Additionally,

Figure 1 Core Tools in Development Practice

given the security risks and the need for local inherent in human rights and violence prevention work, risk management strategies are essential. Together, these three approaches create a comprehensive framework for delivering impactful partnership projects benefiting survivors while upholding human rights principles. These we explore more in the following section.

Bringing 'doing development differently', 'evidence-informed interventions' and 'risk management' together in a coherent approach is an aspiration rather than an achievement. In the remainder of this paper, we try to demonstrate how a particular approach towards complexity leadership developed in partnership with Centro de Investigación Para la Prevención de Violencia en Centro América (Research Centre for the Prevention of Violence in Central America) and MidRift Human Rights Network in Kenya enables partners to combine risk management, adaptive planning and evidence informed approaches in their projects.

LEADERSHIP THEORY RESPONSES TO COMPLEXITY

Complexity leadership theory provides a framework for understanding situated agency in adaptive planning. It is a multi-faceted concept that uses a systems level approach to designing adaptive organizational structures, enabling networked interactions, nurturing innovation, and providing leadership development that fosters collaboration along with individual performance (Uhl-Bien & Arena, 2017: 10).

Complexity leadership theory this way informs our understanding of adaptability throughout a site-specific programme and works as a meta-theoretical framework that structures programmatic design decisions and brings together perspectives from innovation, network, entrepreneurship, adaptability and integrates these into partnership projects and Place-Based Leadership Development (P-BLD) to ensure sustainable and effective projects.

Complexity, distinct from mere complication, pertains to the concept of rich interconnectivity. The inclusion of the term rich in relation to interconnectivity signifies that when entities engage in interactions, they mutually influence each other in unanticipated and irreversible manners. Complexity arises when networked interactions allow events to link up described as 'chains-of-change' and create unexpected outcomes also referred to as emergence or emergent properties.

Complexity occurs on multiple levels and across different sectors and contexts in social space. It is driven by an array of factors economic, social, and cultural, hence the underlying theoretical assumption in programming is that greater interconnectivity is a precondition for the redistribution of power that will eventually allow people to link up and drive change in unprecedented ways.

In such a system order response can do more harm than good. In situations where leaders turn to order, they tend to pull back to systemic equilibrium and focus on the world as they wish it to be and not as it is. Many development programs and development organizations are managed based on bureaucratic organizing principles and order responses.

The opposite of order responses is adaptability. Ordered responses can stifle out the interactive dynamics needed by organizations to respond effectively to complexity (Uhl-Bien & Arena, 2017: 10). Adaptive responses on the other hand resist the pull to order, they emerge 'when … networked agents are able to resonate around a new approach, alternative way of thinking, or adaptive solution that meets the needs of a complex challenge' (Ibid: 11). Moreover, a complex adaptive system, a collection of many agents acting in parallel, enables leaders to adapt and evolve with a changing environment.

LEADERSHIP STYLES

The two types of responses can also be divided into *operational leadership (exploitation)* and *entrepreneurial leadership (exploration)*. Balancing the tension between the two categories of leadership is key to leadership for organizational adaptability. Exploitation is needed to produce results for current success from existing knowledge and through selection, refinement, choice, efficiency, and execution. Exploration is needed to 'sustain future viability by creating new knowledge, skills and processes through search, risk taking, experimentation, flexibility and play (Uhl-Bien & Arena, 2018: 98). Adaptive leaders must orchestrate both operational and dynamic capabilities, called enabling leadership.

Enabling leadership is the synergy between the two types of leadership and should be seen as a response to complexity. Enabling leaders mobilize and energize others to act and know that the only way to build an adaptive organization that is sustainable over time is by unleashing the capacity of local agents to regularly see and enact adaptive responses. Enabling leaders must be able to take great risks in opening an adaptive space for others. They must be comfortable with tension and be able to deal with failures. It moreover involves a balance between knowing when to be visible and when to step back to enable others. Enabling leaders choose to do this because they know that the cause is bigger than them, and they feel satisfaction from creating adaptive responses. The collaborative and innovative process gives a feeling of meaning, purpose, and fulfillment (Uhl-Bien & Arena, 2017: 18-19).

2. DIGNITY PARTNERSHIP PROJECTS

DIGNITY's partnership projects encompass a diverse array of practice areas, spanning from mental health, over prevention of urban violence and creating safe urban communities, to the prevention of torture in prisons and law enforcement agencies. These initiatives are constructed upon different blends of 'public health,' 'human rights-based,' and 'human security' approaches outlined below.

In operational terms, the approaches are either bi- or multi-sectoral, involving actors from one or more state sectors as well as at least one non-state actor, often a national human rights NGO. Notably, the P-BLD approach holds significant relevance within the multi-sectoral context, irrespective of whether the programs and projects focus on rehabilitation or prevention.

Our primary focus is on forging intersectoral coalitions of leaders who act as catalysts for change, while also striving to empower citizens to drive change. The emphasis lies in bolstering community agency and resilience to enhance the resilience of vulnerable 'at-risk' groups.

DIGNITY's partnership projects employ evidence-informed methods, drawing from the distinct mandates of the various participating sectors. The initiatives intentionally prioritize the establishment and strengthening of alliances, networks, and direct communication channels among local law enforcement, health authorities, regional authorities, the private sector, and civil society organizations. These efforts address all forms of systemic challenges and their interconnectedness.

Acknowledging the increasing consensus among researchers and practitioners, DIGNITY's partnership projects also recognize that curbing violence and torture while leaving no one behind necessitates a holistic, interdisciplinary, and intersectoral strategy. As a result, our programs integrate intersectoral approaches that harmonize conventional measures with evidence-based strategies rooted in public health principles.

HUMAN RIGHTS-BASED APPROACH (HRBA)

The approach is a framework for human development, rooted in international human rights standards, aimed at promoting and safeguarding human rights. It tackles inequalities, discrimination, and power imbalances. HRBA operates on two fronts: enhancing right holders' capacities to assert claims and strengthening duty bearers' abilities to fulfill obligations. It emphasizes bridging the gap between these stakeholders through facilitated middle-ground meetings. HRBA prioritizes human dignity, fostering inclusive participation, and empowering marginalized groups.

By leveraging nondiscrimination, it strives for socially guaranteed policy improvements, encompassing legal frameworks. HRBA supplies international norms, clarifies citizens' entitlements, and delineates state responsibilities. It enhances capacity building and mobilization in national prevention programs and policies and provides a firm basis for the right-to-rehabilitation. Stakeholders can prevent violence by engaging in constructive dialogues with governments, invoking rights under international conventions, like freedom from torture, the right to life, and access to health, where governments uphold these obligations.

PUBLIC HEALTH APPROACH (PHA)

PHAs focus on before-the-act/prevention and are intended to integrate efforts to identify and address root causes and risk factors that may produce violence, torture, and traumatization. Therefore, the approach is evidence-based, as it produces evidence on what works. The PHA builds on knowledge about risk and protective factors associated with violence, torture, and trauma.

The model explores the relationship between individual, relational, social, cultural, and environmental factors and thus considers interpersonal violence as the outcome of multiple influences on behavior. Its evidence informed approach comprises four steps: (1) to define the violence problem through systematic data collection (2) it explores causes by identifying risk and protective factors and researching who it affects. (3) It designs, tests, and evaluates prevention interventions to establish what works and for whom. (4) It ensures widespread adoption of the most effective and promising interventions to assess impact and cost-effectiveness.

The approach is vital as it identifies risk factors and preventive factors and helps to develop a focus on the characteristics that decrease the likelihood of a person becoming a victim or a perpetrator of violence. Another benefit of the PHA is the development of a learn-as-you-go approach (implementation research) so that acquired knowledge can be built upon. This corresponds well to 'complexity theoretical' frameworks. The approach also encourages early interventions and inclusive working relationships with affected communities. Finally, the approach has proven to be useful when changing public attitudes and beliefs related to unsafe lifestyles.

THE HUMAN SECURITY APPROACH (HSA)

The HSA places a premium on safeguarding individuals. Unlike emphasizing the state's role in protection, this approach focuses on the potential threat the state poses rather than its role as a safeguard for its populace. It underscores the need for shielding against repression and guarding against violence. Grounded in human rights and democratic principles, the HSA empowers people to take part in governance, necessitating the reinforcement of democratic institutions to establish the rule of law. Within the HSA, addressing insecurities arising from violence is a pivotal entry point. This pursuit aims to heighten protection and empowerment for populations exposed to risks and hazards.

Human security translates to safeguarding individuals from significant and pervasive threats and situations, all while capitalizing on their inherent strengths and aspirations.

It constructs systems that provide individuals with the essential components for survival, dignity, and livelihood. This approach operates through two overarching strategies: protection and empowerment. Protection safeguards individuals from harm, while human security aids in identifying gaps within the 'protective grid' (infrastructure) and devising means to reinforce and enhance it. Empowerment facilitates personal development and active engagement in decision-making processes. Thus, the approach employs two complementary strategies: bottom-up and top-down.

In most, if not all of DIGNITY's partnership projects, a Human Security approach is deliberately employed during dialogue workshops and meetings where both duty bearers and right holders are invited. The aim is to fortify bottom-up participation-driven strategies by incorporating civil society and the private sector into local governance, ensuring initiatives align with local needs. Concurrently, the approach adopts a top-down, protection-oriented strategy to enhance the state's protective infrastructure, norms, processes, and institutions. This collaboration between law enforcement, civil society, and local government seeks to safeguard citizens against insecurities and bridge the gap between partially dysfunctional state institutions and international human rights standards.

THE FIVE CONDITIONS FOR COLLECTIVE ACTION

The focus of leadership development is to bring sectors together to achieve collective impact. Collective impact has gained tremendous momentum as a disciplined, cross-sector approach to solving social and environmental problems. Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

THE FIVE CONDITIONS OF COLLECTIVE IMPACT (KANIA & KRAMER, 2013)

Common agenda	All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
Shared measurements	All participating organizations agree on the ways success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.
Mutually reinforcing activities	A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated activities through a mutually reinforcing plan of action.
Continuous communication	All players engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation
Backbone support	An independent, funded staff dedicated to the initiative provides ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing resources.

The complex problems cannot be solved by any single organization or sector alone. Cross-sector perspectives can improve collective understanding of the problem and create a sense of mutual accountability. The five conditions, identified by John Kania and Mark Kramer are echoed in DIGNITY's partnership projects as factors which contribute to more successful project outcomes.

Specifically, the conditions are integrated throughout the entire programing of projects. In practice, the condition of *a common agenda* is mirrored by addressing and developing policy, validated by relevant sectors and stakeholders at local and national level. Such policy is a vital foundation for a shared vision for social change, common understanding of problems, joint approach to solving problems and agreement upon actions. The notion of 'trans-scalar advocacy' from local, through national to in some cases regional and transnational scales encapsulates this move. Focus is on working in the scale(-s) with the best opportunity structure.

A shared measurement system practically means that there is agreement on how success is measured and reported with key indicators across all participating organizations. In the program facilitated through baseline studies, violence observatory tracking patterns and impact studies.

Mutually reinforcing activities are facilitated by establishing joint work on prevention, protection, and rehabilitation and by mobilizing local budgets. This engages diverse stakeholders across sectors, coordinating differentiated activities, via a mutually reinforcing plan of action.

Continuous communication is enabled by establishing trans-scalar dialogue and coordination at local and regional level. This sustains long-term frequent communications among key players within and across organizations, to build trust and inform ongoing learning and adaptation of strategy.

A backbone organization is established by selecting a local partner organization with committed facilitators, which is supported and coached by DIGNITY. Such independent staff will provide ongoing support by guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy and mobilizing funding.

Moreover, drawing on experiences from several collective impact initiatives for social innovation, the five conditions are premised on mindset shifts concerning 'who is engaged, how they work together and how progress happens' (Hanleybrown, Juster, & Kania, 2014). Thus, the five conditions cannot stand alone.

PLACE-BASED LEADERSHIP DEVELOPMENT (P-BLD)

Place-based leadership development (P-BLD) (Worrall, 2015) projects provide a comprehensive evidence-based framework for enhancing collective leadership capabilities. This framework highlights

the importance of shared lived experiences for effective peacebuilding among traditional and non-traditional leaders. The success of strong partnerships hinges on capacity building for both state and non-state actors. Integrating P-BLD with partnership projects aids leaders in addressing mindset clashes and intersectoral tensions that can undermine violence prevention, peace-building efforts, or improvements in referral networks.

P-BLD prioritizes self-awareness and people skills, fostering enhanced individual understanding and collaboration across organizations and society. This approach aligns seamlessly with the multi-level approach of partnership projects, acknowledging the complexity of social issues and the dynamics of violence within specific contexts. P-BLD promotes dialogue, mutual understanding, and shared accountability between rights holders and duty bearers, nurturing a collaborative mindset.

Successful initiatives through partnership projects involve collective efforts targeting attitudes, values, and inter-relational behaviours. A mindset shift, from fixed to growth mindsets, is crucial. Growth mindsets encourage openness, learning, and empowered leadership, enabling effective intersectoral collaboration.

The synergistic relationship between *partnership projects* and P-BLD strengthens the impact of DIGNITY's work. DIGNITY's focus on place and coalition building aligns with P-BLD's recognition of sectoral tensions. By fostering collective transformative learning, P-BLD empowers leaders for sustained efforts, complementing DIGNITY's aim of achieving *sustainable* outcomes.

Partnership projects and P-BLD amplify each other's strengths, creating a dynamic approach for lasting improvements and fostering a culture of collective impact.

3. HOW TO BUILD PARTNERSHIP PROJECTS THAT LEVERAGE LOCAL LEADERSHIP

The following sections provide a detailed roadmap outlining the distinct steps that can be systematically undertaken in the pursuit of constructing partnership projects that harness the potential of local leadership. The process encompasses a comprehensive approach, beginning with pre-investigation, followed by the critical pilot phase, and ultimately culminating in a dynamic model for collaborative action and transformative impact.

PRE-INVESTIGATION

The pre-investigation process includes a project preparation phase, where the first steps involve a fact-finding mission to the programme country, with the purpose of assessing and understanding the levels of violence, possibilities for action and cooperation models. Secondly, risk assessment will be conducted to map potential risks related to the programme's activities and outcome.

Reversing the risk indicators to actual conditions for success (collective impact) enables the project managers to carefully select an appropriate location and cooperation partners.

Pre-investigation includes knowledge generation (research and base-line studies) as well as meetings with potential partners. The work takes place partly from Copenhagen as well as locally.

When a project group is selected by DIGNITY, desk studies are drafted on relevant issues (violence, traumatisation etc.) and initial literature screening is undertaken. The studies are an entry strategy in the selected context, and thereby open for a fact-based dialogue on causes, mechanism and dynamics, risk and protective factors and settings associated with violence and traumatisation in the specific context, with the most important stakeholders.

THE GUIDING QUESTIONS TO LEAD AND FRAME REGIONAL SCOPING ARE:

- Which areas of a region have the presence of institutions and civil society with 1) capacity/good track record 2) political will 3) Blue Ocean competition conditions?

- Are there any evident regional subject specific (health, violence) complexities?

- Which cooperation mechanisms are other human rights organizations using in the region?

- How do donors from North build collaboration constructions with local organizations in the region?

- Which funding mechanisms are used by other donors for the collaboration with local organizations?

- How do we ensure a sustainable development impact and are there any clear exit strategies of a DIGNITY development cooperation?

PREPARATORY WORK / MEETINGS AT NATIONAL LEVEL

The scoping work undertaken by a project group should involve meetings at national level in the capital with relevant organizations to assess opportunities and barriers and gain insight on the political context and understand national stakeholder perceptions of levels and nature of the torture and violence in the country.

The *types of organizations* to be visited are:

1) *International organizations, embassies etc.* as they can assist with knowledge on working environment, cooperation culture and dedication as well as experience with and track record of cooperation with state institutions as well as civil society organizations, funding mechanisms and obvious pitfalls. In the medium term these organizations could enter as technical or financial contributors to DIGNITY engagements, provided that common interest is created.

2) *Research institutions and other knowledge producers* such as think tanks that can assist with second opinions, research results and findings as well as provide insights on relevant organizations' capacity level in different themes

3) *Local government administrations, intersectoral coordination fora, and law enforcement agencies institutions* are crucial to impact, local ownership, sustainability and exit strategies. These are important actors to engage with to ensure that all relevant institutions are part of the solutions to the problem addressed by the partnership project.

4) *Civil society organizations* are crucial for the success of any DIGNITY engagement, as they are potential partners in a DIGNITY engagement as they may develop into strategic partners in a South-North partnership. It is relevant to look at all criteria for a successful partnership such as track record, dedication, independent work capacity, independence of political parties, networking capacity across state and non-state actors, mutual trust as well as social, administrative, and professional ability of carrying and moving operational activities and a political-technical agenda with local ownership and sustainability. The aim is to find the strongest possible and most trustworthy partner in the city context with the best possible enabling environment for the DIGNITY engagement.

Meetings with these organizations should involve questions like the following ones that all provide input to the initial risk analysis:

• Are there any other organizations we should visit and interview?

• Where is the greatest dedication and capacity in state institutions and civil society found?

• Are the law enforcement agencies open towards collaborating on the issues of pre-trial detention, mental health, gender-based violence or torture?

• Where is the greatest political will and the most resistance encountered?

• Where will we find ourselves, in a 'red sea of competition'? And where do we find the 'blue oceans' of opportunities?

Besides gaining insight on the levels of violence and possibilities for cooperation and actions, the visits at national level also have the purpose of building legitimacy around the project by strengthening local-national linkages, while drawing on and showing respect for constitutional and national institutional logics. It is crucial to ensure that national level decision-makers support partnership projects and engagements, since these in due course may be used as leverage in the scaling-up of program activities to other locations.

RISK ANALYSIS AND SELECTION OF PARTNER AND PROGRAMME SITE

Risk assessment, as delineated in Appendix 1, constitutes a pivotal element of the pre-investigation phase, offering methodologies for the identification and subsequent mitigation of risks. Such analysis facilitates the discernment and evaluation of both programmatic (a top-down perspective) and emergent (from a bottom-up, or contextual and institutional standpoint) risk scenarios. Consequently, it is instrumental in the selection of both the geographical setting and collaborative entities in a particular intervention.

If risk scenarios are left unidentified and unaddressed from the start, the programme might be undermined and planned interventions and outcome will be threatened, as programme outcome is based on co-creation, collaboration between all sectors as well as change supported from within these.

The risk analysis is dynamic, iterative and should continuously be adapted to the political, contextual, and institutional conditions. It is necessary that iterations are undertaken throughout all programme phases, when working in complex and volatile settings.

It is important to bear in mind that the identification and management of relevant risk scenarios is an inter-subjective process enriched by a multiplicity of perspectives both top-down and bottom-up and best based on a combination of interviews with stakeholders and lessons learned from DIGNITY's previous programmes.

The Generic Risk Table (See Appendix 1) serves to structure risk scenarios and provides examples of risk outcome in three core risk categories. The table does not amount to a complete list of risk scenarios, on the other hand not all risk scenarios are relevant in all settings. These will always depend on the actual situation.

The Generic Risk Table is divided into three categories:
Programmatic risks
The category includes 1) the potential for an aid programme to fail to achieve its objectives and 2) the potential for the programme to cause harm in the external environment.

Institutional risks
The category includes the range of ways in which the implementing organisation and its staff may be affected by interventions. These may include threats to safety of staff, reputational risk and financial risks.

Contextual risks
The category covers the range of potential adverse situations that may arise in a particular context, including the risk of harm beyond the immediate context of the country's borders.

The risks may include governance failure, competition for resources, natural hazards and pre-exiting socio-political tensions.

Based on experience from DIGNITY's multiple partnerships *political resistance* composes the *major risk* towards achieving programme objectives. One of the lessons learned is that to have a sustainable programme, *political will is needed*, including active participation of local government and law enforcement agencies. The risk of political resistance can be mitigated by selecting a location where there is a demand for participation and political will (positive opportunity structure), often found in peripheral regions and less so in metropolitan areas. Previous experiences indicate that one of the key drivers for lack of political will in capital cities is that these often experience negative interference by the national government, fuelled by unclear governance structures, high levels of resource (including space) competition and a prevalence of violence often above national average.

One way of cultivating political will is therefore to create a demand-driven selection process by increasing the number of scoping sites in regional centres (second-tier cities). Partnership projects that take a territorial approach and work at regional level, are more likely to succeed if they maintain a social and political distance to the national power centre, and if they take place in areas not seriously affected by violence. Once successful here such project will demonstrate to other regions what can be expected.

This approach to the selection of sites also mitigates the risk of *red sea of competition*. Selecting a region with less attention from the central authorities and other donor programmes, enables an easier assessment of what is in place already and what needs to be strengthened, challenged, or created in terms of violence prevention or trauma rehabilitation, law enforcement agencies, plans, resources, a safe meeting place, joint work, data gathering and evaluation mechanisms, as well as clearer path to establish independent attribution of impact.

Working at regional level (municipality, county or department) moreover provides a clear governance structure to work within, administratively defined territorial boundaries with clear lines of responsibility for policy, plans and budgets, making it easier to identify resources for joint initiatives (Worrall & Kjaerulf, 2018).

Besides political resistance, *thematic and programmatic tensions* at national and regional levels need to be addressed.

When entry by two or more DIGNITY themes in the same country are planned there are obvious tensions that – if left unaddressed – can undermine ongoing programmes, or even threaten and endanger both local partners and planned interventions, thereby jeopardizing important long-term sustainable development impact and research outcomes.

Conflict between accountability programs targeting state officials on one hand and violence prevention and/or rehabilitation programs on the other can lead to DIGNITY and partners being perceived as untrustworthy partners in the perspective of state security agencies, thus limiting access to these key stakeholders (e.g. law enforcement agencies). The tensions could be illustrated by two arch-types that we call:

1) 'Law enforcement agencies accountability' with documentation of state violence used in 'blame and shame strategies' aimed at making law enforcement agencies observe human rights by forcing them to change (change forced from outside) and published and disseminated in press, and international publications without local validation, coauthor-ship (or institutional logo) of state institutions.

2) 'Intersectoral Trust Building' aimed at creating trust, cultivating political will and collaboration (change supported from within) between all sectors with a stake in and mandate to prevent any types of violence and their interrelations in the social space, and involving multiple sectors and all sectors' involvement in coproduction and ownership of civic education material, policies, plans and budgets for regional driven violence prevention. To apply the three approaches (Human rights-based, human security and public health approaches) accurately in the partnership project context, it is crucial to work with change empowered from within through trust-building lenses, opposite shame and blame strategies.

Based on lessons learnt from DIGNITY's work in Central America and East Africa the key elements of the risk analysis and the generic pre-conditions in partner and regional selection that we have identified, are listed below:

1) Security – Avoid partners & stakeholders that are exposed to physical threats.

2) Political will – Identify law enforcement agencies and local government that are motivated.

3) Stakeholders – Identify NGO leaders that can mobilize implementation capacity and capability.

4) Blue ocean – Avoid red oceans with competing interventions.

5) Manageable size of region – Avoid metropolitan areas, look for regions in the periphery and with an integration governance structure.

STRATEGIC STAKEHOLDER WORKSHOP

A strategic stakeholder workshop is the final step of the pre-investigation. Its primary objective is to provide stakeholder feedback to the implementing partner and DIGNITY on the project governance framework as well as the technical project components that have been planned so far. Ideally, the workshop should clarify the following issues:

• Do the project components address problem(-s) identified and shared by the stakeholders?

• Has evidence and external best-practice been used to inform the problem definition and the proposed action(-s)?

• Has stakeholders' evidence, experience, and practice been used to inform the problem definition and the proposed action(-s)?

• Are the proposed action or solutions feasible in the given context and location and how can they be enriched by joint thinking and reflections?

From the adaptive planning perspective, we may say that the strategic stakeholder workshop constitutes the closure of the first iteration of the project. With all the relevant stakeholders together, assumptions and solutions can be reviewed, and adaptations made accordingly.

We recommend that the pre-selected implementing partner is responsible for inviting the relevant stakeholders and for co-facilitating those parts of the workshop where 'political thinking' dominates (Laws, 2018). This also provides an opportunity to pre-test the implementing partner's facilitation capacity and conflict resolution skills.

From a HRBA perspective the strategic stakeholder workshop brings together duty-bearers and rightsholders from state and civil society. The DIGNITY facilitators may contribute with experiences from previous partnership projects, and could draw on the seven important factors for achieving successful collective impact in urban settings:

1. *Create the basic conditions for collective action*

2. *Rebuild community trust*

3. *Focus on building better relationships between state institutions, law enforcement agencies/health, and the communities they serve*

4. *Address the trend toward extra-legal, private security solutions*

5. *Address the relationships among different forms of violence*

6. *Improve the built environment (state institutions and infrastructure)*

7. *Improve data collection mechanisms*

<div style="text-align: right">(World Bank, 2011)</div>

Related to these seven factors, specific components could be presented to stakeholders, such as e.g. a gender-based violence or urban violence prevention policy, a dialogue and coordination forum that brings together stakeholders from health, law enforcement and education sectors, a plan for increasing referral capacity in the health system, joint training improving the quality of rehabilitation, a baseline with violence and traumatization data, data observatories on relevant phenomena/issues and an evaluation system. Stakeholders are encouraged to raise questions and discuss each component.

A strategic stakeholder workshop is critical to the success of the program. It helps the DIGNITY team to understand the context for the program, and to better understand the partner organisation that will undertake the implementation. Furthermore, it serves to fill information gaps, engaging and receiving input from stakeholders on both problem definition and solutions. The workshop also provides a first step (an implementation plan) in reaching consensus between different actors on the violence problem and visions for change, and it will clarify the level of interest, trust and political will from stakeholders in joining the partner organisations efforts on prevention and rehabilitation of torture and violence.

4. PILOT PHASE

While DIGNITY's Project Manual does not employ the term *pilot phase,* we use it to designate work after the first partner contract is signed, and when implementation work begins. The purpose of the 'pilot phase' is to *generate pre-conditions for collective action* and to test project design, delivery, and the capacity of the partner organization, a phase that typically lasts for one-year. It is also the period in which the key risks scenarios are tested and mitigated.

The 'pilot phase' will reveal whether there is evidence of positive trust building between civil society, health, and law enforcement leaders and whether P-BLD and partnership projects are mutually reinforcing in practice.

'Bogota Change' serves as a compelling 'scene setter,' highlighting the need to challenge norms and values for violence prevention. The 2009 film, spanning 55 minutes, prompts reflection on crucial sectors for violence prevention in low-income settings. This portrayal of Bogota, once a perilous city, showcases its remarkable transformation into a model of humane urban renewal. Key takeaways include:

- Precise data-driven interventions, addressing specific issues, at-risk groups, and behaviours, enhance targeting and evaluation.

- Collaborative efforts involving diverse institutions, from public to private, optimize resource utilization.

- Local governments with strong leadership are vital for effective violence prevention, responding to local needs and fostering participatory approaches.

Textbox 1: The Bogota Experience

The pilot workshops are also intended to make intersectoral urban leaders (the stakeholders) understand the core tenets of P-BLD. Stakeholders develop an awareness of the tension of providing leadership across different sectors within a place-based context, they achieve a shared appreciation of the role of P-BLD for prevention and rehabilitation, and they start to explore their self-development as leaders. This entails appreciating the significance thereof in relation to self, to others, and towards the organization/constituency and the wider context and place in which they work.

The pilot workshops provide an opportunity to observe positive changes in mind-sets of local leaders, security agencies and the community as they gradually embrace a platform of collective action in relation to specific program objectives. To measure the impact of the workshops, participants are asked to complete questionnaires before and after the P-BLD workshops (see Appendix 2).

APPROACH

The 'pilot phase' introduces the overall program approach, that is, duty-bearers and rights-holders should form common platforms for action. This approach gives the opportunity to the different stakeholders[3] to share strategies based on abilities and experiences in a participatory manner, which will build trust and better working relations, and subsequently contribute to sustainable change processes. It is assumed that when key site specific actors come together in a space facilitated by DIGNITY partner, they will produce agreed mechanisms of i.e. referral systems or violence prevention where everyone plays an active role based on their abilities.

Gender mainstreaming: planning designs and implementation decisions shall attend to gender mainstreaming, including vulnerabilities, so that opinions and issues affecting women, young people, people with disabilities and other vulnerable groups are taken into consideration with their full participation. Since women, youths and people with disabilities are affected by violence and crime, their participation will ensure project success and ownership.

The intervention throughout the pilot phase builds on four of the seven World Bank principles of urban violence prevention:

1. Create the basic conditions for collective action

2. Rebuild community trust

3. Focus on building better relationships between state institutions, law enforcement agencies/health, and the communities they serve

   ...

7. Improve data collection mechanisms

The pilot phase will facilitate that institutions will be strengthened and have better response mechanism regarding violence and the needs for rehabilitation and protection.
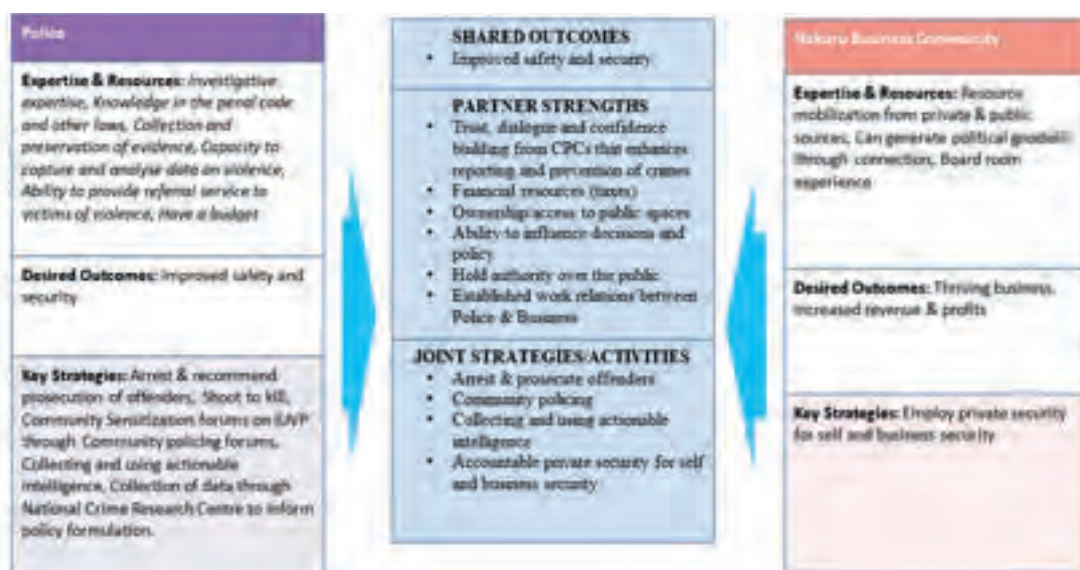
Textbox 2: Collaboration Multiplier Tool, Source: (Kjaerulf, 2018: 18)

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[3]Please note that those designated 'stakeholders', most likely are 'social actors' in an Outcome Harvesting definition, that is, they are actors located in the 'sphere of influence' of the partner organization, but not within its 'sphere of control'.

The creation of dialogue fora in safe spaces will enable strengthened collaboration and dialogues between duty-bearers and rightsholders and one of the activities to be facilitated in this phase is a stakeholder analysis workshop based on the "Collaboration Multiplier Tool', whereby the target is to identify the partners and their respective roles in the project, as outlined in the box above. Watching the video 'Bogota Change' prior to the stakeholder analysis provides an excellent foundation for fruitful discussions.

The Collaboration Multiplier Tool (The Global Partnership and Fund to End Violence Against Children & WHO, Violence Prevention Alliance, n.d.) enhances learning and engagement in pilot workshops, aiding participants' preparation. It extends stakeholder analysis to identify positive contributors, shared interests, and agenda interfaces for effective collaborations. The tool fosters cross-disciplinary understanding, strengths identification, and partnership benefits realization. It merges partnership projects with P-BLD, facilitating sector-based and intersectoral collaboration. Successfully utilized, the tool serves to engage relevant sectors, fostering an open-minded collaborative process and collective ownership. Applying the tool serves to bridge between rehabilitative and preventive mechanisms.

5. HARDWARE AND SOFTWARE IN PROJECT DESIGN

In the realm of leadership and development, a comprehensive approach is essential to navigate the multifaceted challenges and opportunities that partners face. To address this, the P-BLD framework integrates a combination of hardware and software components, each designed to contribute distinct dimensions to the overarching goal of fostering positive change within urban communities. These components encompass a diverse range of tools, resources, and strategies aimed at enhancing leadership capabilities, promoting collaboration, and addressing challenges related to marginalisation, violence and poverty effectively. As part of the pilot project there are three interconnected trust-building dialogue strategies, that we have categorized into hardware and software. Let's delve into each component to understand their roles in shaping urban progress:

HARDWARE 1: PUBLIC HEALTH ON RISK AND VULNERABILITIES

At the core of violence prevention lies a solid foundation built upon evidence informed public health approaches to risk and vulnerability. These methodologies encompass systematic data collection, analysis of root causes, and evidence-based prevention strategies. Guided by scientific rigor, this hardware component involves four distinct steps:

1. Defining violence through data-driven insights

2. Identifying risk and protective factors crucial to interventions

3. Designing, testing, and evaluating prevention strategies

4. Promoting effective interventions, assessing impact, and cost-effectiveness

HARDWARE 1: PUBLIC HEALTH ON RISK AND VULNERABILITIES

Public health approaches on risk and vulnerability form a strong foundation for studying violence dynamics. These approaches integrate efforts to identify root causes, assess risk factors, and implement evidence-based prevention strategies. These scientific methods involve systematic data collection, intervention design, testing, and evaluation research. The process comprises four steps:

1. Defining violence through data collection

2. Identifying risk and protective factors

3. Designing, testing, and evaluating prevention interventions

4. Promoting effective interventions, assessing impact, and cost-effectiveness

- Key Emphasis: Identifying Risk Factors

Identifying risk factors is crucial in focusing on characteristics that contribute to victimization or perpetration of violence. This approach encourages early interventions and inclusive community engagement. It also enables a progressive accumulation of knowledge and effectively shifts public attitudes.

Textbox 3: Public health on risk and vulnerabilities

The process of unveiling risk factors assumes a paramount role in prioritising project efforts towards the very characteristics intricately tied to either the victimization or perpetration of violence. This method acts as a compass, guiding interventions with transparency among participants and a high level of relevance and accuracy. In addition, as stakeholders see benefits from working evidence-informed it will initiate a sequence of transformative events that reverberate across the urban space.

As different risk factors are identified, an effect is set into motion, that allow for interventions that intercept potential sources of violence as they manifest themselves. This proactive approach not only curbs the emergence of violence but also fosters a profound sense of community inclusivity. By identifying factors that contribute to vulnerability or aggression, the intervention strategies inherently involve the active engagement of diverse community members. This strategy was used by MIDRIFT-HURINET with significant effect in the prevention of violence sorrounding artisanal fishing activities on Lake Naivasha in Kenya (See Textbox 4).

In May 2021, the Nakuru Deputy County Commissioner (DCC) initiated a multisectoral approach to address conflicts around Lake Naivasha, involving both security and non-security actors. Stakeholders, including law enforcement and community representatives, prioritized interventions for urgent security concerns, recognizing the conflicts as precursors to election-related violence.

The DCC's engagement in community-level dialogues marked a shift from traditional boardroom discussions to direct conflict resolution, enhancing stakeholder trust, supported by the deployment of Kenya Coast Guard officers to Lake Naivasha this represented a novel strategy to enhance law enforcement presence and restore order.

A change in attitude among County Government Officers towards collaborative problem-solving contributed to easing tensions among the fishing community, supported by the construction of a modern fish market by the Nakuru County Government in August 2021 aimed to regulate the fish trade, reduce conflicts, and increase revenue, signifying a commitment to sustainable peace and economic stability around Lake Naivasha.

Textbox 4: The case of Naivasha Fish Market

Moreover, the work of identifying risk factors is intrinsically linked to the ongoing work of shared knowledge production. Each dimension of knowledge generated adds to the shared insights, enabling a collective understanding of the complexities of violence. This knowledge repository serves as a platform for continuous learning, supporting work towards more effective and sustainable violence prevention.

The impact of this approach can be profound, as it extends beyond the confines of the specific interventions. It breathes new life into public dialogue, dispelling misconceptions and the shadows of doubt that often shroud discussions regarding violence and its prevention.

In essence, the identification of risk factors acts as a catalyst for societal transformation. It propels communities towards a future where violence is met with vigilance, inclusivity prevails, and knowledge serves as the cornerstone of a safer, more harmonious urban existence.

HARDWARE 2: CIVIC EDUCATION AT THE MIDDLE GROUND

Embracing collaborative citizenship, Hardware 2 introduces civic education through booklets like '101 Things You Wanted to Know About Police -but Were Too Afraid to Ask' (Commenwealth Human Rights Initiative & Katiba Institute, 2016).

In a DIGNITY context, originating in Kenya and expanding to Uganda, resources such as the booklet foster mutual understanding and collaboration. The booklets, rooted in a rights-based perspective, bridge the gap between duty-bearers and rightsholders, championing

HARDWARE 2: CIVIC EDUCATION AT THE MIDDLE GROUND

Booklets such as '101 Things You wanted to know about the Police - but Were Too Afraid to Ask' serves as civic education material, offering insights on law enforcement agencies-citizen relations for day-to-day interactions. In a DIGNITY context, originally initiated in Kenya, it promotes mutual understanding and collaboration, emphasizing shared rights and duties. The project's expansion to Uganda further highlights the importance of peaceful relations, accountability, violence reduction, and local security. These booklets, designed from a rights-based perspective, bridge the gap between duty bearers and rights holders, upholding national laws and constitutional values.

Developed by legal experts from national and international organizations, in collaboration with facilitating partners, the booklets were validate by local and national stakeholders and thus gained legitimacy and empowerment across sectors. They empower the public with law enforcement agencies knowledge, ease law enforcement agencies-public communication, and contribute to community policing. In Kenya, the project aligns with constitutional reforms, transforming law enforcement agencies from oppressors to protectors. The booklets inform both law enforcement agencies and citizens about new provisions, fostering a culture of rights, responsibilities, and accountability.

Textbox 5: Civic education at the middle ground

constitutional values. Developed by legal experts in partnership with facilitating organizations, the booklets empower the public, enhance law enforcement agencies communication, and contribute to community policing.

SOFTWARE 3: COLLABORATIVE CAPABILITIES FOR INTERSECTORAL PARTNERSHIP DEVELOPMENT OBJECTIVES

Looking at Software 3 reveals an exploration that transcends traditional boundaries, forging a path towards intersectoral leadership collaboration. This software component stands as an embodiment of innovation, meticulously outlining seven stages that intends to frame the emergence of effective collaboratives.

SOFTWARE 3: COLLABORATIVE CAPABILITIES FOR INTERSECTORAL PARTNERSHIP DEVELOPMENT OBJECTIVES (IPDO)

The provided software aims to build intersectoral leader collaboratives through a personal and relational journey. Research identifies seven stages for effective intersectoral leader collaboratives (Worrall & Kjaerulf, 2019):

1. Understanding diverse perspectives, embracing a global outlook.
2. Shifting from fixed to growth mindset, welcoming value challenges.
3. Establishing a common social purpose beyond the common good.
4. Making sense of issues from varied viewpoints, creating shared understanding.
5. Fostering a collaborative space as an incubator of innovative ideas.
6. Developing social capital for shared issue-solving capability.
7. Forming a collective leadership narrative, defining objectives and manifestations.

However, real-world experiences reveal tensions impacting these stages. A refined P-BLD framework emerged, advocating shared lived experiences for effective peace-building and transformative leadership. Building robust partnerships necessitates capacity building among state and non-state actors, acknowledging and addressing sectoral tensions. A collective mindset change, spanning individual, institutional, and wider levels, is crucial for achieving specific development objectives.

Textbox 6: Collaborative capabilities for
Intersectoral Partnership Development Objectives

Understanding Diverse Perspectives: The process commences with a panoramic view, where the horizons of diverse perspectives are braided together. The software fosters an environment where global outlooks intersect, allowing leaders to transcend their own vantage points and embrace the intricate nuances of interconnected challenges.

Mindset-Transformation: Then a fundamental shift in mindset takes center stage, propelling leaders from fixed, rigid perspectives towards an expansive realm of growth. This transformative leap empowers leaders to embrace challenges and value-driven conflicts, catalyzing a collective awakening that challenges conventional boundaries.

Forging a Common Social Purpose: The software's trajectory converges towards the creation of a shared social purpose, a sign post that unites leaders across sectors. As the common good evolves into a dynamic force, leaders embark on a unified mission that transcends individual objectives and harmonizes efforts.

Sense-Making from Varied Viewpoints: The work continues through sense-making, where leaders delve into diverse viewpoints to unravel the complex fabric of challenges. Through this collective exploration, a shared understanding emerges, dismantling barriers and paving the way for synchronized action.

Fostering a Collaborative Space: The software introduces a transformative incubator, a collaborative space where innovative ideas flourish and weave together. This nurturing environment catalyzes the birth of novel initiatives, amplifying the potential for comprehensive solutions that transcend traditional boundaries.

Cultivating Social Capital: The work resonates with the cultivation of social capital, as leaders synergize their strengths to tackle shared challenges. This collective pooling of resources equips leaders with a formidable capacity to address multifaceted issues, fostering resilience and adaptability.

Crafting a Narrative of Collective Leadership: The final crescendo of this transformative odyssey is the crafting of a narrative, one that redefines the essence of leadership. Through shared experiences, leaders collaboratively shape a narrative that embodies their collective aspirations, forging a path towards specific urban development objectives.

Yet, this work is not without its trials and tribulations. Real-world experiences have illuminated tensions within these stages, serving as catalysts for the evolution of a refined P-BLD framework. This refined approach champions shared lived experiences, robust partnerships, and a collective mindset shift across individual, institutional, and wider levels. These elements, intricately woven into the fabric of Software 3, stand as the cornerstone of achieving specific partnership project objectives.

In short, Software 3 embodies a transformative journey of intersectoral leadership collaboration. Shaped by seven key stages, this software component paves the way for effective collaboratives.

6. CONCLUSIONS

In this paper, we have argued that the integration of adaptive planning, risk management, and evidence-informed strategies is central to the success of partnership projects. In Section 1 we explored more theoretical issues regarding complexity and its implications for DIGNITY's and partners' work. In the following section we outlined the key approaches of DIGNITY and underscored the critical role of place-based leadership development (P-BLD) as a catalyst in enhancing collaborative efforts and responsiveness to the challenges of supporting sustainable development.

Moreover, we have highlighted the indispensability of local ownership and participatory approaches, advocating for DIGNITY's partners as foundational for navigating political complexities and ensuring project sustainability. In Sections 3 and 4 we have provided guidelines and advice to project managers for how to achieve this within the context of DIGNITY's strategic framework, supported in Section 5 by tools that can be used in the ongoing development of projects.

It is our hope that this approach can facilitate the emergence and continued development of reflexive and resilient partnerships in the fight against torture and violence, thereby establishing a robust framework for achieving project objectives in dynamic and complex environments.

APPENDIX 1: GENERIC RISK TABLE

Area	Category	Description of risks	Mitigating action
CONTEXT	Security and Safety	Use of organized gangs to execute political violence	**Strengthen Community Engagement:** *Implement community engagement programs to empower citizens and deter gang recruitment.* **Establish Reporting Mechanisms:** *Create mechanisms for reporting gang activities to law enforcement agencies.* **Foster Law Enforcement Collaboration:** *Facilitate collaboration between law enforcement and local communities to counter gang influence.*
		Organized violence expressed through extortion, theft, murder, assault and sexual violence	**Enhance Law Enforcement Capacity:** *Strengthen law enforcement agencies to effectively respond to and prevent organized violence.* **Community Awareness Programs:** *Conduct public awareness campaigns to educate communities on recognizing and reporting organized violence.*
		Limited community resilience against gangs	**Community Empowerment Initiatives:** *Implement programs to build community resilience, provide skills training, and support vulnerable individuals.* **Strengthen Community Networks:** *Establish local networks to provide social support and mentorship, reducing susceptibility to gang involvement.*
	Political environment	General and local elections increase pressure on CSOs in the country	**Election Awareness:** *Raise awareness among CSOs about potential challenges during election periods and plan activities accordingly.* **Collaborate with Election Authorities:** *Establish communication channels with election authorities to ensure safety and continuity of CSO activities.*
		Human Rights Network closes	**Diversify Partnerships:** *Collaborate with multiple human rights organizations to ensure continuity of advocacy efforts.* **Capacity Building:** *Strengthen the capacity of local organizations to sustain human rights initiatives.*
		Low capacity of public institutions	**Capacity Development Programs:** *Implement training and capacity-building programs for public institutions to enhance their ability to contribute effectively.*

CONTEXT			***Intersectoral Coordination:*** *Establish intersectoral committees to facilitate collaboration between public institutions and civil society.*
		Poor intersectoral dialogue and coordination in violence prevention	***Establish Intersectoral Platforms:*** *Create regular forums for dialogue and collaboration among different sectors involved in violence prevention* *Mediation and Conflict Resolution: Implement conflict resolution mechanisms to address tensions and promote effective collaboration.*
		Poor confidentiality of intelligence information shared with the law enforcement agencies	***Strengthen Data Protection Measures:*** *Develop protocols and systems to ensure the secure sharing and storage of intelligence information.* ***Legal and Ethical Training:*** *Provide training to stakeholders on the importance of confidentiality and legal responsibilities.*
	Resources	Major earthquake, tsunami, storm, drought	***Disaster Preparedness Plans:*** *Develop and implement disaster preparedness plans to ensure the safety of personnel and continuity of operations.*
PROGRAM	Security and Safety	Stakeholders at risk	***Stakeholder Security Measures:*** *Implement security protocols and training to protect stakeholders engaged in violence prevention efforts.*
	Political environment	Red ocean / competing project rationalities	***Alignment Workshops:*** *Organize workshops to align project objectives and rationalities, facilitating cooperation between projects.*
		Lack of local support and participation from civil society	***Community Engagement Campaigns:*** *Engage in outreach activities to build local support and foster participation in violence prevention initiatives.*
		Local government resistance	***Advocacy and Awareness:*** *Conduct advocacy campaigns to highlight the importance of violence prevention and garner local government support.*
		Law enforcement agencies resistance or passivity	***Law Enforcement Sensitization:*** *Engage with law enforcement agencies through sensitization workshops and collaborative projects.*
		Poor confidentiality of intelligence information shared by or with the law enforcement agencies	***Provide guidance and technical assistance on data security***

PROGRAM	Financial and Economic	DMFA withdraws funding	***Diversify Funding Sources:*** *Seek additional funding streams from various donors to mitigate the impact of funding withdrawals.*
	Resources	Extremely limited financial resources of local law enforcement agencies, health centres, and local government in general	***Resource Mobilization:*** *Explore partnerships and fundraising initiatives to secure additional resources for local institutions.*
INSTITUTIONAL	Security and safety	Staff is killed	***Security Measures:*** *Establish comprehensive security protocols and training to ensure the safety of program staff.*
		Implementing partner losses status and presence	***Diversify Implementing Partners:*** *Collaborate with multiple partners to ensure program continuity in case of partner closures.*
	Financial and Economic	Implementing partner engages in irregular use of funds	***Financial Monitoring:*** *Implement rigorous financial monitoring and auditing mechanisms to prevent irregular fund usage.*
	Human resources	Implementing partner unable to hire qualified accountant	***Capacity Building:*** *Provide training to enhance the financial management capacity of the implementing partner.* ***Revise Payment Scales:*** *Revise payment scales possibly recruiting less but more skilled staff, to enable payment of competitive salary.*
		Implementing partner unable to implement recommendations from consultant	***Technical Assistance:*** *Offer continuous support and technical assistance to implement consultant recommendations effectively.*
		Implementing partner recruits staff with low or absent capacity in relation to function	***Staff Training:*** *Provide training and capacity-building programs to enhance the skills and capacity of recruited staff.* ***Transparent and effective recruitment process:*** *Revise Human Resource Manual using best practices for procedures to recruit skilled and experienced staff, including open advertising of job profiles in wider networks.* ***Revise Payment Scales:*** *Revise payment scales possibly recruiting less but more skilled staff, to enable payment of competitive salary.*
		Implementing partner unable to compete in labour market for qualified candidates	***Capacity Building and Incentives:*** *Offer competitive incentives and capacity-building opportunities to attract qualified candidates.*

APPENDIX 2: PILOT WORKSHOP QUESTIONNAIRE

Pre- and post-workshop questionnaires are to be designed for the programs, for which we attached samples here. It should be planned that before participants complete the questionnaire, they are asked to read and sign a research participant informed consent form. This reflects good ethical practice in terms of data collection and enable the use of the data for academic and scientific research purposes.

The **pre-workshop questionnaire** is set to enable the collection of demographic data such as age, professional experience, line management, and territorial coverage of managerial responsibility, along with the degree of involvement in collaboration across places. It is also aimed at facilitating the gathering of data on specific areas of leadership that participants find challenging. Overall, this is expected to allow for an understanding of the starting point of stakeholders'/participants' leadership and management development, and how they relate to each other across places from a professional and collaborative perspective.

The **post-workshop questionnaire** is intended to facilitate an understanding of the impact on stakeholders'/participants' leadership and learning development at the pilot workshop's conclusion, set against specific learning outcome targets. To achieve this, data on the students' experiences and evaluations of the program in terms of content, the facilitator's approach, and the level of knowledge will be collected. Specific questions will also be asked regarding the extent to which learners feel that the learning outcomes are achieved from their individual perspectives.

There is also a keen interest in ensuring reliable data will be obtained, which can inform not only future program design but also enhance its impact on learners by strengthening impactful approaches and activities. In this regard, specific qualitative feedback will be requested on the aspects of the content and experience learners find most valuable and how they would apply these back in the workplace. Data on the most and least favoured activities over the one-and-a-half days will also be collected. Finally, stakeholders/participants will be provided with several core themes for one-day sessions for a future program and will be asked to indicate which themes would be of particular interest to them.

Thank you for taking the time to complete this pre-workshop questionnaire. It is completely confidential, and the data will only be used to

i)   inform research and practice;

ii) help improve the design and delivery of our place-based leadership development initiatives to ensure maximum impact. Thank you for taking time to complete the questionnaire.

PRE-PLACE-BASED LEADERSHIP DEVELOPMENT WORKSHOP QUESTIONNAIRE

Name: _____

Organization: _____

Job Title: _____

1. AGE RANGE: PLEASE TICK/CLICK ON APPROPRIATE BOX

21 and under ☐   22 to 34 ☐   35 to 44 ☐

45 to 54 ☐   55 to 64 ☐   65 and over ☐

2. PROFESSIONAL EXPERIENCE

Number of years in your current role: Click here to enter text.

If you have several current roles, then please state number of years in the role for which you are a participant in the Place-based leadership development workshop.

Previous professional experience has mainly been in the: please tick appropriate box.

Public ☐   Private ☐   Not for profit ☐

3.PREVIOUS LEADERSHIP AND MANAGEMENT DEVELOPMENT OR TRAINING

Please give brief details of previous formal leadership and management development or training. Please include formal qualifications, non-accredited programmes and being coached and/or mentored.

_____

_____

_____

_____

4. CURRENT LINE MANAGEMENT RESPONSIBILITIES

How many colleagues do you have formal line management responsibility for?

_____

_____

5. TERRITORIAL RESPONSIBILITY (LEVELS OF PLACE)

What is your level of territorial responsibility within your formayl job role? Municipality ward, city, town, county or other? Please specify.

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6. LEVELS OF ACTIVE COLLABORATION

Briefly explain the extent to which you currently actively collaborate with other sectors?
In particular, could you specify.

    i)   When did the collaboration start?

---

    ii)   Is the collaboration just under the umbrella of the name prevention project
         or whether it is wider i.e. under another framework?
         Please give brief details.

---

    iii) What do you find the most challenging aspects of collaboration?
         Please explain why?

---

7. LEADERSHIP – COMFORT VS CHALLENGES

Within your current role

i) Describe which aspects of leadership you find the most challenging?
Please explain why?

_____

_____

_____

_____

ii) Describe which aspects of leadership are you most at ease with?
Please explain why?

_____

_____

_____

_____

8. PLEASE SHARE ANY IMMEDIATE REFLECTIONS OR OBSERVATIONS YOU HAVE HAVING COMPLETED THIS QUESTIONNAIRE.

_____

_____

_____

_____

POST-PLACE-BASED LEADERSHIP DEVELOPMENT WORKSHOP QUESTIONNAIRE

Thank you for taking the time to complete this post-workshop questionnaire.
It is completely confidential, and the data will only be used to:

i) Inform research and practice.

ii) help improve the design and delivery of our place-based leadership development initiatives to ensure maximum impact. Thank you for taking time to complete the questionnaire.

Name: _____

Organization: _____

Job Title: _____

1. AGE RANGE: PLEASE TICK/CLICK ON APPROPRIATE BOX

21 and under ☐   22 to 34 ☐   35 to 44 ☐

45 to 54 ☐   55 to 64 ☐   65 and over ☐

2. OVERALL EXPERIENCE

Please indicate how you rate each statement:

(1=disagree completely; 5=agree completely)

Com	1	2	3	4	5
The venue was good for the training purpose					
The overall content was new to me					
What I have learnt will be useful to me					
The content had the right level for me					
The tutor seemed to really know the subject					
The tutor presented the subject well					
The course materials (slides/handouts) were good					
The level of interest by participants was high					
Programme organisation and administration was efficient					

3. ACHIEVEMENT OF LEARNING OUTCOMES?

Please indicate how much you agree with the statements below:

(1= lowest; 5=highest)

	1	2	3	4	5
I now understand the core tenets of place-based leadership development					
I am aware of the tensions of leading within a place-based context					
I appreciate the role of place-based leadership development in violence prevention					
I am dedicated to exploring my leader identity in relation to others					

4.OTHER LEARNINGS AND IMPACT

i) Which aspects of the session do you think would add value to your role in the workplace and across [project site]?

_____

_____

_____

_____

ii) How do you plan to implement the lessons learned at your workplace and/or project site?

_____

_____

_____

_____

CIRCLE FUTURE THEMES THAT WOULD INTEREST YOU

- Leadership and professional identity

- Principles of Leadership (incl. place-based and relational leadership)

- Strategic leadership

- Leading Change and Transition

- Organization and Collaborative Culture and context

- Leading across the system

- Dealing with tensions and paradoxes in place-based leadership

- Leadership, Creativity & Innovation

Other... please indicate:

_____

_____

iii)   Do you have any other comments you would like to make:

_____

_____

_____

_____

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