Ten Lessons from the Do No Harm Reflective Case Studies

1. **Donors Matter.**
   a. It's not just about the money. Donors (and Headquarters) can be catalysts for new tools, introducing them to partners, and pushing adoption and learning. This is a role that partners appreciate.
   b. Making a tool available is not enough! Practitioners require consistent support over time.
2. **Training is necessary but not sufficient.** Training is extremely effective for awareness-raising, but training does not necessarily lead to use without the support of donors, headquarters, and/or champions.
3. **Champions are necessary but not sufficient.** Conflict sensitivity is every staff member's responsibility. Practitioners need and appreciate champions, but all of an organization's capacity for any tool or methodology cannot be "stored" in one person. That person probably has additional responsibilities and cannot provide the support necessary to a whole organization. Also, in a worst but common case, if that person leaves the organization, the capacity goes with them. By diffusing responsibility for a tool to all staff members, no person or department is solely responsible for problem-solving and staff turnover cannot remove an organization's capacity.
4. **Maintenance of tools is necessary.** Nothing is mainstreamed once. Donors and their partners often become distracted by new tools or thematic areas of focus. Partners will always report on what donors ask for and "old" tools or ideas will appear to drop out of use.
5. **Routines matter.** If something is done routinely, it becomes a part of an organization's procedures. Routines need to be enforced from the top down.
6. **Communication is vital.** Information and support must flow *both* from the top down and from the bottom up.
7. **Use of DNH fluctuates with changes in the intensity of a conflict.** In contexts of active violence, during and immediately following active conflicts, use of DNH increases. During sustained periods of peace or non-violence, use of DNH decreases. In contexts with no spikes in violence over the long term, but with many ongoing latent conflicts, practitioners use DNH continuously.
8. **Insiders are better at prioritizing than outsiders.** When local people and outsiders are asked to generate lists of D/Cs, they will often generate the same, or very similar, lists. But local people are much better able to prioritize which Dividers are the most dangerous, and on which Connectors it is possible to make progress.
9. **Internal behaviors mirror external behaviors.** How staff behave toward one another is an indication of how they will behave toward beneficiaries. Managers' bad behavior toward staff (disrespect or humiliation) can create an atmosphere or culture of negative behavior, which is expressed in the organization's interactions with local people. Few organizations treat their staff *worse* than they treat their beneficiaries.
10. **If it's not being used, it's useless.** Simplify tools so that people will use them, but make it possible for people to get access to more sophisticated tools or deeper understanding. Requiring too much from people who are learning a new tool will result in low use.