The Do No Harm Chain: Linking Analysis to Action using both DNH Frameworks
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The DNH Action Framework

The Do No Harm Action Framework describes the phases of a process for performing a DNH analysis, and implementing programmatic changes. This four-phase process is described by the framework as:
1. Identify Dividers and Connectors
2. Determine trends in Dividers and Connectors (are they getting Better or Worse?)
3. Identify Options and Opportunities
4. Implement Changes to Programs (put Options/Opportunities into Action)

Because the process of implementing conflict sensitivity does not end in the design phase of a project or program, the Action Framework is designed as a circle with continuous arrows to indicate the iterative nature of the cycle of analysis and adaptation.

However, this prescriptive process falls short for some. It leaves out some of the analytical elements of the DNH Relationship Framework and fails to provide complete guidance through the process of applying DNH. The DNH Relationship Framework, while not ideal as process guidance, clearly shows the relationships and linkages between the various analytical elements of Do No Harm.
The Chain

There is another way to consider the Action Framework steps, which clarifies the linkages between each part of the process, and directly connects those to the Relationship Framework Analysis. In looking at the Action Framework as a set of links in a chain, we can see what connects the various steps. For example, identifying Dividers and Connectors and looking at trends in Dividers and Connectors is part of a thorough Context Analysis. We use that Context Analysis to inform our list of Options, but the program and the context are linked by the patterns of Actions and Behaviors at work in the program details. We cannot make a leap from Context to Options without considering the Program.

The process of using the Action Framework can be described as a chain, made of “links” which represent the steps of analysis. The first link, shown in green is Context Analysis: understanding Dividers and Connectors and how they are trending.

The second link, shown in orange, represents Program Analysis: understanding the connection between program elements and the context. In the program analysis link, we identify the patterns of impact that are affecting Dividers and Connectors.
The third link, blue, is **Options Generation**. In this step, we come up with an alternative approach to change the patterns we identified in order to improve our impacts.

The fourth link, red, is **Implementation**. This link indicates that those Options have been put into action and are having an impact on the Context (link one).

Finally, we return to link one, in which we again doing Context Analysis, but also **Impact Analysis** to determine if our selected Option is having its intended effect.

**Key Questions for Links in the DNH Chain**

1. **Context Analysis:**
   a. What Dividers and Connectors exist in this context?
   b. What are the trends in Dividers and Connectors?
   c. What other actors are affecting trends in Dividers and Connectors?
2. **Program Analysis:**
   a. How is our program having an impact on Dividers and Connectors?
   b. How can we reinforce (in the case of Better trends) or change (in the case of Worse trends) the trends in Dividers and Connectors?
   c. What patterns of Action and Behavior in our program are affecting trends in Dividers and Connectors?
3. **Options Generation**
   a. How can we change the patterns of Action and Behavior we identified?
   b. How else can we adjust our programs to the trends in Dividers and Connectors (even if we are not causing the trends to occur)?
4. **Implementation**
   a. Are all relevant staff apprised of proposed changes and are changes actually being implemented?
   b. How are we tracking/monitoring our Actions and Behaviors?
5. **Context/Impact Analysis**
   a. Has our selected Option had its intended impact on trends in Dividers and Connectors? Is it reinforcing a positive trend or changing a negative trend?
   b. Did we select the right Option? What else could be done?
   c. What else has occurred in the context to affect Dividers and Connectors?