I. Introduction

The Do No Harm Project of CDA Collaborative Learning Projects and Mindanao Commission on Women hosted a two-day Consultation on Do No Harm (DNH), on 15-16 March 2010, in Davao City, Mindanao.

In 2006, the Do No Harm Project began a series of Reflective Case Studies on how practitioners were learning, thinking about, using and spreading the DNH tools and lessons within and between organizations. The Reflective Cases written to date focus on multiple organizations working within a country or region or on a particular organization working in multiple countries. The Davao consultation aimed to catalyze mutual learning and collaboration among local DNH practitioners, and to solicit their feedback on the emergent learnings of the Reflective Case Studies. The full agenda of the consultation is found in Appendix 1.

The participants included 36 DNH practitioners representing 15 organizations, most based in Davao, but also including several who traveled from cities such as Cotabato and Cagayan de Oro. The range of participation was strikingly diverse, including not only the humanitarian and development assistance sectors from which DNH originally emerged, but also strong representation in the areas of peace work, multi-faith religious services and youth empowerment. A list of participants is found in Appendix 2. Do No Harm Project Field Associate Nicole Goddard and Consultant Michelle Garred (referred to below as "we") co-facilitated the consultation.

CDA's Do No Harm Project[1] aims to help assistance agencies understand and improve the impacts of their interventions in contexts of conflict. This project was originally called the Local Capacities for Peace (LCP) Project. Thus the terms DNH and LCP are used interchangeably throughout this report. While in Davao City, we also conducted practitioner interviews in preparation for a CDA Reflective Case Study on DNH usage in Mindanao. Insights from that case study are incorporated below where appropriate, and the full document will be available in April 2010.

II. How DNH is Being Used in Mindanao

In the humanitarian and development assistance sectors, DNH practice includes bilateral agencies, international NGOs, and community-based organizations. Some assistance agencies reported using DNH as a guiding ethical principle, while others reported using DNH as a planning tool throughout multiple stages of the project planning, implementation, monitoring and evaluation. DNH components, particularly context analysis using Dividers and Connectors, are sometimes integrated with other analytical tools for enhanced peace and conflict impact assessment. DNH is also being used in peace work, by both assistance-focused and peace-focused agencies, in combination with other capacity building approaches.

Davao City is home to several unique applications of DNH, including the Davao Ministerial Interfaith (DMI), a group of local Roman Catholic, Muslim, and Protestant/Evangelical religious leaders who use DNH for both individual values formation and for activity planning. DMI provides DNH training to other religious leaders in the area, including chaplaincy program participants in the Davao City Jail. Also unique, the youth trainers of the Davao Children for Peace and Development Association

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[1] For information and resources on the Do No Harm Project, please consult the CDA website at: http://www.cdainc.com/cdawww/project_profile.php?pid=DNH&pname=Do%20No%20Harm

(DCPDA) are training other children in DNH, and serving as peace advocates within the own communities. Across sectors, one of many prominent issues arising from DNH analyses is the inclusion of diverse ethnic, religious and political groups when identifying project participants, partners and staff. This was considered important not only in Southern Mindanao, but also in Northern Mindanao and across the Philippines.

III. Feedback Agenda of the Consultation

Based on evidence from the Reflective Case Studies, the DNH Project has drafted three issues papers about DNH use. The agenda of the Davao consultation included time for participants to offer feedback from their own experience on two of these Issues Papers: "Barriers to and Supports for Using DNH" and "The Additional Model of the DNH Framework."

These papers are **not** considered final products of the DNH Project. Rather, they represent patterns of evidence from the case studies. The purpose of drafting these papers is to present them in consultations and workshops with practitioners for comments and feedback to further refine the papers and clarify the lessons from the cases. Feedback from the consultation participants will be incorporated into future drafts of the Issues Papers. The issues papers are included as Appendices 3 and 4.

The Additional Model of the DNH Framework
When it was first presented at an April 2009 Consultation in Boston, Massachusetts, USA, the new model of the DNH Framework was framed as a "replacement" of the original DNH Framework for Assessing the Impact of Aid on Conflict. Based on feedback from that meeting, and the consultations that followed, the new model is now being presented as an "Action" framework or a way of thinking about implementing the original DNH framework. Participants at the Davao consultation, like those at the previous consultations, felt that the new model was not sufficient to replace the original framework, but that it may add a new way of thinking about implementation. Some other participants commented that in the new model the Dividers and Connectors Analysis does not appear to directly affect the Assistance program as it is implemented. Another participant asked that we add more examples of the implementation of the new model in training and in practice to the Issue Paper to increase understanding of how to put this model into practice.

Barriers to and Supports for the Use of DNH
The Barriers and Supports Issue Paper was presented after a broader conversation of the Barriers and Supports specific to the use of DNH in Mindanao. Participants discussed the factors, which in their experience, acted as barriers to implementation or spread of DNH and the factors which assisted their use or understanding of DNH. Those discussions are outlined below. After reading the Barriers and Supports Issue Paper, the participants commented that the evidence presented in the paper was supported by their experiences. The sections that were particularly resonant among the participants were those on Staff Turnover, which they agreed can represent either a barrier or a support for DNH, and Language, which, in the Mindanao context is seen as a barrier. There is a shortage of materials translated into the many local languages of Mindanao, and participants noted that this makes the use of DNH especially difficult with local communities and with those who are unable to read.

IV. Issues Arising from the Participants: Cross-Cutting Themes

In addition to the topics found on the original consultation agenda, we also invited the participants to raise other issues of importance in the Mindanao context. The key issues raised were gender, rights, and peacebuilding, all in terms of their relationship to DNH. Participants expressed the concern that social impact themes of a cross-cutting nature are often conceptualized as running parallel to each other, with no explicit consideration of how such themes are inter-related. Thus we organized three small-groups during the consultation to discuss the relationship of DNH to other cross-cutting themes.

Gender
With regard to gender, participants noted that gender and conflict dynamics are closely interwoven in the experience of communities, yet easily overlooked if conflict analysts are unaware of gender. It was suggested that awareness-raising on gender could be included in the opening session of a DNH training. Similarly, introductory awareness-raising could also include other themes such as environmental impact, disability, etc. Such an approach might encourage trainees to recognize a broader range of social impact issues, before moving on to DNH's more specific consideration of impact on inter-group conflict and peace. However, participants also cautioned that care must be exercised in preparing training materials and equipping trainers to support this new approach, and in ensuring that such materials are used in culturally appropriate ways.

Rights
With regard to rights, participants discussed human rights, then focused their efforts on the more specific realm of children's rights, in view of Mindanao's youthful demographics. With strong input from the youth trainers, participants recommended that the DNH concept should be integrated into four overarching principles found in the UN Convention on the Rights of the Child, namely: 1) acting in the best interests of the child; 2) non-discrimination; 3) participation; and 4) survival and development. This integration of concepts was considered a relevant issue for potential future advocacy at the UN level.

Peacebuilding
With regard to peacebuilding, the discussion took as a starting point the recognized linkage between DNH and peace practice. Participants stated that peacebuilding usually takes the form of a project bringing people together to pursue harmonious existence, while DNH is distinct as a planning tool used to optimize project results. Nonetheless, there were numerous stories illustrating the use DNH in peacebuilding efforts. The applicability of DNH to the personal formation of the individual peacebuilder was considered a strength, because "you cannot give away what you do not have." At the same time, intense self-scrutiny at the individual level can result in "feeling a lot of pressure." The recognition of DNH usage in peacebuilding efforts prompted participants to recommend further championing of DNH within our circles of influence, and support for the expansion and development of the pool of DNH trainers. After this discussion, the CDA learning paper on *'Do No Harm and Peacebuilding: Five Lessons'* was distributed for comment (Appendix 5).

V. Barriers and Supports for DNH Uptake

Consultation participants worked in groups to identify barriers and supports, or potential supports, to DNH usage and spread at the individual, inter- and intra-organizational and project implementation levels.

Barriers

Limited awareness of DNH. Among the barriers, the time and resources required for capacity building was a prominent theme. When an individual tries to apply DNH in the scope of his or her work, it is difficult to do so if other organizational colleagues do not similarly embrace the tool. Likewise, when an assistance agency tries to apply DNH in a project, but its partners and stakeholders do not know about DNH, conflict sensitivity efforts can be frustrated.

Time required for learning. Even for practitioners who are already trained, learning DNH can be a time-consuming process. It was widely agreed among consultation participants that "just attending one seminar is not enough." It takes time for any person to overcome and change his or her deeply-held biases, in order to apply the DNH tool objectively. Further, a person needs numerous exposures, plus DNH practice and mentoring, in order to apply the DNH framework in its fullness. Selectively using the context analysis components of Dividers and Connectors, plus an appreciation of the possibility of one's actions causing unintended negative impacts, has helped many practitioners to improve their decision-making. Nonetheless many consultation participants felt it was important to develop a full understanding of the framework's capacity for analyzing the unintended impacts of existing projects and services.

Availability of trainers and resources. This protracted learning process places strains on the pool of available DNH trainers in Mindanao. There are a significant number of trainers, but their scheduling availability is limited, and they are often geographically clustered around the major urban areas. The current Training-of-Trainers model does not explicitly equip trainers for coaching and mentoring functions. Also, the demand to provide ongoing mentoring to people previously trained naturally limits the time available to initiate capacity building of new groups. Capacity building funds are scarce, not only for first-time training, but even more so for ongoing follow-up and mentoring, or for supporting rigorous DNH field assessments. These constraints make it challenging for agencies to sustain strong DNH capacity over the long term.

Supports

Desire for peace. A key factor for participants is the attitude of the population. There is strong support for peace and peacebuilding in Mindanao and this support helps trainers and practitioners to teach and use the DNH tools and lessons.

Combinations with Other Tools. Many participants said that they have used DNH in combination with other tools, particularly Peace and Conflict Assessments and Culture of Peace. They felt that the inclusion of Dividers and Connectors in their assessments helped to deepen their understanding of the context and how it continued to change. Or, alternatively, that other tools helped to broaden their understanding of the Dividers and Connectors in the context and give them more depth and relevance. The Culture of Peace tool, in particular was mentioned as a support for DNH, because by using CoP, people were able to see the many sides and historical aspects of the conflict, which help to inform their interventions.

Capacity. There is a great deal of DNH capacity in Mindanao. There are many organizations using and training DNH, and many practitioners who use the tool in innovative ways. Because of this capacity, DNH could be self-sustaining in Mindanao. There is not a need for external organizations to provide trainings or refresher courses. There are also several networks that exist to support individuals and organizations in their practice of DNH and other tools. There are several

organizational champions (DMI, HKDI, WVI, Balay Mindanaw) and many individual champions of the tool who could be resources for those who would like to be trained or supported in DNH.

A Barrier and a Support
There were some factors in the Mindanao context that represented both a barrier and a support for DNH, depending on how the issue is considered.

Language. There are many native languages and dialects used in Mindanao. It is a particular challenge for trainers to present DNH in the appropriate local language, or for organizations to find trainers familiar with the language their staff and partners use most. Translations are costly and time-consuming and though most people are familiar with more than one language spoken in Mindanao, it may be challenging to share the tool with local communities in particular dialects. Language can problematic even when translations are made because some community members may be unable to read or write. Many people overcome this particular challenge by using adapted materials or art work to convey the concepts in the DNH framework.

However, participants also said that their use of DNH has opened up their understanding of how language can divide or connect people. One participant noted, "Words can be so sensitive across communities. For example, Catholics do not like the word 'pastor,' and some Evangelicals do not like to be called 'protestant.'" Another participant said, "It is important to consider how we talk about the community. In Tagalog, people often say 'Bababa sa community,' meaning, 'we go down to the community.' But it is important not to imply that the community is beneath us." Participants said that these types of examples are constant reminders in their lives and work that the language we use can be divisive or connective.

Existing Structures and LGU Partnerships. Participants noted that among the most pivotal factors in Mindanao are the existing structures that are working, or could potentially work, on peacebuilding. In particular, participants highlighted the role of local government leaders and politicians, who have significant power to either promote harmony, or to stir up ethnic, religious or political conflict. This reality prompts a great deal of interest in sharing the DNH tool with local government leaders. One trainer in the room had experience training local government leaders in Sarangani in DNH, and they had a positive reaction to the training and changed some of their policies to be more sensitive to conflicts in the communities they are serving. With this in mind, participants felt that the local government units, city and barangay development councils and the Philippines Department of the Interior would be good places to develop relationships and perhaps offer DNH trainings.

The DNH Framework. Participants noted that the DNH framework itself can either support its use or become a barrier. "Sometimes people become so tied to the framework that they feel they have to use the whole thing, if they cannot see a way to use it, they may give up." "What endears me with the framework is the use of the word 'options.' You don't get stuck, there is always a way to go forward." Other people said that the framework had become very personal; they felt it was more than a tool, but had become "a way of life" and was relevant in their personal lives. The DCPDA Youth Trainers said that the tool helped them to mediate disputes between family members and "decrease arguments" in their families. One participant said that the tool "supports the use of LCP in other ways [beyond working with NGOs]" and another said that it helps "to get full representation from all groups organizing in the community."

VI. Next Steps for DNH in Mindanao

After laying out the barriers to using DNH, the supports that exist for using DNH and the other issues that arise in the Mindanao context, the final question of the consultation was, "What's next?" How do we use what we have talked about over these two days to make the most of it going forward? We asked participants to select which of the barriers we discussed they most needed to work on (to try to overcome) and which of the supports could work with (to fully take advantage of) and, with those in mind, answer the following questions:

- What changes do we want to see?
  - In the **use** of DNH in Mindanao
  - In the **spread** of DNH in Mindanao
- What steps should we take to achieve these changes?
  - What do we <u>need</u> to do?
  - What do we have <u>time</u> to do?
  - What are we <u>willing</u> to do?
- What are the Action Items?

Based on the small-group discussion of these questions, four priorities emerged in the conversations:

1. A continuing live forum for future discussions on DNH
2. More support for trainers
3. More support for practitioners
4. Lobbying local government structures

Priority 1: A continuing live forum for future discussions on DNH

Participants were very keen to organize a future meeting of DNH practitioners and trainers in Mindanao. One group suggested that this forum could be hosted on a rotating basis by "dedicated LCP practitioners," and also provided some suggestions for budgetary support for such a meeting: submit funding proposals to donor agencies; request fees from participants; or request sponsorships from large organizations or private companies.

There were also suggestions for a web-based forum for sharing experiences and publications, but, the group decided that this was not as much of a priority as many connections are made via telephone or text message and a significant percentage of the group does not have access to email. Another barrier to a web forum is the current power situation in Mindanao. Each day there are scheduled brown-outs lasting from 2 to 8 hours throughout the island, so access to the internet is challenging.

From the discussion of continued meetings and how the group might develop, there was a suggestion that an organization be formed to be responsible for coordination of meetings and agenda-setting. While some people thought this would be a good idea in the future, it was decided that for now, the focus should be on continuing to gather regularly to discuss DNH tools and innovations. One participant objected to forming and organization because "bringing DNH into one body might marginalize different approaches to using the tool. I've heard so many different ways to use DNH here, and I'm very inspired. Maybe we should just continue coming together to share." Another participant thought that a better approach would be to coordinate with existing agencies and networks in Mindanao: "We need to ask ourselves, if we organize, would that weaken an existing organization?" The group decided to table further discussion of forming an organization unless it becomes more practical in the future.

Priority 2: More support for Trainers
Several of the small groups suggested that there be more support for DNH trainers in Mindanao. The consensus was that this support should take the form of refresher courses, which may offer more in-depth discussion of certain training modules individual trainers may find challenging or consistent follow-up and backstopping for new trainers.

Another suggestion, which was made earlier in the consultation was to equip trainers as coaches or mentors of DNH. This suggestion would mean a different type of training for trainers, perhaps a further enrichment course. This enrichment for trainers blends with the third priority of the group, which was more support for practitioners.

Priority 3: More support for Practitioners
Training trainers as coaches or mentors would allow them to act as a sounding board for organizations or individuals who are attempting to apply DNH to their work. Participants mentioned that often, after one DNH workshop, people have a lot of excitement about the tool, but are unsure about how to use it. Providing a resource person who could help answer questions or examine projects with DNH in mind may be one way of overcoming this barrier to implementation.

Another suggestion was to compile a database of trainers to make finding a trainer easier. This suggestion was not explored much by the group, so it was not decided who would be responsible for maintaining and updating this list.

Priority 4: Lobbying local government structures
Some of the DNH practitioners and trainers at the consultation had prior experience using and training DNH with local government authorities. In small group discussions about Barriers and Supports to DNH, several of the groups mentioned that government authorities often represent a significant barrier to DNH use, which was linked to a lack of understanding of the tool or of conflict sensitivity in general. Because of this barrier, several participants felt that it was crucial to engage the government at different levels (Local Government Units, Barangay and City Development Councils and the Department of Education) to use and incorporate DNH into their structures. A consensus was reached that the best starting point for this type of advocacy was the local levels of government, because they are the closest to the community, and may be more receptive to the training or orientation. This suggestion was made with the caveat that we use caution in working with politicians because there are limitations to what they can do and because they may subvert the intentions of the framework. In the end, it was decided that the first step in the process of reaching out to government officials is identifying those who have been trained to build on that process.

At the end of the discussion of the Next Steps, the group was eager to form a community of practice and began to plan for a future meeting in September or October, 2010 (interestingly, either International Peace Month or International Children's Month). In the meantime, the attached contact list (Appendix 2) will be used to keep the group connected and begin to establish an online network.

Do No Harm Consultation

March 15 and 16
Davao, Philippines

AGENDA

March 15

9:00 am	**Registration, Coffee and Tea**

10:00 am   **Introductions**
Agenda Review and Housekeeping
 CDA and the Do No Harm Project

How is DNH being used in Mindanao?
What good DNH stories can you share?
What do you like about the tool? What do you dislike?

LUNCH

Afternoon Session   **Lessons from the Reflective Case Studies**
Barriers and Supports for Using DNH

Tea Break

The Additional Model of the DNH Framework

5:00 pm   **Distribution of Do No Harm Project Issue Papers**
Barriers and Supports **and** *The Additional Model of the DNH Framework*

March 16
Morning Session

9:00am   **Discussion of Issues Papers**

Tea Break

Issues arising from the participants
What are the issues in the Mindanao context we need to discuss?

LUNCH

Afternoon Session   **What are the next steps for DNH in Mindanao**
Where do we want to be as a community of practice in five years? In ten years?

Tea Break

Optional: **Using DNH at Micro and Macro Levels**
How do you determine the right level of analysis—village, region, nation?
How do aid programs fit into the larger picture?
What are the tradeoffs between micro and macro level conflict sensitivity?

Optional: **Training**
What do we get out of training? What do want to get? Do these match?
What changes should be made to the DNH Trainers' Manual?

Do No Harm Consultation
Davao, Philippines
March 15 and 16, 2010
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