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# CDA COLLABORATIVE LEARNING PROJECTS

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## Welcome to the CDA Newsletter!

CDA Collaborative Learning Projects is a non-profit organization committed to improving the effectiveness of international actors who provide humanitarian assistance, engage in peace practice, and are involved in supporting sustainable development. Our newsletter provides updates on our recent activities and publications, including reports on what the projects are learning *right now*. For more information on who we are and what we do, please visit our [website](#) and [staff directory](#).

## Announcements

### Upcoming Feedback Workshops

#### LP Feedback Workshops

- London, Great Britain (June 23, 2010)  
[Interested?](#)

### Recent Trainings

#### DNH Trainings

- Brandeis University, USA (Feb 2010)
- Colombo, Sri Lanka (Feb 2010)
- Jakarta, Indonesia (Mar 2010)
- Phnom Penh, Cambodia (Apr 2010)
- Canberra, Australia (May 2010)
- Training of Trainers in Cambridge, USA (May 2010)

#### Advanced RPP Trainings

- Nairobi, Kenya (Mar 2010)
- Bujumbura, Burundi (Apr 2010)

### Recent Consultations

#### LP Feedback Workshop in Manila, Philippines

LP held a

## Letter from the Executive Director

In the previous CDA newsletter, I remarked on the many positive comments about CDA that I had received from colleagues around the globe as I moved into the role of Executive Director. Indeed, it is a source of immense pride to have the opportunity to steer CDA through the next stage of its evolution. However, like all successful organizations, CDA must continually examine its work for relevance, appropriateness and utility.



When the Do No Harm (DNH) book was published in 1999, it was heralded for acknowledging that well-intended assistance could have negative consequences, as well as positive benefits, for the intended recipients. In making this observation, DNH implicitly focused attention on the broader impacts of assistance beyond the immediate humanitarian imperative to save lives and alleviate suffering. In the interim, other CDA projects have brought similar perspectives to bear on the work of peace practitioners, development professionals and company-community ventures. Our aim has been to make assistance more durable and beneficial to recipients.

We must hold ourselves accountable to the same standards and, therefore, with learning as a core function of the organization, it is timely that CDA reviews its own processes for capturing and reporting our achievements. Over the next 12-24 months, we will develop a more robust system to monitor and evaluate our accomplishments – a system that will probe not just what we achieve but also whether those achievements are worthwhile. Our goal is to ensure that CDA

Feedback Workshop with international and local NGOs, donor representatives and government officials to discuss two new Issue Papers. This was followed by a discussion session on the Mindanao Listening Exercise and RPP Case Study findings. (Mar 2010)

#### DNH Feedback Consultations

- Colombo, Sri Lanka (Feb 2010)
- Davao City, Philippines (Mar 2010)
- Manila, Philippines (Mar 2010)
- Phnom Penh, Cambodia (Mar 2010)

Please [let us know](#) if you would like a copy of one of the consultation reports.

#### Recent Presentations

##### “Being Good at Doing Good”

Marshall gave a presentation in Toronto to Canadian charities brought together by Capacity Builders at their conference "[Being Good at Doing Good: Safeguarding Yourself and Your Charity in a Complex World](#)". Marshall's talk was titled "Principles Become Techniques: Applying the Lens of our Values to our Work". The video recording of his talk will soon be available online. (Feb 2010)

#### CEP Presentations

- **Prospectors and Developers Association of Canada Conference** CEP Attended the Mining, People and Environment day and launched a new Rapid Conflict Assessment Tool for Exploration, developed in collaboration with World Vision and PDAC. (Mar 2010)
- **CEP Course at the MIT Sloan School of Business** Students in the course learned to use the CEP framework to analyze how company policies and practices have impacts on local communities. (Mar 2010)
- **Rights And Democracy International Meeting on Human Rights Impact Assessments** Dost presented

remains at the cutting edge of learning and innovation. We will seek inputs from many partners and supporters who form the readership of this newsletter. I encourage your frank and constructive feedback as we embark on this process.

Cheers, Steve

## What We're Learning

#### Do No Harm Guidance Note on Using Dividers and Connectors

This [draft paper](#) brings together some of the key issues surrounding the use of Dividers/Connectors Analysis. It includes a short discussion of issues, some questions for unlocking D/C analysis, a simple D/C analysis plan and a brief checklist. Comments would be appreciated! DNH will also produce "guidance notes" on a range of topics in the coming months. If you want to learn more about the notes or join a working group, [let us know](#).

#### Listening Project Issue Paper: Structural Relationships in the Aid System

In nearly every place the Listening Project has visited, people have talked about how many different actors are involved in the "aid industry." This [Issue Paper](#) explores the number and type of organizations operating in recipient societies and the complex (and often mysterious) relationships these actors have with each other, which create a difficult system for local people to navigate. There are many aspects of this crowded field which people talk about, including the range of actors, the nature of their relationships with each other, competition and coordination. We welcome [your reactions and reflections](#).

## New Reports and Publications

#### Corporate Engagement Project Ecuacorriente Report

Field Visit Report on the Ecuadorian Mining Company Ecuacorriente is now available on the CDA website in both [English](#) and [Spanish](#). The visit took place as the company prepared to reinstate mining operations in the light of new legislation and regulations. (Aug 2009)

#### New Listening Exercise Report

[Mindanao, Philippines](#) (August 2009)

#### New LP Issue Papers

- "[Structural Relationships in the Aid System](#)" (Mar 2010)
- "[The Importance of Listening.](#)" (Mar 2010)

#### Reflecting on Peace Practice Cumulative Case Consultation Report Published [Here](#)

(Jan 2010)

#### Revised Advanced (RPP II) Training Manual

The new manual focuses on the application of systems thinking to conflict analysis and program design. The advanced RPP training workshop materials include a revised simulation scenario titled "Ubuntuland" (for use in Africa) and "Dominia" (for use in Asia). All materials are available in both English and French. For more information please [email us](#).

#### BCPR/UNDP Evaluation

RPP completed a review of UNDP

on a public panel on “Foreign Investment and Human Rights: Are impact assessments the solution?” (Mar 2010)

- **Societal Seminar of Total S.A.** (Mar 2010)
- **Keynote Speech on Getting it Right and Grievance Mechanisms at Oxfam Australia Mining Symposium** [Symposium Report](#) (Apr 2010)

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## Recent Case Studies and Field Visits

### DNH Case Study Visits

- Chennai, India, Caselet (Feb 2010)
- Philippines (Mar 2010)
- Cambodia (Mar 2010)

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## DNH and Haiti

DNH is still working on sending a team to Haiti. We have encountered a couple of challenges that have delayed our visit, but we are hoping to have a positive update for the next the Newsletter.

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## Read This!

**Switch: How to Change Things When Change is Hard**, by Chip Heath and Dan Heath. We are always enthusiastic about the books we discuss here. But this time we mean it: READ THIS! The Heaths have looked at successful change across many contexts and they have developed a simple framework for understanding the key components of any change effort:

- Direct the Rider (“what looks like resistance is often a lack of clarity”)
- Motivate the Elephant (“what looks like laziness is often exhaustion”)
- Shape the Path (“what looks like a people problem is often a situation problem”).

conflict prevention programs and presented a report to BCPR.

## Publications that Refer to CDA's Work

**Can Corporations Get it Right?** Jody Liss published a [review](#) of *Getting it Right* on the Foreign Policy Blogs Network. (Feb 2010)

**Sustainable Heavy Industry's Hard Choices Briefing: Heavy Industry** Written by Eric Marx for *Ethical Corporation's* [March 2010 issue](#) on Heavy Industry. The article discusses how “extractive industries have developed initiatives to defeat the resource curse” and features commentary from CEP’s former Project Director Luc Zandvliet about the Extractive Industries Transparency Initiative (EITI) on its importance. (Mar 2010)

**"Blood Money" Thesis on Corporate Citizenship & the Oil/Gas Sector in Burma** Nicky Black, Univ. of Waikato, PhD thesis, references CEP’s engagement with Total SA in Myanmar/Burma. It is available [online](#). (Apr 2010)

## Where We've Been

**Do No Harm in Asia** Nicole spent two months visiting our colleagues in Sri Lanka, Indonesia, India, Philippines, and Cambodia. She held four Feedback Consultations and did the field work for three case studies. (Feb – Apr 2010)

**RPP systems group in Washington, D.C.** RPP convened a group in Washington, D.C. to discuss the application of systems thinking to peacebuilding work. (Feb 2010)

**“The Fundamentals of Peace.”** Berghof Foundation for Peace Support, ICAR/George Mason and the International Center for Cooperation and Conflict Resolution/Columbia University sponsored a meeting in Washington, D.C. (Feb 2010)

**Exploring Joint Strategy in Northern Uganda** Peter visited Uganda to explore how RPP might support members of the Learning Community in northern Uganda and to integrate RPP lessons and tools into joint strategies for addressing the conflicts. (Mar 2010)

**Workshop in Washington, DC** Dayna co-facilitated a roundtable discussion organized by CDA, 3D Security, GPPAC, USAID, AfP, and the Woodrow Wilson International Center for Scholars entitled, “Civil Society and the US Government in Conflict-Affected Regions: Building Better Relationships for Peacebuilding.” (Mar 2010)

**CEP Consultation on Rapid Conflict Assessment Tool** In collaboration with World Vision, PDAC, and the Devonshire Initiative, CEP held an open consultation in Toronto for feedback on the Rapid Conflict Assessment Tool for Exploration. (Apr 2010)

**Meeting in Nairobi with Interpeace** In Nairobi, Peter met with Interpeace partners from Rwanda to help them strategize on how to have better impact on policy. (Apr 2010)

Well written and clear, they offer insights into precisely what all of us are struggling with.

**The State of Jones** by Sally Jenkins and John Stauffer. Communities that disengage from violence and war, like the ones we've researched in the STEPS Project, are nothing new. People have always sought ways to avoid war. During the Civil War in the US, deep in Mississippi in the Confederate heartland, the people of Jones County rebelled against their neighbors and refused to join arms in the war against the North. Together they established the "Free State of Jones" in protest of the Confederate cause. Everywhere we look, we see people being creative and active in refusing violence. This is at least as human as fighting is. Perhaps more.

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**Workshop in Nairobi on Theories of Change** Peter ran a workshop for CARE and International Alert with their partners in Uganda and the DRC on theories of change research. (Apr 2010)

**DNH in Canberra** Marshall worked with AusAID's Crisis Prevention Stabilization & Recovery Group and the Afghanistan team to develop and deliver a training program for complex environments. (Apr - May 2010)

**RPP in Kathmandu** Peter and Diana gave an RPP II Training and Feedback Workshop in Kathmandu, Nepal. (May 2010)

**CDA Staff Meeting** As we do every quarter, the whole gang got together to discuss our future. (May 2010)

**LP Feedback Workshop in Bogotá, Colombia** (May 2010)

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## On the Horizon

**CEP Meeting in Bogotá, Colombia** Dost will attend a meeting on corporate due diligence and human rights in conflict settings in Bogotá to present on the findings of CEP about opportunities and challenges for companies working in conflict settings. The meeting will be held by the Institute of Human Rights and Business. (May 2010)

**CEP visit to Coal Company in Colombia and Oil Company in Siberia** (May-June 2010)

**"Linking Conflict, Aid, and Development" at American University** Dayna, Diana, and Marshall will combine the efforts and insights of three of CDA's projects to teach a week long course at AU in Washington, D.C. Find out more [about the course](#) and how to register! (Jun 2010)

**UN Global Compact Leaders Summit** Dost will attend the UN Global Compact Leaders Summit, which will launch "Responsible Business in Conflict-Affected and High-Risk Areas: Guidance document for companies and shareholders," which CEP has co-authored. (June 2010)

**LP Feedback Workshop in London (June 23, 2010)** If you are interested in attending or finding out more about this feedback workshop, please [email us](#)!

**RPP Final Consultation** on the cumulative case studies (tentative Jun/Jul 2010)

**Additional UNDP/BCPR Evaluations** RPP will continue to work with UNDP/BCPR and the Framework Team for Conflict Prevention to schedule additional program evaluations.

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