

# **Do No Harm Project**

**Workbook**

**2007**





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**Do No Harm Context Analysis  
Dividers**

How do you know? What are people doing? How do they express their divisions? What makes people tense?

<b>Dividers and Sources of Tension</b>	<b>Systems &amp; Institutions</b>	<b>Attitudes &amp; Actions</b>	<b>Values &amp; Interests</b>	<b>Experiences</b>	<b>Symbols &amp; Occasions</b>
1.					
2.					
3.					
4.					
5.					

**Do No Harm Context Analysis  
Dividers**

<b>Dividers and Sources of Tension</b>	<b>Systems &amp; Institutions</b>	<b>Attitudes &amp; Actions</b>	<b>Values &amp; Interests</b>	<b>Experiences</b>	<b>Symbols &amp; Occasions</b>

**Do No Harm Context Analysis  
Connectors**

How do you know? What are people doing? How do they express their connections? Who is acting as a local capacity for peace?

<b>Connectors and Local Capacities for Peace</b>	<b>Systems &amp; Institutions</b>	<b>Attitudes &amp; Actions</b>	<b>Values &amp; Interests</b>	<b>Experiences</b>	<b>Symbols &amp; Occasions</b>
1.					
2.					
3.					
4.					
5.					

**Do No Harm Context Analysis  
Connectors**

<b>Connectors and Local Capacities for Peace</b>	<b>Systems &amp; Institutions</b>	<b>Attitudes &amp; Actions</b>	<b>Values &amp; Interests</b>	<b>Experiences</b>	<b>Symbols &amp; Occasions</b>

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**Do No Harm Project Analysis**  
*(one page)*

Project Details	Our Criteria	Who is excluded?
Why?		
Where?		
When?		
What?		
With whom? (Beneficiaries)		
By whom? (Staff and Partners)		
How?		

Project Details	Our Criteria	Who is excluded?
<p>Why?</p> <ul style="list-style-type: none"> <li>• What are the needs that lead us to plan a programme in the first place?</li> <li>• What do we hope to stop or change through our intervention?</li> </ul>	<ul style="list-style-type: none"> <li>• Why us? What is the value added that our organization brings to addressing this need in this place?</li> </ul>	<ul style="list-style-type: none"> <li>• What other needs are there that we have decided to not address?</li> <li>• Why have chosen to not address those needs?</li> </ul>
<p>Where?</p> <ul style="list-style-type: none"> <li>• What are the other locations we have chosen that have an impact? <ul style="list-style-type: none"> <li>○ Why did we rent these buildings?</li> <li>○ Why do we buy these resources here?</li> </ul> </li> <li>• What other locations are necessary to this project?</li> </ul>	<ul style="list-style-type: none"> <li>• Why did we choose this location?</li> </ul>	<ul style="list-style-type: none"> <li>• Why not that location?</li> </ul>

Project Details	Our Criteria	Who is excluded?
<p>When?</p> <ul style="list-style-type: none"> <li>• Is the situation post-conflict, pre-conflict, or is the conflict still “hot”?</li> <li>• How long will our project last?</li> <li>• Do we have an exit strategy?</li> </ul>	<ul style="list-style-type: none"> <li>• Why us, now?</li> <li>• Will we know when our project is finished? <ul style="list-style-type: none"> <li>○ What has changed? How will we know?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• What changes in the context will force us to leave?</li> <li>• Who will feel the impact of our leaving?</li> </ul>
<p>What?</p> <ul style="list-style-type: none"> <li>• The specific content of the resources can have an impact on the context. <ul style="list-style-type: none"> <li>○ Be specific: what kind of food? What kind of shelter?</li> </ul> </li> <li>• What types of resources are appropriate to this circumstance?</li> </ul>	<ul style="list-style-type: none"> <li>• Why are we bringing this . . . ?</li> </ul>	<ul style="list-style-type: none"> <li>• Why are we not bringing that . . . ?</li> </ul>

Project Details	Our Criteria	Who is excluded?
<p>With whom?</p> <ul style="list-style-type: none"> <li>• Who are the beneficiaries?</li> <li>• Who else benefits from our presence?               <ul style="list-style-type: none"> <li>○ Landlords? Drivers? Farmers? Hotels?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• How did we choose the beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>• Who did we leave out and why?</li> <li>• What was the criteria for choosing some people over others?</li> </ul>
<p>By whom?</p> <ul style="list-style-type: none"> <li>• Who are our staff? Are they local or expatriate? How were they selected? What were the criteria for hiring these people and are these criteria different in different places?</li> </ul>	<ul style="list-style-type: none"> <li>• How were they selected? What were the criteria for hiring these people and are these criteria different in different places?</li> </ul>	<ul style="list-style-type: none"> <li>• Who did we not hire and why?</li> </ul>



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**Do No Harm Project Impact Analysis**  
**Impact on Resource Transfers** *(simple)*

Project Details	Theft	Market	Distribution	Substitution	Legitimization
Why?					
Where?					
When?					
What?					
With whom? (Beneficiaries)					
By whom? (Staff and Partners)					
How?					

**Do No Harm Project Impact Analysis**  
**Impact on Resource Transfers** *(with criteria)*

Project Details	Our Criteria	Who is excluded?	Theft	Market	Distribution	Substitution	Legitimization
Why?							
Where?							
When?							
What?							
With whom? (Beneficiaries)							
By whom? (Staff and Partners)							
How?							

**Do No Harm Project Impact Analysis**  
**Impact on Implicit Ethical Messages** *(simple)*

<b>Project Details</b>	<b>Arms &amp; Power</b>	<b>Disrespect, Competition, Mistrust</b>	<b>Different Value for Different Lives</b>	<b>Impunity</b>	<b>Powerlessness</b>	<b>Belligerence, Tension, Suspicion</b>	<b>Publicity</b>
Why?							
Where?							
When?							
What?							
With whom? (Beneficiaries)							
By whom? (Staff and Partners)							
How?							

**Do No Harm Project Impact Analysis**  
**Impact on Implicit Ethical Messages** *(with criteria)*

<i>Project Details</i>	<i>Criteria</i>	<i>Who is excluded?</i>	Arms & Power	Disrespect, Competition, Mistrust	Different Value Different Lives	Impunity	Powerlessness	Belligerence, Tension, Suspicion	Publicity
Why?									
Where?									
When?									
What?									
With whom? (Beneficiaries)									
By whom? (Staff and Partners)									
How?									

**Do No Harm Worksheet**  
**WHAT Matrix**

<b>WHAT</b> are we bringing?	How did we select these items? What were our <i>criteria</i> ?

QUESTION	ANSWER	Do the inputs <i>increase incentives</i> for violence? <i>HOW</i> ?
Have aid goods been <i>stolen or diverted</i> ?		
How <i>broad</i> is the usefulness of the goods? Can they be used for military purposes?		
Is one group <i>better off</i> ?		
What <i>currency</i> is being used? What are the practical and symbolic implications?		
Are benefits <i>individual/family</i> based <i>or</i> are they <i>collective</i> ?		
How <i>accurately</i> were the needs determined? How much <i>surplus</i> is there? Who gets the surplus?		
Was the delivery <i>timely</i> ? Were there <i>delays</i> ?		

**Do No Harm Worksheet  
BENEFICIARIES Matrix**

<p><b>Who are our BENEFICIARIES?</b> <i>(List as many defining characteristics as you can.)</i></p>	<p>How did we select them? <b>What were our <i>criteria</i>?</b> <i>(Be specific!)</i></p>

QUESTION	ANSWER	Do these <i>increase incentives</i> for violence?
<p>Do they share an <i>identity</i>? Do they share an <i>identity</i> with our staff?</p>		
<p>Were they selected based on <i>political</i> criteria? Are they refugees, returnees, ex-combatants, etc?</p>		
<p>Were they selected based on <i>technical</i> criteria? Are they “with greatest need”, “most damaged houses”, “most malnourished”, etc?</p>		
<p>Were they selected <i>geographically</i>? Were they chosen because of where they live?  (Did <i>you</i> make the choice of <b>where</b> to work or did a political authority?)</p>		
<p>Were they selected based on <i>social or economic</i> factors? Are they “poorest of the poor”, “landless”, “farmers”, etc?</p>		
<p>Were they selected to increase or assure the possibility of <i>success</i>? Do they “belong to a village-level group” or “demonstrate knowledge of the enterprise to be supported”, etc?</p>		

**Do No Harm Worksheet  
BENEFICIARIES Matrix**

<p>Who did we leave out and why? <i>(Be specific!)</i></p>

**Do No Harm Worksheet  
PARTNERS Matrix**

<p style="text-align: center;"><b>Who are our PARTNERS?</b> <i>(List as many defining characteristics as you can.)</i></p>	<p style="text-align: center;"><b>How did we select them?</b> <b>What were our <i>criteria</i>?</b> <i>(Be specific!)</i></p>

QUESTION	ANSWER	Do these <i>increase incentives</i> for violence?
Were they selected by <b><i>biased</i></b> local staff?		
Are they based in an area where only <b><i>one group</i></b> lives?		
Were they selected based on <b><i>technical</i></b> criteria?  (Were they required to have a particular skill or skills?)		
Do they represent local <b><i>military or political</i></b> interests?		

<p style="text-align: center;"><b>Who did we leave out and why?</b> <i>(Be specific!)</i></p>	
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**Do No Harm Worksheet  
STAFF Matrix**

<p><b>Who are our STAFF?</b> <i>(List as many defining characteristics as you can.)</i></p>	<p><b>How did we select them? What were our criteria?</b> <i>(Be specific!)</i></p>

QUESTION	ANSWER	Do these <i>increase incentives</i> for violence?
<p>Do they share an <i>identity</i>?</p> <p>Are they all from the <i>same area</i>?</p>		
<p>Were they selected based on <i>technical</i> criteria?</p> <p><i>(Were they required to have a particular skill, e.g. a language?)</i></p>		
<p>Were they selected based on <i>word of mouth</i>?</p>		
<p>Were they selected by local <i>authorities</i>?</p>		

<p><b>Who did we leave out and why?</b> <i>(Be specific!)</i></p>	
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**Do No Harm Worksheet  
AUTHORITIES Matrix**

<p><b>Who are the local AUTHORITIES?</b> (List as many defining characteristics as you can.)</p>	<ul style="list-style-type: none"> <li>• How did we choose to interact with these?</li> <li>• What were our criteria?</li> <li>• How do we interact with them? (Be specific!)</li> </ul>

QUESTION	ANSWER	Do these <i>increase incentives</i> for violence?
<p>Are they <i>stealing or diverting</i> aid goods?</p>		
<p>Are they determining <i>where and when</i> deliveries can be made?</p>		
<p>Are they using interactions with assistance groups to <i>create legitimacy</i>?</p>		
<p>Are they using interactions with assistance agencies to create <i>the appearance of serving</i> the people?</p>		

## Do No Harm Checklist

BENEFICIARIES			PARTNERS			STAFF		
	yes	no		yes	no		yes	no
1. all share <i>identity</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	1. <i>biased</i> local staff?	<input type="checkbox"/>	<input type="checkbox"/>	1. share <i>identity</i> ?	<input type="checkbox"/>	<input type="checkbox"/>
2. share <i>identity</i> with staff?	<input type="checkbox"/>	<input type="checkbox"/>	2. area with <i>one group</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	2. from the <i>same area</i> ?	<input type="checkbox"/>	<input type="checkbox"/>
3. <i>political</i> criteria?	<input type="checkbox"/>	<input type="checkbox"/>	3. <i>technical</i> criteria?	<input type="checkbox"/>	<input type="checkbox"/>	3. <i>technical</i> criteria?	<input type="checkbox"/>	<input type="checkbox"/>
4. <i>technical</i> criteria?	<input type="checkbox"/>	<input type="checkbox"/>	4. <i>military or political</i> interests?	<input type="checkbox"/>	<input type="checkbox"/>	4. <i>word of mouth</i> ?	<input type="checkbox"/>	<input type="checkbox"/>
5. <i>geographic criteria</i> ?	<input type="checkbox"/>	<input type="checkbox"/>				5. by <i>authorities</i> ?	<input type="checkbox"/>	<input type="checkbox"/>
6. <i>social or economic</i> criteria?	<input type="checkbox"/>	<input type="checkbox"/>						
7. assure <i>success</i> ?	<input type="checkbox"/>	<input type="checkbox"/>						
8. by <i>authorities</i> ?	<input type="checkbox"/>	<input type="checkbox"/>						

WHAT				AUTHORITIES					
	yes	no		yes	no		yes	no	
1. <i>stolen or diverted</i> ?	<input type="checkbox"/>	<input type="checkbox"/>		1. <i>stealing or diverting</i> ?	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
2. <i>broad</i> usefulness?	<input type="checkbox"/>	<input type="checkbox"/>		2. they say <i>where and when</i> ?	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
3. one group <i>better off</i> ?	<input type="checkbox"/>	<input type="checkbox"/>		3. using interactions to <i>create legitimacy</i> ?	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
4. What <i>currency</i> ?	_____			4. using interactions to create <i>the appearance of serving</i> the people?	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
5. Benefits:	<i>individual</i>	<i>family?</i>	<i>collective</i>						
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
6. Needs:	<i>accurate</i>		<i>surplus</i>						
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
7. Delivery:	<i>timely</i>		<i>delays</i>						
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

Do the inputs *increase incentives* for violence?

**What were our *criteria*? How did we select these people?**

BENEFICIARIES  
PARTNERS  
STAFF  
WHAT

**Always ask: Who did we leave out and why?**

BENEFICIARIES  
PARTNERS  
STAFF

HOW are we doing this project?