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# Do No Harm

Quarterly Newsletter



Tuesday March 30, 2010

## Director's Note

Dear friends, it gives me great pleasure to introduce the second Do No Harm Newsletter. Since our last issue, DNH staff have visited eleven countries! CDA, as the home of DNH, has a commitment to hearing your stories and sharing your experiences and bringing what we've heard from others back to you. You continue to inspire us with your hard work, your good humor, and your thoughtfulness.



One piece of evidence for your thoughtfulness is a question I have heard repeated over and over: "Marshall, are we using DNH right?" This seeming lack of confidence in smart, competent development and humanitarian workers is both perplexing and heartening.

It is heartening because it reflects an unwillingness to settle for easy answers and a humility in the face of complexity. The choices we face are challenging, the situations are difficult, the goals nearly overwhelming. We should be humble. We should strive for better understanding. We should not settle for business as usual, but always seek a better way.

It is perplexing because this question is inevitably asked by someone who is using Do No Harm brilliantly, by someone who has made good decisions because he or she takes Do No Harm seriously and to heart.

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## Do No Harm Networks

People around the world are using networks to keep in touch with other DNH practitioners in their regions. Join or start a network in your area!

### Horn of Africa

(Burundi, Kenya, Sudan, Uganda)  
Millicent Otieno  
[millieoucho@yahoo.com](mailto:millieoucho@yahoo.com)

### Latin America

Jorge Mario Oroxon Popa  
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Ana Lucia Rodriguez  
[analu2020@googlemail.com](mailto:analu2020@googlemail.com)

### Norway

Trond Botnen

Confidence can be a challenge. A two-day training hardly seems sufficient. Sometimes even ten days of Training of Trainers isn't enough to make us surefooted. DNH has opened our eyes, but it has not steadied our hand. Nor is it meant to. Good DNHers can still make mistakes, but good DNHers know they can correct them.

The question to ask is not, "have I used DNH correctly?", but "have I made a good decision, one that improves the situation and the lives of the people?" If the answer to the second question is "yes", then you have used DNH well. Also if the answer to the second question is, "no, but I understand why" then you have once again used DNH well! It is only when we fail to ask the question at all that we can say DNH was not applied.

Confidence comes from repetition, both in our own work and in the stories we tell one another. The more we use DNH and the more we hear from others how they have used it, the better we become. One example of this we've seen is that teams take up DNH more rapidly than individuals. In recognition of this, right now, all over the world, people are forming networks of DNH practitioners to assist one another. We will link to them in every Newsletter. Join one today. Start one and let us know so we can link to you – and link you to others.

This Newsletter is also one more way we get to hear and share your stories. Use this Newsletter to introduce yourself to your colleagues around the world. Tell us a story. Send us a picture. Give us some tips on how to be a better DNH practitioner. Teach us to be as confident and effective in our use of Do No Harm as you are.

Peace,  
Marshall

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## Headline Story - Issue-based Peacebuilding in India

### Issue Based Peacebuilding: Cornerstone and the URUVUGAL Network

*Jairani works in a small neighborhood in Chennai. The neighborhood circles a lake close to a new highway and the people living there had access to water, homes wired for electricity and were close to jobs and schools. In this community, there are multiple castes, but people tend not to mix socially between groups.*

*After the new highway was constructed, someone wanted to build an apartment building between the highway and the lake, on the land where dozens of homes stood. The homes housed 150 people from different castes. The builder negotiated with the government to destroy the homes and relocate the people living there.*

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[trond@ccm.no](mailto:trond@ccm.no)

#### South Asia

(Afghanistan, Bangladesh, India, Nepal, Pakistan)  
Local Capacities for Peace - South Asia

[info@lcp-southasia.org](mailto:info@lcp-southasia.org)  
[lcp-southasia.org](http://lcp-southasia.org)

Have you started a DNH practitioners network in your region? [Tell us](#) about it!

### Freelance DNH Trainers

For a long list of other DNH Freelance Trainers, their specialties, and contact information, please refer to the [December issue](#) of the DNH Newsletter.

#### Southeast Asia

##### Bonie Belonio

Philippines  
[bonie\\_belonio@wvi.org](mailto:bonie_belonio@wvi.org)  
**Speaks** English

##### Sister Joan Castro

Philippines  
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**Speaks** English

##### Ruel Fegarido

Philippines  
[ruel\\_fegarido@wvi.org](mailto:ruel_fegarido@wvi.org)  
**Speaks** English

##### Joseph James

New Delhi, India  
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[www.josephjames.in](http://www.josephjames.in)

**Speaks** English and Hindi

##### Specialties:

ToT  
Orientation programs

##### Channsitha Mark

Phnom Pehn, Cambodia  
[channsitha@online.com.kh](mailto:channsitha@online.com.kh)  
**Speaks** English and Khmer

##### Irene Santiago

Manila, Philippines  
[irenesantiago@yahoo.com](mailto:irenesantiago@yahoo.com)  
**Speaks** English and Filipino

##### Anne Schaefer

Philippines  
[annekathrin.schaefer7@ded.de](mailto:annekathrin.schaefer7@ded.de)

Often in India, when people are relocated from their communities, they are moved dozens of kilometers from their original dwellings. This makes travel to work or school difficult, and it contributes to high levels of unemployment, drug addiction, prostitution and crime in the relocation communities.

Jairani asked all of the caste groups in the community to talk to one another about the upcoming eviction. They agreed that the eviction threatened all of the groups in the community, and that they would come together to try to prevent it from taking place. They approached local political leaders as a group. They were able to negotiate to secure land for relocation less than two kilometers away from the neighborhood, electricity for all the houses in the new settlement and a delay in the eviction dates to allow families to move out of their homes before they were destroyed. The group plans to continue to meet and work together on other issues facing their community.

Jairani is a member of a network of NGO leaders and activists known as URAVUGAL. Network members engage in issue-based peacebuilding in their communities: they select an issue or problem that challenges every member of the community, regardless of caste or tribal affiliation, and they organize all community members around that issue. Jairani was a long-time Dalit activist before she joined the URAVUGAL Network. "Before, I thought that the only way to improve the situation for Dalits was by working only with Dalits," she said. "Now I see that I have to work with other castes to improve the Dalit situation." Jairani's story is typical of the URAVUGAL network.

The URAVUGAL network was brought together by the Cornerstone Trust, a foundation based in Tamil Nadu, India. Cornerstone was founded by Do No Harm champions Richard Devadoss and Chandra Mohan. Richard and Chandra say, "People separate working in conflict from working on conflict. For us, there is no difference. If you want to work in the conflict here, you need to do some work on the conflict."

When the URAVUGAL Network was started in February 2008, the members were trained in Do No Harm and Composite Heritage. Soon after the first round of trainings, members named their group URAVUGAL, meaning "relationship," to highlight their goals of inclusiveness in their work, relationship-building between castes and sub-castes, and relationship-building within the network itself.

Since their DNH training, the URAVUGAL members have been working to incorporate issue-based peacebuilding into the existing programs of their organizations. Each network member has identified a problem in their community that has impacts on people of every caste or group. They have identified these problems as Connectors. While they emphasize these Connectors in order to bring people together, their ultimate goal is to eliminate the problems and to keep people working together. The issues URAVUGAL members have worked on are diverse: access to water or

**Speaks** English

#### Africa

**Rames Abhukara**

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**Speaks** English and French

**Winifred Fitzgerald**

Antananarivo, Madagascar

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**Speaks:** English and French

**Specialties:**

ToT

Exposure

Training-for-Use

Field Training

**Jacinta Makokha**

Nairobi, Kenya

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**Speaks** English and Kiswahili

**Specialties:**

Field Training

Exposure

#### North America

**Julian Portilla**

[jportilla@colaboracioncivica.org](mailto:jportilla@colaboracioncivica.org)

Mexico City, Mexico

**Speaks** Spanish and English

**Specialties:**

Exposure Training

### Picture Credit

This quarter's header picture is:

*Road in Monrovia, Liberia* (2010),  
Peter Bauman.

We regret that we forgot to include the picture credit in the first issue of the Newsletter. We apologize for the oversight! The picture in the header of the previous Newsletter was:

*School in Badakhshan, Afghanistan*  
(2009), Björn Holmberg.

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education; distribution of government services; and protests of eviction or relocation.

*Chandran has been working for many years with Dalits in a fishing and farming village in Tamil Nadu. The village is made up of Dalits and other groups, including Adivasis and other caste groups. In 1964, the Government's coconut-growing corporation gave five acres of land to each family to live on, provided they grow and harvest coconuts. Under the original agreement, the families would be given the legal titles to the land after they had grown coconuts there for 20 years. No legal deeds have yet been given. A highway was built near the village and land prices have soared in the area.*

*After the tsunami, the government of India was rebuilding homes destroyed in the area. They would only rebuild homes if the people could provide documentation of land ownership. People in the community had been living on their land for 40 years, but still had no legal titles. The government agreed to provide land titles to the villagers. But for two acres per family, rather than the five they had been promised.*

*Chandran organized Dalits and non-Dalits in the community to refuse the government's offer and to work to recover the promised five acres. All the castes and groups in the village came together to talk to their political leaders. While the deeds have not yet been provided, they continue to work together on this issue.*

Cornerstone's goal is empowerment for the Dalit caste (the lowest group in the caste system), women and transgender people, and Adivasis ('adi' means original and 'vasi' means inhabitant. The word refers to tribal groups in Tamil Nadu), all traditionally marginalized communities in India. Richard and Chandra realize that they cannot achieve empowerment for these marginal groups without also working with other castes and political leadership. Cornerstone creates networks, organizes functions to bring caste and tribal groups together and lobbies government officials to change the policies that exclude women, Dalits and Adivasis from the workforce.

Richard and Chandra say, "Even if people are able to sit together and have tea, it is a start. They were not able to do that before, so it is something to build on."

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## Send to a friend

Send this email to someone you think may be interested.

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## New Tools

### The Action Model of the Do No Harm Framework

This [paper](#) outlines "the Loop", an "action" way of thinking about the DNH concepts. We've taught this new model alongside the old Framework in several workshops now. The response has been positive, and we want to [hear from you!](#)

### Do No Harm Guidance Notes

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CDA has been asked to produce some guidance regarding the use of DNH in the context of other cross-cutting themes. We see this as an opportunity to make use of the community of practitioners who are facing these challenges everyday.

DNH staff will produce short drafts on these topics, and we would like to convene some online working groups to review and build upon these drafts. The working groups will each set a period of one or two months to comment on and add to the draft produced by CDA. The resulting documents should be very brief (no more than five pages and even fewer would be better) and might include a list of key questions, a checklist, and crucial points.

If you would like to be part of a working group, please click the working group link below. We will begin this process with the topics that get the most support. If you care to suggest other topics, we will include them in the next issue.

[Gender and DNH](#)  
[Human Rights and DNH](#)  
[Peacebuilding and DNH](#)  
[Environment and DNH](#)  
[Disaster Response and DNH](#)  
[Governance and DNH](#)  
[Corruption and DNH](#)  
[HIV/AIDS and DNH](#)  
[Policy and DNH](#)  
[Monitoring and Evaluation and DNH](#)  
[Advocacy and DNH](#)

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## Special Paper - International Support for Statebuilding

The OECD-DAC working group on fragile states has just released a new paper titled, [Do No Harm: International Support for Statebuilding](#) (PDF). I recommend it to all DNH practitioners to see how the concepts have been brought to bear on the policy level. This is a really impressive piece of work.

It goes well beyond the 2007 [Principles for Good International Engagement in Fragile States & Situations](#) (PDF) (the second of which is "Do No Harm"), delving into specifics about how "statebuilding" interventions can undermine the very effort they are attempting and offers concrete suggestions for better interventions.

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## Trainer Survey

The [results](#) of the most recent DNH Trainer Survey are now

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available. The results illustrate where DNH trainings have occurred in the past year, people trained, and much more information! The survey results also include feedback from trainers on how the DNH team at CDA can stay connected with trainers in the field and provide support.

The next semi-annual DNH Trainer Survey will be included in the June issue of the the DNH Newsletter. We strongly encourage all DNH trainers to participate in this survey as it is a valuable means for tracking the the movement and growth of DNH!

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## Updates

[Send us your updates!](#)

**Training of Trainers in Cambridge** We are tentatively planning to host a ToT in Cambridge this May depending on the amount of interest and feedback we receive. If you are interested in participating in a DNH ToT this May, please [let us know!](#)

**Training in Bangladesh** LCP-SouthAsia has just completed two trainings in Bangladesh facilitated by Joseph James and Wolfgang Heinrich. The first was a "backstopping" workshop to help already trained trainers review and analyze their current directions. The second was an "application" training to incorporate DNH into planning, monitoring and evaluation.

**Nicole in Southeast Asia** CDA's own Nicole has spent the past nine weeks in Asia and she still has one more week to go before returning to Cambridge. She has visited DNH colleagues in Sri Lanka, Indonesia, India, the Philippines, and Cambodia. She has facilitated trainings and consultations and done the field work for two case studies. At various times on this trip she has been accompanied by good friends Winifred Fitzgerald, Terry Silalahi, Richard Devadoss, Chandra Mohan, Michelle Garred, Channsitha Mark, Emily Brady and Marshall, who just met her in Cambodia. We expect pictures!

**DNH and Governments** Marshall visited Afghanistan at the request of the Ministry of Rural Reconstruction and Development and Liberia at the request of the Peacebuilding Office of the Government of Liberia. These two efforts represent the beginning of an interesting new direction for DNH, as governments attempting to come out of conflict make use of the concepts to promote legitimacy and good governance.

**Speeches** Marshall gave speeches in Copenhagen in January and Toronto in February on DNH and how to make better use of the "lens". While in Scandinavia, he also met with colleagues in Norway and Sweden.

**Reflective Case Study on CARE Nepal** is now available

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online as an [Executive Summary](#) and [Full Report](#).

**DNH in Haiti** CDA is working with some consultants to send a DNH/Listening team to Haiti to review the conflict issues there and to listen to what Haitians are saying about the aid effort.

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## Thank you!

Thank you for your support of Do No Harm. We welcome your DNH questions, concerns and stories. [Send them in!](#)

Best wishes,  
Nicole, Marshall, and Candice

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