

MINUTES OF DO NO HARM COMMUNITY PRACTICE FORUM

1 Background

The Cooperation Committee for Cambodia (CCC) is a leading membership organization with 206 Local and International Non-Governmental Organizations (NGOs) in Cambodia.

Do No Harm and Conflict Sensitive Programming was hosted by CCC with the financial supports from Bread for the World (BfdW) who is concerned about the impacts of NGO's work on local conflict. Do No Harm (DNH) is one of the key working approaches of CCC's Governance Hub Program (GHP) 2017-2021.

Within the second year of DNH and Conflict Sensitive program, 30 NGOs were conducted DNH Application Workshop and Coaching & Mentoring since 2017, so, the Community Practice Forum will be conducted for a full-day for full-trained organization on 20th August 2019 at Diakonia Center. In total, there were 25 participants (16 female) from 13 trained NGOs to have a chance to meet together as the specific objective below.

2 Objective

There are three main objectives:

- To reflect on what they learned from the Application Workshop including process, methods, timing...
- To share experiences of what they applied at their own organization
- To identify challenges and opportunity in applying DNH in NGOs, and identify needs for improvement.



Photo 1: DNH Community Practice Forum on 20 August 2019, at Diakonia Center

3 Process and Result

At the beginning of the Do No Harm (DNH) Community Practice Forum, Ms. Luy Theary, a DNHC Coordinator welcomed and thanked to DNHC members and all the participants who engaged and joint in this forum. She also mentioned that this forum was conducted for all trained NGOs who engaged in DNH Application Workshop that could be 3-5 days by Do No Harm Cambodia (DNHC) Team. In providing support DNH to NGO community, Mr. Alain Fressanges gave strongly support to DNHC team as the DNH promoter in Cambodia, but we lost Alain forever, he passed away from us in July 2019. We quite regret for this loss. Then, she asked participants to pray for Alain for one minute and thank for his high contribution to NGO community and children in Cambodia.

3.1 Welcome remarks



Photo 2: Mr. Soeung Saroeun gave welcome remarks to DNH Community Practice Forum

Mr. Soeung Saroeun, Executive Director of CCC, provided the warmest welcome to all participants and thanked to DNHC team as well as their contribution to the whole DNH and Conflict Sensitive Project and what we will do next. And, he also paid his higher respect to the one DNHC team, Mr. Alain who died in July due to the heart disease. We got more successes in term of funding support and provide the finance resource to the DNHC team as the service provider to provide training and technical support to each NGO.

For him, DNH means, not to harm anyone in behavior, working space, colleague's connection and also partners. In decreasing harm, DNH is a tool that can be applied in all scopes not only in your project, program and organization but also in your daily life. However, it is not a simple practice at all if the leader of organization uses only head but doesn't use heart much in working. He added that I want CCC staff to work only 3 hours per day with the quality of work, better than force them to work for 8 hours without quality or effective work.

Base on the participation and engagement of DNHC team today, I would like to ask DNHC team to revisit and reconsider on the contribution of each member and should follow to the code of conduct of the DNHC team if a member who cannot participate in the main events and less contribution to the work of DNHC team.

So, the DNH Community Practice Forum today is a good opportunity for you to share and discuss about your practical implementation, finally wish you all success in this journey.

3.2 Presentation of Do No Harm and Conflict Sensitive Program

Ms. Luy Theory, Capacity Development Manager and DNH Project Coordinator, gave a presentation of Do No Harm and Conflict Sensitive Programme (DNH-CSP) to all participants as below.

DNHC team play important roles in DNH-CSP as a trainer to conduct DNH training and technical supports to interested NGO or applicant NGO.

Within the last 2 years, DNH-CSP provided:

- raising awareness to 300 participants from 200 NGOs
- Introductory or exposure workshop to 70 NGOs
- Application Workshop to 30 NGOs
- DNH training of trainer to 16 NGOs

The target organization is mainly focused on NGO partner of BfdW in Cambodia and other NGOs who are interested in DNH.

Detailed presentation, please see in [the annex X](#).

Do No Harm & Conflict Sensitive Program

DNH-CSP has gotten financial support from Bread for the World (BfdW) since 2014. DNHC working group was established in 2014.

Goal

CSOs in Cambodia deliver their programs with conflict sensitivity so as to do no harm in the community.

Objective

NGOs in Cambodia make change to their project plans, implementation and monitoring according to the DNH framework.



3.3 Presentation of Do No Harm Framework



Ms. Menh Navy, DNHC member, gave a presentation of Do No Harm Framework that focused on some main points as below:

- History of DNH
- Six lessons from DNH
- Seven steps of DNH process
- DNH framework

She mentioned that it is very important to understand the 6 lessons from DNH that will help us to reconsider over our intervention in the community.

The six lessons are:

1. When an intervention of any kind enters a context, it becomes part of that context.
2. All contexts are characterized by both Dividers and Connectors.
3. All interventions will interact with both Dividers and Connectors, making them better or worse.
4. Interventions interact with Dividers and Connectors through their organizational Actions and the Behavior of staff.

5. The Details of an intervention are the source of its impacts.
6. There are always Options.

*Detailed presentation, please see in **the annex X.***

Q&A

KCD

TPO

3.4 Practical implementation of DNH in Project/Program

In this session, the facilitator invited Mr. Chen Sochoeun, Research and Membership Development Manager of CCC, was a mediator of the panel discussion with three resource speakers:

- Dr. Kasem Kolnary, ED of CHEC
- Ms. Him Sophorn, Court Support Team Leader of APLE
- Ms. Menh Navy, DNHC member
- Mr. Chen Sochoeun, Moderator



Photo 3: The four speakers of panel discussion on practical implementation of DNH in project

After the introduction of the 3 speakers to the forum, Mr. Sochoeun invited Dr. Kasem Kolnary, Executive Director of CHEC to share her practical experience as below:

- **Cambodian HIV/AIDs Education and Care (CHEC):** She gave impression that DNH is a powerful to reflect ourselves that we can see how effect of resources transfers, message to other such as transparency, accountability and etc. She thanked CCC for this DNH project as we can find how this project operate and gave thankful to Alain for his contribution and more engagement on this.

CHEC conducted DNH paper analysis by using DNH framework that was conducted by DNHC members as consultant team and integrated options/recommendations into the 3 years strategic plan (2019-2022). CHEC has mainstreamed DNH into youth and GBV programs through stakeholder inclusiveness by encouraging and pushing to HIV/Aids authority to develop Standard Operation Procedure (SOP).

After the integration of DNH into the program implementation, some changes were observed as below:

- GBV: include man in target group of the program before we worked with woman only and involve both beneficiary and non-beneficiary for the awareness raising in order

to change their thinking and behavior on the roles of man and woman in the family and community.

- Donation box at the pagoda to support to HIV/Aids
- All field staff were trained on program intervention and strategy, not only program manager as before.

*Detailed presentation, please see in **the annex X.***

- **Action Pour Les Enfants (APLE):** First, she gave a background and history of DNH went into APLE. APLE used to get DNH workshop since 2014 that conducted by CORD but there was not interest in DNH and thought that it was useless. Then, in 2016 there was a staff joint the reflection workshop, we still did not understand about the important of DNH in development work of APLE. But in 2017 she participated in DNH training of trainer with Mr. Vando (Program Director), she understood the benefit of DNH and realized that DNH should be integrate into her program to bring more benefit to the beneficiary. In 2018, application workshop was provided to the 3 programs of APLE staff and got DNH coaching in 2019 to reflect on divider & connector and how to use DNH and minimize the negative effects of the program.

She also confirmed that APLE doesn't apply all 7 steps of DNH and DNH framework and the way to integrate DNH in our program

- Project proposal by using DNH context analysis, divider and connector and revising our budget based on the activity plan
- Report writing: APLE has started to use context analysis from step 1 – 3 to reflect in the reporting and it helped us to see the change of the context through our intervention and contribution.
- Implementation: APLE adjusted details of activities, actually, APLE used to provide fee (2\$) to governmental officer for administrative work to stamp on the letter and envelop in order to keep good relationship and communication, however, there is no legal or obligation in fee payment on stamp. After the DNH training, APLE was aware that we were creating legitimization effect through this 2\$. So, we decided to remove the budget 2\$ from our activity. It is just a small thing in the process to conduct one activity but it might have a negative effect to the whole program of APLE.

Another activity, APLE provides training to a group of children on (feeling management), normally we conduct in the working day (Monday-Friday), but we observed that it was effect to the school day of children too that the child need to lose attendant from their school for half or a day to join our training. So, APLE decides to adjust this activity to conduct at the weekend or holiday to allow them to participate both APLE training and school. But this adjustment was negative to APLE staff because it is not their working day, they are volunteer to do it for some time, it is not their obligation. So, it doesn't mean that the new options always right, we need to test and generate new option to maximize the positive effect. And, sometime we need to be aware that one intervention go along with positive and negative but we want our intervention create more positive impact and less negative impact.

There were some changes at the community:

- Increasing level of confidential information for beneficiary to reduce discrimination among community and increase satisfaction for beneficiary.

- Actor mapping: increase the involvement of stakeholder in the community and target area that before we knew about this, but we did not include due to the budget limitation. Now, we included them in our intervention to speed up the effectiveness of resolution mechanism.

Challenges:

- In order to integrate DNH in program intervention, application workshop or training to involved staff is very important to bring them to the common understanding and easy for application, otherwise, you will be failure in convincing them.
- The understanding of the program staff thought that DNH is another project that does not involve with them. So, they don't want to join the training. They feel that more training, more work will come. So, they don't want to add more workload or changes.

*Detailed presentation, please see in **the annex X.***

- **Do No Harm Cambodia (DNHC) Team:** Ms. Menh Navy provided the aspect of DNHC in allow DNH participant to apply or mainstream DNH concept and framework in their project or program. Introductory and application workshops is very important for them to understand the 7 steps of DNH and DNH framework, and the most important point, participant used their own project/program to reflect and analyze on their intervention and generate new options for implementation as like APLE raised above. If the raised options were not appropriate, we need to analyze and generate new options again by using 7 steps.

Moreover, coaching also supported and strengthened the capacity and ability of NGO to understand their context and after testing new options and help participant organization to reflect and reduce negative effects through mainstreaming DNH into their project plan, implementation and monitoring.

The successful of DNH are (Knowledge, Attitude and Practice) changes

- When they do something, they always think that you can do anything, but don't make harm to other or create more tension or problem for people
- Our intervention work in the target community that have both supporter and opposite group
- After DNH training and application, they shared to their staff and team because they are from management team
- CHEC is high commitment to use DNH in program analysis and integrated DNH in strategic plan and other organizations such as ACT and APLE put DNH in the project proposal

The factor leads to successful changes:

Internal factor

- Leadership and staff have common understanding on DNH and need more support from leadership to motivate the application of DNH
- Resource allocation for the application (less or more based on budget availability)
- On-going support from leadership and management team

- Commitment of staff in application of DNH and belief in DNH to bring more successes to community through adjust some detailed activities that don't affect to the change of budget

External factor

- Donor encourage in applying DNH such as BfdW, Diakonia, EU, Forum Syd, GIZ, etc.
- More fund approval on the change intervention
- Clear message provided to avoid misunderstanding

Challenges and lesson learned

- Open to talk (project) with it during the pre-training
- Post training: need high commitment with clear planning for implementation
- Each NGO must buy-in themselves of how the benefit of DNH to them
- Providing coaching after the training

• **Question from participants**

Q1: In the community, there are always supporters and opposite people. How to deal with the discrimination?

A1: APLE work on the children victim of abuse, so our strategy is mainly working with the household and community by cooperating with local authority to distribute message to the community to understand of what is sexual abuse? What effect of sexual abuse? And Who will contribute to solve this issue? and we also worked with the higher level of the local authority such as committee on combating child sexual trafficking, what action of the committee to support to the local authority to take action on the issue at their community.

Q2: What problems/challenges did you face to local authority or government related to HIV/AIDs project?

A2: There was jealousy in the community between target beneficiary and non-beneficiary due to the resource transfer from CHEC to the beneficiary (HIV/AIDs). Non-beneficiary thought that they were very poor in the community, however, they were not person live with HIV/AIDs but they needed the humanity aid and support to be living while some HIV/AIDs beneficiaries were better and rich in the community. It is not fair distribution.

Due to HIV/AIDs had much budget, local authority wanted to manage the budget for self-distribution to the beneficiary for their personal interest. But CHEC was accountable to donor, CHEC protected all resources and distributed to beneficiary. Through this CHEC organized dialogue with local authority for consultation and increase mutual understanding with local authority. And, we observed that it was helpful to cooperation between CHEC and Local Authority. In 2017, HIV/AIDs were integrated into CIP/CDP and we worked with HIV/AIDs authority to develop Standard Operating Procedure (SOP) to provide instruction on how to use budget of CIP/CDP.

Q3: For the analysis, do we use DNH to analyze the whole project? Or do we can use DNH for analyze a part of the project or one activity? And how it effects or how it works?

A3: Normally, if you want to be higher effectiveness of project intervention, you need to analyze the whole project or organization, but it is subject to budget allocation too. But, if you are from the small project of the organization, you are aware only the small project, you don't know about the whole organization, so, you can use this small project for analysis as a sample and get lesson learned from this to expand to the implementation in the organization.

The whole organizational analysis, it is a great thing that we want. You cannot analyze only one activity or intervention among the 100 activities of your organization, and expect to see the bigger change.

Mr. Chhit Muny from DNHC team and VBNK added that 6 lessons of DNH already informed us, the strategy of the whole organization is not matter, the matter is the details of activities of the program. So, we need to look at the details activities of the whole program.

TPO: He mentioned that the project goal, objective and strategy are good but the person who bring the message and resource to the community do not well perform, it will affect to the whole program.

ACT: After the training of trainer, I was aware and saw the negative effects that made by my project's intervention. First, I felt that why did I show the weak point of the project implementation to the field staff? It was likely show the mistake of weak point of the leadership and management to field staff, we wanted to hide it or protective to what we implemented that it is always right.

Actually, I did not want to write a case study of program to show the divider and connector and cause of increasing tension and divider in the context after the program intervention because it's likely show my mistake and poor management. But, I needed too learn how to accept and dare to accept my weak point in order to improve the program's intervention and successful community. During the application workshop, we all aware and accept that our intervention contributed to the harm in the community, so, we need to take action on this to minimize negative impact at the community.

3.5 How Do No Harm minimize negative impacts of the project/program intervention?

For the afternoon session, Mr. Chhit Muny provided presentation on how Do No Harm minimize negative impacts of the project intervention that focused on:

Program Effects: Do No Harm Criteria

Do No Harm Criteria	Common gaps/weaknesses in program strategy and logic
<p>1. The program is conflict sensitive—it considers potential unintended negative impacts it might cause.</p>	<ul style="list-style-type: none"> - Program has unintended negative effects - Program design and/or implementation has not examined common causes of unintended negative effects (the potential negative impacts of choices about program partners, contractors, suppliers, location, distribution of benefits, timing of programming etc.)
<p>2. The initiative is conscious of the impact of its action patterns/resource transfer patterns in five areas:</p> <ol style="list-style-type: none"> a. Deviation Effect b. Market Effect c. Distribution Effects d. Substitution Effects e. Legitimization Effects 	<ul style="list-style-type: none"> - Goods or money intended for distribution of payment is stolen or used by actors in the conflict and/or to support ongoing violence. - Local markets are destroyed, local people are priced out of their own markets. - Uneven distribution of goods and services along conflict lines. - Unintentional weakening of the state’s ability to respond and manage conflicts and disaster, and its own development. - Inadvertently legitimizing a government, institution, or leader.
<p>3. The initiative considers unintended negative impacts of the program in its M&E system</p>	<ul style="list-style-type: none"> - M&E system are not designed to capture the detail of how an intervention interacts with the conflict context. - There are few organizational incentives to capture unintended impacts and to act upon those findings.

Program Monitoring: Conflict-Sensitivity/Do No Harm

Criteria/Questions based on DNH	Rating	Evidence	Recommendations or Ways to Improve
<ul style="list-style-type: none"> - Is the program conflict sensitive? - Does it consider potential unintended negative impacts it might cause? 	<p>High? Medium? Low?</p>		
<ul style="list-style-type: none"> - Is the initiative conscious of the impact of its action patterns/resource transfers in the following area? <ol style="list-style-type: none"> a. Deviation Effect b. Market Effect c. Distribution Effects d. Substitution Effects e. Legitimization Effects 			
<p>Does the initiative consider unintended (negative) impacts of the program in its M&E system?</p>			

TPO: After getting DNH application workshop from DNHC team in July 2018 with the financials support from GIZ, TPO provided training to key person at the community on psychosocial. And, we started to think about the next step after TPO phasing out, so they wanted to establish elderly association to continue and sustain our mental health service to community. We tried to create but cannot do it, but we knew that there was existing elderly association there. By using DNH, we asked them to use the existing association in the community and everybody in the community vote for using the existing mechanism to continue this health service. But, TPO did not have a tool to evaluate or measure the success of community yet.

STT: STT has a project to provide materials support to the community in house construction, at the start of the project, STT made consultation with other stakeholder in the community included local authority. But, during the project implementation, there was an unhappy woman with the project intervention. So, we should document this case as a lesson learned for resolution mechanism.

So, we need to check on the project, does the project focus on conflict sensitive in the community?

STT: I had a case related to the legitimization effect. Recently, STT has a project that need to provide training to the community, and community asked STT to provide training at the community location. If we want to conduct meeting or training at the community, we need to submit letter to local authority (commune council).

Based on the instruction from Mol, we don't need to submit informed letter to local authority because it is the request from community. If I submit letter to commune council, do I contribute to legitimization effect? Because it is not an obligation, if we do it, we will support to this activity and contribute to the difficulty for other NGOs to work in this community.

A: DNHC: I thought that it might not be common understanding between STT, local authority and community. It may need more dialogues among stakeholders.

YRDP: Kanika raised her case in build relationship with local authority, in the case, they don't allow us to conduct meeting at the community with requiring many administration documents. YRDP copied the registration at Mol and Instruction on 3-day notification attached with the informed letter or during the meeting with commune council and district. The way of communication need to be in soft communication to get support and collaboration from local authority, we don't want to be right or wrong but we need collaboration to provide support to the community together. Mostly, I got positive responses from governmental officers.

KCD: My project provides support to Vietnamese ethnic in Cambodia to get better education in the public school. I saw that Vietnamese need to pay money to the Khmer police for their living and business that made difficulty for them. And, the commune council doesn't have power or influence to the police. My question, do we create harm for police when we take action on this? Because they will loss their benefit.

DNHC: In this case, I thought we need more dialogue to get common understanding.

3.7 Next Step

At the end of the workshop, facilitator asked participants to write down their implementation plan on the color card with the 3 questions as below:

1. What did you learn from this forum? (1-2 point)
 - Learning the practical of CHEC and APLE (2)
 - Sharing from the 4 speakers were very important for me to implement in my project
 - Better understanding on DNH (2)
 - Implicit Ethical Messages (IEMs)
 - How to apply DNH in the program/organization
 - Know about divider and connector
 - Context and conflict analysis is very significant
 - How to monitor DNH
 - History of DNH

2. What you will change or add in your project/program intervention?
 - Sharing in my team and apply in my project and organization (6)
 - Suggest to management team to conduct DNH training at organization
 - Reflect and analyze my project
 - Apply step 1-3 in my project

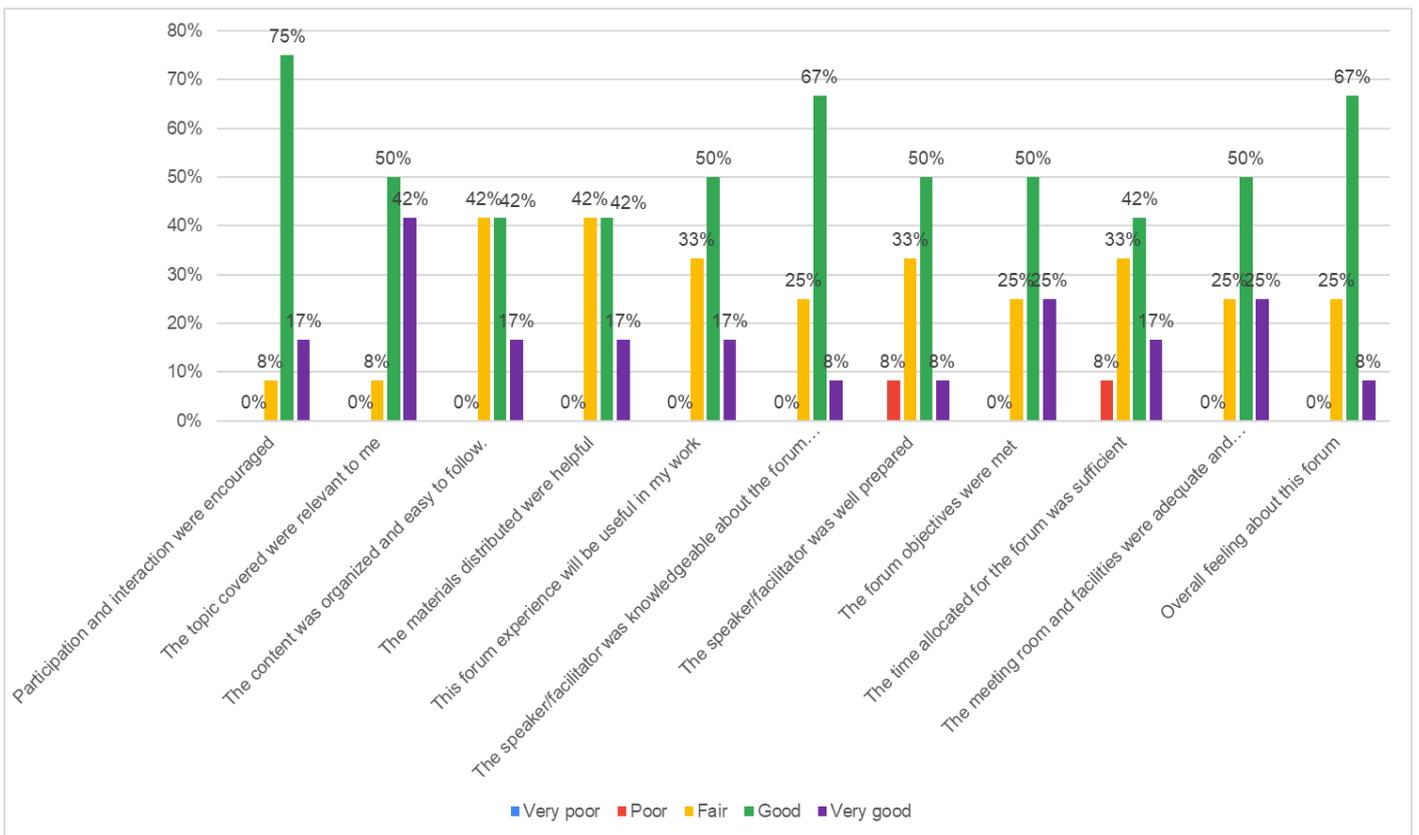
3. What support do you need (from DNHC team or others) in applying these learning?
 - Trusted consultation from CCC
 - DNH community practice forum (6)
 - Try to practice with team work
 - CCC provide DNH training to my owned organization (2)
 - Extend DNH training to other NGOs
 - Coaching support (3)
 - Do No Harm training of trainer to participant of introductory and application workshop (2)

3.8 Participant's feedback

There are 12 participants have provided feedback to the organization of DNH community practice forum, as a result, the participants were satisfied with the organization of the forum based on the score rating by participant (1=very poor, 2=poor, 3=fair, 4=good, 5=very good). Please see the diagram below for more details.

I will learn more if the forum improves:

- If break into small group discuss so everyone has a chance to share their own lesson learn not just listen to one or two speakers. and also need to hear their challenges for applying DNH.
- Time management of panel discussion.
- All participants should stay/attend until the ending time. I could see some participants left the event before it ended, meaning that it was quite not good. If possible, the organizer (s) should encourage participants to confirm their whole process availability.
- More NGOs who mainstream DNH into their program plan to share their lesson learnt and challenges.
- Need good case study for sharing



Annex:

1. Agenda

Time	Detailed Activity	Facilitator
8:00-8:30	Registration	Ye Sokvutheavy
8:30-9:00	<ul style="list-style-type: none"> Welcome and Introduction Welcome remarks by CCC 	Mr. Soeung Saroeun Executive Director, CCC
9:00-9:20	Presentation: Do No Harm and Conflict Sensitive Program <ul style="list-style-type: none"> Introduction to DNH-CSP Key Achievements and Lessons Learned 	Ms. Luy Theary CD Manager, CCC
9:20-10:00	Presentation: Brief introduction to DNH framework (why DNH has been brought into the project implementation by donors?)	Ms. Menh Navy DNHC Member
10:00-10:20	Break	
10:20-12:00	Panel Discussion: Practical implementation of DNH in Project/Program <ul style="list-style-type: none"> CHEC APLE DNHC member Guiding Questions <ul style="list-style-type: none"> What did you learn from DNH Application Workshop? What did you apply? Why? How? Any difficulty in applying? What changes or effect (positive and negative) can you observe as a result of the DNH application? What do you think are the factors (internal and external) for successful implementation of DNH in your organization? Lessons Learned Q&A (60mn)	<ul style="list-style-type: none"> Mr. Chen Sochoeun RMD Manager, CCC Dr. Kasem Kolnary ED, CHEC Ms. Him Sophorn Court Support TL, APLE Ms. Menh Navy DNHC member
12:00-1:30	Lunch Break	
1:30-3:00	Presentation and Plenary Discussion: How Do No Harm can minimize negative impacts of the project/program intervention? <ul style="list-style-type: none"> Presentation by DNHC member Question and answer Sharing experience by participants 	Mr. Chhit Munny, Consultant, VBNK DNHC members
3:00-3:20	Break	
3:20-4:20	Group Discussion How to promote and disseminate DNH among stakeholders <ul style="list-style-type: none"> NGO community Donor Government 	Ms. Luy Theary CD Manager, CCC
4:20-4:45	Next Step	Ms. Luy Theary

	<ul style="list-style-type: none"> • What did you learn from this forum? (1-2 point) • What you will change or add in your project/program intervention? • What support do you need (from DNHC team or others) in applying these learning? 	CD Manager, CCC
4:45-5:00	Summary and Closing	Representative of DNHC team

Noted: CCC reserves the right to alter the agenda depending on time constraints and availability of speakers. CCC will upload all documents, photos, and key activities and ideas in CCC websites, and social media for public access.

2. Supporting documents

- a. Presentation of Do No Harm and Conflict Sensitive Program
- b. Presentation of brief Do No Harm Framework
- c. Practical implementation of DNH in Project/Program
 - CHEC
 - APLE
- d. How Do No Harm can minimize negative impacts of the project/program intervention?
 - Slide presentation
 - DNH criteria
 - Criteria effectiveness

Please click on the link to get supporting documents: <http://www.ccc-cambodia.org/en/resources/event-archives/do-no-harm-community-practice-forum>