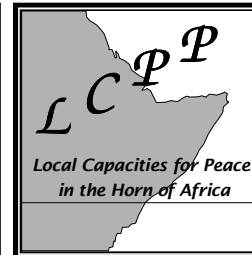


“Do No Harm” in Sudan

Results of a “Tracer Study”
on Trainees of the
Local Capacities for Peace Project in the Horn of Africa



Study presented to
participants of a partner workshop on
”Conflict Sensitive Planning, Implementation, and Monitoring
of Project Work”

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in collaboration with
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Interkerkelijke Organisatie voor Ontwikkelingssamenwerking (ICCO),
and Nairobi Peace Initiative (NPI)

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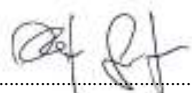
This report is the result of a study based on questionnaires sent to “Do No Harm” trainers who had gone through a Training of Trainers of LCPP and who have worked in Sudan. I have been assigned to conduct this study based on my knowledge of that previous project, of which I had been the director, and the resulting contacts to all the trainers involved. I wish to emphasize that all conclusions presented here are based on the responses from the questionnaires, irrespective of my own opinion.

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Introduction

Background of the “Tracer Study”

The implementation of relief or development projects takes place very often in situations where people are involved in active conflict as part of the causes which call for an outside intervention. In such situations, the usual planning, monitoring and evaluation tools of international and local organizations have to take that particular environment into consideration and assure that conflict-sensitive approaches are applied. Sudan is considered as one of those countries where the use of conflict-sensitive approaches should almost be obligatory. As a consequence, the Local Capacities for Peace Project in the Horn of Africa had tried to introduce the “Do No Harm” concept into the work of relief and development organizations in that country.

For this purpose, a number of local staff and some consultants had been trained in this methodology, which should then have been made available for the respective organizations. Looking back at these activities, which are further described below under “The Work of the Local Capacities for Peace Project in the Horn of Africa”, several questions arose as to the impact of all this training work. These questions particularly focussed on

- the qualitative aspects of the training itself,
- the relevance of the training contents for the selected organizations,
- the availability and utilization of trained staff for these organizations, and
- the impact of the training on the personal careers of the trainees.

As such, this tracer study is not only reflecting on the use of conflict-sensitive approaches in Sudan, but also addressing some general issues of capacity-building programmes with regard to the selection of adequate candidates for training, to the establishment of suitable structures, and to the decision on appropriate approaches to assure an effective application of newly acquired skills.

The term “tracer study” has been selected because the whereabouts of a number of people who had been trained by the Local Capacities for Peace Project in the Horn of Africa were not known. Evidently, many of those had left their original employers and needed to be found within the wider network of organizations working in Sudan.

The “Do No Harm” Concept

Following the traumatic experiences of the humanitarian disaster in Somalia at the beginning of the 1990ies and the genocide in Rwanda in 1994, relief and development organizations had started to realize that their interventions were not independent from the political and social events in their areas of operation, but rather became part of this context. The work of international organizations in a situation of violent conflict and the activities of their staff might either positively or negatively impact on that context, and so it would be helpful to understand this interaction. In a collaborative effort involving a wide range of relief and development organizations from around the globe, CDA¹ had taken up the task to systematically analyze the interaction between aid and conflict, trying to answer the critical question of that time:

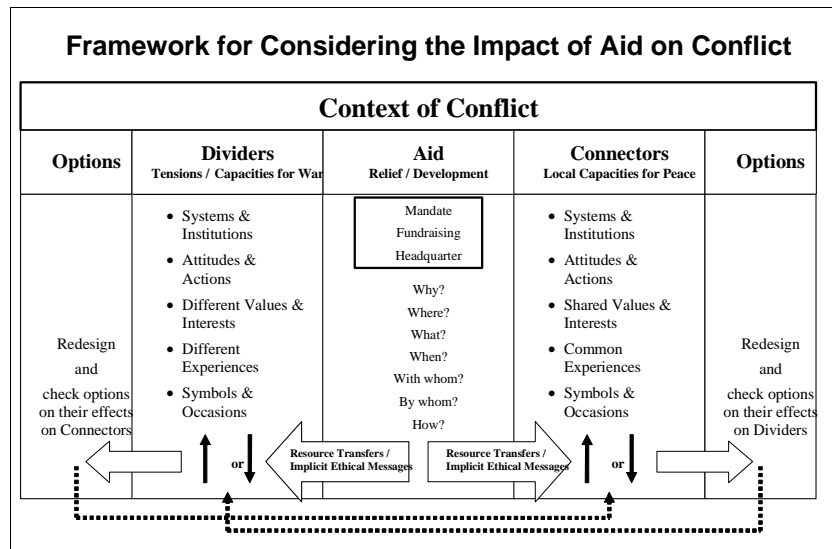
How may aid be provided in conflict settings in ways that, rather than feeding into and exacerbating the conflict, help local people disengage from the violence that surrounds them and begin to develop alternative systems for addressing the problems that underlie the conflict?

Using an inductive approach based on practical experience from the field, the analysis had revealed interesting and surprising findings summarized in a book with the title “Do No Harm”². This book had not only

¹ Collaborative for Development Action (CDA) is a small consultancy organisation located in Cambridge in the USA.

² ANDERSON, Mary B. (1999): Do No Harm: How Aid Can Support Peace—Or War. Lynne Rienner Publisher, Boulder, Colorado

shown the various kinds of interaction between a project and the context of conflict in which it is implemented, but had also provided a framework that could help organizations avoid any negative side-effects of their interventions.



The process leading to the development of the “Do No Harm” Framework had revealed seven lessons:

- Assistance becomes a part of the **Conflict Context**. It is not neutral, but becomes a part of the context.
- There are two realities in any conflict situation: **Dividers** and **Connectors**. Dividers are those factors that people are fighting about or cause tension. Connectors bring people together and/or tend to reduce tension.
- Assistance has an **Impact** on both dividers and connectors. It can increase or reduce dividers or increase or reduce connectors.
- **Resource Transfers** are one mechanism through which assistance produces impacts: what aid agencies bring in and how they distribute it.
- **Implicit Ethical Messages** are the other mechanism of impact: what is communicated by how agencies work.
- The **Details** of assistance programmes matter: what, why, who, by whom, when, where, and how.
- There are always **Options** for changing assistance programmes to eliminate negative impacts (increased conflict) or to improve positive contributions to peace.

The Work of the Local Capacities for Peace Project in the Horn of Africa

The publication of the “Do No Harm” book had caused a fruitful debate among many organizations concerned with the impact of their cooperation. A number of them had tried to apply the findings in their practical work and document the experience from practical implementation. Due to its involvement in countries which had been affected by violent conflicts for a long time, EZE³ had developed a particular interest in the

³ Evangelische Zentralstelle für Entwicklungshilfe (EZE; *Protestant Association for Development Co-operation*) had been one of the development organisations of the protestant churches in Germany. Since 2001 it has merged with other organisations to form EED.

“Do No Harm” process and decided to introduce the new approach to their partners in the Horn of Africa. The aim had not only been to promote a useful tool for project planning and implementation, but also to gain experience with the practical aspects of its application with different types of partner organizations and in different cultural and political environments. Taking the specific structure of EZE’s partner organizations into consideration, three questions had been raised:

- Can the experience gained in active war zones be used for projects that are implemented in situations of latent conflict or sporadic clashes, i.e. rather as a proactive than a reactive tool?
- Can the experience gained from relief work be transferred to long-term development cooperation?
- Is it possible to use a concept which has been developed by mainly international organizations for the work of local organizations (who on one hand have much better information about the conflict, who on the other hand, however, may be party in these conflicts and be much more vulnerable)?

In March 2001, the Local Capacities for Peace Project in the Horn of Africa had been established in Nairobi. Within a period of five-and-a-half years, the “Do No Harm” concept had been presented to EZE’s partner organizations in Kenya, Ethiopia and Sudan, and had been integrated into the planning and implementation approaches of those partners that would decide to use it on a voluntary basis. At the same time, the whole process had been accompanied by a thorough documentation based on the exchange of experience both among the partner organizations and with EED⁴ in Bonn. As from July 2005, ICCO’s⁵ partner organizations in Sudan had also become part of that process.

It remains to be noted, however, that this “tracer study” does only look at those “Do No Harm” trainers who are either Sudanese by nationality or who have work experience in Sudan. The area of operation of the former Local Capacities for Peace Project in the Horn of Africa was much wider, so that the results of this study can only be partially representative for the impact of the project as a whole.

Structure of this Report

This report tries to follow the same logical sequence that had been used in the development of the questionnaires sent to the “Do No Harm” trainers. The first chapter has presented the background of the approach itself and the history of the Local Capacities for Peace Project in the Horn of Africa. The next chapter traces the current location of trainers and looks at the experience of the original Training of Trainers that the respondents have attended. Based on the expectations of participants and partner organizations, relevance and quality of the training are analyzed, and the question is raised how partner organizations have reacted after the successful completion of the training. In the third chapter, the personal situation of the respondents is looked at, beginning with the practical experience of being a trainer and leading to the resulting influence that “Do No Harm” had on personalities. Chapter Four assesses the fields in which people have used components of the “Do No Harm” concept in their original or in any following employment relationship. A particular point of interest in this regard is whether the additional competence acquired through the ToT had a positive influence on careers. The last chapter, finally, tries to give recommendations to EED and ICCO for the purpose of further promoting conflict-sensitive approaches.

As far as possible, the report presents the processed data from the questionnaires in forms of tables or diagrams. Qualitative answers are quoted selectively to highlight particular opinions of respondents in their original formulation. This is supposed to help underline the conclusions contained in the main body of the text. All these quotations are – without mentioning names – printed in italics in framed boxes!

⁴ Evangelischer Entwicklungsdienst (EED; *Church Development Service*) is one of the two major development organisations of the protestant churches in Germany. It was formed in 2001 out of several smaller organisations and is located in Bonn.

⁵ The Interkerkelijke Organisatie voor Ontwikkelingssamenwerking (ICCO; *Interchurch Organization for Development Co-operation*) is located in Utrecht and represents the protestant churches in the Netherlands in the field of international development.

Training of Trainers on "Do No Harm"

Tracing the Trainees

During its more than five years of operation, the Local Capacities for Peace Project in the Horn of Africa had organized five Trainings of Trainers (ToT), four of which in Kenya and Uganda and one in Bangladesh. Participants from Sudan had only been part of the four events in East Africa, of course, which had created a pool of altogether 58 "Do No Harm" trainers in the region. As explained before, the area of operation for LCPP had been considerably wider than Sudan alone, so that not all of these 58 trainers were of relevance for the mandators of this study. Only 35 fulfilled the criteria of either being Sudanese or of having worked in Sudan, where considerable employment opportunities had been created by the various NGOs implementing projects there. Out of these 35 trainers, 19 were Sudanese nationals and 16 were holding different passports at the time of the survey, one of them of Sudanese origin, however.

In spite of the fact that many of these 35 trainers could no longer be reached under their addresses at the time of nomination for the ToT, it is worth mentioning that 33 were traced during the course of this study. A detailed questionnaire was sent to all of them, asking about personal data, looking at the respective ToT attended, gathering information about the utilization of the concept in theory and practice, analyzing employment relationships, and inviting recommendations for content, structures and approaches to be followed in future. The feedback to the study was reasonably satisfactory, since 20 persons sent back the filled questionnaires, which is a share of 57% of the total trainers, respectively 61% of those that could be traced.

Following is an overview about the feedback in regard to the four specific ToTs that LCPP had organized. These trainings had taken place in Nairobi in July 2001, in Naro Moru in July 2002, in Fort Portal in February 2004, and again in Naro Moru in September 2006. Two of the respondents had not undergone a formal Training of Trainers due to the fact that they had come as experts from outside and were involved in conducting the same.

(none)	Training of Trainers organized by LCPP in the Horn of Africa				Total
	07.2001	07.2002	02.2004	09.2006	
Number of trainees from Sudan or working in Sudan					
2	8	5	11	9	35
Participation in the survey					
2	3	3	7	5	20
100 %	38 %	60 %	64 %	56 %	57 %

Since the original intention of the trainings was to make qualified staff available to the partner organizations of EED and ICCO, the study also looked into the degree to which the former trainees were still employed by those organizations that had originally nominated them. The result shows that all of those who had attended the first ToT more than six years ago have changed employment in the meantime, and that even after little more than one year several of the selected participants have already left their organizations.

(none)	Training of Trainers organized by LCPP in the Horn of Africa				Total
	07.2001	07.2002	02.2004	09.2006	
Number of Trainees still working for the same organization					
1	0	1	2	7	11
50 %	0 %	20 %	18 %	78 %	31 %
(time elapsed)					
80 months	76 months	64 months	45 months	14 months	

As shown in the previous table, staff turn-over has surely been one of the key factors that have prevented a long-term benefit of the training provided for the partners of EED and ICCO. Most partners had not been able to select their candidates in such a way that these would have continuously contributed to the dissemination of knowledge and to the implementation of skills within their own organization.

The following table shows a bit more concretely where the various trainers are now, based on the 20 responses from the questionnaires that were sent back. This underlines that none of the foreigners has stayed inside Sudan, though some are still working there on occasional assignments. Only half of the "Do No Harm" trainers with work experience in Sudan are currently based inside that country.

Nationalities and Locations					
Sudanese	Kenyan	Dutch	German	Canadian	Total
11	5	2	1	1	20
10 in Sudan					
	4 in Kenya	1 in Kenya			
1 in Australia	1 in Holland	1 in Holland	1 in Germany	1 in Congo	

Components and Expectations

Given that staff turn-over has had negative implications on the sustainability of the trainings for the individual organization, it also needs to be checked whether the Training of Trainers itself was a suitable approach to achieve conflict-sensitivity among partners. The programme of the four trainings each consisted of ten exciting, stressful and challenging days, during which the participants not only had to learn a new concept and improve their teaching methods, but at the end of which they even had to apply their newly acquired skills in practice. This involved

- the participation in a 2-day exposure workshop,
- training in facilitation skills,
- acquiring in-depth knowledge about the „Do No Harm“ concept,
- practical teaching exercises,
- the planning of an exposure workshop in small groups,
- conducting an own 2-day exposure workshop, and
- a feedback session.

From the perspective of LCPP, the new trainers would have been able to conduct a "Do No Harm" workshop on their own after successful participation in the ToT. The organizers had the expectation that this would at least secure the dissemination of information among partner organizations, and that through the existing contacts with and among the trainers, integration into project planning and implementation as well as influencing organizational policies would have been an automatic process.

The expectations from the nominating organizations⁶ had not been very focussed. Concluding from the responses of the survey, they had hoped for

- general staff capacity building (occasionally also for others),
- an increase of skills in peace-building,
- an increase of skills in programming, or
- the integration of conflict-sensitivity into specific programming approaches.

⁶ The twenty respondents had been nominated by Across, Camel Bell Ltd., Catholic Relief Services (CRS), Church Ecumenical Action in Sudan (CEAS), the Institute for the Promotion of Civil Society (IPCS), Norwegian Church Aid (NCA), Support for Tropical Initiatives in Poverty Alleviation (STIPA), the Sudan Council of Churches (SCC), the Sudan Development Consortium (SDC), Sustainable Community Outreach Programmes for Empowerment (SCOPE), ZOA Refugee Care, and by ICCO itself. Some additional partners of EED and ICCO had also sent candidates for the trainings, who had not sent back the questionnaire, however.

This last point would have secured the step from the theoretical conceptualization to practical improvements in terms of project implementation, but such a concretely defined expectation was obviously rather the exception.

The candidates themselves expected first of all the provision of knowledge and skills, both in terms of training and of programming, but not necessarily linked to the actual programme of their organization. So, capacity-building was more seen as an investment in one’s own development than being oriented towards an improvement of organizational performance.

Occasionally, the organizers of the ToTs were also faced with the misunderstanding that the “Do No Harm” approach was mainly a peace-building tool, which had raised expectations that could not be fulfilled.

Relevance and Quality

While expectations towards the Training of Trainers differed from participant to participant and from organization to organization, the relevance of the “Do No Harm” concept and of the training as such were almost universally recognized by the trainees. Asked about the relevance of the ToT for Sudan, the following responses were given:

Training of Trainers – Actual Contents					
	Training of Trainers organized by LCPP in the Horn of Africa				
(none)	07.2001	07.2002	02.2004	09.2006	Total
Relevance for Sudan					
3.0	2.7	3.7	3.6	3.2	3.3

This positive reception was confirmed by a further analysis of the content of the training. 17 out of the 20 respondents declared that there was nothing in the training that was not useful. The three qualifying comments referred to the limitations with regard to peace-building, to raising too much hope for influencing decision-making, and to an over-emphasis on facilitation skills.

Not only that the various existing modules were rated as highly useful, though; half of the respondents also expressed the view that they could not think of anything that was missing in the programme. Suggestions for additions to the programme focussed very much on the link from training to use, both in terms of programming and peace-building, and to bring in more local experience in form of case studies from the region or reports about best practices. One participant also requested more flexibility.

When asked what were the most useful aspects of the training for the participants themselves, the responses covered almost all topics of the ToT programme. While many expressed a general appreciation that everything was useful, some commended the facilitation approach, combining theory with case studies and practical exercises. Others praised particular modules like

- Context of Conflict, Dividers & Connectors (“needed in Sudan”),
- Impact of Aid on Conflict („strengthened accountability“),
- Implicit Ethical Messages („change of behaviour improves performance and relations“ / „personal guidelines“),
- Redesigning and Checking Options („best options right from the beginning of implementation“).

My expectation was to become a skilful trainer in Do No Harm and to be able to pass this knowledge to others.

... to acquire knowledge and skills that would help me on the process of peace and reconciliation ...

... to acquire the knowledge to apply Do No Harm into the management structure and into programming and planning ...

The ToT focused not only on the knowledge but on the delivery of knowledge and included several very useful tools that I had never been introduced to before.

... learning about the messages we put across as we work with communities and about the lack of involvement of participants in programming.

Outcome and Uptake

While the individual participants saw a high relevance of the ToT contents for the situation in Sudan and for their personal work in that country, the benefit for the organizations was seen a little bit different. First of all, the assessment about the usefulness varied considerably from “everything” – due to the fact that Sudan is a country marked by violent conflict – to “little” – based on the lack of commitment from the side of the organizations involved. Those who saw potential for specific improvements in the work of organizations emphasized the usefulness of particular tools within the “Do No Harm” approach that could help in analyzing the environment, in assessing impact, and in defining codes of conduct. Interestingly, some comments also highlighted aspects related to organizational development, such as the importance of a mandate, of quality facilitation, and of inter-agency cooperation.

There was a general feeling, however, that the potential benefit was not realized due to various shortcomings on the level of the organizations themselves. It seems that many organizations were not really interested in the outcome, remaining either indifferent to the concept or not putting funds aside for the implementation of “Do No Harm”. Some at least valued the increase of capacities among their staff and even organized workshops for other staff, partners or beneficiaries. This did not necessarily result in changes on the level of project implementation or planning, however. Few partners looked at their own programmes and tried to incorporate the new approach by using programming options or by changing the training modules.

Why have the innovative advantages of the “Do No Harm” approach, which were so clearly discovered by the participants of the Trainings of Trainers themselves, not used more effectively on the level of organizations? Some of the causes definitely lie in the institutional cultures of partner organizations, not allowing their trained staff to influence decision-making processes. Question-marks were also raised, however, as to the type of follow-up that LCPP was offering:

- First of all, there was no system in place for implementation. Training focussed on producing more trainers without developing a practically oriented manual for implementers, while no concrete action plans were set up and documentation of experiences remained weak.
- Second, there were doubts about the sustainability of project activities. While some praised the efforts which LCPP actually took to keep in contact with the new trainers, the resulting networks collapsed quickly without the sustained support from the side of the project.
- Third, for those trainers who participated in the last ToT, there was unfortunately no chance at all to link up to the network of trainers due to the end of the project duration. Criticism may be raised in this regard towards the commitment of the funding organizations, who had abandoned the project without any defined exit strategy.

Analysis of the environment ... to avoid being seen as biased even when one thinks you are assisting the most vulnerable.

North-south dynamic sometimes legitimizes leaders who have no credibility to be leaders in the communities.

The training was a confirmation that we should change our attitude and style of work.

It helped the institution realize that they need a vision and mission of who they are and where they want to be.

Working with others who are partner organisations ... to see them in action and trying to use their knowledge.

[no] systematic documentation of efforts undertaken to avoid negative side-effects of project interventions.

[no] part that deals with the training of implementers for people who are on that level.

No plan of action and lack of commitment from organisations and individuals.

LCPP-HoA made an incredible effort to support and network its trainers across the countries as well as per country - from materials, to advise, to expertise, to site visits, LCPP really made itself available to those it had trained.

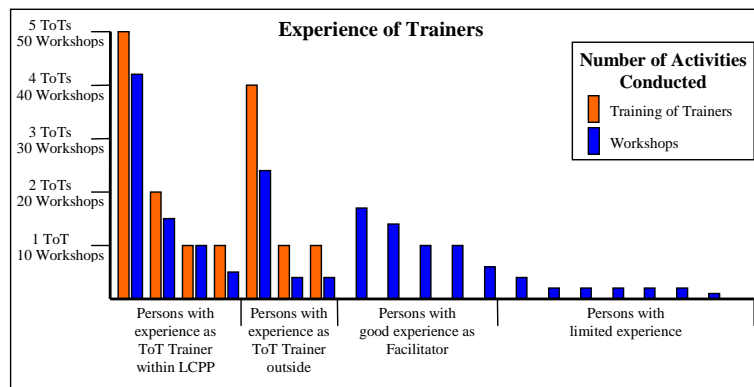
We are missing the periodic updates which are very necessary.

There was no follow up.

Being a "Do No Harm" Trainer

Experience in Conducting "Do No Harm" Workshops

In spite of the institutional limitations that some of the new trainers faced, most did in fact take up the input from the Training of Trainers and facilitated workshops on "Do No Harm" themselves, very often outside of their own organization and sometimes in cooperation with the LCPP office in Nairobi. Out of the 20 respondents, 12 reported to have run at least five activities, some of them even becoming facilitators of a ToT themselves. Taking into consideration that 5 of the respondents had only been trained about a year ago and hence did not yet have enough opportunities to gain experience, this is a surprisingly high rate of success.



Almost all trainers reported about an extremely positive feedback from the participants of their workshops. In general, the "Do No Harm" concept is obviously a tool that systematically responds to some of the uncertainties that NGO workers in Sudan have, particularly in understanding the environment they are working in. The recognition of the two sides of conflict, the realization that some programming decisions have a positive or negative impact on the context, and the discovery that one can do something about it, were all mentioned to have found a very positive reception among workshop participants. Specific reference was given to the clarity of the tool, which is explaining complex interactions with a simple framework, and to the observation of an attitude change due to the realization of NGO workers to be part of the context.

It was also observed, however, that those aspects of the framework that deal with the analysis of the environment were much easier understood than those looking at the impact of the project intervention. As a consequence, the group work sessions were reported to have delivered comprehensive lists of Dividers and Connectors for a number of conflict settings, while the task of recommending options that would avoid negative side-effects seem to have rarely come to satisfactory results. This does, of course, increase the danger that workshop participants see the relevance of the concept, but fail to apply it in practice.

The more experienced trainers complained about the frequent misconception about "Do No Harm" being a peace-building tool. This is said to have led to an inappropriate selection of workshop participants and sometimes to unrealistic expectations. Depending on their own specialization, facilitators found it necessary to either put emphasis on the programming purpose of the concept or to bring aspects of peace-building into the workshop programme.

Conflict analysis is easily understood and considered as highly relevant, while the impact of aid requires more abstract thinking.

NGO workers seem to make the same patterns of mistakes or assumptions in delivery of aid and development work: whatever context, the same lessons and challenges arise.

Most people think it is a conflict resolution tool and are more interested in identifying tensions and connectors in their own communities.

Do No Harm is still seen as a tool for resolving conflicts and not working in conflict.

Often the wrong people are sent, and some NGOs hold workshops without concept / strategy for follow-up.

Such a combination with other tools turned out to be a frequent adaptation of the more experienced facilitators to the actual needs of the participants. Depending on the composition of the workshop group, on the purpose of the workshop, on the mandate of an organization, or on the available skills among participants, many trainers have made positive experiences with combining "Do No Harm" and the following approaches:

- Peace-Building Tools, Conflict Resolution and Conflict Transformation;
- Right-Based Approaches;
- Participatory Rural Appraisal / Participatory Integrated Community Development;
- Logical Framework, DELTA, other planning approaches;
- Strategic Planning, Organizational Development.

From the responses of the "Do No Harm" trainers it could even be concluded that the combination of approaches becomes a must if success is to be achieved on more than the conceptual level. The effective application of "Do No Harm" in programming seems to require a clear integration into other tools used by an organization, a mission that requires a broad knowledge of development approaches from the side of the facilitators.

It is obvious that a Training of Trainers with a duration of ten days can not impart the necessary skills for such a broader understanding of "Do No Harm" workshops. The way that LCPP (and CDA) had organized their ToTs, the contents of the concept itself and the skills for effective facilitation formed the key components, while practical implementation and effective integration had to be left to the individual capacities of the candidates. In order to have a stronger impact, the organizers of future Trainings of Trainers would probably have to think about either extending such events for some more days or being much more specific in the criteria for selection of suitable participants.

Do No Harm has to incorporate conflict resolution mechanisms to be able to minimize or resolve identified tensions.

I have combined Do No Harm with peace building and conflict resolution, with active non-violence, in my assessing of proposals and projects and in my regionalizing work. It fits well with the principles of participatory approaches which are cross cutting in all my work.

I combined with PRA/PIM and with peace building approaches. The results are incredibly holistic, giving in-depth results and increased ownership, participation and sustainability of outcome by intended beneficiaries.

Do No Harm exposes issues to enable effectiveness of application of other tools to analyse and find solutions.

... very effective and almost a MUST.

One has to be innovative always.

Personal Development of "Do No Harm" Trainers

All of the respondents confirmed, however, that they attended additional training courses complementing their knowledge of "Do No Harm" and their facilitation skills. The respective questions in the questionnaire focussed specifically on some key qualifications that would link the concept to either programming or peace-work. The answers revealed an amazingly broad understanding of approaches that the various trainers have gained in their different functions as project implementers, as researchers, as facilitators, or as consultants. All in all, the attendance of courses on the selected subjects reached the following levels:

- Peace Building / Conflict Transformation 74 %
- Project Planning / Project Cycle Management 84 %
- Risk Management / Security 37 %

Based on these responses, it can legitimately be concluded that the participants of the four Trainings of Trainers on "Do No Harm" have the experience and the exposure to compare the training offered by LCPP to other courses they have attended. Although there was no specific question as to this comparison, the questionnaire asked how "Do No Harm" has contributed to the development of the personality of each individual trainee and to give examples for this impact. The results were surprising indeed:

Personal Development of Trainers						
	Training of Trainers organized by LCPP in the Horn of Africa					
(none)	07.2001	07.2002	02.2004	09.2006	Total	
"Do No Harm" contributing to development of personality?	3.5	2.7	3.7	2.8	2.8	3.0

0 = none
1 = little
2 = considerable
3 = strong
4 = very strong

The explicit objectives of the Trainings of Trainers had focussed on the provision of knowledge and skills, with only a side component also addressing the attitudes of the participants. These objectives had been specified as getting the ability

- to explain to others the concept and framework of “Do No Harm”;
- to use the concept and tool to assess the impact of their programmes or any humanitarian or development assistance on conflict;
- to use the framework to plan, monitor and evaluate humanitarian and development assistance; and
- to become part of and/or influence strategic thinking of their agencies in the light of the “Do No Harm” approach.

The results of this study show that, in addition to the more technical aspects of the training, participants have greatly benefited personally from the Training of Trainers. Some of the examples provided show that the understanding of the “Do No Harm” concept has influenced the thinking of the candidates in the sense that they have become more critical of the work of NGOs and more concerned about the potential impact of this work. This has even had an effect on the general work attitude of the new trainers, motivating them to reflect more on the consequences of their own decisions and to develop a stronger commitment towards doing things right. Some responses also mentioned that being a “Do No Harm” trainer has made people change the way they were interacting with others with consequences far beyond the professional reality of the trainees. It seems that the personal development of the ToT participants has been influenced by the Training of Trainers deep into the private spheres.

From my own perspective, this is a remarkable achievement, of which both LCPP and the cooperating partners can be proud of. Whether this has also helped to improve the performance of organizations in Sudan, remains another question, however.

I became more aware of the implicit and explicit messages we give when we provide aid or any support.

My training has helped me behave differently whenever there is some news of insecurity.

Do No Harm has changed the way of my thinking and the presentation of my opinions.

It has enabled me to make the extra step in each programme, to think about implications.

DoNoHarm has enabled me to analyze potential impacts systematically and to reflect on own behaviour.

I now have greater confidence in speaking and training of large audiences; better skills in facilitating discussions, drawing out participants views, avoiding being the only one answering questions, soliciting participation from individuals.

It has made me sensitive about my actions that are likely to cause conflicts and learn how to be positive in approaching situations.

I have no obvious enemy.

Application of “Do No Harm” in Project Work

Utilization of Skills by Partner Organizations

The previous chapters of this report have shown that the Training of Trainers offered by LCPP was successful in many ways. Participants learned the various components of a new tool which is considered as highly relevant for Sudan and as important for the effective implementation of projects there. Participants have also improved on their facilitation skills, enabling them to conduct workshops and to moderate discussions even in difficult circumstances. Furthermore, there has been a strong impact on the personal development of the trainees, reflected in more critical views, in additional commitment and in an attitude to promote peaceful co-existence in the communities they live in. It has also been shown, however, that the expectations from the side of organizations were rather vague and that this contributed to the limited degree of actual improvement of project work. The lack of a serious follow-up from the side of LCPP and the donor organizations might have played an additional role in this regard.

Against this background, it is interesting to see to what degree the new trainers have actually used their new capacities in their own work. On first look, this might seem as a repetition to the issues covered in the sub-chapter on “Outcome and Uptake” on page 9, but there the topic has been more a formal implementation of the “Do No Harm” concept. Yet, the various components of the framework can also be used on a more individual level in the daily routine work of an employee. From informal discussions during the many years of leading the LCPP office in Nairobi, I had already come to know that many former participants of the Trainings of Trainers had used “Do No Harm” to improve their personal input to the development of Sudan without that this had necessary led to adjustments at the organizational level. Asked about the frequency with which they have used the “Do No Harm” concept in the various aspects of project work, the respondents provided the following figures:

Employment of Trainers			
Training	Planning	Implementation	Evaluation
Application of Do No Harm			
Employment with organization that had sent candidate to ToT			
2.2	3.2	3.2	1.6

0 = not at all
1 = occasionally
2 = regularly
3 = often
4 = permanently

Taking into consideration the criticism that had been raised for a long time about the lack of practical application of “Do No Harm” in the project work of partner organizations, these figures are highly surprising. The majority of respondents well declared that they used “Do No Harm” frequently in planning and implementation with the same organization that had sent them to the Training of Trainers. Did nobody recognize that?

“Do No Harm” as a Career Component

The tracing of the former participants of LCPP’s Trainings of Trainers revealed that partner organizations in Sudan were faced with a high staff turn-over. Only about a third of the trainers were still with the same organization at the time of this study, and after an elapsed time of less than 4 years this rate tended to drop to about 20%. While changes in employment are a common factor of personal development – and may even be considered as highly important for gaining additional experience – one interesting question in this regard touched the role of “Do No Harm” as a key qualification for the career of the trainers. Looking at the (subjective feeling of) relevance for the different employment relations and at the role that being a “Do No Harm” trainer played in getting a new position, the questionnaires furnished the following results:

- average relevance for original position	3.4	0 = no / none
- average relevance for new position	2.9	1 = little / little
- average degree to which being a “Do No Harm” trainer helped in receiving a new job	2.1	2 = medium / considerable
		3 = high / strong
		4 = very high / very strong

The individual ratings about the importance of “Do No Harm” in the CV for an application varied widely. While some discovered that their skills as a trainer did not have any relevance at all for their successful application, others found it to be a decisive criterion. This shows, however, that the reasons for changing employment were in many cases not related to the ambition to work in a conflict-sensitive manner. Contrary to the declarations about the benefits on the level of personality, it was generally not the opportunity to apply “Do No Harm” more effectively that made “Do No Harm” trainers look for new employment!

The figures also reveal two other important aspects confirming this conclusion. The relevance of the “Do No Harm” approach was rated considerably lower for the new positions than for the original ones, nevertheless being seen as high for both. In the eyes of the new employer, however, being a “Do No Harm” trainer or not seems to have played a significantly lower role in the process of selection. This means that the importance of the approach has still not been recognized by many organizations. The (subjective feeling of) relevance from the perspective of the employee is not matched by a corresponding appreciation of respective qualifications from the side of the employer.

Accordingly, the application levels of “Do No Harm” have also dropped in all regards. The same question as above for the original employment relation – about the frequency with which trainers have used the “Do No Harm” concept in the various aspects of project work – was answered for the subsequent positions like this:

Employment of Trainers				
Application of Do No Harm				
Training	Planning	Implementation	Evaluation	
Following Employments				
1.8	2.7	2.7	1.4	0 = not at all 1 = occasionally 2 = regularly 3 = often 4 = permanently

Still, trainers find possibilities to use their knowledge on “Do No Harm”, particularly when it comes to giving inputs for project planning and implementation, but the level is lower than it was with the original organizations, usually having been a partner of EED or ICCO. This contradicts the often-expressed opinion that, while the turn-over of staff might well be of disadvantage for the organization that had invested in the capacity-building of their employees, this investment might still be of benefit as a whole by bringing the respective skills into other organizations that are also working on the development of that particular country.

The results from the questionnaires clearly show that the staff turn-over has not only harmed the capacities of EED’s and ICCO’s partner organizations, but that some critical capacities have been lost for Sudan.

Promoting Conflict Sensitive Approaches – Recommendations for EED and ICCO

Challenges of Mainstreaming

The original intention of EED when establishing the Local Capacities for Peace Project in the Horn of Africa had been to improve the work of their partner organizations. Sudan had formed the first priority in these considerations, and so conflict-sensitive planning and implementation should have become an integral part of project work in the meantime. As has been shown, this has not taken place, at least not rooted in organizational policies. There obviously have been some successes with incorporating some of the critical questions of the “Do No Harm” approach, and there has been the uptake of the individual trainers, but all in all the mainstreaming of the concept has remained superficial.

As part of this study, the former participants of the Trainings of Trainers were asked to present their insights into the issue of mainstreaming. The answers given highlighted some of the causes that may have prevented a more serious uptake of partner organizations and a formal integration of the concept. There seem to have been five different aspects influencing this development:

- **Mandate**

While the “Do No Harm” approach is mainly a tool to improve planning and implementation of relief and development projects in situations of violent conflict, some of EED’s and ICCO’s partner organizations are having a different mandate. For them, peace-building and conflict transformation are the focus of activities, and so the “Do No Harm” concept may have been a valuable additional tool, but not enough to effectively address the issues at stake.

... different focus and frameworks on peace building and reconciliation.

- **Practical Difficulties**

The “framework for considering the impact of aid on conflict”, which summarizes the “Do No Harm” approach, looks easy to understand at first glance. It offers an analytical instrument to understand the environment in which a project is implemented, and it creates awareness on potentially harmful consequences of programming decisions. This does not mean, however, that it is easily applied. Most organizations have their own processes of planning, implementation, monitoring and evaluation, and the “Do No Harm” concept does not necessarily fit into these processes. So, trainings on “Do No Harm” were accepted as interesting and helpful events without that they were integrated into a determined strategy on organizational level.

... wondering where to start and thinking it is a major activity.

How to integrate it with the wide variety of tools and indicators that agencies need to take into consideration for donor funding or agency policies?

- **Financial Reasons**

Several respondents mentioned also difficulties in funding as obstacles for mainstreaming “Do No Harm”. This is a result of the assumption that the incorporation of conflict-sensitivity into the usual sequence of project cycle management would mean additional staff time, additional consultancy resources, and – not to forget – more time. In the absence of particular budgets for this purpose, partner organizations may have felt unable to take up the extra challenge.

Lack of funds.

Lack of project budget for Do No Harm.

- **Lack of Efficient Networking**

While LCPP tried to keep contact to all people it had trained and to promote the connections among the various trainers, efficient networking on the organizational level was neglected. This seems to have been influenced, too, by the type of communication between the partners and the donor organizations. Unlike with other issues, such as gender balance or financial accountability, there were obviously no clear state-

Lack of a platform to spearhead the mainstreaming of the concept which would have been best through agencies consortium for sharing and strategic planning.

Conflicting messages from the donors.

ments that conflict-sensitivity was considered as a key component of effective project implementation.

• Resistance to Change

Many trainers saw the main obstacle for mainstreaming the "Do No Harm" approach in the restrictions resulting from a tight work routine, embedded in strong hierarchical structures. It seems that organizations have shied away from deeply reflecting about the challenging questions that "Do No Harm" raised for reasons of indolence and for fear of exposure. Taking conflict-sensitivity serious would have meant questioning the own organization and the way that project planning and implementation were handled. Those from among the trainers who pushed for such a process mentioned to have faced resistance and to have become frustrated as a consequence. There are even some cases where "Do No Harm" trainers eventually left their organizations, partly because of the increasing discomfort about the lack of institutional commitment.

There are no concrete plans to mainstream Do No Harm; the only step taken is using some of the analysis of context of conflict in writing proposals.

Do No Harm has never been used to assess the internal running of the organization and the ethical message towards the communities and others; there was no willingness from the top management to use the tool as a check for own activities.

Real commitment very low apart from seeking for funding (no commitment and acceptance as a concept and tool).

... when the CEO is not exposed.

Fear from breaking the usual work routine, mostly on the management level.

The absence of a resource person in the system made it easy for partners to backslide into the routine way of doing things.

Suggested Approaches

The issue of conflict-sensitivity still is an important aspect of successful project implementation for EED and ICCO, particularly in Sudan. Following the rather limited impact that the Local Capacities for Peace Project in the Horn of Africa had on influencing policies of partner organizations, there remains the open question what the two donor organizations could possibly do in future in order to promote the issue further. This includes both aspects of content and of approaches.

One important conclusion that can be drawn from the results of this "tracer study" is not to consider "Do No Harm" as an isolated approach. Whereas the workshops and trainings that LCPP had conducted during its 5½ years of existence had been taken up very positively, the practical impact of these events apparently was marginal. Experience has shown that the step from cognitive reception to practical implementation is not an automatic one, and unless a concept is integrated into other processes, it would be difficult to be applied in a relevant manner. From the responses to the questionnaires, further activities on "Do No Harm" should focus on the integration of the concept in – depending of the focus of the respective partner organizations –

- peace-building and conflict transformation approaches, and
- participatory planning approaches.

It was stressed by a number of respondents, however, that the effectiveness of the promotion of conflict-sensitive approaches would be highly dependent on working at different levels, that is both on the management level (to secure the conducive environment for a potentially challenging process) and on the practical level (in terms of provision of knowledge and of skills development). Lessons learnt would have to be shared effectively among partner organizations, among trainers, and between those and the donor organizations in Europe.

Go a step further into conflict resolution!

Area of integration of other peace building tools with Do No Harm to be exploited.

Do No Harm should be trained with peace-building, gender, "listening" and participatory approaches, giving holistic view in dealing with conflict by ensuring comprehensive quality and sustainable outcome; management need to understand and embrace concept.

... making it a tool for the organization in terms of planning and programming activities.

Training on the framework and follow-up to allow institutionalization into daily programming and work; there may be need to work at different levels at the headquarter to ensure the tool is used on the ground and knowledge is also imparted to others.

Invest more on sharing and networking (lessons learnt), in particular on conflict sensitivity.

There is need to introduce a forum for Conflict Sensitive Approaches where agencies that are involved in conflict issues or that are implementing development and humanitarian work share experiences and unify their approaches.

More linkages and sharing between partners of ICCO and EED on conflict sensitivity.

What concrete steps should then be taken to start a process that would enable partner organizations become more sensitive to conflict and to their impact on the same? The trainers participating in this study attributed high relevance to all of the five approaches suggested, with some differences in emphasis according to experience:

Recommendations for EED / ICCO				
Training / Capacity-Building	Individual Accompaniment	Relevance of Organizational Development	Approaches Networking / Exchange	Information Dissemination
Persons with experience as ToT Trainer within LCPP				
3.8	3.8	2.8	3.3	2.8
Persons with experience as ToT Trainer outside				
3.7	3.5	4.0	3.7	3.0
Persons with good experience as facilitator				
4.0	2.8	2.8	3.6	3.2
Persons with limited experience				
2.9	1.7	3.1	2.4	3.3
Average				
3.5	2.7	3.1	3.1	3.1

0 = no
1 = little
2 = medium
3 = high
4 = very high

All levels of respondents agreed on the critical importance of trainings and workshops as the basis for further discussions. Without the necessary knowledge, conflict-sensitive approaches can not be expected to be taken up by partner organizations as a matter of course. Probably, training would then have to be accompanied by specific organizational development processes in order to make sure that the information would be available at all levels of an organization and that it would be used to influence policies. Other approaches were viewed significantly different depending on the degree of experience. Those who had not yet conducted many workshops on their own felt that the dissemination of information alone would assure that things move forward. Those with a medium level of experience, on the other hand, emphasized particularly the importance of networking as an opportunity where the individual efforts of trainers and implementers could be shared for the purpose of mutual support. Finally, LCPP's ToT trainers regarded an accompaniment process for partner organizations as necessary, based on their realization that many workshop participants face difficulties in applying "Do No Harm" in practice even if they are convinced of the relevance and of the potential benefits.

Capacity building is very important for staff, but top management should also be targeted to clearly understand concept and embrace application.

There should be willingness and openness by the organization to accept Do No Harm as their tool for development, to reduce on the negative impact of resource transfers and implicit ethical messages which are likely to cause division and mistrust.

Information helps improve understanding, ownership and reduce confusions or misinformation on past experiences and constraints; it enhances a resource data that creates opportunity for better way forward.

Learning from each other was one of the most valuable tools; the regular forums for Sudan agencies where we highlighted case studies ..., examined each other's work, gave input, learned from partner approaches, was extremely encouraging.

Continuous accompaniment of implementers may be the critical point in bridging the gap from training to use; unfortunately there is hardly any organization willing (or financially able) to do so.

Recommended Structures

In order to follow the suggested approaches, certain structures would be needed in the absence of the Local Capacities for Peace Project in the Horn of Africa, which had been closed in December 2006. Aware of the sensitivity that the reproach of "being donor-driven" sometimes creates among people working in the fields of development and humanitarian assistance, trainers were first asked whether financing organizations like EED and ICCO should be pro-active at all in promoting conflict-sensitivity among partners. The response was amazingly clear:

- Yes 95 %
- No 5 %

Based on this vote, it seems to be justified to ask further for the most appropriate structures in this regard.

The questionnaire listed five different types of structures that could actively promote the utilization of conflict-sensitive approaches, which were:

- the headquarters of funding organizations,
- their regional representatives,
- a specialized project or organization (like LCPP in the past),⁷
- a specialized pool of consultants,
- or the free market.

Additionally, each respondent also had the possibility to name a different structure. Although the question asked for the best suited structure, some trainers named more than one, which explains the high number of responses below.

Recommendations for EED / ICCO					
Best-Suited Structures to Render Services (<i>combination possible</i>)					
EED / ICCO Headquarter	EED / ICCO Reg. Res. Person	Specialized Project / Org.	Specialized Pool of Consultants	Free Consultancy Market	Others
Persons with experience as ToT Trainer within LCPP					
1	2	2	2	0	1
Persons with experience as ToT Trainer outside					
1	2	1	0	0	0
Persons with good experience as facilitator					
1	3	1	2	0	1
Persons with limited experience					
0	3	3	4	1	3
Total					
3	10	7	8	1	5

In fact, most "Do No Harm" trainers seem to favour a combination of approaches as well as structures, as becomes clear from the qualitative part of the answers. On the one hand, respondents demanded a clear role for the financing organizations, bringing in the knowledge about new approaches and considerable technical expertise, while at the same time having to fulfil a responsibility about the way their funds are being used. The existence of regionally available representatives was seen as a particularly well-suited structure in this regard. On the other hand, the participants in this survey valued the availability of specialized resource persons inside the region, be it in form of a specific project (or organization) established for this purpose or in form of a defined group of consultants who may have closer links to both funding and partner organizations due to a more continuous type of relationship. Only one person believed in the capacity of the free market to provide the necessary services. The "other" suggestions all advocated for the incorporation of local knowledge, either through the involvement of government structures, the recruitment of resource persons through partner organizations, or through enhancing the capacities of community-based organizations.

A combined approach by both the headquarters and the regional offices is necessary - sometimes a donor driven aspect is a must!!!

It should not come from the head office but from the regional offices to make it less donor driven; these regional offices could work with a group of consultants to participate in bi-annual meetings.

The closer to the ground and the more involved in day-to-day challenges the better – a pool of consultants gives more freedom and flexibility, while an EED/ICCO resource person creates a link to donors for future leveraging of funds and influencing of policies.

A specialized project / organization could make it affordable to agencies that can not meet consultancy costs on their own.

It would be best to use a pool of consultants trained by LCPP, but operating within a structured institution (network) which should act as focal point for consultants and also control quality of services rendered.

The partners have to take the ownership and be proactive in engaging EED and ICCO.

⁷ Unfortunately, the terms raised a bit of confusion, since not all respondents were too familiar with the structures of EED and ICCO. From individual responses it seems that I myself as the previous director of LCPP was regarded by some as a representative of EED, particularly by those trainers who had attended their ToT in the early stages of the project, when EED did not have a liaison person on the ground. The figures of the following table would need to be taken with a bit of care, though.

Summary and Conclusion

This report has presented the results of a "tracer study" conducted in October 2007 based on the work of the Local Capacities for Peace Project in the Horn of Africa (LCPP) between March 2001 and December 2006 for Sudan. That project had tried to introduce the "Do No Harm" concept, which is a tool to analyze the context in the environment of a project and to understand the interaction between programming and conflict, to the regional partner organizations of EED and ICCO. It had been noted that most participants of the original Trainings of Trainers that LCPP had organized had left their organizations in the meantime, so that the sustainability of the investment had become doubtful.

The altogether 20 respondents of the survey explained that their expectations had focussed on the provision of knowledge and skills for the purpose of training as well as of planning and implementation. Additionally, some had hoped to learn about peace-building. The content of the Training of Trainers was rated as highly relevant for Sudan with several components mentioned as being particularly useful. This usefulness also extended to the level of organizations, although the actual utilization could have been better. One of the reasons stated for this shortcoming was the strong focus on training and facilitation at the expense of guidance for practical implementation. Three problem areas were discovered in terms of follow-up, namely the lack of a system to move from training to use, the missing sustainability of networking structures and the closure of the project without an exit strategy.

Many of the participants of the ToTs have gained considerable experience as trainers in the meantime. They all reported about an extremely positive feedback from the participants of their workshops, confirmed, however, the frequent misconception of "Do No Harm" being a peace-building tool and the difficulties of moving into practice. Many trainers also mentioned to have combined the tool with other approaches, making it more relevant for practical purposes. Amazingly, the respondents to the questionnaire confirmed the high degree that being a "Do No Harm" trainer had on their personalities.

Nevertheless, the successful completion of the ToT and the subsequent experience have not become a particular competence for taking up career opportunities. Utilization of "Do No Harm" skills was reported to have taken place more on the individual level and not formally as part of an organizational strategy, even less for new employers than for the original partner organizations.

As potential reasons preventing a more effective mainstreaming, respondents mentioned issues related to mandates, practical difficulties, financial constraints, lack of effective networking and a general resistance to change. Based on these findings, it was recommended to continue investing in training and capacity-building, but preferably in combination with other approaches securing the effective utilization of the learned subjects. For this purpose, there would be a dual structure necessary, combining the dialogue between donors and partners with specialized inputs from competent selected consultants.

From my own perspective, the application of conflict-sensitive approaches in relief and development projects in Sudan is an obligation. Both EED and ICCO would do good in promoting this issue further and draw on the experience of the numerous trainers that had come out of LCPP. I have doubts whether this will be possible on the basis of individual assignments only, as the informal network of "Do No Harm" trainers might disintegrate further in the absence of a formal structure. Exchange of information, availability of materials, and the on-going improvement of the concept require continuous support from outside.

In the interest of the people of Sudan, I wish EED and ICCO all the luck to succeed in contributing positively to the development of that country.

I love Do No Harm! Thanks to ICCO and EED for the brilliant idea of bringing it to Sudan, bravo to the team for keeping the fire burning!

Now that there is an existing pool of trainers, there should be planned follow-up and training to ensure that they are updated and using the tool as desired; the process of how this is done should be discussed further and maybe draw on this survey.

So many new agencies have come up that are not exposed to Do No Harm - their presence and conduct of business affect all efforts put in the past if they are not trained.

Please do it fast for we really need it!

Interesting; I hope it will serve the purpose, and I am looking forward for the result and the feed-back!

Annex 1: List of Participants of the Tracer Study

"Do No Harm" Trainers from Sudan

Alfred Taban	Katigiri / Sudan	(via ZOA)
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"Do No Harm" Trainers from other Countries

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Annex 2: List of Participants of the Partner Workshop

Representatives of Partner Organizations

Action Africa Help International (AAH-I)

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Episcopal Church of Sudan (ECS)

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Sudan Council of Churches (SCC)

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Sudan Evangelical Mission (SEM)

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Sustainable Community Outreach Programmes for Empowerment (SCOPE)

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Interkerkelijke Organisatie voor Ontwikkelingssamenwerking (ICCO)

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Facilitators

Nairobi Peace Initiative (NPI)

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(Independent Consultant)

Rolf Grafe	Consultant	atgrafe@aol.com
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Annex 3: Sample Questionnaire

(see following pages)

Recommendations for the Work of EED and ICCO in Future

EED and ICCO are strongly committed to promoting conflict-sensitivity in the relief and development work in Sudan, irrespective of the former Local Capacities for Peace Project that had based its work on one particular approach. Your involvement in the work of that project, however, has equipped you with valuable experience that might help the two organizations shape their future interventions. For this reason, your suggestions are welcome as to future strategies, approaches and structures to improve work in Sudan.

Content of Conflict-Sensitivity

What support should be given in terms of content in order to strengthen conflict-sensitivity among partner organizations?

Approaches for the Promotion of Conflict-Sensitivity

What relevance would you attribute to the following approaches in order to enable partner organizations be more conflict-sensitive?

Training / Capacity Building 0 = not / 1 = little 2 = medium 3 = high 4 = very high	Any specific recommendations for Training and Capacity-Building?	
Individual Accompaniment of Projects or Programmes 0 = not / 1 = little 2 = medium 3 = high 4 = very high	Any specific recommendations for such an accompaniment process?	
Organizational Development Processes 0 = not / 1 = little 2 = medium 3 = high 4 = very high	Any specific recommendations for Organizational Development?	
Networking and Exchange of Experiences 0 = not / 1 = little 2 = medium 3 = high 4 = very high	Any specific recommendations for Networking / Exchange of Experiences?	
Information Dissemination 0 = not / 1 = little 2 = medium 3 = high 4 = very high	Any specific recommendations for means and contents of such information dissemination?	
	Other Approaches (not listed above):	

Structures for the Promotion of Conflict-Sensitivity among EED / ICCO Partners

Should financing organizations like EED and ICCO be pro-active at all in promoting conflict-sensitivity among partner organizations? (Yes / No)

If yes, what structures would be best suited to render the services needed for that (see list on the right)?

Other Structures (not listed above):

Please explain your preference with regard to best-suited structures!

- 1 = EED / ICCO Headquarter
- 2 = EED / ICCO Regional Resource Person
- 3 = Specialized Project / Organization
- 4 = Specialized Pool of Consultants
- 5 = Free Consultancy Market
- 6 = other (see below)

Any other suggestions?



Thank you!

Annex 4: Terms of Reference

Tracer Study

Trainings in Do No Harm Methodologies under the Local Capacity for Peace Project, LCPP, Southern Sudan

1. Background

EED and ICCO are cooperating in strengthening conflict sensitive approaches of their partner organisations in planning monitoring and evaluations in the HoA and in Southern Sudan in particular. Over the past five years a project, Local Capacities for Peace Project, LCCP had been supported by the two organizations to expose their partner organisations to conflict awareness creation methodologies of Do No Harm.

In the past 4 years a substantial amount of project officers and relevant programme staff of partner organizations had been exposed and trained in numerous trainings in conflict sensitive methodologies with the focus to mainstream project approaches and contribute to peace and stabilisation in this volatile region. However, further accompaniment and follow up of the trained people in implementing and strengthening the organisations approaches were rare and mainly based on the initiative of the individual organisation.

The situation in Southern Sudan remains volatile. Expectations of the population to the benefits of the CPA are high. However, implementation of the agreement is far behind the schedule, and peace dividends and access to basic social services have not yet met the needs of the population. Frequent interethnic and inter-clan clashes, cattle raiding maintain a general insecure environment and an increase of the level of violence within and between communities can be observed over the past years. Challenges to NGOs working in such a setting applying conflict sensitive, conflict transforming and peace strengthening approaches remain high. Many of the partners remain ill equipped and lack programme and institutional capacity to fulfil such a role.

Staff turnover in Southern Sudan remains high. It is therefore to be expected that a substantial amount of the people, formerly trained under LCPP has meanwhile left the organisations and found new employment. Random experiences and individual feed back showed that the learnt had in one way or the other changed views, approaches and methodologies of the trainees, though information are still scanty and have so far not been collected in a structured and systematised way. The tracer study on the LCPP training should fill this gap.

EED- Dialogue and Advisory Office Southern Sudan and ICCO – CADEP, the Capacity Building and Development Programme for Sudan agreed to take up existing threads in the conflict sensitive cooperate in their capacity building initiatives for their partner organisations in the southern Sudan and reactivate cooperation and support started under the LCP Project. As a starting point a workshop on "Experiences and application of LCPP, DNH and conflict sensitive approaches in the project work" will be organised late 2007 for EED and ICCO partners working in and for southern Sudan, some of them having seconded people from the LCPP training. The workshop will provide a forum for exchange on experiences so far gained with conflict sensitive programme approaches, applied tools and instruments and a serve as a basis for identifying needs of the partner organisations in the efforts to further strengthen conflict sensitive and conflict transforming programmatic orientation of their initiatives. The results of the tracer study should serve as one of the inputs in the three days workshop.

2. Objective

The tracer study on Trainings in Do No Harm Methodologies under the LCP Project is expected to provide information of the individual and institutional effects of the LCPP training. It is expected that the results and discussion of the study will contribute to the reactivation of a structured communication, exchange and capacity building efforts among the EED and ICCO partners in Southern Sudan in conflict sensitive planning, implementation and monitoring and conflict transformation in their project approaches.

3. Scope of Work

The consultant is expected

1. To carry out a tracer study on trainees trained in DNH approaches, this will include
 - designing a questionnaire addressed to the trainees (an input will be provided)
 - administering and evaluating the survey
 - analysing the results and data

The study should be limited to trained Trainers from EED and ICCO Sudanese partner organisations as well as consultants active for and in Southern Sudan. who had undergone the DNH training

2. To compile a report on the findings considering
 - Quantitative and qualitative results of the study,
 - Feed back of the trainees,
 - Recommendations for potential follow up activities
3. To prepare and provide an input during the three days workshop on "Experiences and application of LCPP, DNH and conflict sensitive approaches in the project work", (tentatively in the week 05.-10.11.2007in Rumbek)
4. To act as a resource person during the workshop

4. Tasks and Timing

Task	No of Consultancy Days
Carrying out the tracer study <ul style="list-style-type: none"> - design if the instruments - sending out the questionnaire - administering the survey - evaluating the results 	5 days
Compiling a report and prepare an input for the workshop	2 days
Participate during the workshop and act as a resource person, including travelling	3 days
Total	10 days