

JPO Workshop on Democratic Governance and Conflict Prevention

Bangkok

19 - 24 November 2007

SUMMARY REPORT

1. Introduction	2
2. Issues Discussed	3
The Democratic Governance and Conflict Prevention Nexus in CPR Contexts.....	3
Conflict Analysis	4
Conflict-sensitive Programming	4
Putting a Gender Lens to Programming in Conflict Contexts - the 8 Point Agenda	5
The Judiciary and Access to Justice Programmes / Constitution Making	6
Decentralization and Local Governance Programmes (DLG)	6
The Perspective from a Bilateral Donor (Norway - NORAD)	7
3. Some Key Conclusions.....	7
4. Nineteen Lessons Learned from Democratic Governance and Conflict Prevention Programming in CPR Contexts	8
5. Twenty Questions for Continuing Capacity Strengthening and Follow-up	10
Overarching questions	10
Policy and practical programming.....	10
Political influence	10
Institutional	10
ANNEXES.....	12
Annex 1: Agenda.....	12
Annex 2: List of Participants	12
Annex 3: Evaluation Feedback.....	13
Annex 4: Overview of Methodology Elements	28

1. Introduction

The 10th JPO workshop, on Democratic Governance and Conflict Prevention, took place in Bangkok, from 19 to 24 November, 2007. The workshop was organized by the JPO Service Centre (JPOSC) in cooperation with the Oslo Governance Centre (OGC) and the Learning Resource Centre (LRC).

OGC made a significant contribution to the workshop, in terms of substance as well as finances. It was the intention of OGC to use the workshop as a pilot for how to build capacity at practitioner's level, on the UNDP approach to governance and conflict prevention in a crisis prevention and recovery context. Elements of methodology were drawn from the pilot workshop experience.ⁱ

The workshop was held in conjunction with a series of other learning events, organized by LRC in Bangkok at the same time. LRC contributed to the preparation of the agenda and to the logistical arrangements for the workshop. The intention was that JPOs would benefit from the networking opportunities which the global learning event would offer. Furthermore, many JPOs stayed in Bangkok for a second week to participate in skills-building workshops organized by LRC.

The first four days of the workshop focused on democratic governance and conflict prevention and the fifth workshop day was dedicated to JPO career development.

The workshop agenda was very interactive. The theme of democratic governance and conflict-prevention had been identified in consultation with all JPOs, and the agenda was designed based on inputs from participants. Throughout the workshop, the agenda was being shaped based on participants' feedback and input. Participants also contributed actively to the workshop through group work, sharing of knowledge and resources, acting as resource persons and facilitators and by providing continuous feedback to the workshop facilitation team. The core facilitation team that supported the process included four each from the JPO Centre and Oslo Governance Centre, including an external facilitator.ⁱⁱ

In total 27 JPOs participated in the workshop, representing XX different duty stations. Most of the participants had links with crisis prevention and recovery (CPR) in their work, and more than half of the participants worked in a CPR context (CPR) or in the area of democratic governance. Participants effectively served as resource people to each other. Resource people from the Regional Centre Bangkok, Governance Practice, contributed their expert advice and insights, as did a bilateral donor via phone conference.

On the last day of the workshop, an evaluation was undertaken. While all participants were satisfied with the workshop, the evaluation feedback also underlined that one weakness was the non-participation of the Bureau for Crisis Prevention and Recovery (BCPR). The workshop generated many questions. Since a number of the questions still need to be discussed, and the workshop was designed to be part of continuing capacity strengthening, it is recommended to organize a Skype session with the participation of BCPR and OGC to discuss more in-depth issues related to mainstreaming of conflict prevention into programming, the conflict analysis and the governance and conflict prevention nexus, contributing to increased clarity on a UNDP approach to this work in CPR contexts. See Annex (n) for a list of collected questions to inform the agenda of the skype session.

This report provides a brief summary of the main issues discussed, lessons learned and main conclusions emerging from the October 2007 workshop on democratic governance and conflict prevention.

2. Issues Discussed

The Democratic Governance and Conflict Prevention Nexus in CPR Contexts

- q Work has been underway for some years in different units of UNDP covering the same subjects as the workshop - different themes of democratic governance, conflict prevention in a wider set of crisis prevention and recovery (CPR) themes. The nexus of the selected themes, though, within that wider context, is a relatively new area of work that is still at an early stage of being brought together in a fully coordinated way in programming. The workshop explored democratic governance and conflict prevention broadly, then in more depth these specific entry points for strengthening capacities for peace: elections, constitution making, decentralization and local governance.
- q Democratic governance can be a very sensitive issue in some countries, and in some countries there may be limited or even no possibilities for UNDP to work in this area. As such, it may be more appropriate to refer to the concept of good governance rather than democratic governance. It was clarified that UNDP works on democratic governance because it relates to issues of participation, choice and influence. Finding entry points in existing programming and relationships, and building on those, is recommended, rather than attempting new stand-alone programming and language that may fuel resistance.
- q Concerns were raised whether UNDP, while working with the government, may risk legitimizing the “wrong” people and/or reinforce governments who may be the causes of the conflict. This is part of the constraint that we are facing. We are an intergovernmental organization and work with the nations through the governments. The importance of conflict analysis, stakeholder analysis, participation and national ownership were stressed as important actions for a do no harm approach. UNDP’s unique position is one in which it has access and can use that access to create space for and structure more inclusive interactions and capacities of national partnerships in both civil society and government.
- q The importance and challenge of identifying good indicators for conflict prevention interventions and programmes were discussed. Efforts have been undertaken in this respect, and early warning indicators and systems were mentioned as examples. Shared experience established the importance of listening to people on the ground who have their own knowledge of indicators, and for those programming in CPR contexts to actually use those consolidated indicators to guide decisions and engagements. Shared experience also flagged the necessity of working at a system level on meaningful indicators, not at a single agency level.
- q Data and information are key to undertaking a proper analysis. Concerns were raised that donor agencies tend to have their own information systems and rely on their own data rather than building and using a consolidated system. A reality check provided from lived experience with conflict cycles reinforced the importance of having a range of intelligence sources and pooling available data. Having a range of perspectives available to interpret the data that is available is another piece in the data puzzle. Within the current context of increasing pressure for delivery as one UN system, this discussion led to coverage of related questions about the necessity of continuing to strengthen partnership including on knowledge management systems and capacity development approaches.

Conflict Analysisⁱⁱⁱ

- q The process of multiple stakeholders conducting a conflict analysis together is as important, perhaps more so, than the product or output of the analysis.
- q A conflict analysis may contribute to identifying knowledge gaps. It helps inform decision making even when data is missing and the knowledge base is inadequate.
- q The conflict analysis helps to identify main stakeholders and analyse their interests as well as their capacities for peace, through scenarios and conflict dynamics;^{iv}
- q It is important to analyse the conflict in a historical perspective, e.g., through the lens of a colonial legacy or in the context of long-standing regional relationships.
- q A conflict analysis is not always labelled with the word 'conflict' - e.g. instead it can be called an analysis for 'peace and development'; sensitivities around language are approached carefully in CPR contexts and insecure or fragile settings.
- q When you are dealing with people in a multi stakeholder process, you are dealing with people's perceptions, and you have to acknowledge and work with those and at the same time be able to distinguish between evidence based information and perception/assumptions.
- q Capacity assessments are an important comparative advantage of UNDP, however, it is important to clarify whether they should be conducted on the assumption that a situation will remain stable, or that it might escalate (long term planning versus addressing emerging conflicts). Integrating capacity assessments as well as conflict analysis into mainstream situation analysis tools was discussed and encouraged.
- q Strategies and programming focus may change in a conflict situation. For example, when institutions break down, a Judiciary Reform project may have to shift focus from institutional capacity building and reform to access to justice programs that focus on people's capacities - i.e. changing the focus to the users of the system rather than the service providers. The example from Timor-Leste was mentioned in this respect. In this area, too, partnerships and their challenges are a priority.
- q Establishing trust and confidence becomes even more important in conflict situations. This can also be a main aspect of programming, i.e., seeking to create confidence at the personal, intra-community and inter-community levels. Facilitation of processes that increase trust and confidence is part of UNDP's role.
- q It is important that UN Country Teams work on conflict and not only in conflict, building on analysis of experience which establishes that in some CPR contexts in which some UN agencies have been known to work "around" conflict (ignoring it), "in" conflict (recognizing it but not directly addressing it) but not always directly "on" it (with explicit efforts to reduce it). There is a need to be proactive. This is a significant point of influence for JPOs.

Conflict-sensitive Programming

- q Conflict sensitive programming questions can be applied to a wide range of processes and documents (e.g. programme documents, UNDAF, CPAP, NHDR, PRSP and national development planning, etc.), even when these documents may not

explicitly mention 'conflict'. Strengthening capacities for peace are relevant in all programming in insecure and fragile contexts.

- q The tool can be used to bring different agencies together to agree on a joint strategy. Timeliness is, however, important and the analysis should be part of already existing processes, not a stand-alone initiative. (Guidelines are being produced that integrate gender analysis and conflict analysis, to a similar goal of unified timely analysis).
- q Capacity development is an important dimension. If people do not understand the objectives and framework of the exercise, they are unlikely to feel ownership both over the process and the results, and the overall sustainability will be at risk. Capacity development with national partners is the centre-point of a strategy.
- q It is important to customise the approach to different contexts and specific local needs. Furthermore, it is crucial to be aware of socio-political sensitivities surrounding conflict. Inclusiveness and participation are key factors in strengthening capacity for conflict sensitive programming and development.

Putting a Gender Lens to Programming in Conflict Contexts – the 8 Point Agenda^v

- q Women are differently affected by conflict than men, e.g., in relation to issues of sexual violence as a weapon of war or female headed households as a result of male soldiers. Lack of acknowledgment is a serious challenge, e.g., in many situations the main actors will not acknowledge the presence and significance of sexual violence. Impunity is an accompanying serious challenge.
- q In the UN system, Security Council Resolution 1325 on Women, Peace and Security has been fine-tuned for UNDP in the form of the 8 Point Agenda on Gender Equality and Women's Empowerment in CPR contexts, presented at the workshop.^{vi}
- q The integration of a gender lens into conflict prevention programming is relatively recent. Its emphasis continues to be on women but gender identity in relation to men and masculinities as a central influence in many violent conflicts is an area for future focused investigation.
- q The issue of accountability is also very difficult to deal with in many post-conflict situations, when perpetrators of (sexual) violence return to their homes to re-settle and re-integrate. Programming challenges include the importance of finding demobilized ex-combatants useful employment, often a transfer to uniformed services in the state emerging from conflict. Emerging institutions may reinforce gender inequalities and re-victimize victims of sexual crimes. Expanding the interpretation of security in relation to programming to accommodate findings from wider analysis, including gender analysis, is part of the role of UN agencies.
- q In a reintegration context, women may have very different needs from men, but most programmes are in reality male oriented. Transitional justice mechanisms, access to justice, sustainable livelihoods - men and women need different approach and points of possible engagement in reconstruction and reintegration phases. A window of opportunity for change in social relations does present itself in crisis situations. It is a significant entry point, but it closes fast.

The Judiciary and Access to Justice Programmes / Constitution Making

- q Processes of constitution making can trigger positive processes and consolidate democracy in conflict contexts. Constitution making is not something done one time and then “over”: constitutional review, constitution strengthening, alignment of laws with constitutions are examples of constitutional renewal.
- q The means are inherent in the end, i.e., an inclusive process is as important as the end product when dealing with constitution making. UNDP’s added value lies in facilitating inclusive and participatory processes, and in facilitating dialogue. It is, however, important to recognize that such processes take time and cannot be rushed.
- q It was emphasized that there is no group beyond the scope of dialogue and that anyone can be engaged given the right entry point. This aspect of UNDP’s programming approach provided by the Regional Centre Bangkok colleague was reinforced in a subsequent session with a representative of the Danish international development cooperation agency, who emphasized the point that cutting off relationships with even questionable partners does not lead anywhere.

Decentralization and Local Governance Programmes (DLG)

- q UNDP has major programmes on decentralization and local governance in most post and conflict countries.
- q There may a risk that decentralization may be used as a tool to marginalize certain groups even further. It is, therefore, at the core of a conflict analysis to seek to understand institutional arrangements, power structures, participation of local governments, access to resources and distribution of resources, as well as access to services. Findings from such an analysis need to then inform programming on DLG.
- q In order to avoid unfair distribution of funds, there is a need for strong fiscal and grant systems. If fiscal decentralization has not taken place it is difficult for local governments to undertake any planning. In a post conflict context it can do harm if funding is not allocated in a transparent manner. As such, UNDP should advocate for fiscal decentralization (to promote a system where local governments get funding) and for accountability of local governments. Recommended practice note to read: [fiscal decentralization and poverty reduction](#).
- q In many cases, countries do not have the optimal structures for effective service delivery. There are too many municipalities and village committees, which has proven to be ineffective in terms of service delivery. The experience from Nepal was shared as an example, where service centres have been established at district levels.
- q More specific lessons and links between programming on decentralization and local government and conflict prevention are included in the section below on main conclusions and lessons learned.

The Perspective from a Bilateral Donor (Norway – NORAD)^{vii}

- q A conflict situation is highly politically sensitive and it is easy to be labelled as partial to one party in the conflict. As a donor, you have to consider not only what is possible, but also how you are interacting with parties in the conflict and whether you are putting people in danger by working with them.
- q The most important thing a donor can do when a country comes out of a conflict is to support the re-establishment of functioning state institutions with corresponding authorities and capacities.
- q When a country is falling apart, the development community tends to focus on e.g. providing humanitarian assistance or working with NGOs. This may, however, not necessarily be the most effective solution at that time. Different interventions need to be phased appropriately in relation to each presenting conflict context.
- q In a post-conflict situation the development community often tends to 'jump' on a situation and attempt to solve everything at once. It is, however, important to consider what the most important needs are and which objectives to prioritise.
- q Sequencing, context and a strategic approach is very important. It is where you build the roads first that matters, not trying to build roads everywhere at once.
- q Maintaining as neutral a position as possible, and maintaining relationships that are inter-woven into conflict dynamics are two parts of what all donors and agencies working in CPR contexts need to consider.

3. Some Key Conclusions

- q Violent conflict is one of the major obstacles to sustainable development.
- q In a crisis context, it is important to see what can be done to strengthen peace, and not just respond to the crisis situation. In insecure or fragile contexts, those which are at risk to become violent conflicts, analyses guiding programming have to directly address conflict prevention and strengthening capacities for peace. In "normal" environments, "do no harm" is a minimum programming standard.
- q Country situations are different and cut and paste solutions do not work. Resources need to be invested into proper analysis of the local situation and stakeholders, in order to build a comprehensive understanding and responsive, sustainable programmes. This is not a one-time investment. It is a continuing theme.
- q Implementation of a peace agreement is not conflict prevention. The election programme in Sierra Leone represents an example of a conflict prevention activity. The process included analysis of how to make the election peaceful, how to use the media to promote peace, and how to promote the election as a peaceful mechanism to for expressing your voice.
- q A holistic, integrated approach must be applied, as sectors and interventions are interlinked and mutually reinforcing. The dynamics of conflict covers all aspects of society. Therefore, an integrated approach must be taken, where UN agencies and the larger donor community work together, with a range of national partners and stakeholders.

- q It is important to identify good indicators for conflict prevention interventions and programmes. Developing key indicators may be part of multi-holder processes that UNDP can facilitate and the UN system support in CPR contexts.
- q The broader the interventions to address conflict, the more successful. Programmes which focus on social cohesion are more successful, and more likely to address the root causes of a conflict. The experience from Guyana indicates that this is a promising approach. Social cohesion can be addressed in different ways, such as (i) at the regional level/ through regional fora; (2) confidence building (both intra-community and inter-community); (3) through Truth and Reconciliation Committees. It is, however, important to ensure a wide inclusion of stakeholders and facilitate dialogue between them.
- q Decentralisation can be used as a key tool (e.g. the case of Rwanda). However, it is important to also have the central government on board with such initiatives, as well as financial transfer mechanisms in place and functioning, as noted above.
- q Decentralization and nation-building are two different processes, and it is crucial to properly analyse the post conflict situation in order to avoid supporting processes which may undermine each other. It is important to find a balance between nation-building at the national level and decentralisation strategies.
- q It is at the core of a conflict analysis to understand the linkages and impacts of institutional arrangements, power structures, participation of local governments, access to resources and distribution of resources, as well as access to services, before embarking on any decentralization programme.
- q In order to avoid unfair distribution of funds, there is a need for strong fiscal and grant systems, and UNDP should advocate for fiscal decentralization (to promote a system where local governments get funding) and for accountability of local governments.
- q It is important to recognise that coordination is often a significant constraint, and aim for the highest possible level of coordination between donors and UN agencies with different mandates. Be aware that different agencies often have different approaches and systems with regard to information gathering and management.
- q It is Important that UNDP programme staff can be change agents and to possess the facilitation skills and capacities to influence and diplomatically build relationships with stakeholders. This is a very important, and to thinking of yourself as a change agent - your contribution is to change, not to add to a substantive area. There is a whole methodological approach on how to develop your skills as a change agent. We don't have time to go through this, but it is an area you should know exists and to remind you of the change lens when you think of your transfer strategy.

4. Nineteen Lessons Learned from Democratic Governance and Conflict Prevention Programming in CPR Contexts

Throughout the workshop, note-takers distilled a set of core lessons from experience, consolidated with participants' pooled learning.

1. In a crisis context, it is important to see what can be done to strengthen peace, and not just respond to the crisis situation.

2. Work with the environment you find and contextualise your responses - there are no 'one size fits all' solutions. Tailor programmes, to help avoid the return of conflict.
3. Do adequate analysis prior to programming, and don't rush. Lack of comprehensive analysis can lead to interventions which exacerbate rather than alleviate conflict.
4. Use available data, and rely on neutral sources of information. (i.e. investigate and use what data is available, without using "no data" as a reason to do nothing).
5. Use the conclusions of your analysis in your programming.
6. Move away from piecemeal solutions and take a holistic approach. While this remains challenging for silo-like programming, it remains an imperative for partnership.
7. Plan for broad interventions instead of narrow tracks, and prioritise programming that looks at what all sectors can do to strengthen collective capacities for peace.
8. Work on social cohesion - this is a promising approach with an experience base available to be investigated and knowledge codified from experience.
9. Work more on developing indicators of post-conflict settings. Work collaboratively on this, drawing up from experience and down from system-wide policy - manage this type of information more as knowledge.
10. Acknowledge entrenched power relations and resistance to change. Address them.
11. Use decentralisation as a key tool (e.g. the case of Rwanda) - when, that is, the central government is on board with such initiatives.
12. Find a balance between nation-building at the national level and decentralisation strategies and capacity for democratic governance at the local / community level.
13. Advocate with donors for more conflict prevention dimensions and funding.
14. Recognise that coordination is often a significant constraint, and aim for the highest possible level of coordination between donors and UN agencies with different mandates, partners with different agendas.
15. Be aware that different agencies often have different approaches and systems with regard to information gathering and management. Work for shared knowledge management.
16. Don't mistake a peace agreement for conflict prevention. And don't mistake a conflict analysis for violent conflict prevention. Regularly use findings from analysis to inform action.
17. Get political parties to commit to conflict prevention and to strengthening capacities for peace in elections. Support mechanisms to hold those elected accountable, as well as building their capacities.
18. It is important to be close to the ground and stay in touch with people (e.g. the cases of Croatia and Palestine).
19. Be aware that the perception of one UN agency or mission by the local population can affect how people see other UN agencies/ the UN system (e.g. the case of Georgia). The impact of peacekeeping missions on the wider perception of the UN is a topic for further discussion.^{viii}

5. Twenty Questions for Continuing Capacity Strengthening and Follow-up

The scope of the workshop subject is wide. The subject matter is deep and complex. A week-long workshop can be an introduction, at most. The October 2007 workshop with JPOs on democratic governance and conflict prevention in CPR contexts was also a pilot, and the first time such a course had been run. The facilitation team tracked the process and extracted a set of questions for which expertise was not directly available in the workshop. The team's recommendation is that these be revisited with appropriate resource people from BDP and BCPR in a follow-up skype case or other similar platform supporting connection and exchange. The set of questions shown below is the one generated by participants near the end of the workshop. See end-notes for questions collected from individual participants through the workshop.^{ix}

Overarching questions

1. Where do we start? How do we link the different levels of analysis when we are linking DG and conflict prevention and recovery? Where is the nexus?
2. What are the links between governance, disaster, conflict and crisis?
3. How do you mainstream conflict prevention, both within UNDP and UN wide? Is it more than just putting on 'a lens'?
4. What is the role of CPR (what is their point of view and what do they cover – e.g. land issues/ HIV and AIDS, small arms, etc.)?.

Policy and practical programming

5. How do social cohesion and conflict analysis relate to and complement each other?
6. What are the implications of different execution modalities (NEX/PEX) in programming and project implementation in conflict countries?
7. How can UNDP support transitional justice/ reconciliation mechanisms?
8. What is the relationship between human security and conflict prevention and recovery? How can we link these concepts?
9. What is the role of media and civil society?
10. How do you facilitate data collection/ surveys in a post conflict environment? Are there any tools available?
11. Elections: How, from a practical point of view, does UNDP contribute – what is the UNDP role?

Political influence

12. Political leverage – when and how can the UN/ UNDP speak out? – what is our political responsibility in relation to governance and conflict prevention? Sometimes is necessary to take a position – how can you do this constructively?
13. How do you work with reluctant governments?

Institutional

14. The UN system: What are the links between headquarter and country offices from the point of view of services to practically support COs (Knowledge management – HR – SURFs/ regional centres – how can they assist?)
15. What kind of roles do UNDP RRs and RCs play in getting the buy-in of national governments? (do they have appropriate levels of authority to ensure timely and effective action)?
16. Who provides guidance and political support in this area (DG and CPR) at the corporate level?
17. What do other UN agencies do in relation to conflict prevention?
18. Who are our external partners? (e.g. IPU? IDEA? Other non-UN agencies we often work with?)
19. What is the relationship between UNDP and peace keeping operations (transition stages)?
20. What is the role and expertise of the Oslo Governance Centre?

ANNEXES

Annex 1: [Agenda](#)

Annex 2: List of [Participants](#)

Annex 3: Evaluation Feedback

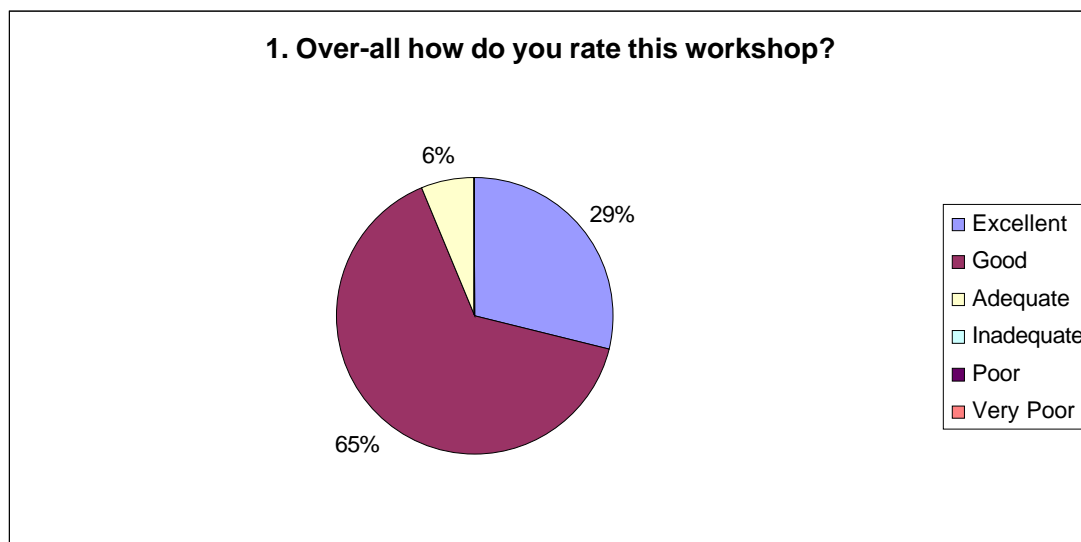
27 JPOs took part in the 10th JPO Workshop on Governance and Conflict Prevention and Recovery held in Bangkok from 19 to 23 November 2007.

17 Evaluation questionnaires (including one illegible) were completed.

1. Over-all how do you rate this workshop?

Participation Rate:
17 answers received

Statistics:



Comments:

"Visibly a lot of efforts were dedicated to the organization and the process. The facilitation was outstanding and is an outcome in itself. The content however (governance issues, substance at the theme) was weaker. Some of the issues were approached superficially and lacked a sounder preparation."

"Very relevant topics, good overview provided, lack of linkages between Capacity Development, CPR and overall programming."

"Great facilitation, knowledgeable and inspiring guest speakers."

"Great facilitation and logistical arrangements."

"Good opportunity and very interesting. Would have been useful to have had some kind of basic concepts especially for people who are not currently working in conflict and may lack of command of specific concepts."

"I enjoyed and it was useful, definitely. However it was not easy to fully prepare to attend due to short notice / last minutes distributions of materials. Also, time allocations could be better arranged (rushed to finish some days, had no more spare times some days)."

"The whole entire workshop was fantastic in terms of substance and organization, and also adding a real "fun to learn" as well. (Did I mention the delicious food?)"

"Patricia was excellent."

"More concrete applications of CPA desired and feedback from resource people."

"Thank you very much for the spirit, the logistic, the choice of the facilitator and your friendshipness."

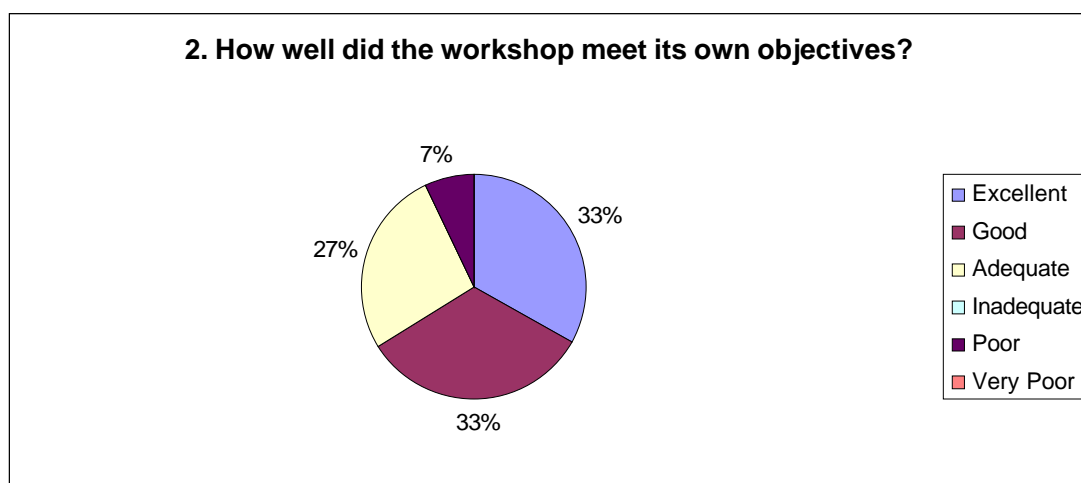
"Cooperation with the Oslo Governance Centre was really good. Lack of participation from the BCPR made the workshop focus shifted to Governance."

"Superb facilitation - extremely inclusive and participatory!"

2. How well did the workshop meet its own objectives?

Participation Rate:
15 answers received

Statistics:



Comments:

"The workshop provided a useful insight on the subject and I really appreciated the inputs of Bangkok-based experts. The absence of BCPR was a problem since I feel that the contribution of the Oslo Centre could not provide the wealth of practical tools examples and expertise that would have been necessary. I appreciated very much the contacts and exchanges with other JPOs and generally the experience was very positive."

"Linkages could have been clearer and stronger."

"It offered a great network for me, working in Asia, to have met the Regional Centre and OCG focal points on governance. It offered opportunity for discussions and exchange of ideas and practices. All this focused on governance, less than on CPR (which is my only criticism)."

"All very good!"

"Very good, it was great to learn from colleagues experiences as from experts."

"It was great: we learned both from the presentation and from the experience and input of our amazing colleagues in the field, fellow JPOs and UNDP JPOSC colleagues."

"BCPR's presence was missed. It was good having Governance people but it would have been interesting to see a session done together with BCPR and Governance people, for example."

"Objectives were adapted accordingly to participants' interest in specific areas."

"Areas participants are interested in were diverse (e.g., conflict, parliament, election, disaster...) so more theme-based group work might have worked as well."

"BCPR was really missing."

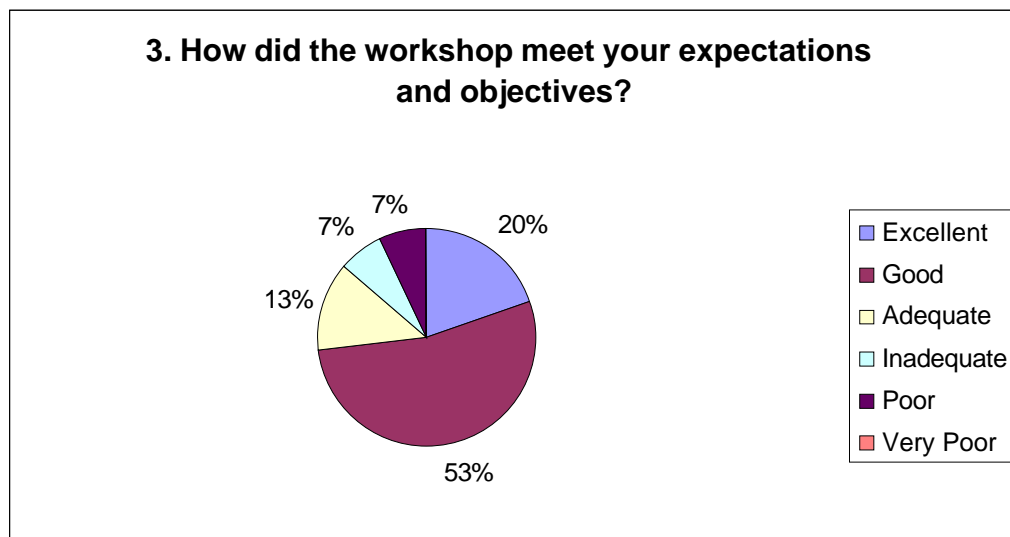
"It would be good if we could have a ready check at application of CDA role in real context."

"More time could have been given to go more into the case studies, i.e. more analysis."

3. How did the workshop meet your expectations and objectives?

Participation Rate:
15 answers received

Statistics:



Comments:

"I had heard mixed stories about the JPO's workshop and was positively surprised to find it well structured, organized and interactive."

"Fairly well, just difficult to follow some things (losing bit of information) for the reason [that people who are currently working in conflict may have some lack of command of specific concepts.]"

"As pointed out time to time, no presence of BCPR was disappointing in terms of contents as well as networking. I felt like that the course was more for governance background participants who seek for CPR issues than CPR background who seek for governance issues."

"Personally for me it was more than expected. In addition to everything this last day on career management was sooooo useful (...)."

"I see the need to coordinate more with our different units, especially CPR."

"Would have liked more hands-on with experts working in BCPR/OCHA/disaster."

"Contents from Governments point of view were really good. Nexus between CPR and Government was weaker than I expected."

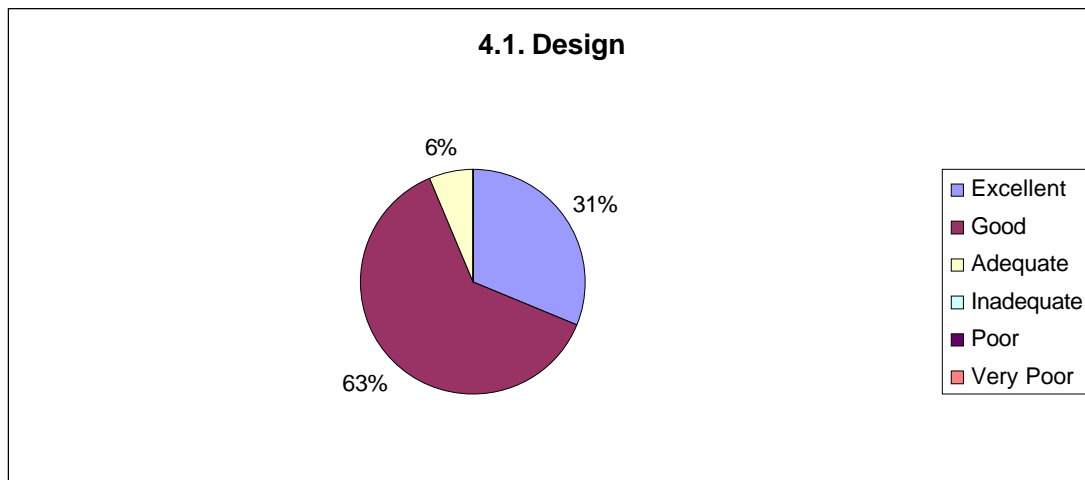
"More time could have been given to go more into the case studies, i.e. more analysis."

4. Please rate each of the following aspects

4.1. Design

Participation Rate:
16 answers received

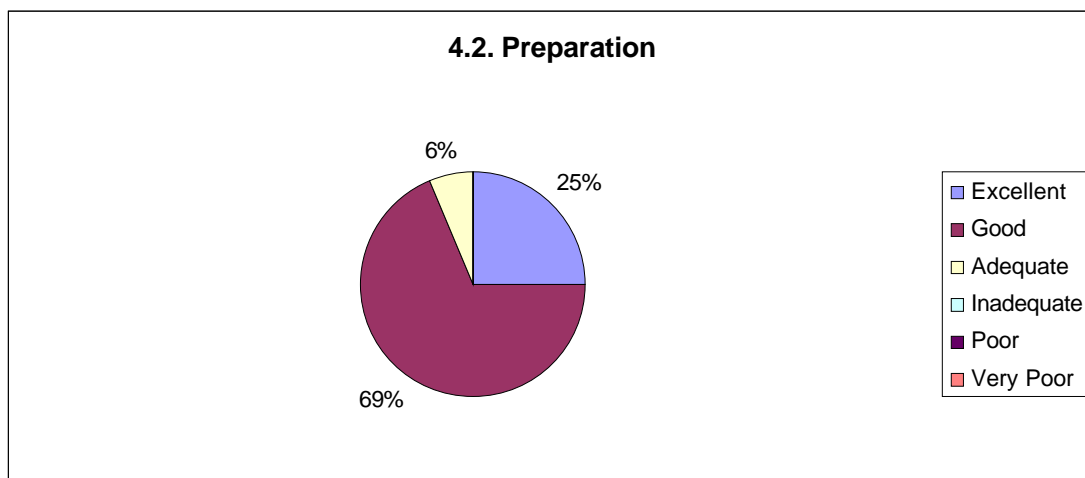
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4.2 Preparation

Participation Rate:
16 answers received

Statistics:

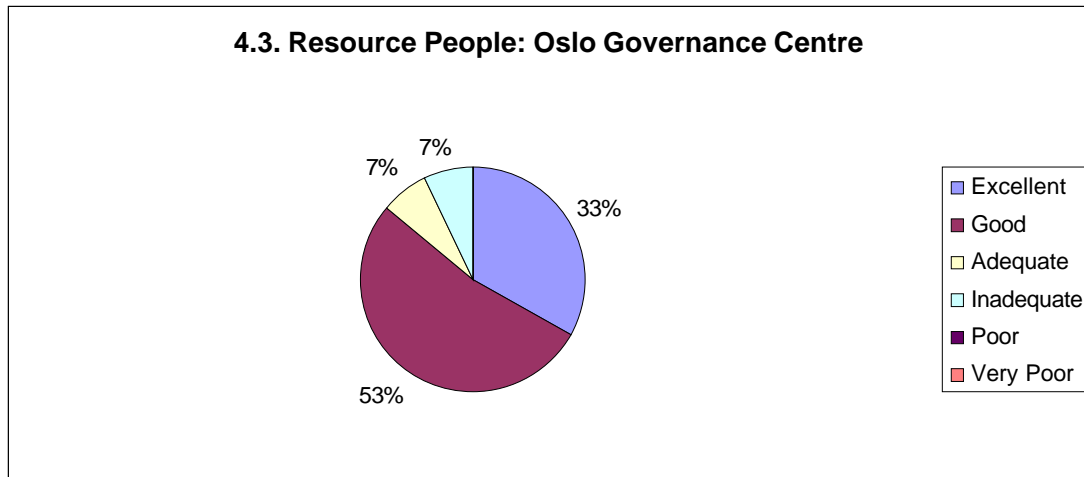


4.3 Resource people

§ Oslo Governance Centre:

Participation Rate:
15 answers received

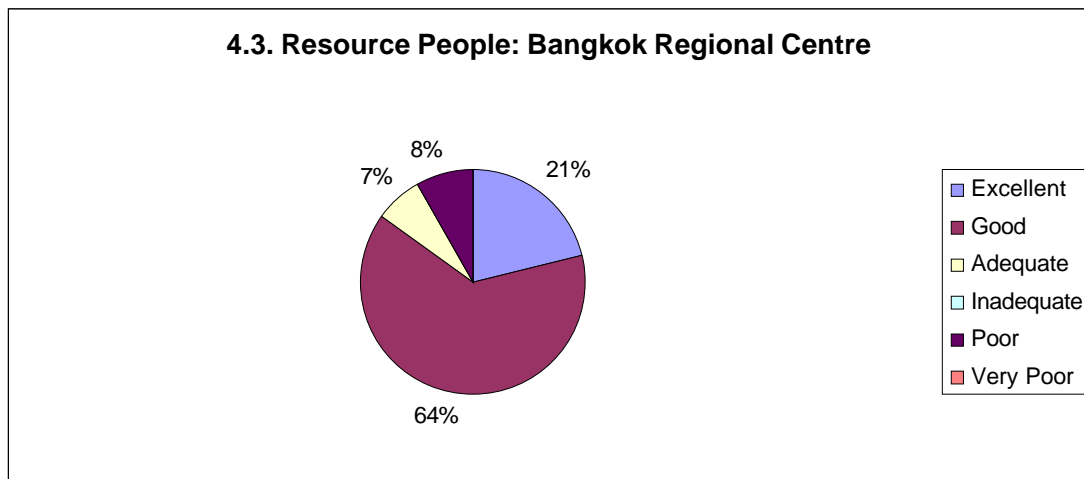
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§ Bangkok Regional Centre

Participation Rate:
14 answers received

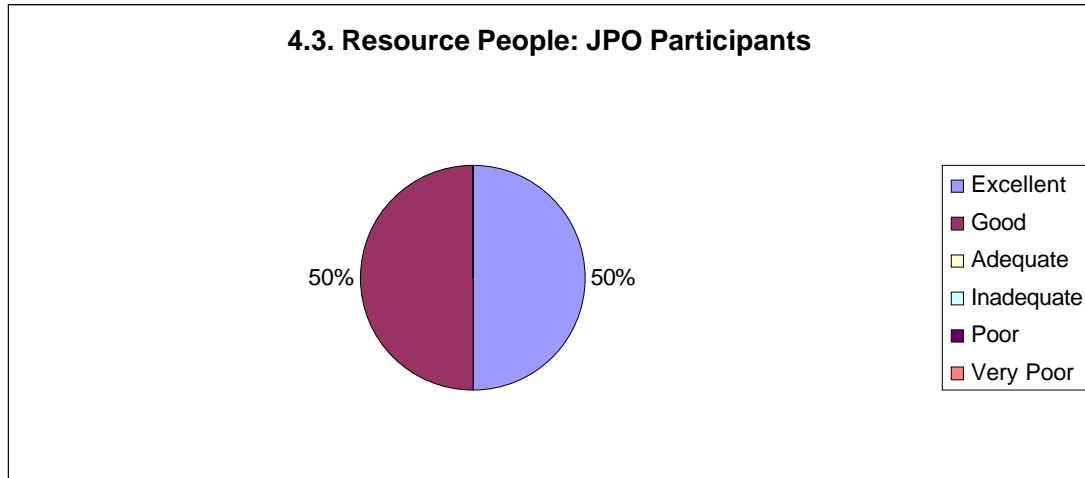
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§ JPO Participants

Participation Rate:
16 answers received

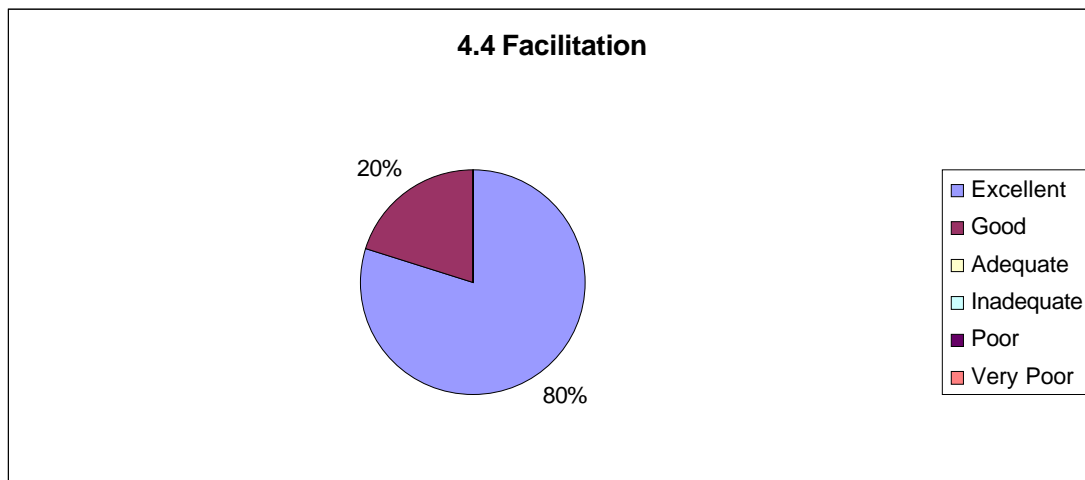
Statistics:



4.4 Facilitation

Participation Rate:
15 answers received

Statistics:



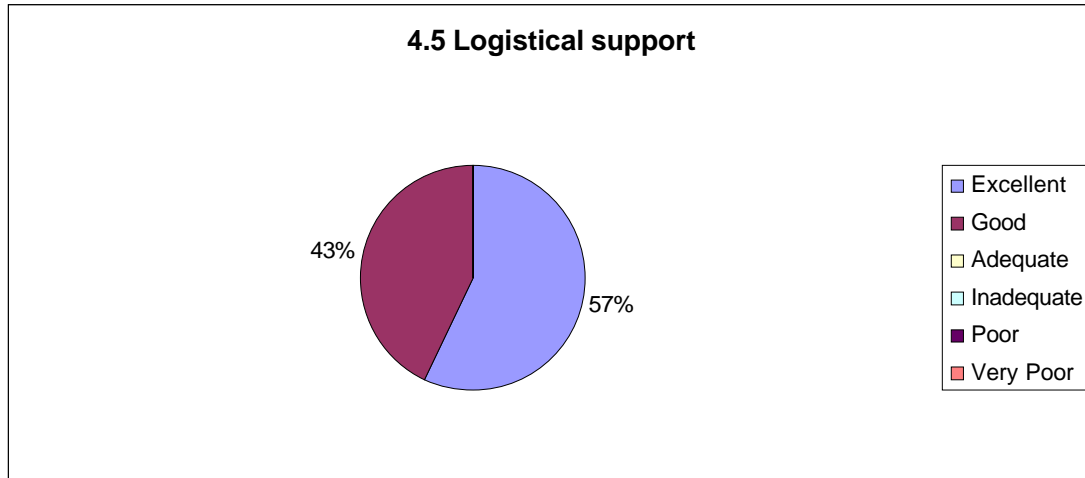
Comments:
"Outstanding!"

"Trish is most incredible!"

4.5 Logistical support

Participation Rate:
14 answers received

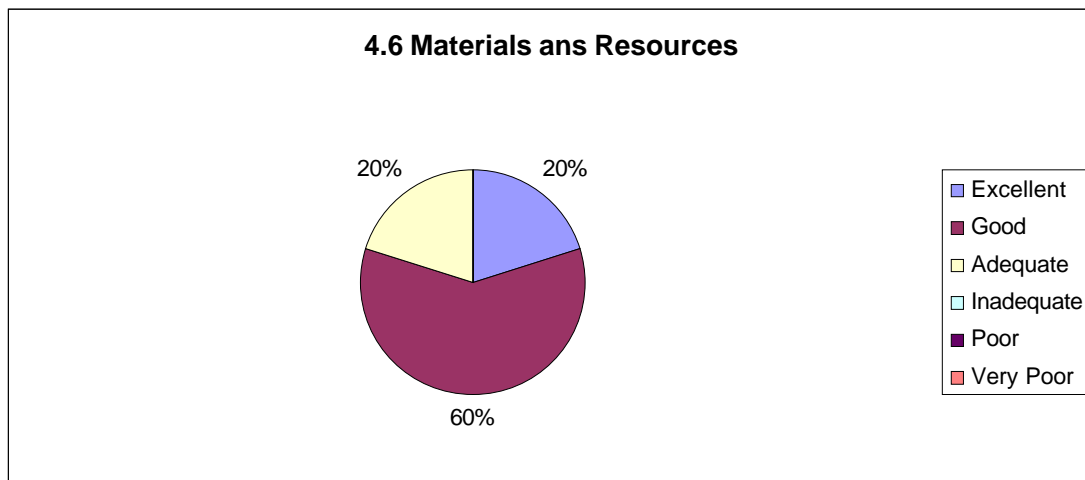
Statistics:



4.6 Materials and resources

Participation Rate:
15 answers received

Statistics:

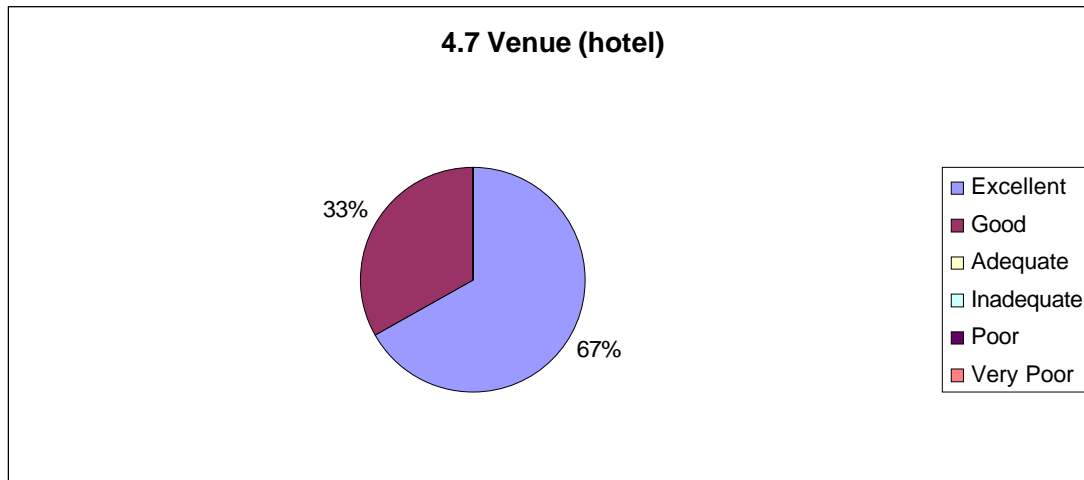


Comments:
"Documents could be sent out earlier."

4.7 Venue (hotel)

Participation Rate:
15 answers received

Statistics:



Comments:

"Beautiful!"

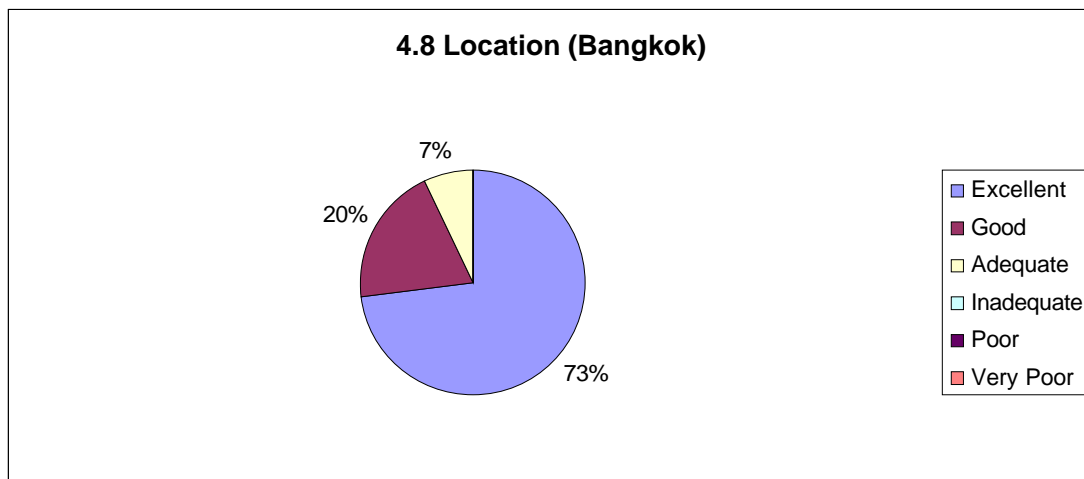
"Too cold..."

4.8 Location (Bangkok)

Participation Rate:

15 answers received

Statistics:



Comments:

A great opportunity - Thanks again!

"Bangkok is not central: pity to have to spend all my DTTA on a ticket."

5. What did you like the most about the workshop?

Comments:

- " - Facilitation and process - constant feedback.
- Generally, the high level of the discussion and contributions."

"Nexus between governance and CPR as well as the participants."

"Lectures/discussions on specific governance themes by/with expert."

"Exchange of experiences, facilitation, Cases."

"The sharing of experiences, possibility to interact and exchange info with other JPOs."

"The sharing of experiences, possibility to interact and exchange info with other JPOs."

"A session on tools and exercise was useful, meeting JPO colleagues and sharing was excellent, as well as the Career Development workshop."

"The exchange of experience and having such a "participative" workshop learning from others. The great vie and energy of all."

"The interactivity. Also Patricia really kept the facilitation in check and raised very good points."

"Interaction strengthened JPO/JPOSC network."

"Insightful advice from experienced resource persons."

"Rhythm, contact with people working in the field."

"Facilitation."

"Facilitation, flexibility of agenda, Sipho's contribution both from practical and thematic knowledge experiences."

"The inclusive methodology and facilitation applied throughout the workshop."

"Participation and engagement."

"Michael Emery Career Development workshop."

6. What did you like the least?

Comments:

"The part on tools could have been developed (guidance note on governance, early warning systems, UN coordination). Some of the presentations were introductory only and would have gained in substance with more examples, Dos and Don't, best practices and lessons learned."

"That BCPR was not here."

"Group discussions that needed more focus/facilitation/expertise, like the one on the conflict assessment."

"Too small details to be considered (time management at the beginning)."

"Less time for preparation."

"The COLD COLD room!! The session outside was a good change."

"Analytical tool (conflict) did not seem very helpful."

"Absence of BCPR."

"Lack of BCPR people."

"Lack of CPR point of view."

"At times to agenda got slightly????"

"Learning session was not up to expectation."

7. What would you change if the workshop were to be repeated?

Comments:

"BCPR included and more linkages."

"I would add more focus on CPR, as well as decrease the "evaluation" time to one or two hours only (now it felt like the whole last day was based around that.)"

"Crisis and disaster perspective. More details on elections. Maybe a little more time for the sessions covered in day 1 and 2."

"Time-management in some sessions."

"More sessions for those who have less governance background."

"Personally I was totally prepared for more theoretical presentations. More PPP's with concrete theory on governance and CPR. I know it was not done as some people didn't wish to hear it but for me I think it is always very useful."

"Have the BCPR people present as well."

"More table discussions."

"We need a little but more time to work for the office."

"Lack of BCPR people."

"Contribution and participation of BCPR people."

"More times for analysis of case studies and material to be shared much earlier!"

"Engagement of more resource people."

"Longer session on career development. It felt like rushing through lots of useful information."

8. From a pilot methodology point of view, what part do you recommend keeping?

Comments:

"The process is great."

"The participants"

"- Again, don't compromise on great facilitation.
- Discussions ... the room of group discussions."

"Networking."

"Patricia!! She did an excellent job with it. Also, having Michael Emery on board and a session on career management made it very good. Interactivity and good work were priceless."

"Testimony, presentation by experts, group exercise."

"Balance: JPO experience / Resource person input."

"The strong facilitator approach!"

"Facilitation, feedback from JPOs and flexibility from agenda."

9. What follow-up is more important to you?

Comments:

"I will focus on further readings and will use the references that were provided."

"Networking in view of the next workshop."

"Building better/stronger relationship with our CPR unit."

"For us all to keep in touch so we can continue learning from each others experience."

"Keeping in touch with the OGC, other JPOs from the course."

"Will use a lot the material."

"Recommendations document with issues to given follow-up to by BCPR, JPOSC, JPOs, etc... If online options, please evaluate b if it has not to be by Skype."

"JPO e-discussion with governance and CPR, resource persons on follow-up questions."

"Sharing of lessons learned and sharing of material (from OGC)."

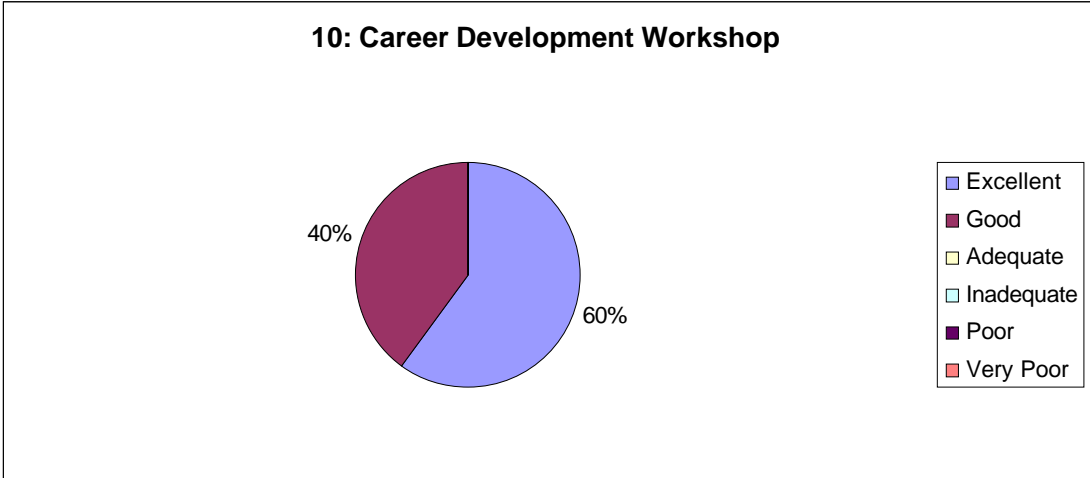
"JPOSC Website exploration being non-UNDP. Making more advantage of what is there."

CAREER DEVELOPMENT AND COUNSELLING QUESTIONS

10. How do you rate the career Development workshop?

Participation Rate:
15 answers received

Statistics:



Comments:

"Very good"

"Very timely and useful"

"Excellent, very useful!"

"Very useful"

"Very practical and useful"

"It would be good if we could have two full days including detailed information of interview."

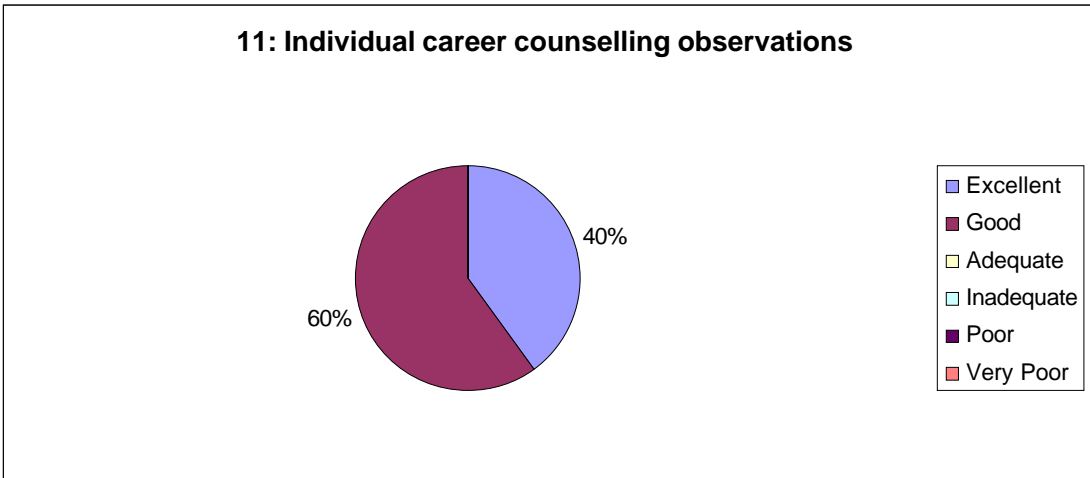
"Good reminders and very practical tips (Dos and Don't)"

"Crucial"

11. If applicable, how would you rate the individual career counselling observations?

Participation Rate:
5 answers received

Statistics:



Comments:
"Brief but good"

"Did not yet take place but excellent opportunity!"

"Not have yet."

"Have not yet had it, but definitely precious experience."

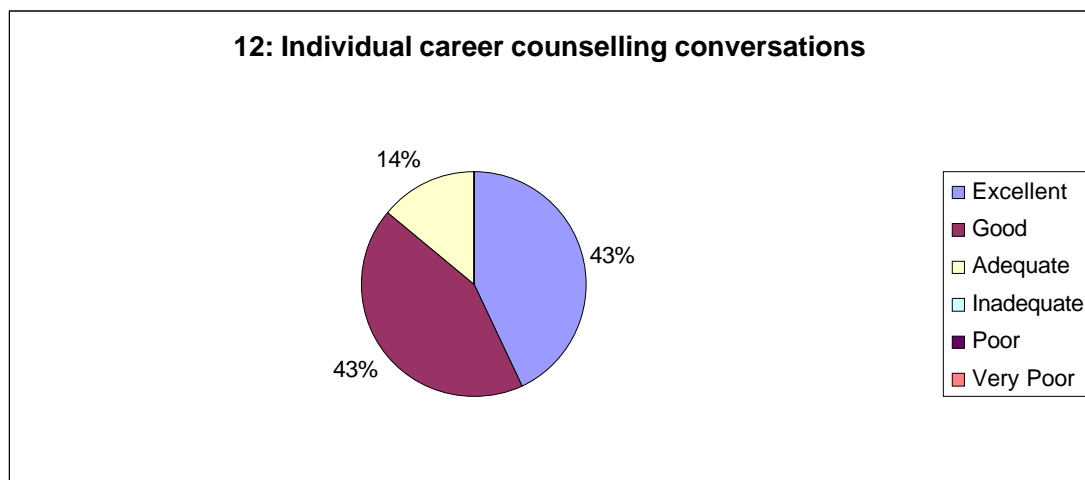
"I don't know yet."

"Good"

12. If applicable, how would you rate the individual career counselling conversations?

Participation Rate:
7 answers received

Statistics:



Comments:
"Very useful"

"As always, JPOSC provides great support! Conversations were useful and added to that feeling."

"Great, really very very valuable!"

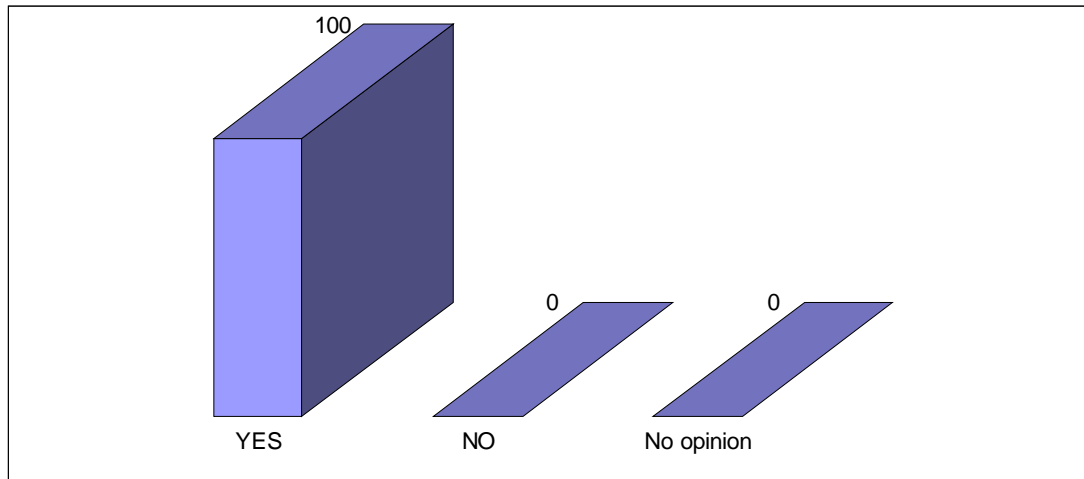
"Good."

JPO WORKSHOPS

13. Do you think that the JPOSC should continue organizing dedicated JPO workshops?

Participation Rate:
17 answers received

Statistics:



14. If yes, do you have any suggestions for future workshops?

Themes:

"Human Development/Security"

"Rule of law, Environment"

"Private sector development (long time since covered)."

"Operations issues."

"Programme management, human rights"

"This one again for JPOs working in the field."

"Not at the moment."

"Humanitarian Aid."

"Facilitation, putting guidelines and policies into practice."

"Gender, Gender and Governance, UN Coordination."

"Multi-stakeholder facilitation, Gender mainstreaming,

"Include more information on competency based-interview."

Methodology:

"Evaluation"

"Same"

"Casus???, theoretical ???"

"Whatever necessary."

"Similar to this one!"

"Same as this one but maybe with the engagement of donors."

Logistical arrangements

"Brazil in May"

"Same"

"Latin America, cheaper hotel."

"Same. South America for a change?"

"Perfect like here!"

15. Please add any additional comments?

Comments:

"Thanks, thanks, thanks!!"

"I appreciate all the support from the JPOSC not only through us, but also usual continuous support."

"Merci to the wonderful JPOSC: you guys are really wonderful!!! Truly."

"I am very glad to have been able to take this workshop. It really enable me to think outside the box, and gave me a boost to remain active in my personal career development as well as showing how important it is to coordinate between (and within) our different units. I had become quite frustrated and jaded in my current post but now have several different ideas how to apply these learned skills in my work (and future work). Thank you!"

"Thanks! Was a great pleasure to meet your team."

"Thank you for this excellent week!"

"It would be good to consider informing JPOs not under JPOSC (such as UNEP, UNICEF, etc.) as part of wider network."

Annex 4: Overview of Methodology Elements

JPO WORKSHOP METHODOLOGY – OVERVIEW OF METHODOLOGY ELEMENTS *from Pilot Experience in JPO Workshop on Democratic Governance and Conflict Prevention, Bangkok Thailand, 19-22 November 2007*

Lessons from Experience and Recommended Elements for Methodology – 2 page OVERVIEW

Overall Approach, Design and Facilitation

1. retain a facilitation team approach
2. maintain the basic systems piloted in the November 2007 workshop
3. increase the *extended facilitation team time* to build shared capacity on key aspects of substantive coverage
4. identify specific functions and assignments in some detail, with rosters linked to final outputs
5. post material for reading with clear guidance on how it will be used
6. clarify expectations and standards for facilitation team and participant group norms:
7. continue to emphasize participation and interaction, good mix of methods/techniques – *eyes and ears*
8. transfer process management to participants on an increasing curve from beginning to end of the workshop, as part of design
9. acknowledge energy levels and jetlag realities, and manage time differently - Vary time use during different days);

Guidance for Resource People

10. draw on participants as resource people to each other – this method worked well
11. emphasize *examples from experience, lessons of what does and doesn't work* in guidance for resource people
12. recommend a minimum of structure – 2 slides or flip-chart sheets with outline of main points and emphasize interaction (more time for discussion than presentation)
13. give tips on do's and don'ts, summarize *background* and *best advice from experience*: don't pose more questions and tell learners that they have the answers ...
14. include an historical component on each main topic, locating each specific topic in the system and agency context
15. expand opportunities for session teams to plan and debrief together within the structure of an organized workshop

More Details on Design and Coverage of Substantive Themes

16. associate specific outputs with main objectives and session coverage
17. have a lead resource person for each main theme being covered in a workshop, and work out integrated coverage beforehand
18. include substantive resource person for *cross-cutting themes* – at least one;
19. when substantive guidance is “in the works”, reconsider the timing of a workshop

20. consider developing a set of country cases that have a range of mainstream reference documents and resource information; i.e. a set of country case material designed to support learning
21. for conflict analysis, consolidate a brief introductory presentation package
22. for conflict analysis and applications, strengthen capacity of internal group facilitators who can then support the country cases and clinic applications
23. give an integrated design back-up from/ access to resources on an integrated team

More Details on Integrated Content (Mainstreamed Themes)

24. cover the 8 Point Agenda on gender equality and women's empowerment in CPR contexts – consistent with *gender mainstreaming* and SCR 1325 requirements
25. integrate coverage of a human rights based approach with specific emphasis on duty bearers and rights holders
26. retain capacity development as a cross-cutting theme but revise (functional focus)
27. retain *conflict prevention / conflict analysis for conflict sensitive development* as a theme to be mainstreamed, regardless of wider workshop subject for coverage

More Details on Design Points and Detailed Session Planning, Standard Process

From the Beginning

28. allow more planning time with all key partners, guide and backstop a consolidated UN system approach to the pilot workshops
29. make stronger links with and more front-end planning with all organizing entities, in design as well as implementation of similar pilot workshops

Throughout the Workshop

30. keep a large range of entry points for engagement and learning – balance diversity
31. combine multi-media, multiple techniques and methods, options to match the diversity of preferred learning styles of a cross-section of JPOs
32. build on the successful use of a) lived experience through a full conflict / security / transition cycle and b) film
33. pursue the principle of keeping printed resources to a minimum, maintaining access to all resources afterwards, and link printing of specific materials to use in specific sessions
34. use the wider environment more, to its fullest, from the beginning (outside, inside)
35. alternate break and session length, as was done in the pilot workshop
36. retain and strengthen links with other learning opportunities and options
37. retain inputs from a bilateral donor; expand *resource pool* to include perspectives from other key standpoints, particularly
38. include simulations and critical incidents / scenarios
39. give substantive feedback on all report-backs and outputs
40. give feedback to all resource people

At the Workshop End

41. retain the component of *on-site evaluation as part of workshop close and post-workshop follow-up* with an evaluation more directed at use and application;
42. follow up with letters of acknowledgement / appreciation for logistical / admin support and execution during the workshop

Continuous Capacity Strengthening of JPOs with Capacity Profile

43. use JPO workshops to address wider communication styles and the UN culture
44. consider using a *capacity profile to guide continuing capacity strengthening for JPOs after their initial orientation*

45. continue to support *capacity strengthening and capacity development* along the lines defined for the JPO workshop on democratic governance and conflict prevention in CPR contexts (key questions provided, with suggestions for providing responses – see separate file and document with consolidated questions)
46. strengthen *community of practice* and *knowledge management* relationships

See separate document for detailed elements of methodology, expanding points in this overview.

Notes

i Methodology related files available from the Oslo Governance Centre include workshop design and elements identified from experience for an evolving methodology.

ii A facilitation team approach was one of the methodology elements tested in the pilot. Conclusions are that a team approach works well, particularly a flexible team that can expand and contract, involve participants and a range of resource people available in person and through different media (phone, perhaps video conference in future, also film) - with a preference for in-person.

iii The Conflict-Related Development Analysis (CDA) that in its 2003 Draft form remains the primary instrument of reference on conflict analysis and conflict prevention in UNDP was the main provided reference for coverage of this section. Selected modules developed by BCPR for facilitation of training in conflict analysis and conflict sensitive programming were provided to the facilitation team by BCPR colleagues, and recommendations made about a sequence of coverage which were accepted with thanks, and reasonably successfully implemented in the workshop.

iv These last two, scenarios and conflict dynamics were not well developed in the October 2007 workshop. These are key themes recommended to be picked up in continuing capacity development and workshop follow-up, through a Skype cast or other method. A recap of the elements of the CDA could set the context for coverage of use of scenarios and conflict dynamics in conflict prevention and conflict sensitive programming. (The soon to be available guidelines on conflict analysis which integrates gender analysis will be a useful related reference in coverage of these topics.)

v See next end-note for the Eight Point Agenda.

vi Eight-Point Agenda for Gender Equality in Crisis Prevention and Recovery
Empowerment, Security, and Development

1. Strengthen Women's Security in Crisis.

Work to end personal and institutional violence against women. Strengthen the rule of law. Increase the gender responsiveness of security institutions, disarmament, demobilization and reintegration, and small arms reduction initiatives.

2. Advance Gender Justice.

Increase women's access to justice. Ensure the protection of women's economic, social, political and cultural rights. Bring a gender perspective into transitional justice, constitutional, electoral, legislative, judicial, institutional and security sector reforms.

3. Expand Women's Citizenship, Participation and Leadership.

Build women's skills and confidence. Support women's representation in the social, political, and economic spheres. Develop women's networks and institutions for conflict prevention, disaster risk reduction, peace building, and post-conflict/post-disaster reconstruction.

4. Build Peace with and for Women.

Ensure women's meaningful participation in formal and informal peace processes. Bring a gender perspective to the design and implementation of peace missions and peace agreements.

5. Promote Gender Equality in Disaster Risk Reduction.

Incorporate gender analysis in the assessment of disaster risks, impacts and needs. Address women's unique needs and value women's knowledge in disaster reduction and recovery policies, plans and programmes. Strengthen women's networks and organizations to facilitate women's active engagement.

6. Ensure Gender-Responsive Recovery.

Infuse gender analysis into all post-conflict and post-disaster planning tools and processes. Promote social protection and sustainable livelihoods. Prioritize women's needs in key sectors such as transportation, shelter and health care.

7. Transform Government to Deliver for Women.

Build capacities and promote accountability within government institutions and processes. Engage women and men to foster gender-equitable relations within these institutions. Ensure gender-sensitive resource mobilization, aid coordination, budgeting and funds allocation.

8. Develop Capacities for Social Change.

Build the skills and the will of men and women to: prevent and respond to violence; reduce vulnerability to natural hazards; achieve equitable post-crisis reconstruction; and build social cohesion.

vii Mr. Arve OFSTAD, Senior Adviser, Norwegian Agency for Development Co-operation (NORAD)

viii Experience shared in the October 2007 workshop was consistent - existence of a peacekeeping mission negatively shapes the ways the United Nations and other agencies are perceived. Examples were of behaviour that isolates the mission personnel from the local community.

viii Questions Continuing - collected on index cards and suggestions for clinics (also see evaluation feedback)

1. DDR and how UNDP addresses the challenges of ensuring that as militia are demobilized to police, those who committed crimes of sexual and gender based violence are not re-established in positions of power at a community or national level: how are these trade-offs managed? How does the issue of SGBV get raised in DDR work, as well as how does it get addressed?
2. The 8 Point Agenda on gender equality and women's empowerment - more depth on initiatives underway, what it means, measures to operationalize it (after the introduction provided by practitioners / participants);
3. Security sector reform and how UNDP's approach to SSR / justice and security sector reform incorporates the 8 Point Agenda; how it intersects with conflict prevention and democratic governance measures taken by the full cross-section of UN system agencies;.
4. Coordination / partnership - how these can be managed more smoothly / successfully, in sustained support to national partners; what one UN means in CPR contexts when working on democratic governance and conflict prevention; how analyses and analytical tools are merged, coordinated into a single unified approach; (why do all the stories about coordination/partnership in peacekeeping contexts sound so bleak? Are there any examples of where this relationship is working successfully and what can be learned from those, and the failures?)
5. Resource mobilization for crisis / conflict prevention / recovery / transition - and how the process works: what tools are available, what happens (CAP, other means); who initiates what, who generally commits what, what delivery rates follow commitments - the general picture;
6. Conflict dynamics and scenarios; going more deeply into the dynamic use of conflict analysis elements in use with relational and other analyses; illustrations from experience, sharing more from what has worked well and not worked so well with respect to conflict dynamics and scenarios (the latter in particular, as some participants are in contexts working directly with scenarios, e.g. Somalia liaison office in Kenya);

-
7. Public administration reform (PAR) and anti-corruption work in CPR contexts: questions forwarded to policy adviser, deferred to future opportunity for presentation and engagement, same questions to be picked up as substantive next phase supporting consolidation of learning; specific questions are about this work in CPR contexts, as was the case with decentralization and local governance and justice / rule of law, covered in person by policy advisers from the Regional Centre Bangkok;
 8. Overview of current work in BCPR portfolio linked with democratic governance and CPR contexts - - i.e. JSSR, DDR, disaster planning / mitigation and reduction, conflict prevention (more in-depth), political negotiation / policy work, and particularly relationship with DPKO and peacekeeping missions in security contexts; OCHA in humanitarian
 9. Overview of current work in Democratic Governance and Capacity (for) Development portfolios in BDP, in crisis prevention and recovery contexts - - the full spectrum of programming work where it linked in fragile / insecure contexts and UNDP's identity and work there.