UNDP

Governance, Conflict Prevention and Peace-building Community of Practice Workshop

Building on Strengths, Learning from the Past, Looking to the Future

Report

**Kathmandu, Nepal
7-9 November 2006**

INTRODUCTION TO THE REPORT

In November 2006, the UNDP Oslo Governance Centre (OGC), in collaboration with UNDP Nepal, UNDP BCPR, and International IDEA organized the global workshop on Governance, Conflict Prevention and Peace-building in Kathmandu, Nepal.

31 UNDP programme staff working at the intersection of governance, conflict prevention and peace-building from 15 UNDP programme countries including Afghanistan, Burundi, Eritrea, Guatemala, Guyana, Indonesia, Iraq, Kosovo, Nepal, Sierra Leone, Sri Lanka, Sudan, Timor-Leste, Uganda, and Ukraine attended the workshop. Policy and Programme advisory staff from BDP and BCPR, RBLAC, RSC Bangkok and Johannesburg also participated and contributed to the workshop. Three International IDEA staff also participated. Six resource persons made presentations and facilitated discussions of key thematic issues.

The workshop objectives were:
- To provide the Community of Practice with an opportunity for **a face-to-face meeting** to share experiences in conflict prevention approaches to governance programming;
- To develop a better **understanding of the linkages** between governance and conflict prevention;
- To start identifying **best practices** of conflict preventive governance programmes, as well as remaining **challenges and gaps**; and
- To identify **key areas for follow-up** in order to deepen UNDP practice in the field.

The workshop was designed to be interactive and to respond to the learning and knowledge sharing needs of CO programme staff. It was expected to equip participants with a better understanding of the issues, sharing global best practices and lessons learned, and assist them to interact with similar programme/projects and resources at the HQ level and externally.

The following report constitutes an overview of the workshop and contains supporting documents in the annexes. Some comments and evaluations are taken from the participants' evaluation forms.

This report is structured in the following manner:
1. Programme
2. Outputs
3. Follow-up
4. Lessons learned and recommendations
   Annex1: Next Steps plan
   Annex 2: Participants list
   Annex 3: Agenda

1.   PROGRAMME

The three day programme consisted of six speakers' presentations, eight case study presentations by UNDP Country Office participants, and group discussions.

"It was simply great! I feel energized and convinced that I am not alone!!"

Day 1: 7 November 2006

Matthew Kahane, UNDP Nepal Resident Representative, opened the proceedings by welcoming the participants to this global workshop. He mentioned the challenge of ensuring conflict preventive governance programming and the need for UNDP to institutionalize the practice of conflict-preventive governance support in the context of Nepal's own experiences.

"More attention needs to be paid to the 'process' and guide the group to the end goal"

Session 1

Siphosami Malunga, Governance, Conflict Prevention and Peace Building Advisor summarised the main objectives of the workshop and the general challenges faced by UNDP in this area.

Pippa Norris, Director of Democratic Governance Group, UNDP Bureau for Development Policy, provided a presentation to explore linkages between governance and conflict prevention. She introduced the analysis of whether power sharing constitutions reduce conflicts and build peace using case studies of Togo and Benin. In her presentation, she indicated how institutional power-sharing arrangements especially electoral systems can favour consensus-building and collaboration. It was also mentioned that constitution arrangements and development of the institutional framework can contribute to sustainable democratic governance, conflict reduction and peace-building so these efforts should be considered as important opportunities for UNDP overall interventions.

Georges Nzongola-Ntalaja, Facilitator of the Africa Governance Institute, then presented how governance can contribute to conflict prevention. He identified key challenges and underlined how UNDP has a comparative advantage in this area where further support could be delivered. He identified and showed examples of key areas of challenge for interventions in 1) building trust in the electoral process and results, 2) ensuring or restoring a sense of security, 3) restoration of basic social services, 4) justice and reconciliation, and 5) constitutional, political and administrative reforms.

Celine Moyroud, Conflict Prevention Advisor in UNDP BCPR, facilitated a session to identify key linkages between governance and conflict prevention which formed a common focus for later discussions. Participants identified linkages in institutional design and functions, political processes, electoral reform, corruption, human rights violation, social service provision, among others. Participants also identified "burning" issues such as capacity gaps in partner countries as well as in Country Offices, the need for tools to support dialogue processes, a need for balanced approaches to governance intervention, UNDP's politically limited mandate, and a need for coordination and division of labour inside UNDP and with other UN agencies.

Session 2: Conflict Prevention and Democratic Processes: Elections, Constitutions and Parliamentary Support

Facilitation of this session was led by RBLAC Programme Manager, **Marc-Andre Franche**.

Judith Large, Senior Programme Advisor at International IDEA provided a presentation based on International IDEA's recently published handbook titled "*Democracy, Conflict and Human Security*". She underlined how contemporary conflicts are generated by exclusion, lack of access to resources and deficient power-sharing arrangements. She used the specific case of electoral reform to illustrate the linkages between governance and conflict prevention, and showed how elections may not resolve conflict *per se* but can be a way to channel and manage conflict. It was underlined the importance of process management in addition to institutional design.

Taking account of the issues raised in the above presentations, **Lawrence Lachmansingh** from UNDP Guyana, **Marcia Monge** from UNDP Timor-Leste and **Annie Demirjian** from UNDP Iraq then each presented a case study related to their respective country contexts, past democratic governance intervention, positive and negative results of the intervention from a conflict prevention perspective, lessons learned and improvements. Lawrence introduced the Social Cohesion Programme which aimed to integrate the governance, conflict transformation and human rights themes into a single approach. He addressed how the programme was supported by strategies to ensure national ownership for all activities and bottom-up as well as top-down approaches. Marcia showed how UNDP has been focusing on strengthening the country's democratic governance institutions and processes that could facilitate the prevention of conflict. Annie introduced the case of constitution making in Iraq, which has been facing various challenges. The three presentations highlighted several issues such as the importance of ensuring participation and local ownership and support to dialogue processes; the need to take account of transaction costs; and management of the reform process, ensuring balance between process and results. It was also suggested that institutional design and support to governance for conflict prevention should ensure engagement of key actors, analysis of conflicts and social tensions and the overall institutional balance. The discussion also raised the need to define the role of UN/UNDP based on

capacity. In particular Annie emphasized the importance of understanding the principles of democracy building, and ensuring that inclusiveness and participation are guiding principles in any process.

Chandra Sriram, Professor at the Centre on Human Rights in Conflict at University of East London, discussed the use of key incentives to induce armed groups to engage in peace negotiations and implementation, and the impact that these might have upon conflict prevention and governance programming. She addressed the virtues and limitations of the types of inclusion or governance incentives which are frequently offered in peace negotiations: power-sharing, inclusion of ex-members in security forces, resource sharing, territorial autonomy, regional government and the prospect of independence. She discussed the specific impact that such political compromises might have in subsequent peacebuilding and governance activities, dictating new key actors in the political sphere, shaping electoral systems, etc., and the impact for UNDP programming.

Participants also suggested discussion points for Day 2 on how to open up to informal institutions, how institution design, development and reform tackle root causes of conflict, how could the UN and UNDP improve their use of political space.

Day 2: 8 November 2006

The morning break-out session provided participants with an opportunity to discuss what UNDP can do better in the area of integrating conflict prevention into governance programming in light of the discussion on Day 1. They suggested that UNDP needs to address and engage in strategic issues in a different/better way, for instance by maximizing opportunities to engage in processes that build ownership and partnership while reducing the focus on "events" alone. Moreover, it was also stated that UNDP should further engage in political processes, pursue a better balance between the upstream and downstream activities and increase flexibility to address different country contexts and challenges.

The participants also summarized that the strategies can be supported by various tactical approaches. The approaches may include enhancing UNDP's capacities at the technical level through training and tools for conflict analysis and early response. It was also suggested that UNDP should also improve on maintaining and developing institutional memory by increasing the capacity to both capture and retrieve experiences. Moreover entry points of intervention should be exploited further to pursue organizational strategies in donor coordination.

Session 3: Peace, Justice and Human Rights - (In) compatible Goals?

Facilitation of this session was led by **Nina Berg**, UNDP BDP DGG Rule of Law and Justice Advisor.

Marcia V.J. Kran, Head of Policy and Programmes, UNDP Regional Centre for Asia and the Pacific in Bangkok, outlined the tensions between peace and justice, and concluded that these goals are not necessarily incompatible. In some cases, the conflict preventive nature of justice comes from international courts where impartiality can be better guaranteed. Now that the international community is simultaneously institutionalizing peace building and accountability, UNDP is an important player as our work on access to justice emphasizes locally-determined needs in the context of internationally agreed standards and considers a broad range of interdependent institutions including truth commissions, national human rights institutions and informal methods of dispute resolution. UNDP also facilitates dialogues including about the adaptation of experience of other similarly situated countries. She recommended using the Secretary General's 2004 report: *The rule of law and transitional justice in conflict and post conflict societies* (S/2004/616) to advance UNDP's work in the area.

In their case study presentation, **Jean Kabahizi**, UNDP Burundi, introduced how traditional mechanisms for justice are organized through the formal justice system and supported by local reconciliation mechanisms. **Lorna French** and **Edward Kamara**, UNDP Sierra Leone, made a presentation on how justice sector reform has been integrated in conflict prevention and democratic governance programming in Sierra Leone. The presentations brought participants into discussion on the actual impact, challenges and effects of special courts and truth commissions in contributing to consolidating peace.

The Working Group session provided the participants with an opportunity to discuss how UNDP should address the following issues:

> 1. the intersection between the formal justice system and the informal/semi-formal dispute resolution mechanisms and their significance for peace and reconciliation/conflict prevention,

> 2. the dilemma between peace and reconciliation processes on the one hand and the call for justice and accountability for past atrocities on the other hand, and

> 3. whether any benefit can be derived from the international/hybrid court for long-term justice/security sector reform and institutional strengthening and human rights.

Discussion groups suggested that UNDP can/should work on strengthening both formal and informal dispute resolution mechanisms and making them mutually compatible. They also emphasized that the design of the justice sector reform can influence what benefits it produces. It was also suggested to have extensive dialogue with the national justice institutions and other stakeholders, as well as to undertake a series of needs assessments on innovative assistance to reform the justice sector.

Session 4: Conflict Prevention and Decentralization/Local Governance

Facilitation of this session was led by **Michael Warren**, UNDP Kosovo.

Sascha Graumann, UNDP Ukraine, introduced the Crimea integration and development programme. He addressed that the programme focuses on mitigating the impact of the mass return of formerly deported people and how it applies a bottom-up and participatory approach that maximizes participation of villagers and communities in local planning and decision-making processes. **Irman Lanti**, UNDP Indonesia, introduced how UNDP programmes support peace in Aceh including with the Aceh local elections support project. He addressed how the interventions are designed to support the creation of a new incentive structure for peace and to make a relapse to armed conflict a less attractive option. **Sharad Neupane**, UNDP Nepal, accompanied his presentation with a video about the Village Development Programme which transformed the conflict between two communities in Western Nepal over the ownership of a lake. He addressed how the process of consultation, reflection, planning and collaboration that produced the solution to the conflict has helped to promote increased understanding between the members of the two communities. The presentations led participants into a discussion on the need to consider economic governance, roles of external actors, and the need for an exit strategy for UNDP and others.

Day 3: 9 November 2006

The morning working group session provided the participants with an opportunity to revisit the workshop objectives, and discuss what new ideas, themes, approaches and tools need to be adopted to make governance work more effectively for conflict prevention. The participants suggested the need to clarify and coordinate UN roles in general as well as to thoroughly examine country/context specific programmes. In terms of **_themes_**, it was suggested to further explore the relations and linkages between conflict prevention and human rights, security sector reform, identify best practices and lessons learned in power-sharing arrangements, and engage in capacity development for parliaments and parliamentarians on conflict prevention.

With regard to **_approaches_**, the participants generally agreed that UNDP needs to seek: 1. strengthening collaboration and partnership, 2. organizational change, 3. technical change. It was mentioned that UNDP should involve other institutions and individuals and improve its capacity to offer knowledge and advice. Moreover, UNDP needs to strengthen its advocacy role and provide persuasive evidence to partners.

With regard to **_tools_**, participants recommended the use of past programme evaluation reports and recommendations as practical guidance on several specific interventions, and development of checklists that highlight critical conflict sensitive/prevention indicators, as well as monitoring and evaluation of conflict prevention initiatives. The importance was stressed of developing capacity to further address causes of conflicts rather than trying to provide answers only to the symptoms.

Noel Matthews then provided a presentation on the Community of Practice, followed by a group session to discuss and reach agreement on what the participants expect from the Community of Practice.

In the last session, the participants discussed next steps and the way forward and agreed upon:

1. the need for development and support of organizational tools on governance and conflict prevention,

2. the finalization of mapping of governance work related to conflict prevention and feeding it into the strategic framework, and

3. the need to develop inter-regional and inter-bureau cooperation to establish a platform to provide multi-disciplinary resources. Build efficient and effective teams at country and programme levels.

The workshop closing remarks were made by **Pippa Norris** and **Ghulam Isaczai**, Deputy Resident Representative, UNDP Nepal.

2. OUTPUTS

The workshop overall received good evaluation by participants. 86% of participants indicated that the workshop was highly relevant to their work. A similar number of participants evaluated excellent or very good for the workshop having contributed to team-building and strengthening relationships. 86% of participants stated that objective 1 "To provide the community of practice with an opportunity for a face-to-face meeting to share experiences in integrating conflict prevention approaches to governance programming" was very well achieved. Participants however evaluated lower for achievement of objectives 2, 3, and 4. Some participants commented that the objectives were too ambitious and therefore the agenda was too intensive for three days. Some recommended having a better connection between various presentations. On the other hand, some commented that they liked the flexibility in the workshop process and working group sessions as well as the volume of the agenda content. The programme proceeded ensuring that the participants felt comfortable and therefore incorporated minor changes.

"Let's put the outputs of the workshop into practice!"

"Need to continue 'unpacking' some of the linkages between conflict prevention and governance in a more systematic way"

The workshop successfully provided the community of practice with an opportunity for networking with staff from other country offices, HQs, Regional Bureaux, Regional Service Centres as well as external experts. This gave participants a chance to share experience, challenges, lessons learned and agree on the next steps that need to be reflected at a strategic and policy level. Some commented that they liked the opportunity to learn from diverse experiences. The workshop environment was highly participatory and interactive.

During the meeting, important ideas on the community of practice were raised, such as to widen the network and invite other colleagues who are also working at the intersection of governance and conflict as well as external partners that were not part of the Community of Practice and the workshop.

3. FOLLOW-UP

Follow-up actions from the workshop include:
- Finalize the mapping on best practices and lessons learned and integrate the analysis into UNDP policy on governance and conflict prevention.

- Identify gaps and needs, develop planning/piloting tools and guides (checklists, indicators, how-to guides, practical guidance notes), e.g. a

"Stay focused on the needs and concerns of colleagues in country offices"

"Keep the momentum and follow up the initiatives to be developed!

couple of simple planning guides on elections, decentralization, engaging in peace missions, according to specific CO needs.

- Establish a global platform to provide multi-disciplinary policy and technical resources for governance/conflict prevention at country office level, e.g. facilitating cross-regional/national technical support in GCP; building SWOT teams, interdisciplinary teams with support from corporate level.

- Develop tools for monitoring and evaluation of impact of governance and conflict prevention initiatives.

4.   LESSONS LEARNED AND RECOMMENDATIONS

Participants raised challenges and lessons through case study presentations, group discussions and plenary sessions. One of the challenges that was identified is the restriction in the organizational and financial structure that may reduce the effort's effectiveness. Some emphasized the issue of general lack of coordination among UN agencies at country level and particularly in this area as a challenge.

Participants made the following specific suggestions for further development in the practice:

Strategy
- Further development of strategic framework for governance and conflict prevention agenda
- Development of country/context specific strategies and approaches for conflict prevention
- Development of an exit strategy for national counterparts in programme countries when supporting this area
- Review personnel competence, recruiting process and reduce high personnel costs

Policy and Programme Development
- Conduct further solid analysis of linkages between governance and conflict prevention
- Use past evaluation reports and recommendations as practical guidance for new programme design and development
- Development of organizational tools that elaborate UNDP best practices and lessons learned
- Pilot two planning guides on decentralization, elections, etc.
- Strengthening inter-practice, inter-regional, inter-bureau cooperation pilot initiatives including providing a global platform for this exchange of technical capacities
- Generate new knowledge for advocacy and specific recommendations for concerted efforts by government, donors and others

Capacity Development
- Further strengthen capacity to manage early warning signals/systems
- Development of internal leadership skills and mentoring and coaching strategies

Participants also recommended **further discussion** on:
- How to deepen proactive governance interventions, e.g. in working with non-state actors
- UNDP's work with political parties
- UNDP's role in the peace processes
- Improvement of UN/UNDP inter-office/regional cooperation/coordination for regional conflict and trans-border issues
- Security sector reform including parliamentary oversight of security and police reform
- Relationship and linkages between conflict prevention and human development
- Experiences in power-sharing arrangements

Annex 1: Next Steps plan

By the end of 2006

1
Task: Produce a workshop report, including revised agenda, participant list.
Timeline: Dec. 2006
Responsibility: Oslo Governance Centre with input from CoP

2
Task: Feedback on the report from the CoP, finalize and circulate.
Timeline: December 2006
Responsibility: CoP, OGC, BCPR

3
Task: Add/consider additional members to the CoP (suggested CoP Drivers: Ana-Maria, Annie, Michael, Lawrence, Rose)
Timeline: January 2007
Responsibility: CoP, OGC

In 2007 and beyond

1
Task: Finalize mapping on best practices and lessons learned and feed into UNDP strategic framework for governance and conflict prevention
Timeline: By end of February 2007
Responsibility: OGC and consultants with input from CoP

2
Task: Identification of gaps and needs, development of planning/piloting tools and guides (checklists, indicators, how-to guides, practical guidance notes). E.g. a couple of simple planning guides on elections, decentralization, engaging in peace missions, according to specific CO needs.
Timeline: Throughout 2007
Responsibility: OGC and consultants

3
Task: Establish a global platform to provide multi-disciplinary policy and technical resources for governance/conflict prevention at country office level, e.g. facilitating cross regional/national technical support in GCP; building SWOT teams, interdisciplinary teams with support from corporate level.
Timeline: Throughout 2007 and beyond
Responsibility: BDP & BCPR

4
Task: Monitoring and evaluation of impact of governance and conflict prevention initiatives
Timeline: Throughout 2007 and beyond
Responsibility: BDP & BCPR

Annex 2: Participants, Speakers and Facilitators List

Ana María Méndez, Legal Advisor, UNDP Guatemala (ana.maria.mendez@undp.org)

Annie Demirjian, Team leader, Governance & Civil Society, UNDP Iraq (annie.demirjian@undp.org)

Bashirullah Khpalwan, National Programme Associate, State Building & Government Support, UNDP Afghanistan (bashirullah.khpalwan@undp.org)

Celine Moyroud, Conflict Prevention Advisor, UNDP BCPR (celine.moyroud@undp.org)

Chandra Sriram, Professor Centre on Human Rights in Conflict, University of East London (C.Sriram@uel.ac.uk)

Edward Kamara, Democratic Governance Programme Specialist, UNDP Sierra Leone (edward.kamara@undp.org)

Georges Nzongola-Ntalaja, Facilitator, African Governance Institute, UNDP (georges.nzongola-ntalaja@undp.org)

Ghulam Isaczai, Deputy Resident Representative (Programmes), UNDP Nepal (Ghulam.isaczai@undp.org)

Irman G. Lanti, Program Manager for Civic Education and Electoral Support, UNDP Indonesia (irman.lanti@undp.org)

Jean Kabahizi, Assistant Resident Representative, UNDP Burundi (jean.kabahizi@undp.org)

Jockely Mbeye, Government Restructuring and Civil Service Reform Specialist, UNDP-Regional Service Centre for Eastern and Southern Africa (jockely.mbeye@undp.org)

Judith Large, Senior Programme Advisor, International IDEA (J.Large@idea.int)

Kadirgamar-Rajasingham Sakuntala, Head of Programme (South Asia), International IDEA (s.kadirgamar@idea.int)

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Lazima Onta-Bhatta, Assistant Resident Representative (Programme), UNDP Nepal

Lawrence Lachmansingh, Manager of the Social Cohesion Programme, UNDP Guyana (lawrence.lachmansingh@undp.org)

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Marcia V. J. Kran, Head of Policy and Programmes and Deputy Regional Manager, UNDP Regional Service Centre, Bangkok (marcia.kran@undp.org)

Marcia Monge, Chief Technical Adviser, Parliamentary Project, UNDP Timor Leste (marcia.monge@undp.org)

Michael Warren, Programme Analyst, Security Sector Team, UNDP Kosovo (michael.warren@undp.org)

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Sascha Graumann, Team Leader of Crimean Integration & Development Programme, UNDP Ukraine (sascha.graumann@undp.org)

Sean Deely, Peace and Development Advisor, UNDP Nepal (sean.deely@undp.org)

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Siphosami Malunga, Governance, Conflict Prevention and Peacebuilding Advisor, UNDP BDP DGG Oslo Governance Centre (Siphosami.Malunga@undp.org)

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Annex 3: Workshop Agenda

Day 1: Tuesday 7 November 2006		
8:30 – 9:30	Opening Ceremony Opening statement 8:30-8:50 Participants' Introduction 8:50-9:10 Workshop Overview 9:10-9:20 Workshop Agenda and Objectives 9:20-9:30	Mr. Matthew Kahane, Resident Representative, UNDP – Nepal Siphosami Malunga, GCP Advisor, (OGC, BDP) Noel Matthews, Learning and Capacity Development Advisor (OGC, BDP)
9:30-9:45	Security Briefing	UNDP – Nepal
9:45–10:10	COFFEE BREAK and group photo at Rose Garden	
10:10-12:30	Housekeeping Session 1 *Linkages between Governance and Conflict Prevention*: 10:10 – 11:00 (50min, including Q&A) *UNDP Comparative Advantage in Creating and Facilitating Conditions for Lasting Peace* 11:00-11:40 (40min, including Q&A) *Current UNDP Contribution to Conflict Prevention* 11:40-12:30 (50min, including discussion)	Pippa Norris, Practice Director, DGG/BDP Participant Georges Nzongola-Ntalaja, Facilitator, African Governance Institute, UNDP Celine Moyroud, Advisor (BCPR)
12:30–1:30	LUNCH at Rose Garden	
1:30–3:20	Session 2 *Conflict Prevention and Democratic Processes: Elections, Constitutions and Parliamentary Support* Presentation: *Democracy, Conflict and Human Security* 1:30-2:15 Q&A 2:15-2:30 Case study: *UNDP Timor-Leste and Conflict Prevention - Support to Democratic Governance Institutions*- 2:30-2:45 Case Study: *UNDP Guyana- Social Cohesion Programme* 2:45-3:00 Q&A 3:00-3:20	Facilitator: Marc-Andre Franche (RBLAC) Judith Large, Senior Programme Advisor, International IDEA Marcia Monge (UNDP Timor-Leste) Lawrence Lachmansingh (UNDP Guyana)
3:20 – 3:40	COFFEE BREAK	
3:40 – 5:10	Case study: *UNDP Iraq - Conflict Prevention and the Constitution Making: The Iraqi Experience* 3:40-3:55 Q&A 3:55-4:05 *Power sharing and governance incentives for armed groups in peacemaking and peacebuilding: opportunities*	Annie Demirjian (UNDP Iraq) Chandra Lekha Sriram, Professor, University of East

Governance, Conflict Prevention and Peace-building Workshop

	and challenges 4:05-4:50 Q&A 4:50-5:10	London
5:10-5:20	Summary of Day 1	Rapporteurs and Marc-André Franche
7:00 p.m.	Cocktails in Rose Garden and formal dinner in Malhar room Key note speaker: Mr. Ian Martin, Personal Representative of the United Nations Secretary-General in Nepal	

Day 2: Wednesday 8 November 2006		
8:30 – 10:20	Introduction to the working group 8:30-8:45 Working groups 8:45-9:45 Plenary session- Democratic Processes 9:45-10:20	Group sessions led by select participants
10:20 - 10:45	COFFEE BREAK	
10:45 – 12:20	Session 3 *Peace, Justice and Human Rights: (In)compatible Goals?* 10:45-11:15 Q&A 11:15-11:30 Case Study: *UNDP Burundi- Peace, Justice and Human Rights* 11:30-11:45 Case study: *UNDP Sierra Leone -Peace, justice and human rights* 1:45-12:00 Q&A 12:00-12:20	Facilitator: Nina Berg (BDP) Marcia Kran (RSC Bangkok) Jean Kabahizi (UNDP Burundi) Edward Kamara/Lorna French (UNDP Sierra Leone)
12:20 – 1:20	LUNCH	
1:20 – 3:00	Introduction to the working group 1:20-1:30 Working groups 1:30-2:15 Plenary session 2:15-3:00	Group sessions led by select participants
3:00 – 3:20	COFFEE BREAK	
3:20 – 5:00	Session 4 *Conflict Prevention and Decentralisation/Local Governance* Case Study: UNDP Indonesia Case Study: Ukraine – Crimea Integration and Development Programme Case Study: Nepal Conflict Transformation in the Pahalmanpur VDC Discussion (50min)	Facilitator: Michael Warren (UNDP Kosovo) Irman Lanti (UNDP Indonesia) Sascha Graumann (UNDP Ukraine) Sharad Neupane (UNDP Nepal)
5:00-5:10	Summary of Day 2	Rapporteurs and Michael Warren

Governance, Conflict Prevention and Peace-building Workshop

Day 3: Thursday 9 November 2006		
8:30 – 10:30	*Objectives Revisited* Introduction to the working group 8:30-8:40 Working group 8:40-9:30 Plenary 9:30-10:15 Organizers' review 10:15-10:30	Group sessions led by select participants
10:30 – 10:50	COFFEE BREAK	
10:50 – 12:00	*Community IN Practice* Introduction to working group 10:50-11:00 Working group 11:00-12:00	Siphosami Malunga Sessions to be led by select participants
12:00 – 1:30	LUNCH	
1:30 – 2:15	Assigning of tasks/next steps	Siphosami Malunga//Celine Moyroud
2:15-2:30	Evaluation	Noel Matthews
2:30 – 3:00	Closure Closing Remarks : 2:50-3:00	Noel Matthews Siphosami Malunga Mr. Ghulam Isaczai, Deputy Resident Representative, UNDP – Nepal