



# Global PDA Retreat

## Summary Report

11 to 14 November, 2013  
Casablanca, Morocco,

JOINT UNDP-DPA PROGRAMME ON BUILDING NATIONAL CAPACITIES FOR CONFLICT PREVENTION





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The 3<sup>rd</sup> Global PDA Retreat involved 40 PDAs, representatives from DFID, Swiss Agency for Development and Cooperation, and the Norwegian Government, UN entities including UNICEF, UNV, DOCO, the UN Interagency Framework for Preventive Action as well as DPA and UNDP. The retreat was facilitated by Ms. Busi Ncube and Mr. Chris Spies.

The report provides a summary of the substantive presentations and discussions that took place in the retreat. The report concludes with an overview of the commitments made by participants to continue to advance this work, and the support available from HQ for those working in-country. The final section of the report includes a series of recommendations to take forward through the Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention, and identifies a number of actions that pertain to the work of UNDP, DPA, other UN agencies, and the UN system more broadly. These recommendations are accompanied by an action plan, developed by the Technical Committee of the Joint UNDP/DPA Programme included in the Annex.

## **Day One**

### **Session One: Opening Remarks**

With participants from UNDP and DPA HQ offering their respective apologies for the absence of both ASG Jordan Ryan (UNDP/BCPR) and ASG Oscar Fernandez-Taranco (DPA), a brief set of opening remarks were provided by Mr. Ozonnia Ojielo (Coordinator, Conflict Prevention and Recovery of UNDP) and Ms. Alexandra Pichler-Fong (Team Leader, Policy Planning Unit, DPA).

After welcoming participants and extending appreciation to the Swiss Agency for Development and Cooperation (SDC), represented by Ms. Caroline Tissot, for supporting the retreat, Mr. Ozonnia Ojielo remarked on the growing profile of the UN's work in conflict prevention and peacebuilding. PDAs are increasingly seen as a key pillar of this work, testament to the impact and results achieved through the cadre of PDAs present at the retreat. While there was significant potential to continue to expand the remit of the Joint UNDP/DPA Programme, both through increasing the number of PDAs and increasing engagement in other areas, the progress achieved in recent years was recognized. The contribution of Mr. Chetan Kumar (UNDP/BCPR) and Ms. Gay Rosenblum-Kumar (UN Interagency Framework for Preventive Action) was applauded, with Mr. Ojielo recognizing the significant role both have played in growing this practice area within the UN system and contributing to the emergence and recognition of the value of the PDA role. Appreciation was also extended to the core group who helped shape and organize the retreat, Ms. Jelena Raketic (UNDP/BCPR) and Mr. Alex Shoebridge (Joint UNDP/DPA Programme).

In echoing the earlier remarks, Ms. Alexandra Pichler-Fong noted that the partnership between DPA and UNDP through the Joint Programme was going from strength to strength. The increasing demand for this type of support from Resident Coordinators was clear evidence in this regard. For the first time, 2013 saw references made to the PDA capacity in two UN Security Council Resolutions (pertaining to Sierra Leone and Timor-Leste), a development symbolic of the growing awareness of this work. Similarly, PDAs are poised to serve an important function in contributing to the operationalization of the recently launched 'Rights Up Front Action Plan'. The work that PDAs support in-country is a valuable complement to DPA's engagement through Special Political Missions and Special Envoys, and reflective of the increasing recognition that earlier engagement in addressing and preventing conflicts is critical.

### **Session Two: The Collective Raison d'Etre**

While participants came from a variety of country contexts, and engaged in a variety of different areas pertaining to the UN's work in conflict prevention and peacebuilding, it was widely agreed that these delineations were misleading (Meaning...?). Regardless of the classifications, contract types, and other differences participants recognized that similar challenges and opportunities were experienced across the board. To this end, this session was dedicated to discussing the common issues, values, and goals that motivate and sustain the work of PDAs. Common themes included the sense of value and importance of trying to make a difference, to transform conflicts and support the development of cohesive societies; a desire to draw from theory and analysis and shape concrete engagements that make a difference; and the sense of gratitude that accompanies working and interacting with inspirational people. While colleagues noted that there were frustrations that accompanied this work, including the bureaucracy associated with UN processes and the lack of appreciation found in some quarters, many agreed that the level of access in which the UN enjoys with national stakeholders creates real opportunities to contribute to meaningful change.

### **Session Three: Key expectations, concerns, and challenges**

Drawing on the earlier discussions, this session involved participants preparing a series of skits around the theme of "A Day in the Life of a PDA". Participants were separated into a group of HQ-counterparts and three groups of PDAs. There was a strikingly similar set of themes, experiences, challenges, frustrations, perceived stereotypes and caricatures reflected across the skits. The session contributed

greatly to a sense of community amongst participants, while also establishing the value of good humour, something that had been identified by many as a key characteristic of a successful PDA in the pre-retreat consultations.

#### **Session Four: Evolving Role of Practice of Peace builders and Conflict Prevention Specialists**

The final session on Day One was separated into two parts; the first involving a presentation of the recently-launched 'Rights Up Front Plan of Action'; the second comprised of a 'Hard Talk' style interview panel hosted and moderated by two PDAs.

Developed as a UN system response to the Secretary-General's Internal Review Panel on Sri Lanka, the 'Rights Up Front Plan of Action' seeks to strengthen the UN's role in preventing and responding to mass violations of human rights presentation made by Ms. Alexandra Pichler-Fong was complemented by the engagement of two colleagues from the dedicated 'RUFPA' Secretariat located in the Executive Office of the Secretary-General: Mr. Ivan Lupis and Mr. Steven Siqueira. The presentation outlined the RUFPA's two broad areas of engagement, the first seeking to strengthen the UN's capacity to manage information and early warning, the second to assist the UN draw on the requisite capacities to properly address emerging issues during a human rights crisis and, in turn, to ensure Resident Coordinators and UN Country Teams are provided with appropriate support. The contribution of PDAs is reference a number of times in the RUFPA, with the capacity seen as a key means through which such support to Resident Coordinators and UN Country Teams can be provided. This pertains to a PDA's capacity to provide political and conflict analysis, as well as a PDA's role in providing technical and strategic guidance to inform UN programming and engagements.

The second half of the session involved a 'Hard Talk' style interview panel, hosted and moderated by Ms. Rebecca Adda-Dontoh (PDA, Malawi) and Ms. Moussokoro Kane (PDA, Niger). The panel consisted of Mr. Chetan Kumar (UNDP/BCPR), Mr. Samba Sane (DPA), Ms. Gay Rosenblum-Kumar (UN Interagency Framework for Preventive Action), and Mr. Alex Shoebridge (Joint UNDP/DPA Programme). While the conversation was quite broad ranging, a large number of questions centred on challenges faced by PDAs and others in-country, measures taken by HQ to address these, as well as an overall update on recent developments, including UNDP's Strategic Plan for 2014 to 2017. With regard to the Joint UNDP/DPA Programme, participants reflected on the significant increase in the number of PDAs in the past few years, a fact that was testament to the rising demand and the impact and positive results affected by the current cadre. The challenges pertaining to providing PDAs with timely and effective support, and providing more opportunities for peer-to-peer mentoring amongst PDAs, were also discussed. While efforts have been made to strengthen the consistency of support provided to PDAs, the panel members reiterated the fact that the Joint Programme remains open to new ideas, and encouraged PDAs to engage with HQ counterparts at DPA and UNDP to that end. Engaging through the Community of Practice was also seen as one useful vehicle through which to achieve greater engagement between PDAs and HQ. In recognizing the under-representation of female PDAs, colleagues noted that the Joint Programme will soon seek the approval of the Steering Committee, co-chaired by ASG Jordan Ryan and ASG Fernandez-Taranco, to take a number of measures that would see female candidates have greater opportunities for being deployed in PDA positions, while also attempting to address certating structural factors behind that phenomena. Mr. Samba Sane, representing DPA, emphasized the need to continue to deepen the partnership with UNDP through the Joint Programmet and the important work undertaken by PDAs. These sentiments were echoed by Mr. Chetan Kumar, who noted the presence of conflict prevention in UNDP's Strategic Plan, remarking that the profile of PDAs and other conflict prevention specialists remained a vital contribution to achieving the plan, particularly Outcomes 5 and 6 pertaining to resilience.

### **Day Two**

#### **Session One: Review of Day One and 'Ignite Talks'**

The day began with a series of 'Ignite Talks' – short presentations, some accompanied by slideshow presentations – where participants shared particular aspects of their work or reflected on associated challenges.

Mr. Zurab Khrikadze shared the experience of supporting the ELVA technology platform in Georgia. In an effort to respond to community security concerns, the SMS messaging platform allows trained community representatives to report security incidents, allowing security providers to respond in real-time to verified information.

Linked to the idea of data collection for evidence-based programming, Mr. Oleh Protysk, the recently deployed PDA in Tajikistan, reflected on the challenges of reconciling the need to generate locally-relevant data with the need to develop global approaches or frameworks.

The third presentation was delivered by Ms. Janet Murdoch, the Conflict Prevention Specialist with the UNDP Pacific Centre based in Suva, Fiji. The presentation focused on the transformative role art and music can play in peacebuilding, drawing on a number of examples of using art and music were shared. The importance of contextualizing notions of mediation and negotiation were emphasized, with art and music often allowing for localized expressions and thus having greater resonance.

## **Session Two: Building and Sustaining Local Capacities for Conflict Prevention**

This session sought to focus on identifying the opportunities and challenges associated with the UN's role in supporting local capacities for conflict prevention. While the two presentations, from Mr. Philip Visser (based in South Sudan) and Mr. Stan Vietsman (based in Georgia), focused on different country contexts and types of engagement, the discussion following the presentations drew out a number of common elements and concerns.

In drawing on experiences in both Nepal and South Sudan, Mr. Philip Visser reflected on the need to place primacy on building relationships with national counterparts, to be grounded in a humble and modest recognition of the potential contribution of the UN and other 'outsiders'. He remarked that while the UN often benefits from tremendous access to key national stakeholders, this access is often characterised by shallow, largely ceremonial, relationships. In building relationships, opportunities are created to translate the UN's support in a manner that allows national ownership and adjusts to the local context. While the UN can contribute positively to locally-led efforts to advance peace and reconciliation, it should not occupy the centre of this space.

In building on the earlier presentation on the ELVA-platform in Georgia, Mr. Stan Vietsman underlined the need to view technology as a tool, a means to a peacebuilding end. Technology can often serve as the public interface for an effort that aims to address conflict dynamics and a deeper level and, thus, should not be used in a trivial or superfluous manner. In the case of the ELVA-platform, technology was used to link community members with security providers, thus enabling improved approaches to community security. It is thus important to ensure that the use of technology is based on an understanding of the local needs and context, and is used in a manner that advances peacebuilding.

After the presentations, participants were arranged into a number of small groups to reflect and identify key issues pertaining to the session's focus. In reporting back in plenary, a number of common themes emerged. In noting the value of building relationships, participants recognized the investment required in terms of time and effort, suggesting that such engagements are not often captured when reporting programme results and do not necessarily lead to quantifiable impact in the short-term. To this end, there was value seen in moving away from traditional training and capacity building approaches. While relationships were seen to be critical, some participants warned that a balance needs to be reached, and relationships should not be built in a manner that jeopardises the impartiality and neutrality of the UN.

## **Session Three: Managing Political Processes, Outcomes, and Challenges. The Role of the UN and 'Insider Mediators'**

In reflecting on the role of PDAs in supporting the UN's engagement in political processes, including through support to 'Insider Mediators', this session provided an opportunity to reflect on a number of different country examples.

The first presentation was given by Ms. Melina Nathan, a Conflict Prevention Specialist working on the Chittagong Hills Track Dialogue Project in Bangladesh. The presentation examined the UN's role in igniting stalled peace processes, where key issues pertaining to land disputes, militarization, governance, and lack of parliamentary oversight remain unresolved. In Bangladesh, the UN has been criticized for focusing attention on the peace process, despite limited political will to advance talks, while neglecting other priorities which contribute to ongoing tensions. An important contradiction within the UN system was also identified, namely the tension at the political level associated with Bangladesh's positive relationship with parts of the UN system (through the Government and Military's contribution to Peacekeeping Missions). As long as Bangladesh's behaviour was endorsed through ongoing recognition in peacekeeping, the presentation suggested that there would be little incentive for domestic politics to match the UN's efforts to support peace and reconciliation. These contradictions within the UN system, and the different positions and relationships with Member States enjoyed by different agencies, funds, and programmes, was seen as an important dilemma to address if the UN is to be a conflict-sensitive actor.

The former PDA in Lesotho, now in the Philippines, Mr. Ron Kraybill gave the second presentation, reflecting on the UN's work in supporting local mediation efforts in the context of the country's 2012 Parliamentary elections. Recognizing that local stakeholders who are often best placed to mediate (given their reputation, respect garnered from both parties, and with the best access to key figures) often lack the technical skills required. To this end, the UN can play a valuable role in supporting locally-led efforts. While it can often be difficult to develop and pursue entry points that pertain directly to the issues of contention, the presentation suggested that approaching issues from a technical standpoint can help open spaces for dialogue.

The final presentation in this session was made by Mr. Joerg Stahlhut, the PDA in Kyrgyzstan. In reflecting on the mechanisms for mediation established at sub-national level, the presentation emphasized the importance of developing structures that link local efforts to national initiatives, and vice versa. While the UN can support civil society in efforts to advocate for conflict prevention and resolution structures to be established, it is important to recognize the associated potential political and reputational risks for the UN. If not well coordinated and grounded in a thorough understanding of the local context, and linked with the UN's broader engagements, such activities could risk promoting further conflict.

The presentations prompted an engaging plenary discussion, with participants drawing on insights gleaned in earlier sessions to reflect on the UN's role in supporting political processes and other mediation efforts. Questions were raised pertaining to the inclusion of certain stakeholders, including the selection of appropriate convenors. Here, participants agreed on the importance of balancing credibility with capacity, noting that the UN can provide support to the latter, while recognizing the importance of local actors maintaining and guiding dialogue processes.

#### **Session Four: Creating Opportunities for Dialogue**

This session involved the presentation of a number of different country experiences where the UN has provided support in creating opportunities for dialogue, in a number of different guises and making use of a number of different entry points. Examples ranged from dialogue efforts that were grounded in discussions pertaining to local development challenges, with others taking place at the national political level.

In reflecting on the UN's experience in Zimbabwe, Mr. William Tsuma emphasized the importance of understanding the local perceptions of dialogue, unpacking the term beyond the technical definition and looking at practical entry points. Oftentimes, given the complex political situation in-country, such entry points would be found through development activities, bringing stakeholders together to discuss and collaboratively address challenges. Here, the UN's role was in helping to create an enabling environment, deferring to local stakeholders to define key issues and determine the direction of dialogue processes.

The second presentation was made by the PDA in Bosnia i Herzegovina, Mr. Dennis Besedic, where he reflected on the complex political structures that exist, and the challenges these pose for identifying ways the UN can contribute. The current constitution is seen to defy rulings from the European Court of Human Rights pertaining to ethnic divisions and is viewed as the source of continuing confusion, duplication, and contradictions. In this context, the presentation suggested that the UN can play a role by bringing in civil society stakeholders into discussions, and in supporting Parliament to engage in technically-focused discussions that avoid an ethno-centric process of governance.

Building on the presentation made earlier, Mr. Ron Kraybill provided some additional insights on the local mediation effort in Lesotho, noting that fissures within the peacebuilding community often serve as some of the largest impediments to progress. The importance of maintaining communication channels and encouraging collaboration was underscored. With the UN's role in such contexts requiring subtlety, the presentation reflected on the value of regular 'breakfast meetings' with the local mediation team to develop joint strategies and identify next steps. The value of bringing in external actors, in this case Archbishop Desmond Tutu, to deliver impactful messages and bring actors together at key moments, was also highlighted.

The next presentation echoed a number of themes mentioned in earlier presentations, suggesting that the composition and structure of a dialogue process should ultimately be determined by considerations of the local context. Mr. Abdoul Wahab Ba, the PDA in Togo, reflected on the dialogue process that took place in the lead up to the country's recent Parliamentary elections. With the process having stalled after the parties lost confidence in the outside mediator, the UN worked with national stakeholders to support 'insider mediators' and to identify a well-respected local facilitator to lead the process.

Mr. Armand-Michel Broux, currently working in UNDP's Regional Centre in Dakar, Senegal, then shared an experience of UNDP's work in Cote d'Ivoire in convening a national forum on social cohesion. The process, which brought together key actors who participated in the rebellion and had not previously been part of the dialogue, led to the development of an inclusive plan of action that connected to community level reconciliation processes.

The final presentation in this session was delivered by Mr. Stan Vietsman, this time reflecting on the UN's role in supporting dialogue in Georgia. In echoing earlier discussions that touched on the UN's twin roles at different political tracks, the presentation provided an overview of the UN's role in the "Geneva talks" as well as country-level. While the engagements take on very different characteristics, both efforts seek to complement each other, with the country-level Ambassadorial Working Group the mechanism in which the PDA is primarily involved in supporting. The AWG aims to coordinate analysis amongst key diplomatic missions and international NGOs, with a view to influencing humanitarian and development access and improving coordination and coherence.

The presentations identified a number of key issues brought forward during the discussion. Many of these centered around the entry points for supporting spaces for dialogue. Given the UN's development presence in many countries, participants suggested that the issues pertaining to national development or humanitarian concerns, can often provide a useful pretext in which to bring key stakeholders together to collaboratively identify and address (political or other) concerns. The importance of ensuring inclusivity and transparency in these processes was underlined, as was the need to build capacity of civil society and opposition stakeholders who are not always well-placed to advocate their positions. In reflecting on the presentation made on Zimbabwe participants recognized that the term 'dialogue' is often used to cover a manner of activities, including both formal and informal forums.

## **Session Five: Parallel Sessions**

Participants were requested to select one of the following three parallel sessions: i) influence of religion, culture, and ethnicity on conflict and violence; ii) impact of resource-based and extractive industries in conflict contexts; and iii) conflict-sensitive law making.

### ***Group 1: Influence of Religion, Cultural, and Ethnicity on Conflict and Violence***

In reflecting on a number of different country contexts, participants interested in exploring the influence of religion, culture, and ethnicity on conflict examined a number of the positive and negative contributions. As seen in the context of Nepal, external actors often adopt simplistic approaches to identity, failing to understand the complexity of multiple identities and allegiances, and how these relate to conflict dynamics.

Examples from countries in the Middle East and North Africa were also discussed, with participants noting the role religious groups play in political life in certain countries, particularly those where recent transitions have taken place. Participants emphasized the need to address the underlying marginalization and exclusion that often manifests itself in radicalized responses. Recognizing that identities are often used and manipulated for political gain, supporting nations manage and account for diversity was seen as critical to ensuring inclusive and cohesive political and development processes.

### ***Group 2: Impact of Resource-Based and Extractive Industries in Conflict Contexts***

The session began with a presentation by the Framework Team Secretariat on the work conducted under the auspices of the EU/UN Partnership on Land, Natural Resources, and Conflict. With the nexus between natural resources and conflict prevention receiving greater attention, the FTS shared a number of the resources that have been developed to support the work of UN Country Teams in this area (which can be found at a dedicated website: <http://www.un.org/en/land-natural-resources-conflict/>). A number of key issues pertaining to extractive industries were identified, including the importance of establishing grievance mechanisms, developing ways to involve local industry in the supply chain, and establishing taxation regimes that ensure benefits accrue to the local community. The need to ground these efforts in conflict-sensitive approaches was underlined.

In the discussion that ensued, participants remarked on the role that the UN can play in enabling dialogue between civil society and extractive industries to develop community plans and address issues pertaining to resource distribution. In some contexts, participants suggested that the UN could also support private sector actors engage in a conflict-sensitive and context-sensitive manner, by increasing awareness of traditional structures and the dynamics between national governments (with whom deals are often formalized) and local systems of governance. There was demonstrated interest for the EU/UN Partnership to look further at best practices and South-South cooperation, while also facilitating cross-border initiatives on natural resources and conflict prevention.

### ***Group 3: Conflict-sensitive law making***

The discussions in this group centered around the innovative example of Kyrgyzstan in developing a system for reviewing laws on the basis of their conflict-sensitivity. The methodology, which is the first of this kind, was developed through consultations with lawmakers, conflict prevention practitioners, and human rights practitioners. With the approach now institutionalized, the aim is to establish a mandatory process whereby laws are reviewed if they are seen to fail to meet a certain threshold, thus failing to be conflict-sensitive. There was a tremendous level of excitement amongst participants about learning from this innovative experience, with a view to linking these efforts to UNDP's efforts to revise and launch the Conflict-related Development Analysis (CDA) tool. With the tool promising to serve as a bedrock of the nation's nascent Infrastructure for Peace, participants suggested that a detailed lessons learned activity be undertaken in order to capture and share Kyrgyzstan's experience.

## Day Three

### **Session Two: Establishing Infrastructures for Peace**

In reflecting on the definition of Infrastructures for Peace, that is “the dynamic network of independent structures, mechanisms, resources, values, and skills which, through dialogue and consultation, contribute to conflict prevention and peace-building in a society”, participants reflected on the roles the UN can play in supporting nationally-owned and driven efforts. Participants recognized that the elements that comprise a national Infrastructure for Peace vary widely across country and regional contexts. To that end, the session provided an opportunity for PDAs to share experiences from a number of country contexts and, while cognisant of the contextual differences, discussing common elements and lessons learned.

Ms. Jane Yeboah from UNDP Ghana provided the opening presentation of the session, reflecting on the process through which the National Peace Council was established in Ghana. With Ghana having experienced periods of violence and instability, the presentation noted how national efforts to emulate the success of a peace infrastructure in the North of the country provided impetus to develop a national model based on existing cultural and traditional mechanisms. With a National Peace Act approved by Cabinet in 2006, the presentation reflected on the consolidation of the peace infrastructure, which now includes district and regional peace councils that are linked to a National Peace Council. While noting the significant growth and success achieved by the National Peace Council and associated stakeholders that comprise the broader Infrastructure for Peace, Ms. Yeboah noted that challenges remain, including those pertaining to sustainability, independence, and gender equality.

While the experience of Ghana represents a well developed, while constantly evolving, Infrastructure for Peace, the next presentation offered insight into a nascent Infrastructure for Peace. Ms. Rebecca Adda-Dontoh, the PDA in Malawi, noted how the development of a peace infrastructure was seen by government and other national stakeholders as a tool to prevent, rather than a mechanism to directly address or mitigate, violent conflict. Following an incident in which twenty people were killed during protests, the Government requested the UN’s support in facilitating a dialogue with civil society stakeholders. Through a series of workshops in which the experiences of other countries in developing Infrastructures for Peace were shared, consensus from government, opposition, and civil society actors was slowly galvanised. This has culminated in the recent passing into law of an act that would see a national Infrastructure for Peace formally established, with civil society actors and the UN set to play valuable roles in supporting the government’s efforts.

The following presentation on the experience of Cote D’Ivoire emphasised the notion that an Infrastructure for Peace should make use of the entry points available for bringing stakeholders together to engage in dialogue around potentially contentious issues. In reflecting on the establishment of the National Commission for Small Arms, Mr. Armand-Michel Broux from UNDP’s Regional Service Centre in Dakar, Senegal, noted the importance of advocacy with key stakeholders, both in government and in opposition, and the need for inclusivity. With the ECOWAS Small Arms Convention 1999 Protocol providing a relevant benchmark in which to aspire, the presentation offered insight into the value of establishing linkages between national and regional efforts. Mr. Broux noted the role of the UN, in this instance UNDP, in providing technical support for national efforts while also facilitating regional linkages.

Mr. Erastus Ethekeon from UNDP Kenya provided the final presentation of the session, reflecting on the development of the Infrastructure for Peace in a country considered to be one of the most advanced in this regard. Echoing the presentation on Ghana, the Infrastructure for Peace in Kenya was again inspired by community-level activities, in this case women’s groups who self-organized to address inter-clan conflict by establishing peace committees. The success of these peace committees in addressing violence inspired the government to establish similar platforms across Kenya, with UNDP supporting this process and simultaneously supporting the establishment of the National Cohesion and Integration Commission. With a National Steering Committee established to function as a platform for government and civil society to share analysis, coordinate responses, and establish early warning and response systems, the Kenyan example demonstrates the impact borne from establishing inclusive, complementary mechanisms to comprise an Infrastructure for Peace.

In reflecting on the four experiences presented, participants shared a number of insights. The importance of considering existing institutions and actors, and not creating new ways or replicating functions, was emphasized, with participants suggesting that many countries have institutions (whether they be within the architecture of the government, the state, or within civil society) that can form the foundation of an Infrastructure for Peace. The capacities of these institutions and actors, and the linkages between these, should be supported, and take precedence over efforts to establish parallel structures. Furthermore, while the institutions and organisations were seen to be critical components, creating an enabling environment through legislation was viewed to be equally critical. Ultimately, the transformative potential of Infrastructures for Peace was emphasized and, to that end, the importance of building a functional relationship between people and with government in which to ground peace and development. Such efforts were often accompanied by the conundrum of ‘scaling up’ successful locally-led initiatives to a national scale, with participants noting the importance of considering issues such as sustainability, inclusivity, and legitimacy.



### **Session Three: The Peacebuilding and Development Nexus – The Role of the PDA in Supporting the UNCT**

The session offered key insights pertaining to the role of PDAs in supporting the efforts of UN Country Teams to link peacebuilding and development, both through conflict-sensitive development activities as well as those that explicitly target peacebuilding objectives.

The first presentation was made Ms. Barbara Orlandini, who reflected on the experience in Thailand of encouraging a common awareness and understanding of conflict-related issues amongst UNCT agencies. Noting that understanding of the peace/development nexus was not shared by all agencies, the presentation reflected on the value of a common conflict analysis exercise. The analysis provided the basis for developing a list of “do’s and don’ts” for UN Country Team agencies, which went on to inform and guide conflict-sensitive development programming.

Mr. Lach Ferguson noted that similar entry points for engaging the UNCT were identified in Nepal, where the role of the PDA is to support conflict-sensitive development programming and support efforts to mainstream peacebuilding across the UN’s work. Supporting conflict analysis, both at UNCT level and amongst partners at national and sub-national levels was seen as valuable, that in turn facilitates programmatic linkages across the UN system and with government, civil society actors, and international partners. By acting as a “service center” on these issues, PDAs can thus reinforce the role of the Office of the Resident Coordinator in a manner that is neither solely development-focused nor political.

While the opening presentations focused on how PDAs can support UNCT agencies in developing conflict analysis, defining conflict-sensitive programming, and mainstreaming peacebuilding across the UN’s work, the final presentation, made by Mr. Joerg Stahlhut, demonstrated how an initiative on conflict-sensitive law making served to bring the UNCT together. Through the auspices of an initiative that supported the Kyrgyz Parliament develop a mechanism for review legislation with a conflict-sensitive lens, the presentation highlighted ways in which UNCT agencies could be engaged in conflict-sensitive work..

In building on the insights shared during the three presentations, participants emphasized the importance of PDAs being provided the space to engage with UNCT agencies. While the level of seniority of a PDA was seen as an issue that could sometimes limit access to an RC and the UNCT, participants agreed that it was critical that Resident Coordinators encourage such interactions. While PDAs can support UNCT agencies develop conflict-sensitive programming and strategies, it was important that PDAs engage in critical moments such as the design of the UNDAF or in the development of programming proposals. Noting the importance of sustaining this work beyond the period of a PDA’s deployment, participants emphasized the importance of recognizing talented national officers and programming staff, with a view to building long-term capacities for conflict prevention programming and ensuring they become embedded across the UN’s work in-country.

### **Session Four: Enhancing Effectiveness of PDAs**

In building on many of the insights and suggestions made throughout the first two and a half days of the retreat, the next session provided an opportunity for colleagues from UNDP (Mr. Ozonnia Ojielo) and DPA (Ms. Alexandra Pichler-Fong) to reflect on ways HQ can provide support to PDAs. The session also involved plenary discussion where PDAs and other participants posed questions to two presenters, providing an opportunity to get the latest news and insights from HQ .

Mr. Ozonnia Ojielo, Coordinator of Conflict Prevention and Recovery at UNDP, began his remarks by emphasizing the progress that had been achieved in the last few years, since the first PDA Global Retreat and the ‘Montreux I’ and ‘Montreux II’ meetings for Resident Coordinators. The growing confidence of PDAs was one area where change had been notable, demonstrated by the ownership and engagement that had been exhibited throughout theretreat. Mr. Oijelo also reflected on some of the changes that have taken place with regard to the Joint UNDP/DPA Programme, all with a view to strengthening the provision of coherent and systematic support both to Resident Coordinators and UN Country Teams, as well as to PDAs. While many of these processes, such as the 360 Review, the 4-month review following deployment, and the PDA reporting system were designed with a view to providing support to PDAs, Mr. Ojielo recognized that support could be further strengthened. To that end, PDAs were encouraged to approach UNDP and DPA colleagues with their ideas on how they can be supported. Mr. Oijelo also noted that the broader architecture of the UN’s work in conflict prevention and peacebuilding, could be improved (how does this relate to support to PDAs?). The presentation also noted recent efforts to more systematically capture and disseminate lessons learned and success stories, with recent examples from Lesotho, Georgia/Kosovo, the PDA Practice Note, and the ongoing series of ‘Reflections’ from Resident Coordinators. The presentation emphasized the need to continue, and expand, these efforts. In noting the measures that had been introduced under the guidance of a redefined governance structure, anchored by a Technical Committee that meets on a monthly basis, Mr. Ojielo reflected on the efforts of those who had played such fundamental roles in the Joint Programme’s creation. Mr. Chetan Kumar (UNDP) and Ms. Gay Rosenblum-Kumar were afforded particular recognition, later reiterated by all participants.

In looking ahead, Mr. Ojielo provided some thoughts on the areas where further improvement would be sought. One of these areas pertains to the induction of PDAs, where efforts would be made to more systematically link incoming PDAs with current PDAs, both through mentoring and establishing a ‘shadowing’ initiative. Opportunities to more steadily engage with partners such as the Folke Bernadotte Academy, to offer trainings to PDAs, would also be pursued. In echoing the discussion that took place during Day One’s

“HardTalk” session, Mr. Ojielo recognized the importance of pursuing greater gender balance amongst the cadre of PDAs, noting a series of measures that would be undertaken in 2014. Mr. Ojielo also remarked on the frequently-cited frustrations by PDAs pertaining to career security and mobility, and noted that it was envisaged that all contracts in future would be extended on an annual basis. Efforts to, with Mr. Ojielo committing to have these issues related to the establishment of ‘establish a system of lateral moves for PDAs and increase opportunities for inclusion in ‘management tracks’ presented to the Steering Committee of the Joint UNDP/DPA Programme and to be subsequently discussed at the next ‘Montreux’ meeting. ‘Montreux III’ will also provide an opportunity to further the Joint Programme’s support to advancing political acumen of Resident Coordinators. The Joint Programme has partnered up with Interpeace to develop a tailored workshop on leadership in complex political situations.

With the presentation providing a thorough overview of the current status of the Joint UNDP/DPA Programme, and insights into the future directions in terms of strengthening support to PDAs, the discussion that ensued was equally broad in scope. Participants emphasized the importance of DPA and UNDP sharing a common vision for a country to provide a strategic direction for a PDAs work. While noting the importance of strengthening connections and making use of the support available from HQ, PDAs suggested that Resident Coordinators could, at times, misinterpret these engagements, which could, in turn, limit the space available for a PDA to function. The efforts to support political acumen were viewed as valuable, and it was suggested that similar efforts be undertaken for UNDP Country Directors and UNCT Heads of Agencies.

In terms of the provision of support to PDAs, participants highlighted a number of issues. While increasing partnership with PBF offers valuable opportunities to sustain and expand the Joint Programme’s work, it is important to be cognisant of the expectations and burden that could be inadvertently placed on PDAs. Some participants lamented the fact that certain PDAs, while demonstrating promise, had not received adequate support and have subsequently left the ‘PDA community’. With regard to reaching gender parity, participants suggested that the Joint Programme adopt a more rigorous approach to the issue, by emphasizing the advantages brought by female candidates and seeking to address structural elements behind the current imbalance. Participants also suggested that similar means of support be extended to those PDAs funded outside of the Joint UNDP/DPA Programme, noting the benefit of their involvement at the Retreat as one example of closer engagement. The session was concluded by Mr. Ojielo and Ms. Pichler-Fong responding to a number of these comments and suggestions and again reiterating the value of receiving such suggestions on a more regular basis, encouraging PDAs to continue to share their ideas and feedback.

### **Session 5: World Café, Building Strategic Partnerships and Financing Our Work**

With a number of external partners present at the retreat, this session provided an opportunity to share their work, reflect on the conversations that had taken place during the Retreat, and outline their respective priority areas.

Mr. Gjermund Sæther, representing the Government of Norway, emphasized that the pursuit of peace, security, and development was not only in Norway’s interest, but represented a moral imperative. With Norway having been a key supporter of the efforts to establish the UN’s peacebuilding architecture, Mr. Sæther remarked that the significant growth of the Joint UNDP/DPA Programme represents the evolution of the same idea (not clear). In recognizing the inherent risks involved in conflict prevention and peacebuilding, Mr. Sæther noted that multilateral organisations were often better placed to take risks than individual donors. He further reiterated earlier statements calling for strengthened support to Resident Coordinators and UN Country Teams to pursue calculated risks.

Ms. Caroline Tissot offered the second intervention, from the Swiss Agency for Development and Cooperation (SDC). Noting Switzerland’s neutrality and lack of a colonial past, Ms. Tissot suggested that the country is well placed to advocate for conflict resolution activities, reflecting on the strong focus on transitional justice issues.

Ms. Sofie Karlsson, representing Sweden’s Folke Bernadotte Academy, provided the third presentation, introducing the agency’s work in supporting peace operations through training and capacity building. Ms. Karlsson emphasized the keen interest of FBA in supporting more intensive training for PDAs.

The final presentation in this session was provided by Ms. Gay Rosenblum-Kumar of the UN Interagency Framework for Preventive Action (the Framework Team). Ms. Rosenblum-Kumar provided an overview of the Framework Team’s work in supporting UN system responses and advancing knowledge management and awareness raising, particularly in support of PDAs and the wider UN Conflict Prevention Community of Practice. The ongoing development of an online course on conflict sensitive approaches, produced following recommendations from the previous PDA retreat, were discussed, as was a recent initiative to strengthen the collaboration between the UN’s work in human rights and conflict transformation.

## Day Four

### **Session One: UN Agency Partners**

The morning session on the final day involved a series of presentations from partners within the UN system, providing an overview of their work and the potential connections with the work of PDAs.

The first presentation was provided by Mr. Francesco Galtieri, Chief of the Peace Programming Section with UNV. Mr. Galtieri began by providing some background information on the work of UNV, noting the overall goal to build up national volunteers' infrastructures, and recognizing the role of volunteers and volunteerism in a country. Building UNV's engagement with peacebuilding was identified as a key priority going forward. Mr. Galtieri provided an update on recent discussions with UNDP and DPA colleagues that would see UNV/PDAs deployed to support the work of PDAs.

This presentation was followed by Ms. Marta Cali from UN/DOCO, who provided an overview of DOCO's role as the Secretariat of the UNDG in supporting UN Country Teams and the Resident Coordinator system. Ms. Cali remarked on recent efforts to strengthen support to the RC system, including on political acumen.

The final presentation was made by UNICEF's Mr. Sharif Bassar, and focused on UNICEF's Peacebuilding and Education Programme. Currently being implemented across 14 countries (with limited cross-over with those where PDAs are deployed), the programme has begun implementing activities with a view to leveraging the capacity of education to serve as a tool for peacebuilding, rather than as a tool to increase divisions and conflict.

### **Session Two: The Next Five Years**

In this session, colleagues from DPA and UNDP HQ offered their views on the future direction for the UN's work in conflict prevention and peacebuilding, and reflected on the implications these have for the work of PDAs.

Mr. Ozonnia Ojielo grounded his introductory remarks on UNDP's recently adopted Strategic Plan and noted that the Plan recognizes the rapidly changing and dynamic development landscape. This is defined by high degrees of inequality in middle-income countries, violence fuelled by crime and exclusion is increasingly more common, and transitional and post-conflict contexts pose tremendous challenges to the UN's (and UNDP's) *modus operandi*. Mr. Ojeilo noted that recent evaluations found UNDP's ability to conduct, and draw on, sound conflict analysis to be wanting. The revised Conflict-related Development Analysis tool was seen to be an important contribution to strengthening UNDP's capacity to undertake effective conflict prevention programming. Mr. Ojielo reflected on ongoing efforts by partners such as the EU to develop a methodology for categorising conflict risk, and called on the UN system, and UNDP in particular, to increase the degree of ambition of the organisation's work in conflict prevention.

In framing his presentation by looking at this broader global and institutional context, Mr. Ojielo moved to discuss the opportunities for the Joint UNDP/DPA Programme. The PDA capacity was increasingly seen as a mechanism that provides value at cross-border and regional levels, with ongoing efforts in Europe/CIS and the Great Lakes Region testament to this expanding profile. Strategic partnerships with PBF and UNV were seen to provide valuable opportunities, as were UNDP's efforts to work more closely with regional organisations such as the African Union. While efforts would continue to strengthen the resources and support available to PDAs, Mr. Ojielo noted that recent advances in establishing an international civil society network on Infrastructures for Peace provides but one example of the resources available for PDAs to tap into.

Mr. Ojielo's presentation was complemented by remarks from Ms. Alexandra Pichler-Fong, who provided some insights with regard to DPA's efforts to become more field-oriented and operational as part of the Department's strategic direction. While a considerable effort is made to support and backstop Special Political Missions and other Special Envoys, Ms. Pichler-Fong emphasized the importance of the work of PDAs, and the partnership with UNDP through the Joint UNDP/DPA Programme. Ms. Pichler-Fong also remarked on the complementary approaches of mediation and conflict prevention, recalling examples where PDAs have worked with members of the DPA Standby Team of Mediation Experts. She emphasized the importance of enhancing career development and mobility prospects for PDAs, and noted that options to establish exchange programmes with PDAs, UNDP, and DPA should be pursued.

In concluding the retreat, participants offered a number of useful insights and suggestions, many of which built on items raised during the latest session. Participants noted that DPA was increasing their capacity (and inclination) to engage with non-traditional partners such as NGOs, research centres and foundations. With regard to partnerships, some participants suggested that closer linkages with the World Bank should be sought with a view to increasing complementarities. Participants also noted that while the UNDAF process offers a valuable opportunity to mainstream conflict analysis and embed conflict sensitivity, such efforts are often encountered by some resistance by UNCT agencies. Adopting a 'top-down' approach by securing buy-in of agencies at HQ level was seen as valuable. In reflecting on the growth of the Joint UNDP/DPA Programme and the changing nature of the UN's architecture on conflict prevention and peacebuilding, participants suggested that the history (and development) of this work be documented. Participants also noted the

value of PDAs more systematically contributing to the work of the Joint Programme and suggested the establishment of an advisory body.

### **Final Session: Commitments**

Participants were divided into small groups, separating into 'PDA only' groups and one 'HQ' group. They were required to identify commitments that they would take forward upon the conclusion of the retreat and look to apply in their work.

#### **PDA commitments**

- Increase sharing with other PDAs on a more regular basis, including through monthly 'global calls' on agreed upon theme. Conversations to take place at regional and global level;
- Engage more closely with UNDP and UNCT, including attending UNCT meetings providing regular presentation on conflict issues and working on a common country assessment conducted by the UNCT;
- Expand engagement with UNCT, donors, CSOs, think tanks, and other actors by using existing networks and relations developed by the UNCT through existing programmes. This could also include quarterly peace and development brown bags bringing together staff, donors and other stakeholders at the country level;
- Focus on 'cross-fertilization', especially with other UNCT agencies, and explore innovative approaches, supporting UNDP and UNCT adapt and adopt new approaches;
- Find a balance between programming and political analysis/ engagement, expand the conversation with DPA on political analysis;
- Have HQ send the retreat report to the RC and ask the RC to convene a UNCT meeting on the report with the presence of the PDA.

#### **Headquarters commitments**

- Identify existing HR mechanisms to facilitate greater mobility and career advancement: matching people job opportunities, lateral movements, creating a professional pool to work around the conflict prevention strand of the working plan (possibility of lateral moves, cross-overs, etc...);
- JP to provide support to PDAs in a more structured way, exploring opportunities to establish mentoring system between PDAs, institutionalize 'shadowing' and PDA swaps, strengthen the development of knowledge products about the work of PDAs, developing 'PDA competencies' across UNDP, DPA, and the UN system;
- Engage PDAs more strategically and consistently in shaping the direction of the Joint UNDP/DPA Programme, potentially including through establishing a small 'advisory committee' of PDAs to consult with on a quarterly basis on key strategic issues pertaining to the JP's work with a view to promoting more inclusion, dialogue with PDAs, and broader ownership;
- Institutionalize more regular exchange with relevant UN agencies (UNICEF, PBSO, DOCO, UNV, etc), including on issues pertaining to the work of PDAs (such as conflict analysis, conflict sensitivity, etc).

## Annex

### 1. PDA RETREAT 2013 AGENDA – PDAs/CPS Key actors in the Art and Science of Possibility

TIME	Day 1 – 11 Nov 2013	Day 2 – 12 Nov 2013	Day 3 - 13 Nov 2013	Day 4 – 14 Nov 2013
	Our Reason for Being here	Experiences from the field	Emerging Trends	Looking Ahead
08:30 - 09:15	Tea and Reconnecting	Ignite Talks (3) – PDAs and other conflict prevention specialists to present on area of work that applies to the days' theme	Ignite Talks (3) – PDAs and other conflict prevention specialists to present on area of work that applies to the days' theme	Ignite Talks (3) – PDAs and other conflict prevention specialists to present on area of work that applies to the days' theme
09:15- 10:30	<ul style="list-style-type: none"> <li>Opening Remarks Ozonnia Ojielo, UNDP/BCPR Sascha Pichler-Fong, DPA/PMD</li> <li>Introductions</li> <li>Setting the tone for the retreat</li> <li>Creating a Common Space</li> <li>Personal journeys</li> </ul>	<p>Building and sustaining local capacities for Conflict Prevention. (Country Experience) PDA/CPS to present</p> <p>Group and Plenary discussion on approaches, good practice and challenges.</p>	<p>Establishing Infrastructures for Peace, Global, regional and country trends. (Country Experience) PDA/CPS to present</p> <p>Group and Plenary discussion on approaches, good practice and challenges</p>	<p>Dialogue on how to make our work more effective...</p> <ul style="list-style-type: none"> <li>What helps?</li> <li>What hinders effectiveness?</li> <li>How can we improve?</li> </ul>
10: 30 – 11:00	REFRESHMENTS	REFRESHMENTS	REFRESHMENTS	REFRESHMENTS
11: 00 – 12:30	Group feedback on insights from personal journeys The collective raison d'être	Managing political processes, outcomes and challenges. The role of the UN and inside mediators. (Country Experience) PDA/CPS to present	The Peace building and development nexus. The role of the PDA in supporting the UNCT. (Country Experience) PDA/CPS to present	Where do we go from here?
12:30 – 14:00	LUNCH	LUNCH	LUNCH	LUNCH
14: 00- 15:00	Key Expectations, Concerns and Challenges Summary of questionnaire Feedback A creature called a PDA/CPS ( Group Skits based on their experiences)	Key Lessons from the morning sessions.	Enhancing the effectiveness of PDAs. What needs to be done?	Feedback and plenary discussion Evaluation Closing Remarks

15: 00 - 15:30	REFRESHMENTS	REFRESHMENTS	REFRESHMENTS	REFRESHMENTS
15:30-17:30	<p>Evolving Role and Practice of Peace builders and Conflict Prevention Specialists:</p> <ul style="list-style-type: none"> <li>• Presentation on the 'Rights Up Front Plan of Action – RuFPA' – Representatives from Political, Peacekeeping, Humanitarian and Human Rights Unit of the Executive Office of the SG</li> <li>• Interview Panel on 'HQ Update': PDA to interview panel consisting of DPA, UNDP, Framework Team, and Joint UNDP/DPA Programme representatives.</li> </ul>	<p>(Parallel Sessions)</p> <ul style="list-style-type: none"> <li>• Influence of Religion, culture and ethnicity on conflict and violence</li> <li>• Resource-based conflicts and opportunities for engaging the Private sector in conflict prevention</li> <li>• Creating opportunities for facilitating dialogue among key political and other stakeholders</li> <li>• Other issues could also be discussed, to be identified by participants on Day One.</li> </ul> <p>(NB: Parallel sessions to be run by PDAs and other conflict prevention specialists)</p>	<p>Building strategic partnerships and Financing the work that We do</p> <ul style="list-style-type: none"> <li>• Donor Perspective</li> <li>• The role of National governments</li> <li>• UN initiatives, types of support available</li> </ul> <p>(World Café)</p>	<p>Free time / Group excursion to local attraction (TBD)</p>
19:00	Reception (to be followed by dinner)	Free evening (dinner provided at hotel)	Presentation of group skills, dinner at hotel, and social event	Free evening (with dinner to be provided at outside venue)

## 2. Commitments and Key Actions

### PDA commitments

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- Engage more closely with UNDP and UNCT, including attending UNCT meetings providing regular presentation on conflict issues and working on a common country assessment conducted by the UNCT;
- Expand engagement with UNCT, donors, CSOs, think tanks, and other actors by using existing networks and relations developed by the UNCT through existing programmes. This could also include quarterly peace and development brown bags bringing together staff, donors and other stakeholders at the country level;
- Focus on 'cross-fertilization', especially with other UNCT agencies, and explore innovative approaches, supporting UNDP and UNCT adapt and adopt new approaches;
- Find a balance between programming and political analysis/ engagement, expand the conversation with DPA on political analysis;
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- Identify existing HR mechanisms to facilitate greater mobility and career advancement: matching people job opportunities, lateral movements, creating a professional pool to work around the conflict prevention strand of the working plan (possibility of lateral moves, cross-overs, etc...);
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- Institutionalize more regular exchange with relevant UN agencies (UNICEF, PBSO, DOCO, UNV, etc), including on issues pertaining to the work of PDAs (such as conflict analysis, conflict sensitivity, etc).

### Other Key Action Points:

#### **Joint UNDP/DPA Programme**

- More awareness needed on JP governance structure;
- Lateral moves for PDAs
- Establish criteria for PDA 'swaps'
- Strengthen linkages with UNDP Regional Bureau – ownership and common vision;
- Work more systematically/ consistently with PDAs to capture experiences, lessons learned, etc.
- Include 'PDA types' in Standby-Facility to be developed by JP – thus engaging them in JP, offering them new opportunities, experiences, etc.
- Encourage RC and UNCT to establish 'PDA teams' – could be comprised of national officers, UNVs, etc.
- Need to invest resources in regional analysis – bringing PDAs from within regions together to identify conflict drivers, etc.
- Document the evolution of conflict prevention work across the UN system – capture historical narrative.
- Establish small council of PDAs to link more systematically with Technical Committee – quarterly conversations – update on JP @ global level, also get insights from the field, etc.
- Broaden contact lists – include 'PDA types'

#### **PDA Support**

- Revise intro letters – ask letters to be shared with all UNCT, and encourage closer engagement between PDA and UNCT, also make reference to 'shadowing' exercise;
- Devise letter to PDA's DPA and UNDP focal points upon deployment – introducing the PDA, governance structure, organizing initial/welcome teleconference to discuss workplan, outline role of focal points in supporting PDA, etc.
- PDA deployment now to be accompanied with additional USD 55,000 (to include USD 55,000 for conflict analysis, as well as USD 5,000 for funding for 'shadowing' activity to neighbouring PDA)

## DPA

- Strengthen relationship between PDAs and DPA, including by increasing PDA's awareness of the services available from DPA pertaining to both regional and thematic support.

## UNDP

- Dysfunctional UNDP operational systems – permanent challenges, need to be 'fit for purpose'. Strategic Plan expects stronger competencies than what we have.
- Conflict-sensitivity initiative: organize workshop in January, link to work of CDA, begin with framing document, outline operational elements, write to Alexi Korbahov (US-based lecturer), contact CDA (Boston) to gauge interest, support development of toolkit,
- Need to give more thought to giving support to non-PDAs.
- Explore tools to conduct quasi-experimental or randomized-control trials to evaluate conflict prevention activities.

### 3. List of Participants and Contact Details

#### Peace and Development Advisors

1. Dennis Besedic	Bosnia and Herzegovina	<a href="mailto:dennis.besedic@undp.org">dennis.besedic@undp.org</a>
2. Greg Connor	FYROM	<a href="mailto:gregory.connor@undp.org">gregory.connor@undp.org</a>
3. Stan Veitsman	Georgia	<a href="mailto:stan.veitsman@undp.org">stan.veitsman@undp.org</a>
4. Joerg Stahlhut	Kyrgyzstan	<a href="mailto:joerg.stahlhut@undp.org">joerg.stahlhut@undp.org</a>
5. Oleh Protysk	Tajikistan	<a href="mailto:oleh.protysk@undp.org">oleh.protysk@undp.org</a>
6. Josephat Balegamire	Chad	<a href="mailto:misaguzo.belagamire@one.un.org">misaguzo.belagamire@one.un.org</a>
7. Lawrence Lachmansingh	Ghana	<a href="mailto:lawrence.lachmansingh@undp.org">lawrence.lachmansingh@undp.org</a>
8. Waly Ndiaye	Guinea-Bissau	<a href="mailto:waly.ndiaye@undp.org">waly.ndiaye@undp.org</a>
9. Rebecca Adda-Dontoh	Malawi	<a href="mailto:rebecca.adda.dontoh@undp.org">rebecca.adda.dontoh@undp.org</a>
10. Djeidi Sylla	Mauritania	<a href="mailto:djeidi.sylla@undp.org">djeidi.sylla@undp.org</a>
11. Moussokoro Kane	Niger	<a href="mailto:moussokoro.kane@undp.org">moussokoro.kane@undp.org</a>
12. Ron Kraybill	Philippines	<a href="mailto:ron.kraybill@one.un.org">ron.kraybill@one.un.org</a>
13. Elizabeth Solomon	Sierra Leone	<a href="mailto:elizabeth.solomon@undp.org">elizabeth.solomon@undp.org</a>
14. Abdoul Wahab Ba	Togo	<a href="mailto:abdoul.wahab.ba@undp.org">abdoul.wahab.ba@undp.org</a>
15. Georgia Wachira	Guyana	<a href="mailto:george.wachira@undp.org">george.wachira@undp.org</a>
16. Salvador Aguilera	Honduras	<a href="mailto:salvador.aguilera@undp.org">salvador.aguilera@undp.org</a>
17. Albert Mariner	Fiji	<a href="mailto:albert.mariner@undp.org">albert.mariner@undp.org</a>
18. Gita Sabharwal	Sri Lanka	<a href="mailto:gita.sabharwal@one.un.org">gita.sabharwal@one.un.org</a>

#### 'PDA types' and Conflict Prevention Specialists

19. Jomart Ormonbekov	Political Affairs Officer, UNRCCA	<a href="mailto:ormonbekov@un.org.kg">ormonbekov@un.org.kg</a>
20. Melina Nathan	Bangladesh	<a href="mailto:melina.nathan@undp.org">melina.nathan@undp.org</a>
21. Prasenjit Chakma	Bangladesh	<a href="mailto:prasenjit.chakma@undp.org">prasenjit.chakma@undp.org</a>
22. Laurent Rudasingwa	Burundi	<a href="mailto:laurent.rudasingwa@undp.org">laurent.rudasingwa@undp.org</a>
23. Zurab Khrikadze	Georgia	<a href="mailto:zurab.khrikadze@undp.org">zurab.khrikadze@undp.org</a>
24. Jane Yeboah	Ghana	<a href="mailto:jane.o.yeboah@undp.org">jane.o.yeboah@undp.org</a>
25. Erastus Ethekeon	Kenya	<a href="mailto:erastus.ethekeon@undp.org">erastus.ethekeon@undp.org</a>
26. Malika Grogga Bada	Mali	<a href="mailto:malika.grogga.bada@undp.org">malika.grogga.bada@undp.org</a>
27. Susu Thatun	Myanmar	<a href="mailto:susu.thatun@one.un.org">susu.thatun@one.un.org</a>
28. Lach Ferguson	Nepal	<a href="mailto:lach.ferguson@one.un.org">lach.ferguson@one.un.org</a>
29. Janet Murdock	Pacific Centre	<a href="mailto:janet.murdock@undp.org">janet.murdock@undp.org</a>
30. Philippus Visser	South Sudan	<a href="mailto:philippus.visser@undp.org">philippus.visser@undp.org</a>
31. Barbara Orlandini	Thailand	<a href="mailto:barbara.orlandini@one.un.org">barbara.orlandini@one.un.org</a>
32. Abderrahmane el-Yessa	Tunisia	<a href="mailto:abderrahmane.elyessa@undp.org">abderrahmane.elyessa@undp.org</a>
33. William Tsuma	Zimbabwe	<a href="mailto:william.tsuma@undp.org">william.tsuma@undp.org</a>



## HQ and Regional Centres

34. Sascha Pichler-Fong	DPA	<a href="mailto:pichlera@un.org">pichlera@un.org</a>
35. Samba Sane	DPA	<a href="mailto:sanes@un.org">sanes@un.org</a>
36. Francesc Claret	DPA	<a href="mailto:claret@un.org">claret@un.org</a>
37. Ozonnia Ojielo	UNDP	<a href="mailto:ozonnia.ojielo@undp.org">ozonnia.ojielo@undp.org</a>
38. Chetan Kumar	UNDP	<a href="mailto:chetan.kumar@undp.org">chetan.kumar@undp.org</a>
39. Jelena Raketec	UNDP	<a href="mailto:jelena.raketec@undp.org">jelena.raketec@undp.org</a>
40. Jos De La Haye	UNDP	<a href="mailto:jos.de.la.haye@undp.org">jos.de.la.haye@undp.org</a>
41. Vesna Markovic Dasovic	UNDP	<a href="mailto:vesna.markovic.dasovic@undp.org">vesna.markovic.dasovic@undp.org</a>
42. Zachary Taylor	UNDP (Bratislava)	<a href="mailto:zachary.taylor@undp.org">zachary.taylor@undp.org</a>
43. Armand-Michel Broux	UNDP (Dakar)	<a href="mailto:michel.broux@undp.org">michel.broux@undp.org</a>
44. Gay Rosenblum-Kumar	UN Interagency Framework for Preventive Action	<a href="mailto:gay.rosenblum-kumar@undp.org">gay.rosenblum-kumar@undp.org</a>
45. Christina Hajdu	UN Interagency Framework for Preventive Action	<a href="mailto:christina.hajdu@undp.org">christina.hajdu@undp.org</a>
46. Nirina Kiplagat	UN Interagency Framework for Preventive Action	<a href="mailto:nirina.kiplagat@undp.org">nirina.kiplagat@undp.org</a>
47. Alex Shoebridge	Joint UNDP/DPA Programme	<a href="mailto:alex.shoebridge@undp.org">alex.shoebridge@undp.org</a>

## UN Agencies

48. Sharif Basser	UNICEF	<a href="mailto:sbaaser@unicef.org">sbaaser@unicef.org</a>
49. Marta Cali	DOCO	<a href="mailto:marta.cali@undg.org">marta.cali@undg.org</a>
50. Francesco Galtieri	UNV	<a href="mailto:francesco.galtieri@unv.org">francesco.galtieri@unv.org</a>

## Bilateral Partners

51. Caroline Tissot	Swiss Development Corporation	<a href="mailto:caroline.tissot@eda.admin.ch">caroline.tissot@eda.admin.ch</a>
52. Clara Barnett	DFID	<a href="mailto:C-Barnett@dfid.co.uk">C-Barnett@dfid.co.uk</a>
53. Gjermund Saether	Norway	<a href="mailto:Gjermund.Saether@mfa.no">Gjermund.Saether@mfa.no</a>
54. Sofie Karlsson	Folke Bernadotte Academy (Sweden)	<a href="mailto:Sofie.Karlsson@folkebernadotteacademy.se">Sofie.Karlsson@folkebernadotteacademy.se</a>

## Facilitators

55. Chris Spies	<a href="mailto:spies.c@gmail.com">spies.c@gmail.com</a>
56. Busi Ncube	<a href="mailto:ncubebusi16@gmail.com">ncubebusi16@gmail.com</a>

## 4. Reading List

*Welcome Letter from Mr. Bruno Pouézat, UN Resident Coordinator and UNDP Resident Representative, Morocco*

*Prepared Remarks for Marta Ruedas, Deputy Director of UNDP/Bureau for Crisis Prevention and Recovery*

### **Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention**

1. Emerging Promising Practices in Conflict Prevention and Peacebuilding: Reflecting on the work of PDAs, September 2013;
2. Standard Operating Procedures, November 2013;
3. Consolidated Action Plan Addressing Recommendations from Previous PDA Retreats;
4. Full Table of Recommendations from Previous PDA Retreats;
5. PDA fact sheet;
6. Flyer of Joint UNDP/DPA Programme;
7. Minutes from ECIS Regional PDA Retreat, Skopje, FYR of Macedonia, March 2013;
8. Summary Note on PDA Workshop, Dakar, Senegal, July 2013;
9. Organigramme of the Joint UNDP/DPA Programme's governance structure.
10. Resident Coordinator Practice Notes, Number 1, February 2013;
11. Resident Coordinator Practice Notes, Number 2, November 2013;
12. Delivering Programmatic Support in Conditions of Contested Sovereignty – A best practices study of PDA experience-sharing in Georgia and Kosovo, July 2013;
13. Lessons Learned in Mediation of Electoral Dispute in Lesotho, November 2012;
14. Report of the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention, 2010 to 2012, April 2013
15. Examples of PDA's work – conflict-sensitivity methodology in Kyrgyzstan.

### **UNDP**

16. Strategy Note - Sustaining Development Gains: Towards a UNDP Strategy for Preventing Violent Conflict, October 2013;
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88. Completed participant biographies;
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**Contact Information:** Ozonnia Ojielo, Coordinator, Conflict Prevention and Recovery, UNDP [ozonnia.ojielo@undp.org](mailto:ozonnia.ojielo@undp.org)

For more information: [www.undp.org/](http://www.undp.org/) and [www.un.org](http://www.un.org)

**United Nations Development Programme and Department of Political Affairs**

One United Nations Plaza • New York, NY 10017 USA