



Designing Peacebuilding Programmes (DPP)

A PATRIR-IPDTC Five-Days Core Certificate Program
Cluj-Napoca, Romania, May 18th – 22nd, 2009

The leading international training program helping agencies, organisations and practitioners working in conflict and situations of crisis to improve the quality, effectiveness and impact of peacebuilding programs on the ground – including crisis management, violence prevention, long-term peacebuilding, stabilization, and post-war recovery and reconciliation

Evaluations of organizations’ programs in the field have often shown a significant gap between goals and objectives and actual impact. Substantial support and investment for peacebuilding and programs aimed at stabilization or strengthening local and national capacities does not always have the impact and effect hoped for. Basic steps in good program development and design are frequently lacking. Working in situations and contexts which are often difficult and highly complex, organizations and practitioners often require key skills, tools and methods to design and develop effective peacebuilding programs.

THE DPP PROGRAM ENABLES YOU TO

- Develop effective, customized processes relevant for their organizations’ mission and the needs and contexts in which they are working
- improve applied conflict analysis and conflict intelligence to support better design of peacebuilding programs which can operate effectively in situations and contexts of conflict and violence and contribute to transforming the root causes and impacts of the conflict;
- Develop improved skills for designing relevant and appropriate program strategies and activities, including designing peace and conflict appropriate strategies for governance, human rights, development, gender, youth, and stabilization and recovery programs
- Better integrate peacebuilding and conflict transformation into the work of your organization/agency;
- Improve appropriate skills for monitoring and evaluation of impact;
- Support local capacity development and strengthening community and national peacebuilding resources;
- Design peacebuilding and conflict transformation interventions for specific communities and sectors: including conflict party leadership, national and cultural groups, youth, women, media, businesses;

Location: Cluj-Napoca, Romania	Trainers: Mr. Kai Frithjof Brand-Jacobsen and Mr. Denis V. Matveev	Contact Details : training@patrir.ro Tel: +40-264-420298
When: May 18 th – 22 nd 2009	Contact Person: Zsuzsanna Kacso	www.patrir.ro/training

DEADLINE for APPLICATIONS: April 13th for Applicants who NEED the Romanian Visa and April 27th for Applicants who DO NOT NEED the Romanian Visa

THE FIVE-DAY DPP WILL HELP YOU

- Learn from best practices and lessons learned in peacebuilding and conflict transformation programme development and implementation;
- Explore the most up-to-date work being done in the field by national and international organizations around the world;
- Work through all stages of programme development, design, implementation, monitoring, evaluation and follow-through;
- Ensure the development of projects and programmes appropriate for conflict settings, with particular focus on developing sustainable processes and strengthening and supporting local/national resources and capacities for peacebuilding;
- Develop effective conflict and peacebuilding strategic planning, mapping and integrated approaches skills;
- Improve coherence of your programs with needs and contexts
- Develop tools to assist your organization/institution/agency for short, medium, and long-term engagement in peacebuilding and conflict transformation programmes.

WHO SHOULD APPLY

- Policy and Field Staff for international and national organizations and agencies working in areas affected by violent conflict and war or in post-war violence-situations
- National and local level politicians in countries affected by war and conflict or with portfolios responsible for issues dealing with peacebuilding, conflict transformation, violence prevention, post-war stabilization and recovery, reconciliation and healing
- Senior to mid-level staff and executive officers in national and international aid and development organisations and organizations dealing with peacebuilding or working in areas affected by armed conflict
- UN, OSCE, EU, Commonwealth, OAS, AU, ASEAN Staff
- Staff of international and national NGOs working in the fields of development, human rights, stabilization and recovery, conflict resolution, confidence and security building measures, democratization, and social empowerment, gender and peacebuilding, and reconciliation and healing
- Mediation Parties including Government Leadership and Conflict Parties and their representatives involved in Mediation and Negotiation Processes
- Mediators and those involved in facilitating and supporting formal and information mediation processes, including back channel negotiations and quiet diplomacy
- Governmental and Non-Governmental Organizations involved in funding, assisting, and capacity building / support operations for peacebuilding, conflict transformation, violence prevention and post-war recovery programs
- Members of Working Groups, Expert Groups and Negotiation Teams involved in mediation and peace processes, confidence building working groups

The DPP is one of the four programs offered during the Spring Peace Academy. Those who wish to may also take part in other programs of the Academy.

For full program outlines please visit www.patrir.ro/training



THE TRAINING SCHEDULE

<i>Day 1, Monday</i>	Morning	Welcome and Introduction of Participants and Trainers Designing Peacebuilding Programmes: Methodology Overview Participants' Projects: Identification and Presentation
	Afternoon	Participants' Projects: Assisted Project Evaluation STEP 1: Situation Assessment and Strategic Conflict Analysis
<i>Day 2, Tuesday</i>	Morning	STEP 1: Applied Conflict Analysis: Training in Conflict Analysis Tools for Designing Effective Peacebuilding Programs STEP 1: Conflict Profiles
	Afternoon	STEP 1: Needs & Issues Mapping STEP 2: Establishing Effective Project Goals and Objectives: Linking Results & Impact – Identifying the Change we Wish to Make
<i>Day 3, Wednesday</i>	Morning	STEP 3 - 4: Theories of Change: Improving Program Design and Strategy STEP 3 - 4: Improving Program Design & Strategy
	Afternoon	STEP3 - 4: Peacebuilding Logical Framework Planning STEP 3 - 4: Strengthening Strategy, Challenging Assumptions
<i>Day 4, Thursday</i>	Morning	Improving Coherence & Strategic Peacebuilding Frameworks: Peace Profiles
	Afternoon	Cumulative Impact Case Study Revisiting STEP 2: Framework for Effective Peacebuilding and Conflict Transformation Program Design
<i>Day 5, Friday</i>	Morning	STEP 5: Monitoring, Evaluation and Realignment STEP 5: Risk Assessment and Mitigation
	Afternoon	Bringing it All Together: Developing Participants' Frameworks for Peace Program Design Training Evaluation and Closing

What you will get from Designing Peacebuilding Programs:

DPP Program Experience	<p>The DPP is a highly interactive, intensive, and practical program designed for experienced practitioners, program managers, policy makers, donors, field workers and others working in peacebuilding or in situations of conflicts and crisis. It's aim is to assist those working in the field or supporting programs as donors and program officers to improve their skills, knowledge and ability to develop, design and implement effective programs which can have a meaningful impact.</p>
Practical Tools, Customized Methodologies	<p>The DPP offer participants practical tools that can be used in their work and applied peacebuilding. The methodology and format of the DPP enables participants to apply these tools directly to their programs and work in the field, customizing them for each participant and organisation. At the end, participants are provided with resource packs and access to a program specific web-site with all resources and materials from the program, including toolkits for each key aspect related to design, development, implementation, monitoring, evaluation and assessment of peacebuilding programs . These materials may be shared within participants organizations and with partner organizations, enhancing and broadening the impact and benefits of the program for your work.</p>
Getting the Design Right	<p>Design of projects and programs is one of the most important aspects of doing work that will address real needs, make a meaningful impact on conflicts, contribute to a meaningful and lasting peace, and help to empower societies to develop the capacities and infrastructure to deal with conflicts constructively through peaceful means. Extensive reviews of the field – including of individual projects, multi-project and inter-agency studies and evaluations, and assessment of donor support for peacebuilding, including the Utstein Report – have shown significant gaps in the design and development of agencies' peacebuilding programs which effect both project quality and success and impact on conflict. Lessons learned from the field and pioneering work by leading agencies and practitioners have been gathered together here to help organizations and practitioners learn from key tools, experiences and methodologies to improve the quality and design of peacebuilding programs.</p>
A Process Providing Customized Support	<p>One of the key and unique strengths of the DPP is the customized support given to participating organizations and individuals. Organizations often send project teams made up of 2 – 7 participants either from within an organization or bringing together a team from partners, beneficiaries, and stakeholders involved in a program. The effect of the DPP is felt not only after its completion, but throughout, with a direct, practical and immediate impact on participants' work. Throughout the 5-day DPP participants address programs they are actually working on, implementing or developing. Trainers and facilitators of the DPP take participants through a step-by-step process of program design, development, and evaluation on these programs. In this way, the DPP both develops participants knowledge on effective design of peacebuilding programs, and helps them improve in practice the design of the programs they are working on.</p>
Conflict Analysis & Assessment	<p>While often spoken about, <i>effective integration</i> of conflict analysis and assessment into program and project design remains rare. Two key reasons for this are often that individual practitioners and project/program managers and officers have not been trained in appropriate conflict analysis and assessment tools that meet their needs for their work in the field, and that agencies and organizations may lack appropriate conflict analysis and assessment tools for their needs and contexts. The program will help participants to better integrate appropriate and effective conflict analysis and assessment tools into their program design and implementation, and develop practical and effective methods to integrate conflict analysis into the design and planning of programs.</p>

Monitoring & Evaluation	The DPP includes a comprehensive approach to effective monitoring, evaluation and assessment of projects and programs, helping practitioners and agencies to know how to better understand the impact they are having, design programs appropriate for changing dynamics, context and circumstances, forward planning for future events and scenarios, and the ability to realign programs where necessary to ensure appropriateness, relevance and impact on the conflict on the ground and peacebuilding objectives.
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Lessons-Learned & Best Practices	Drawing upon field experiences in Latin America, Africa, Asia, the Middle East and Europe, the DPP integrates hands-on lessons learned and best practices into tools and insights which can be helpful for practitioners and policy makers. Through the program these are crafted into a coherent methodology for designing, planning, developing and implementing projects and programs which participants can apply in their work.
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Increasing Coherence and Effectiveness	Bringing together practitioners from a wide-range of backgrounds and fields, including policy makers, field workers and donors, DPP enhances coordination and coherence in the field and between policy and practice. This can be a substantial benefit for your government, agency, and organization on the ground.
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Learning from Others	Participants in DPP programs include senior staff of national and international governmental and non-governmental agencies, the UN, field workers, donors, and people who have worked in peacebuilding, development, human rights, gender, and politics for years. Participants come from all continents, from a wide-range of conflict backgrounds and experiences.
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Single Course

PARTICIPATION FEES	DESCRIPTION	FEE
Full Fee	The full fee is payable through wire transfer or on-line payment or upon arrival to the program.	Euros 1000 OECD / 600 Non-OECD
Early Payment:	Participants who complete payment prior to April 22 nd .	Euros 800 OECD / 500 Non-OECD
Multiple Participants	Departments, Agencies and Organisations sending 3 or more staff	Euros 800 OECD / 500 Non-OECD

Two Courses

PARTICIPATION FEES	DESCRIPTION	FEE
Full Fee	The full fee is payable through wire transfer or on-line payment or upon arrival to the program.	Euros 1500 OECD / 1000 Non-OECD
Early Payment:	Participants who complete payment prior to April 22 nd .	Euros 1300 OECD / 900 Non-OECD
Multiple Participants	Departments, Agencies and Organisations sending 3 or more staff	Euros 1300 OECD / 900 Non-OECD

Spring Peace Academy

PARTICIPATION FEES	DESCRIPTION	FEE
Full Fee	The full fee is payable through wire transfer or on-line payment or upon arrival to the program.	Euros 2200 OECD / 1400 Non-OECD
Early Payment:	Participants who complete payment prior to April 22 nd .	Euros 2000 OECD / 1200 Non-OECD
Multiple Participants	Departments, Agencies and Organisations sending 3 or more staff	Euros 2000 OECD / 1200 Non-OECD

Logistics: About The Programme

1. **Applying to the Program:** To apply, please visit www.patrir.ro/training or write to training@patrir.ro to have an Application Form sent to you. Only fully completed application forms will be considered.
2. **Selection Process:** Only a limited number of positions are available for the program. Participants will be selected based upon their experience and positions, ability to implement knowledge and skills gained from the program, need in their country and the context they are working in, and their level of commitment and seriousness. In selecting participants the IPDC will ensure gender balance, as well as appropriate geographical, knowledge and experience representation.
3. **Receiving Notice of Your Selection:** Participants will receive notice of their selection to the program within 5 days of their application.
4. **Preparations and Resource Materials:** A web-site will be created in advance of the program to assist with materials and resources. These may also be shared with departmental and organizational colleagues and staff. Upon completion of the program the web-site will be up-dated to provide to all participants with the report of the program, slide shows and materials used, and select materials chosen to assist in your work. Copies of all key documents made available during the program will also be accessible from the web-site.
5. **Accommodation and Meals:** The course fee for the training program covers:
 - a. Training Fee
 - b. Accommodation in double room (room with two beds) from Sunday 17th of May (check-in time 12:00 pm) till Saturday the 23rd of May (check-out time 12:00 pm). For those who wish accommodation in single room, an extra fee will be charged.
 - c. Breakfast at the hotel for the duration of the training
 - d. Lunch for the duration of the training (Monday 18th of May – Friday 22nd of May)
 - e. Three dinners (Monday, Tuesday and Friday)
6. **Visas:** Participants requiring visas are responsible for applying for them on time to ensure they are able to take part. Participants requiring visas will receive a letter of invitation confirming their participation in the program for the Romanian Visa and Consular authorities. Participants requiring visas are encouraged to apply for their visas 4 – 6 weeks in advance.

Applicants Requiring Visas for Travel to Romania: Deadline for Applications – April 1st, 2009

Applicants requiring visas for travel to Romania must send in their completed application form and a copy of their CV no later than April 1st, 2009.

Please Note: Visa Applications

Participants requiring visas must apply at the Romanian Embassy or Consulate immediately upon receiving confirmation of their acceptance. Participants requiring visas must submit their application form to the Embassy or Consular Office responsible for their country at least 4 weeks in advance of their day of travel. IPDTC staff will be available to assist you at all points should you require it. A Guide to Visa Applications for the training program will be sent to you upon your acceptance.

Applicants Who Do Not Require Visas: Deadline for Applications – April 24th, 2009

Applicants who do not require visas for travel to Romania are requested to send in a copy of their CV and the completed Application Form no later than April 24th, 2009.

THE RESOURCE PERSONS

Kai Frithjof Brand-Jacobsen

Director, Department of Peace Operations – PATRIR



Kai Frithjof Brand-Jacobsen is Director of the Department of Peace Operations of PATRIR. He is an international expert in mediation and peace processes, systemic peacebuilding, idesign and implementation of early warning and comprehensive prevention, and post war recovery. He consults widely for governments, foreign ministries, and international and national organizations. He is a co-founder and Director of the Peace Action, Training and Research Institute of Romania (PATRIR). He works as an advisor to several governments and international and national agencies, including the All Party Parliamentary Working Group (APPG) on Conflict Issues of the British Parliament.

Consultancies: He consults broadly for UN agencies, national and international organizations and governments, specializing in the development and design of mediation and peace processes; peacebuilding programs; conflict sensitivity; strengthening governmental, inter-governmental and NGO policies and institutional capacities for peacebuilding, humanitarian aid, and international development cooperation; preparation, training and deployment of civil peace services; early warning and comprehensive prevention; and post-war recovery. He is invited to assist organizations and agencies in organizational and program development and design, strategic planning and strategy development, and improving implementation.

Training: He has provided more than 260 training programs in 36 countries to governments, national and international organizations, UN agencies, conflict party leadership, diplomats, NGOs, community-based practitioners, military, and others in the fields of mediation, systemic peacebuilding, conflict transformation, early warning and comprehensive prevention, war to peace transitions, reconciliation and healing after violence, strategic peacebuilding, and designing peacebuilding programs. In cooperation with the International Peace and Development Training Centre (IPDTC) he works closely with governments, UN agencies, and organizations who have requested training support to design specialized programs customized to meet the specific needs, objectives, and operating environments in which they work to strengthen their peacebuilding capacity and effectiveness.

Advisory Support: He is an advisor to several governments, national and international organizations and agencies, and foreign ministries.

Public Lectures and Teaching: He has taught and lectured at universities across Europe, North America, Latin America and Asia including Royal Roads University (Canada), the United Nations University (Japan), The European Peace University (Austria), and many others, and has been invited to provide more than 600 public talks in 28 countries.

Governance: From 2005 – 2007 he served as a member of the International Governing Council of Nonviolent Peaceforce. In 2007 he became a member of the Steering Committee of the European Network of Civil Peace Services (EN.CPS).

Publications and Research: He has written and published widely, and was co-author, together with Johan Galtung and Carl Jacobsen, of *Searching for Peace: The Road to TRANSCEND* (Pluto, 2000 & 2002). He is a member of the Executive Board of the *Journal of Peace and Development* and an Editor of *Oxford*

University Press' Peace Encyclopedia. He has contributed to several publications, and his current areas of research focus on peace processes, early warning and comprehensive prevention and improving peacebuilding in policy and practice.

Country / Regional Experience: Kai has worked in Afghanistan, India, Pakistan, Nepal, Sri Lanka, southern Thailand, Burma, Cambodia, Aceh-Indonesia, Russia, Moldova, South Eastern Europe, Mexico, Colombia, Somalia, North America, and the Middle East at the invitation of governments, inter-governmental organisations, UN agencies, and local organisations and communities.

Contact: jacobsen@patrir.ro

Denis V. Matveev
Director, Black Sea Region Programme – PATRIR



Denis Matveev is an international peacebuilding consultant. He also works as a strategy and organisational development expert, trainer, facilitator and programme manager. Denis has worked with NGOs, corporations, political parties, governments, de facto authorities and education institutions in Australia, Moldova, Romania, Sri Lanka, Austria and the USA, focusing on consulting and training in applied strategic planning, organisational development and programme design for peacebuilding, peacemaking and conflict transformation initiatives.

Since 2005, Denis has led the Moldova Country Program of the Romanian Peace Institute (PATRIR). This has involved the design, fundraising and managing of 4 major peacebuilding project lines in Moldova-Transdnistria. In his work at PATRIR, Denis has also designed and facilitated peacebuilding and conflict transformation trainings and workshops for numerous groups of civil society, government, de facto authorities and INGO representatives.

Denis brings with him 5 years of experience in the corporate business sector, where most recently he headed up the Corporate Strategy department for a major Australian corporation (3 million clients, \$2 billion revenue). In his time in the commercial sector, Denis has also acted as adviser and facilitator for many high level forums of Senior Executive Management, Boards of Directors, and diverse project teams.

He has completed the Master of Arts in Peace and Conflict Studies course at the UN-awarded European Peace University in Austria, where he now teaches a Masters curriculum course on Designing Peace Initiatives.

Denis served on the Council of Directors of PATRIR (Romanian Peace Institute) from 2005 till 2008. He is a Field Team Mission Preparedness Trainer for Nonviolent Peaceforce – a global organisation which prepares and deploys unarmed civilian peacekeepers in zones of violent conflict. Denis has been an invited Member of TRANSCEND International since 2005, of the Institute for Integrative Conflict Transformation and Peacebuilding (IICP, Vienna) since 2006, and of the Steering Committee of the Western CIS Region of the Global Partnership for the Prevention of Armed Conflict (GPPAC) since 2008.

Contact: denis.v.matveev@gmail.com

THE ORGANISERS



PATRIR **The Peace Action, Training and** **Research Institute of Romania**

Founded on March 1st, 2001, PATRIR works in applied peacebuilding, violence prevention, mediation, conflict transformation, and post-war recovery. Through its Department of Peace Operations (DPO) PATRIR staff provides support to local, national and international organizations in the development, facilitation and implementation of peace processes, mediation, and community-based to national level peacebuilding. PATRIR's involvement in peacebuilding processes and local and national peacebuilding initiatives is based upon requests from governments, conflict parties, and local and international organizations. The Institute has worked in cooperation with UN agencies, the OSCE, Council of Europe, Save the Children, and a wide-range of local and national organizations and partners in Colombia, Mexico, the United States, Canada, the UK, Norway, Spain, Italy, Moldova-Transnistria, Austria, Jordan, Israel-Palestine, Somalia, Kenya, Cambodia, Burma-Myanmar, Southern Thailand, Nepal, Sri Lanka, Japan and Aceh-Indonesia. PATRIR has provided training programs to more than 4000 practitioners and policy makers in 42 countries. PATRIR is a member of the European Network of Civil Peace Services and Nonviolent Peaceforce, and the Global Partnership for the Prevention of Armed Conflict.



International Peace and Development **Training Center**

Established in 2003 the International Peace and Development Training Centre specializes in providing advanced and expert training programs for governments, UN staff, policy makers, conflict parties and leadership, field workers, local and national organisations, and staff of international agencies. IPDTC annual programs include:

- Peacebuilding, Conflict Transformation and Post-War Recovery (PCTR)
- Gender in Conflict Transformation and Peacebuilding (GaP)
- Enhancing Peacebuilding Effectiveness (EPE)
- Designing Peacebuilding Programs (DPP)
- Reconciliation and Healing After Violence
- Democracy, Human Rights and Peace by Peaceful Means

In addition, the majority of IPDTC trainings are developed upon request and provided in host countries around the world. IPDTC requested programs are custom-designed to meet the specific needs, contexts, objectives and experiences of the requesting organisations. Programs have been designed for:

- Political Leadership and Policy Makers
- Conflict Party Leadership
- Humanitarian Relief, Aid and Development Agencies and Organisations
- National and International Organisations
- Community-Based Organisations
- Chambers of Commerce
- Universities
- Military Academies and Training Centers

For more information or to register as a participant, please contact:

Ms Zsuzsanna Kacso, Director IPDTC at zsuzsa@patrir.ro

Or visit: www.patrir.ro/training