

Transforming Conflict and Development - Towards Sustainable Peace

A UNDESA 4 day Training Module
Draft Trainers Agenda

Day One

Introductory Session		<p><u>Objectives</u></p> <ul style="list-style-type: none"> ❖ To set the scene for the workshop and create an open learning environment. ❖ To begin to share experiences and build mutual understanding between participants. ❖ To identify links and gaps between participants hopes and challenges and the content of the workshop. 		
45 minutes	Welcome and introductions	Go around Name Home What type of change you would like to see in the world?	Plenary	Chairs arranged in a circle. Folder, paper and pen for each participant Name tags
45 minutes	Challenges and Hopes	Each participant reflects on - What challenges do they face in their work? What are the things and experiences that give them hope for the future?	Individual reflection	A5 strips of card Marker pens

		<p>In groups of 3 Share the reflections Choose 3 critical issues they hope the workshop will address. These are written up on cards.</p> <p>Reportback Cards go up on the wall Facilitator clusters them according to similar themes General discussion</p>	<p>Groups of 3</p> <p>Plenary</p>	
30 minutes	BREAK			TEA / COFFEE
30 minutes	General overview of the workshop	<p>Go through overall flow, aims, and objectives of the workshop. Pick up on themes from previous session Identify links and gaps Emphasise the flexible nature of the workshop and a commitment to addressing the needs of the participants.</p> <p>It may also be useful at this point to place a sheet of paper on the wall headed 'Issues Arising'. Explain that this will be used to highlight issues that require further discussion. A session is created at the end of the workshop to come back to these if they have not been addressed in the main body of the workshop.</p>	Plenary	<p>Handout 1 – Participants agenda Sheet of paper Written up flow, aims and objectives.</p>

Roles and Responsibilities		<u>Objectives</u> ❖ To draw up guidelines that ensure the maximum learning. ❖ To allocate participants to various working groups.		
30 minutes	Developing a learning contract	<p>Introduction to the idea by the facilitator</p> <p>Participants work in cluster groups of 2/3 people</p> <p>What guidelines would they like to see in place to facilitate the smooth running of the workshop, and to ensure that whatever happens in the workshop continues beyond it.</p> <p>What behaviours would they like to see in others, what attitudes, what commitments, how would they like to see the facilitators behave?</p> <p>Draw the ideas together from the groups</p> <p>Write up guidelines</p> <p>Build agreement on the guidelines</p>	Plenary Cluster groups Plenary	Flip chart paper Markers
10 minutes	Sharing roles and responsibilities	<p>Allocate volunteers to working groups</p> <ul style="list-style-type: none"> ❖ Energizers ❖ Room Management ❖ Social Events ❖ Daily review groups ❖ Time-keepers ❖ Others suggested by participants 	Plenary	Flip chart paper Markers

Building A Common Understanding		<p style="text-align: center;"><u>Objectives</u></p> <ul style="list-style-type: none"> ❖ To build understanding of Conflict, Development, Relief, Violence, Conflict Transformation and Peace-building. ❖ To begin to explore the relationship between Conflict, Development and Peace. 		
50 minutes	Understanding Conflict and Development	<p>Write up definitions of Conflict and of Development General discussion – emphasise the difference between conflict and violence Talk about the relationship between Conflict and Development and the way they affect each other. Set up groups of 6/7 people in each group Handout a set of cards to each group. Each card has a word like conflict, development, peace building, violence, transformation, sustainability, gender, poverty, or sustainability written on it. Make sure that some of the cards are blank and that some words are repeated.</p> <p>In groups Each group to agree and write-up their definitions of Conflict and Development Each group to build a model of the relationship between the concepts written on the cards – adding additional concepts where necessary.</p>	<p>Plenary</p> <p>Groups of 6/7</p>	<p>Handout 2 – Definitions for Conflict and Development Handout 3 – Relief, Development and Peace building Set of cards for each group.</p>
60 minutes	LUNCH			LUNCH
60 minutes	Understanding Conflict and	Each group presents their definitions and the model they have developed.	Plenary	Handout 4 – Types of Violence

	Development - continued.	General discussion Discuss the different forms violence can take Present our understanding of the relationship		Handout 5 – The relationship between Conflict and Development.
30 minutes	The Human Knot	Involve the group in the exercise Draw comparisons between this situation and real life. How it takes leadership cooperation and a common approach to get us out of difficult tangles.	Plenary	
15 minutes	BREAK			Tea / Coffee
60 minutes	Sharing experiences	Begin by allowing each person 15 minutes to reflect on examples they know of where conflict and development have been affected by each other. In groups of 5 Participants share examples from their experience of how development and conflict have affected each other. Each group to prepare a set of insights and lessons to be fed back to the whole group. Plenary Put all of the insights up on the walls and inform the group that these will be fed into the session later in the week that looks at Principles of Conflict sensitive Development.	Groups of 5 Plenary	Flip chart Markers
15 minutes	Feedback cards	Participants are given cards to write feedback for the facilitators group	Individual work	A6 pieces of card Markers

		What went well today? What went less well? What should we change for tomorrow? Reminder about the next days review group presentation. The next day will begin with a creative session by the days Review Group reminding us of what happened the day before and what people thought of it.		Written up questions
Evening		Facilitation Team meeting to review and act on the feedback. Planning for Day 2. Events as planned by the Social Committee.		
CLOSE OF DAY ONE				
<i>Day Two</i>				
15 minutes	Review of the previous day Introduce Day two	Day 1 Review Group to present Give the group a summary of the feedback received on the cards from the previous day Go over the timing and process of day two	Plenary	Written up outline of Day Two agenda

Current Development Practices	<div>Objectives</div> <ul style="list-style-type: none">❖ To explore and critique current practices in the planning, implementing, monitoring and evaluating stages of a development programme.❖ To identify conflict related challenges and analyse them.			
<p>Facilitators will need to observe the next few sessions closely. Throughout this section the facilitation team will need to establish the most appropriate tools and frameworks to introduce into the sessions as the needs arise. These could be the beginning of a look at effective conflict analysis, integrated frameworks to better understand the relationships between peacebuilding, development and relief and methods for introducing change and reflection into a development culture. These tools and frameworks are in the handouts – it is the responsibility of the facilitators to identify those most applicable to the reality faced by the participants.</p> <p>Try to change and mix the types of groups in the following sessions; Examples of mixes that could be used are:</p> <p>Levels Groups – Groups arranged according to what level you are working at, in one Community, in several communities, in several districts (or the local equivalent), at a National level, Regional level or Internationally. These divisions can be adjusted to suit the mix of participants and their experience.</p> <p>Mixed Groups – Groups arranged randomly, perhaps using an energizer to form Them.</p> <p>Sectoral groups – Use this grouping when there is a good mix of participants from different sectors like Government, NGO’s, INGO’s, CBO’s, local or traditional representatives, religious groupings, specific women or youth organisations.</p> <p>Using groups like this can help to surface tensions that are at the core of some of the challenges people face.</p>				
30 minutes	The Development Cycle	Elicit from participants the most common development cycles used by them. Write some of them up. Simplify and summarise them to	Plenary	Flip chart paper Markers

		<p>include Planning, Implementing, Monitoring and Evaluating.</p> <p>Explain that we will be exploring all stages of this cycle.</p> <p>Talk also about content and process and the importance of not only what you do, but also how you do it.</p> <p>Read the trainers notes for ideas of additional things to bring up.</p>		
45 minutes	Planning, Monitoring and Evaluation	<p>In Groups</p> <p>Each group should discuss the work of their organisations using the following questions as a guide to what areas to focus on:</p> <p>In your development work,</p> <ul style="list-style-type: none"> ❖ How do you currently decide what type of work to do? ❖ How do you decide who to work with, and where to work? ❖ Who do you involve in making these decisions? ❖ Mention what tools you use to help with this. ❖ What benefit do you and the group you work with get from this process? ❖ How do you currently monitor and evaluate the progress of a Programme or a Project? ❖ Who do you involve in these processes? 	Level Groups	<p>Flip chart paper</p> <p>Markers</p>
30 minutes	Break			Tea / Coffee
60 minutes	Planning feedback	<p>In Plenary</p> <p>Take a report from each group. Allow space for discussion following each presentation that focuses on the following questions.</p>	<p>Plenary</p> <p>Mixed Groups</p>	<p>Written up ideas from the previous group</p> <p>Flip chart paper</p> <p>Flip chart paper</p>

		<ul style="list-style-type: none"> ❖ How might these processes affect existing conflicts? ❖ How is the success of this process at risk from conflict? ❖ How do these processes prevent or help us in doing good development work? 		Markers
60 minutes	Planning feedback	<p>In Plenary</p> <p>Use these reports as a basis for discussion on how things could be done differently. Record some of peoples ideas to use in the session later on ‘Good Development’.</p>	Plenary	
60 minutes	LUNCH			
30 minutes	Implementing introduction	<p>Introduce again the idea of process being as important as the material resources that are delivered in a development project.</p> <p>Refer to the handout on the transfer of resources.</p> <p>Talk also about attitudes and behaviours and the types of relationships between people involved in development and the communities they are working with.</p> <p>General Discussion</p>	Plenary	Handout 6

45 minutes	Implementing - group work	<p>In Sector groups (or mixed groups where there are not enough participants from different sectors)</p> <p>Explore the ways in which development projects are currently being implemented and how these might contribute to conflict.</p> <p>Try to get to the roots of what exactly is the cause of the tensions.</p>	Sector Groups / Mixed Groups	
30 minutes	Break			Tea / Coffee
60 minutes	Presentation of the findings	<p>Have each group present their findings and then have brief discussion trying to list some of the problems that people have identified.</p> <p>Try to ensure those issues around Timing, personalities (attitudes and behaviours), resources being inappropriately used, lack of cooperation between groups and an unwillingness to learn from mistakes arise.</p> <p>It might be worth drawing up a list headed – ‘How development contributes to conflict’ – this can be referred to later.</p> <p>Explain that we will be coming to this topic again later in the workshop.</p>	Plenary	
15 minutes	Feedback cards	<p>Participants are given cards to write feedback for the facilitators group</p> <ul style="list-style-type: none"> ❖ What went well today? ❖ What went less well? ❖ What should we change for tomorrow? 	Individual work	<p>A6 pieces of card</p> <p>Markers</p> <p>Written up questions</p>

		Reminder about the next days review group presentation. The next day will begin with a creative session by the days Review Group reminding us of what happened the day before and what people thought of it.		
Evening		Facilitation Team meeting to review and act on the feedback. Planning for Day 2. Events as planned by the Social Committee.		
CLOSE OF DAY TWO				
<i><u>Day Three</u></i>				
15 minutes	Review of the previous day Introduce Day Three	Day 2 Review Group to present Give the group a summary of the feedback received on the cards from the previous day Go over the timing and process of day three	Plenary	Written up outline of Day Three agenda

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		<p>Make sure the group understands all of the points. Point out possible contradictions between some of the principles. Point out gaps between what people say and what they sometimes do, refer back to the previous sessions and look at what happens in reality and what people say should happen.</p> <p>Begin to write up a list of Principles for Good Development – If there is insufficient time to complete this, appoint a working group to draw it up over lunch. You may want to have one of the facilitators on this group.</p>		
60 minutes	LUNCH			
30 minutes	Consensus building	<p>Revisit the Principles Explain that this list is a work in progress that can be revisited, changed and added to over the rest of the workshop.</p> <p>Handout the Radar Chart and the Checklist for Effective Programming Explain that these are other examples of the kinds of questions Development organisations are beginning to ask themselves.</p> <p>Set up a working group to prepare a final version of the ‘Principles for a Conflict Sensitive Approach to Development’.</p>	Plenary	Handout 7 Handout 8

Looking at ourselves		<p style="text-align: center;"><u>Objectives</u></p> <ul style="list-style-type: none"> ❖ To create an atmosphere of openness and a willingness to critically examine the development approach we have and the work we do. ❖ To emphasise the importance of beginning with ourselves and our own organisations and the role this plays in development that is sensitive to conflict. ❖ To encourage participants to work together to find solutions to the challenges they face. 		
15 minutes	Self Reflection	<p>Explain how self-assessment, reflection and learning are Key components of Conflict Sensitive approaches to Development. Talk about how this can be done by individuals, teams and even the whole organisation in order to learn from mistakes, identify problems and find solutions to make ourselves more effective at what we do.</p> <p>Individual work Using the list of principles as a basis allow 10 minutes for people to think about the work of their own organisation or institution. Reflect on which areas are the organisations strengths and in which areas it faces the biggest challenges.</p>	<p>Plenary</p> <p>Individual work</p>	List of principles
45 minutes	Consultants wheel	<p>The consultants wheel. Once people have reflected individually have them form two circles, an inner circle and an outer circle. With the two circles facing each other explain that the first opportunity to get advice will go to people in the outer circle. They will have 2 minutes to explain the challenge that they face (in relation to the principles), to the person standing in front of them. The person in the inner circle will act as a consultant, giving advice as to what they feel</p>	Plenary working in two groups	

		<p>could be done about the challenge. After 5 minutes have the outer circle move around 2 or 3 people, while the inner circle remains still. Again the process is repeated – participants can put the same challenge to their new ‘consultant’ or if they feel it has been adequately addressed another challenge that they face.</p> <p>After doing this 3 or 4 times change roles. This time the inner circle has the opportunity to explain the challenges they face and the outer circle acts as consultants.</p> <p>This exercise requires the facilitator to watch the timing closely, and to ensure that there is some degree of order to the proceedings. If things go well this can be a very useful way of establishing relationships of mutual support that will extend beyond the workshop. It also sends out a strong message that all of us have something to learn from each other – one of the key messages we are trying to send out from the workshop.</p>		
30 minutes	BREAK			Tea / Coffee
Additional tools of Analysis, Planning, Monitoring and Evaluating.		<p style="text-align: right;"><i><u>Objectives</u></i></p> <p>❖ To introduce some alternative ways of analysing, planning, monitoring and evaluating that are relevant to the needs of the participants.</p>		
45 minutes	Introduction of additional tools and concepts	This session is an open session that will require some advance thought by the facilitators. Throughout the section looking at the Development cycle facilitators will have been uncovering some of the key weaknesses of the	Plenary	Flip chart paper Markers Assorted handouts

		<p>development approach used by participants.</p> <p>These weaknesses will provide the direction for this session that introduces alternative tools and frameworks useful at different stages in the development cycle. The tools and frameworks that are introduced will be taken from the collection of tools found in the handouts – it is the responsibility of the facilitators to identify those most applicable to the reality faced by the participants.</p> <p>At the very least these should include some tools of analysis, some ideas for setting conflict related indicators, some planning tools and some ideas around how to manage forums of diverse interest groups.</p> <p>See the trainers notes for more ideas on how to decide what to use.</p> <p>This initial session introduces the ideas, the following day participants can work in groups to discuss areas of interest in more detail.</p>		
15 minutes	Feedback cards	<p>Participants are given cards to write feedback for the facilitators group</p> <ul style="list-style-type: none"> ❖ What went well today? ❖ What went less well? ❖ What should we change for tomorrow? <p>If the energy is high within the whole group this could also be a good time to select a working group of people who are willing to look at ways of staying in touch and maintaining supportive relationships after the workshop. Basically what</p>	Individual work	<p>A6 pieces of card</p> <p>Markers</p> <p>Case Study</p> <p>Written up questions</p>

		<p>we are looking for are some ideas around opportunities for learning and working more closely together between individuals and organisations, and clear and effective ways of staying in contact. This group could prepare some suggestions on how to do this which can be put to the whole group on the last day.</p> <p>Reminder about the next days review group presentation. The next day will begin with a creative session by the days Review Group reminding us of what happened the day before and what people thought of it.</p>		
Evening		<p>Facilitation Team meeting to review and act on the feedback.</p> <p>Planning for Day 3.</p> <p>Events as planned by the Social Committee.</p>		
CLOSE OF DAY THREE				
<i>Day Four</i>				
15 minutes	<p>Review of the previous day</p> <p>Introduce Day Five</p>	<p>Day 3 Review Group to present</p> <p>Give the group a summary of the feedback received on the cards from the previous day</p> <p>Go over the timing and process of day four</p>	Plenary	Written up outline of Day Four agenda

The way forward		<p style="text-align: center;"><u>Objectives</u></p> <ul style="list-style-type: none"> ❖ To build commitment for applying the ‘Principles for a conflict sensitive approach to Development. ❖ To develop recommendations for each sector and each level represented in the workshop that will make these principles practical. 		
45 minutes	Revisiting ‘Principles of Good Conflict Sensitive Development’	<p>Take the report from the working group on the final version of the ‘Principles for a Conflict Sensitive Approach to Development’.</p> <p>Try to build consensus in the workshop on the final version, making changes if they arise, with the permission of the group.</p> <p>This is a challenging process, and will require trust within and between participants and facilitators.</p> <p>It may help to prioritise principles or have an immediate and longer term set.</p>	Plenary	45 minutes
60 minutes	Developing recommendations	<p>In mixed groups (5 groups)</p> <p>Have each group consider how to put these principles into practice.</p> <p>Each group should develop a set of recommendations on ‘What needs to be done to ensure that development workers and organisations involved in development follow these principles?’.</p> <p>These recommendations can be developed for different levels, Funders, Coordinators, Implementers, Sustainers/Beneficiaries and Other Stakeholders (see the Trainers notes for more details on this breakdown). Each group should look at one of these levels.</p>	Mixed groups of 5	Flip Chart Markers

		Have each group write up their set of recommendations on a flip-chart.		
15 minutes	Reportback	Take a report from each group allowing time for questions of clarification and some discussion.	Plenary	
30 minutes	Break			Tea / Coffee
45 minutes	Reportback continued	Review and finalise the list of recommendations from the group. Appoint one person in charge of each set of recommendations who will be responsible for sending them to organisations and sectors not present in the workshop.	Plenary	
Building Relationships		<p style="text-align: right;"><u>Objectives</u></p> <ul style="list-style-type: none"> ❖ To develop mechanisms for providing ongoing support between individuals and organisations represented at the workshop. ❖ To identify networking opportunities and consolidate relationships between participants and their organisations. ❖ To identify other organisations not present in the workshop who should be included and to establish mechanisms for including them. 		
45 minutes	Developing support mechanisms	If it has already been established this is the place to take a report from a working group that has been looking at ways of staying in touch and maintaining supportive relationships. The suggestions from this working group	Plenary	

		<p>could form the basis of a plenary discussion. Basically what we are looking for in this session is some ideas around opportunities for learning and working more closely together between individuals and organisations and clear and effective ways of staying in contact.</p> <p>In addition the plenary will need to identify other relevant groups with whom to make contact and share the outcomes of the workshop with.</p> <p>If this group has not yet been established:</p> <p>In 3 groups</p> <ul style="list-style-type: none"> ❖ One group to Brainstorm opportunities for learning or working together that have been identified during the workshop. ❖ One group to think of ways in which the group can stay in contact after the workshop (and reasons for doing this). ❖ One group to identify organisations and institutions not present in the workshop with whom it would be useful to make links. <p>Report back</p>	Group work Plenary	
60 minutes	LUNCH			
60 minutes	Outstanding issues	Give the group time to discuss any issues arising that have not yet been dealt with in the workshop	Plenary	

Follow-up		<u>Objectives</u>		
		❖ To clarify and set time-frames for an appropriate follow-up to this workshop.		
30 minutes	Follow-up	<p>In mixed groups (of about 6)</p> <ul style="list-style-type: none"> ❖ What are the areas that have been identified in which we require further training? ❖ What kind of follow-up would we like to see for this workshop? 	Group work	
30 minutes	BREAK			Tea / Coffee
30 minutes	Reportback	<p>Take reports from each group. Agree on the most appropriate ideas that have been raised (there will probably be a large amount of overlap, this both reinforces the ideas that have been raised and makes it easier to draw things together). Allocate people to take responsibility for ensuring that this follow-up takes place.</p>	Plenary	
15 minutes	Evaluation	<p>Handout the Evaluation Forms. Explain that the evaluation is part of the good practice in Development that we have been talking about. Have each person fill them in reminding them that there is no need to put their name on them and that the facilitation team would appreciate them to be as honest as possible so as to learn from things that did not go well, as well as those that did.</p>	Individual work	Evaluation forms

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15 minutes	Closing off	Closing Statements and Thank-yous.	Plenary	
CLOSE				
<p>Evening events as organised by the Social Committee. Reflection and final review by the facilitation team.</p>				