

NORDEM ANNUAL REPORT

2008

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NORDEM, the Norwegian Resource Bank for Democracy and Human Rights, is a programme of the Norwegian Centre for Human Rights (NCHR), and has as its main objective to actively promote international human rights. NORDEM is jointly administered by NCHR and the Norwegian Refugee Council. NORDEM works mainly in relation to multilateral institutions. The operative mandate of the programme is realised primarily through the recruitment and deployment of qualified Norwegian personnel to international assignments which promote democratisation and respect for human rights. The programme is responsible for the training of personnel before deployment, reporting on completed assignments, and plays a role in research related to areas of active involvement. The vast majority of assignments are channelled through the Norwegian Ministry of Foreign Affairs.

NORDEM Report is a series of reports documenting NORDEM activities and is published jointly by NORDEM and the Norwegian Centre for Human Rights.

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Introduction and Background

NORDEM, the Norwegian Resource Bank for Democracy and Human Rights, has as its main objective to accommodate the needs of international organizations for qualified personnel on short notice, for assignments connected to the development of democracy and respect for human rights. NORDEM is operated by the Norwegian Centre for Human Rights (NCHR), in close collaboration with the Norwegian Refugee Council (NRC). Most requests for personnel are submitted through the Royal Norwegian Ministry of Foreign Affairs (MFA), which also finances the majority of NORDEM's assignments. Other requests may additionally derive from the international organizations themselves whereupon NORDEM secures funding from the MFA or other sources. NORDEM also plays a proactive role in finding cooperation partners amongst international organizations and to find funding for secondments.

The primary focus in 2008 was directed towards NORDEM's core spheres of activity: responding to requests for personnel, providing courses and training, and further developing contacts with its network of partners abroad. NCHR/NORDEM together with NRC started a recruitment process for admittance to the stand-by roster at the end of 2007 which was completed in January 2008.

NORDEM managed 100 assignments for OSCE, EU and UN in 2008. Compared to 2007 this represents an increase in the number of secondments, and is contributed mainly to more election observations than the previous year. Since EUMM West Balkans closed down at the end of 2007, the number of long term secondees has gone down. 57% of all secondments were men. 76 % of all assignments were related to elections – either as experts, researchers or observers. 50% of these were women. 21% of all secondments were long-term assignments to organizations such as OSCE, EUMM and UNMIK. 78% of all long-term secondments were men.

All assignments are documented through written reports, many of which are published in the series "NORDEM Reports". Nine "NORDEM Reports" were published in 2008. Reports are written for all assignments and unpublished reports are available on request.

For a list of NORDEM publications, see Annex 1.

Secondments

Long-term assignments (minimum duration 6 months)

Throughout the year NORDEM seconded 21 persons on long-term assignments, most of them exceeding 6 months duration. Out of these 14 were seconded to the OSCE, one to OHR (Office of the High Representative), one to EUMM, two to the newly established EULEX in Kosovo, three to KPA/UNMIK (UN Mission in Kosovo).

Below follows a more detailed list of the long-term seconded personnel and types of positions in 2008:

- Bosnia and Herzegovina:
 - OSCE: one legal advisor
 - OHR: one political advisor
 - EUMM: one exit co-ordinator

- Serbia:
 - OSCE: one head of mission

- Kosovo:
 - UNMIK Housing and Property Directorate, KPA (HPD): three legal officers (two of them were replaced by other NORDEM members during 2008)
 - EULEX: one criminal judge and one reporting officer

- Montenegro:
 - OSCE: one senior political officer

- Moldova:
 - OSCE: one human dimension officer

- Georgia:
 - OSCE: one good governance officer

- Azerbaijan:
 - OSCE: one economic and environmental officer

- Kazakhstan:
 - OSCE: one economic and environmental officer

- Tajikistan:
 - OSCE: one senior political officer

- Austria, Vienna:
 - OSCE secretariat, Gender Section: one gender officer
 - OSCE secretariat, Conflict Prevention Centre: one mission programme officer

- Poland, Warsaw:
 - OSCE/ODIHR: one rule of law officer

- Netherlands, Haag:
 - OSCE, HCNM: one chef de cabinet and one personal assistant.

Election Observation

Throughout the year, NORDEM recruited observers to various election observation missions in the OSCE region, co-ordinated through the OSCE Office for Democratic Institutions and Human Rights (ODIHR):

- Georgia: Two long term observers and four short term observers to the extraordinary elections in January and two long term observers and four short term observers to the parliamentary elections in May.
- Serbia: One long term observer to the presidential elections in January and one long term observer to the parliamentary elections in May.
- Armenia: Two long term observers and four short term observers to the presidential elections in February.
- Macedonia: One long term observer and three short term observers to the early parliamentary elections in June (one of the short term observers were sent for the re-run)
- Belarus: Two long term observers and four short term observers to the parliamentary elections in September.
- Azerbaijan: Two long term observers and six short term observers to the presidential elections in October.

Seconded to the EU's election observation operations were:

- Pakistan: One long term observer and three short term observers to the parliamentary elections in February.
- Nepal: Four long term observers and six short term observers to the elections on constituent assembly in April.
- Cambodia: Two long term observers and four short term observers to the legislative elections in July.
- Angola: One long term observer and two short term observers to the legislative elections in September.
- Rwanda: Two long term observers and two short term observers to the legislative elections in September.
- Zambia: One election expert to the presidential elections in October.
- Ghana: Four short term observers to the general elections in and additional four to the second round of the presidential elections in December.
- Bangladesh: Two long term observers and four short term observers to the parliamentary elections in December.

Additionally, one election advisor was sent to the Norwegian Embassy in Harare, Zimbabwe for the general elections in March and for the second round of the presidential elections in June.

Promotion of candidates to UN positions

NORDEM has established contact with DPKO in New York in order to assist them in filling urgent vacancies. Since 2007, 17 candidates applied to such positions, amongst them 10 women.

In spring 2008 a tripartite memorandum of understanding was signed between UNDP's Bureau for Crises Prevention and Recovery, BCPR, NCHR and NRC in order to promote candidates to both contracted and seconded positions.

Contact with NORDEM Members

Information dissemination

In order to maintain updated information about NORDEM members, an annual review of the database is performed, wherein people are asked to renew their intention agreements with employers regarding stand-by preparedness for NORDEM. In addition, NORDEM members will keep the secretariat informed with regard to availability, in the event changes should occur during the year.

NORDEM perform regular updates about the programme on the NCHR's web site <http://www.humanrights.uio.no/programmes/nordem/>.

Recruitment

Recruitment to the NORDEM roster was announced in the end of 2007. The vacancy was published widely in the main newspapers, on the web and through professional journals. Screening and some of the interviews took place in December 2007 while the remaining ones took place during the first half of January 2008. 13 new members were recruited.

Follow-up to the Norwegian Government's Action Plan for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security.

In accordance with the Norwegian Government's Action Plan for the implementation of UN Security Council Resolution 1325, NORDEM elaborated a plan of action concerning gender aspects of its work. Out of the different initiatives listed, NORDEM should maintain a conscious attitude towards documenting statistics on recruitment and promotion of candidates divided by gender. It is a goal that the number of women on NORDEM assignments should equal the number of men. Likewise, a conscious attitude towards promotion of women to male-dominated positions is strongly upheld. NORDEM has additionally incorporated the gender aspect in its courses and parts of the reporting. NORDEM will, however, continue to further elaborate the gender aspect in reporting as well as in courses.

Even though the NORDEM stand-by roster has approximately the same number of women as men and the overall picture of secondments shows a 50/50 gender balance, we still see men overrepresented in long term positions and on high levels. One of the

factors that may contribute to this situation is that the women with the adequate qualifications and experience often have a family with small children and the welfare arrangements available in the organizations like OSCE and UN, are far less beneficial than what is found in Norway. However, for some of the NORDEM secondments the terms of engagement have been changed to improve the conditions for accompanying family members by giving extra allowances for spouse and children. NORDEM believes this will contribute to a better recruitment of women to these positions. The decision on which secondments to give these allowances are decided upon on a case-by-case basis.

Courses and Training Activities

Basic Course on Democratisation and Human Rights-related Fieldwork:

The five days NORDEM Basic Course on Democratisation and Human Rights Field Work were held in the first week of September 2008. The course covers subjects such as international human rights law, human rights monitoring, project management, cultural awareness, health and safety, and gender issues in peacekeeping operations etc. The participants were also introduced to different actors and organizations they will meet while working in the field. Equally, former and present secondees from the NORDEM stand-by force gave examples of different types of jobs that a NORDEM assignment can entail. Examples of different positions from the OSCE and KPA (UNMIK) were introduced.

The course is inter-active and requires active participation through working groups, role-plays and discussions. Altogether 23 persons participated, and 15 different speakers recruited both internationally and nationally contributed to the course. Of the participants 14 were members of the stand-by force, six came from OSCE field operations, while three were external participants from NCHR.

For programme, see Annex 2.

The Election Observation Training Course:

On the request from the Norwegian MFA, NORDEM arranged a one-day election observation training for diplomatic trainees. The aim of the course was twofold: To give the students a basic understanding of election observation, since many of them will be involved with election day observation in their work in embassies and consulates; and raise awareness of NORDEM's contribution to international election observation missions, which hopefully will lead to more contact between Norwegian embassies and consulates and NORDEM secondees in the field.

For programme, see annex 3.

Basic Training Course and Fieldwork Preparations for Rule of Law Personnel:

Additionally, NORDEM arranged a five-days training course for the Rule of Law personnel, a roster administrated by the Ministry of Justice. The roster contains professionals like judges, district attorneys, lawyers and prison personnel. The idea is to assign a group of persons representing all of these professions in order to have a systematic and coherent approach when handling justice reform in a given country. The course took place in January 2008 and 39 members participated. It covered topics like

peace support operations, international humanitarian and criminal law, international human rights law, mandates, rule of law reform, corruption, prison standards, project development, information management, cultural awareness and health, safety and security.

For programme, see annex 4.

Training with external partners:

NORDEM regularly send members of the stand-by force to trainings with external partners. In 2008 NORDEM sent two members to a Long Term Election Observer course arranged by Center for International Peace Operations (ZIF) in Berlin.

Preparations, Briefing and Follow-up

Information material for specific assignments

In conjunction with each new assignment, NORDEM compiles information relevant to the assignment in question, the receiving organization and the country. This material – articles, country information, human rights reports, previous NORDEM reports, reports from the receiving organization, etc. – is distributed to the personnel recruited for the assignment. In connection with election observation missions, documentation on the relevant legal framework and provisions is also provided.

Briefing prior to deployment of personnel

NORDEM arranges briefings prior to all assignments for all personnel. The aim is to prepare the candidates for the work in the mission/organization and the work environment that can be expected in the field or country in question. A standard briefing consists of the following components:

- update on the political and human rights situation
- information about the requesting organization and its work
- orientation on working methods and the assignment itself
- personal security in the field
- contract, insurance policy, salary, allowances, etc.
- reporting routines in relation to NORDEM

Field visits

Field visits constitute an important part of NORDEM's follow-up routines. The NORDEM secretariat meets the secondee in the field and conducts separate meetings with the receiving organization, and the secondee's main interlocutors in order to assess the working situation and the performance the secondee. In 2008, field visits were conducted to Kosovo, Bosnia and Vienna.

Performance evaluation

The performance of all personnel seconded by NORDEM is always evaluated, also by the receiving organizations. The secondee's immediate supervisor is given a separate performance evaluation form to be completed at the end of the contract period and

submitted to the NORDEM secretariat. In case the organization in question has their own evaluation forms, NORDEM will ask for a copy of that.

Before a contract of employment can be extended, a mid-term performance evaluation form has to be completed by the secondee's supervisor in the field. The feedback will be of vital importance in determining whether an extension will be granted.

Debriefing and Reports

All personnel recruited by NORDEM are debriefed after completion of the field assignment. They are then expected to prepare a final written report. Several of these reports are published as NORDEM reports and made available on the Internet (see separate list, annex). Non-published reports are available upon request from NCHR/NORDEM.

Training and Information Material

NORDEM manual

The main component in the training of NORDEM personnel is the *NORDEM Manual on Human Rights Monitoring*, which has been widely distributed and is also available on NORDEM's website. The manual is used in a training context and provides an introduction to human rights, the UN's involvement in human rights, the various tools and mechanisms for promoting and protecting human rights, and the agencies and bodies involved in human rights work, including NGOs. It further discusses how to conduct human rights monitoring in the field, monitoring of the administration of justice, trial observation, election observation, criminal investigation and prosecution of core international crimes, and finally, practical aspects of working in the field, such as personal security and health. The manual is intended as a tool for those who will be working for international organizations.

The NORDEM manual from 2001 was completely revised and updated. It was published and widely distributed by the summer of 2008.

Networking

It is essential for NORDEM to constantly improve and gain new. Contact with other institutions, both similar and those organizations receiving personnel, like UN, EU and OSCE, is therefore of vital importance in relation to NORDEM's operations.

Throughout 2008 the secretariat participated in meetings, in seminars and conferences, such as a meeting with European Group of Trainers exploring a common approach to training, seminar on E-learning of election observers arranged by Crisis management Center in Finland, conference on security reform in Haag, expert seminar arranged by ZIF, the Joint EC-UNDP-IDEA Training on Effective Electoral Assistance in Brussels

and contributed to the election observation course at the University in Bergen. The secretariat has also participated in several seminars in Oslo.

NORDEM participated in the OSCE Human Dimension Implementation Meeting in Warsaw and also the extraordinary OSCE's Chairmanship Seminar on Election Related Issues.

In addition, a field trip to Sudan (Khartoum and Juba) was made to assess the need for future NORDEM contributions to the election process in the country. The elections are, according to the Comprehensive Peace Agreement, due to take place in 2009.

As mentioned above, field visits have been conducted to Kosovo, Bosnia and Vienna. Field visits are deemed as an important source of information both in terms of providing information concerning the work situation of the secondee but also in providing useful information concerning the respective organization and the challenges it faces on a professional level.

Other Activities

Following an initiative from the Swedish MFA and the Folke Bernadotte Academy in autumn of 2008, NORDEM has been preparing to recruit four civilian human rights observers to MONUC, the UN Mission in the Democratic Republic of Congo. Because of the deteriorating security situation in the country, however, the deployment is set to early March 2009. The four observers will be specially trained by the Folke Bernadotte Academy in Sweden.

Annex 1

List of publications:

2008

1. Annual Report 2007. ISBN: 978 -82- 8158 – 051 - 0
2. Ragnhild Hollekim: Uzbekistan: Presidential Election December 2007. ISBN: 978 – 82 – 8158 – 052 - 7
3. Siv-Katrine Leirtrø: Republic of Serbia: Presidential Elections January 2008. ISBN: 978-82-8158-053-4
4. Inger Marie Bakken: Georgia: Extraordinary Presidential Election January 2008. ISBN: 978-82-8158-054-1
5. Bror Gevelt: Pakistan: National and Provincial Assembly Elections February 2008. ISBN: 978-82-8158-057-2
6. Kenneth de Figueiredo: Armenia: Presidential Elections February 2008. ISBN: 978-82-8158-058-9
7. Bård A. Andreassen, Tiberius Barasa, Thomas Kibua and Arne Tostensen: "I Acted Under a Lot of Pressure": The Disputed 2007 Kenyan General Election in Context. ISBN: 978-82-8158-060-2
8. Kåre Vollan: Zimbabwe: The Elections on 29 March and the later Runoff Event and By-Election on 27 June 2008. ISBN: 978-82-8158-065-7
9. Jeremy Franklin: Nepal: Constituent Assembly Election April 2008. ISBN: 978-82-8158-066-4

All publications can be found at:

<http://www.humanrights.uio.no/forskning/publikasjoner/nordem-rapport/2008/>

Annex 2

Norwegian Resource Bank for Democracy and Human Rights NORDEM

Basic Training Course in Democratization and Human Rights related Fieldwork

31 August – 4 September 2008

Hotell Hadeland

SUNDAY 31 AUGUST

	Topic	Resource Person(s)	Compulsory Reading
	PART 1: GENERAL		
0900	Departure Oslo		
1130 – 1300	Opening ceremonies Mandate, Organization Course objectives Practical matters Introduction of participants	Mads Andenæs, Director, Norwegian Centre for Human Rights (NCHR) Siri Skåre, Program Director, NORDEM	
1300 – 1400	Lunch		
1400 – 1545 (including short break)	<u>1. International Human Rights Law</u> - Introduction/history - Global and regional protection mechanisms	Mads Andenæs, Director, Professor NCHR	NORDEM Manual, chapters 1, 2 and 5
1545 – 1600	Break		
1600 – 1700	<u>2. Human Rights Field Operations</u> Group discussions: Conventions checklist	William O'Neill, Consultant, Peace Operations/Int'l	

	Group discussions: Case studies	Law	
1700 – 1715	Break		
1715 – 1815	<u>2. 2. Human Rights Field Operations: Mandates</u> Examples Discussion	O’Neill/Annette Lyth, Office of the High Commissioner for Human Rights	NORDEM Manual, chapters 3 and 6
1930	Dinner		

MONDAY 1 SEPTEMBER

0900 – 1030 (including short break)	<u>3. The Relationship between International Human Rights Law and International Humanitarian Law</u>	Gro Nystuen, Associate Professor NCHR	NORDEM Manual, chapter 5
1030 – 1045	Break		
1045 – 1215 (including short break)	<u>4. Different Actors in the Field</u> Civil tasks in the area of HR/Dem. UN organizations Cooperation with military operations Cooperation with UN Police	O’Neill	NORDEM Manual, chapters 3 and 4
1215 – 1315	Lunch		
1315 – 1415	OHCHR Organizational structure and field activities	Lyth, OHCHR	
1415 – 1430	Break		
1430 – 1530	OSCE Organizational structure and field activities	Pascal Heyman, Deputy Director for Policy Support Service, OSCE Conflict	

		Prevention Centre	
1530 – 1545	Break		
1545 – 1730	Human Rights missions Video, discussions	O’Neill/Lyth	
1900	Dinner		

TUESDAY 2 SEPTEMBER

	PART 2: SKILLS – DEMOCRATIZATION AND HUMAN RIGHTS FIELDWORK.		
0900 – 0945	<u>5. Fieldwork and field experiences:</u> Working for the OSCE	Jan Haukås, Senior Political Advisor, OSCE Montenegro	
0945 – 1000	Break		
1000 – 1045	Working for the Kosovo Property Agency	Thomas Vanke, Registrar, Kosovo Property Agency	
1045 – 1100	Break		
1100 – 1230	Integrate a gender perspective in the work of field operations	Linda Kartawich, Gender Section, OSCE Secretariat	
1230 – 1330	Lunch		
1330 – 1500	<u>6. Human Rights field work</u> - interview as a method of gathering information - security of sources of information - role play	O’Neill/Lyth	NORDEM Manual chapter 6
1500 – 1515	Break		
1515 – 1645	Reporting - Information management, analysis and security of collected information - Reporting exercise - Group work	O’Neill/Lyth	NORDEM Manual, chapters 6 and 3

1645 – 1700	Break		
1700 – 1800	Assessing information Group work	O'Neill/Lyth	
1900	Dinner		

WEDNESDAY 3 SEPTEMBER

0900 – 1300 (including breaks)	<u>6. Human Rights field work cont'd</u> - follow-up/interventions - reinforcing local capacity to protect human rights - group work/role play - summary of parts 1, 3 and 7 of the course	O'Neill/Lyth	
1300 – 1400	Lunch		
1400 – 1800 (including breaks)	<u>7. Project management</u> - An introduction to basic elements of project management within a human rights/democratisation context - Practical exercise	Kristin Høgdahl, Director of Programmes, NCHR	
1900	Dinner		

THURSDAY 4 SEPTEMBER

	PART 3: PRACTICAL ISSUES		
0900 – 1030	<u>7. Project management Cont.</u>	Kristin Høgdahl	
1030 – 1045	Break		
1045 – 1215 (including short break)	<u>8. Cultural awareness/mission environment</u> - Working in a new culture - Challenges associated with working in an international environment	Jon Bech, former ambassador and director general of the court department of the Ministry of Justice	
1215 – 1315	Lunch		

1315 – 1445 (including short break)	<u>9. Stress management and teamwork</u> - Prevention and management of stress - Team work in a field mission	Kjell Møkleby, Senter for traumepsykologi	NORDEM Manual, chapter 11
1445 – 1500	Break		
1500 – 1600 (including short break)	<u>10. Basic safety and security</u> - Health - Safety and security during travel and field work in low risk environments	Glenn Pettersen, NRC	NORDEM Manual, chapter 11
1600 – 1615	Break		
1615 – 1700	<u>11. NORDEM</u> - Briefing, debriefing and reporting - Logistical and administrative issues, code of conduct	Lisa Kirkengen, Project Co-ordinator, NORDEM Ronit Cohen, personnel Coordinator, NRC	
1700 – 1730	Evaluation, closing ceremonies Departure		

Annex 3

Program. Valgobservasjonskurs for UD aspiranter 24 oktober – 08.30 – 16.00

0830 – 0930 Hvorfor valgobservasjon?

Valgobservasjonsmetode, Siri Skåre

0945 – 1015 Internasjonale standarder for valg, Kåre Vollan

1015 – 1145 Valgobservasjonsoperasjoners struktur, Core team, LTOs (Langtids-observatører) og STOs (Korttidsobservatører), roller og oppgaver,

Code of Conduct for observatører

Siri Skåre og Kenneth de Figueiredo

1145 – 1245 Lunch

1245 – 1330 Preliminary statement og final report, Siri Skåre

1330 – 1500 Elektronisk stemmegiving, nye utfordringer,

Valgsystemer, systemer for representasjon i land i 'transition' og post-konflikt,

Kåre Vollan

1515 – 16.00 OSSE og EU som aktører

NORDEM-systemet

Siri Skåre

Annex 4

Feltforberedende grunnkurs for medlemmer av Styrkebrønnen

PROGRAM

Januar 2008

Søndag 20. januar 2008

20:00 Middag for de som ankommer søndag

Mandag 21. januar 2008

Tidspunkt	Tema	Ressursperson(er)
	INTRODUKSJON	
0900 – 0945	Åpningsseremoni	Karin M. Bugge, ekspedisjonssjef, Justisdepartementet Knut Storberget, justisminister Kåre Aas, UDs ekspedisjonssjef i avd. for sikkerhet og nærområder Mads Andenæs, direktør, Senter for Menneskerettigheter
0945 – 1015	Velkommen, praktisk informasjon, målsettinger for kurset, introduksjon av deltakerne (navn og arbeidssted)	Øyvind Hoel, kursleder, tingrettsdommer Sissel Wilsgård, seniorrådgiver, Justisdepartementet
1015 – 1030	Pause	
	FREDSOPERASJONER	
1030 – 1200	Forskjellige faser i fredsoperasjoner, bruk av militær makt, internasjonalt juridisk rammeverk, forskjellige elementer i fredsoperasjoner.	Janne Haaland Matlary, professor i statsvitenskap, Universitetet i Oslo
1200 – 1300	LUNSJ	
	INTERNASJONAL HUMANITÆRRETT	
1300 – 1445	Introduksjon til internasjonal humanitær- og strafferett	Morten Bergsmo, seniorforsker, PRIO
1445 – 1500	Pause	
1500 – 1600	Krigsforbrytelser	Karl O. Hofseth, krigsadvokat, Generaladvokatembetet, hatt oppdrag i Bosnia for Styrkebrønnen
1600 – 1645	Gruppearbeid: Internasjonal humanitær- og	Øyvind Hoel, kursleder, tingrettsdommer

	strafferett	
1645 – 1800	- Orientering om Styrkebrønnprosjektet i Afghanistan - Foredrag/lysbilder – Afghanistan	- Teamleder, Afghanistan - Torolv Groseth, lagmann, hatt oppdrag for Styrkebrønnen, Afghanistan
2000	MIDDAG	

Tirsdag 22. januar 2008

	INTERNASJONALE MENNESKERETTIGHETER	
0900 – 1100	Introduksjon til internasjonale menneskerettigheter: Globale og regionale beskyttelsesmekanismer, relevante konvensjonsartikler.	Jan Helgesen, førsteamanuensis, Senter for menneskerettigheter, president for Venezia-kommisjonen
1100 – 1115	Pause	
1115 – 1200	Gruppearbeid: Internasjonale menneskerettigheter	Øyvind Hoel, kursleder, tingrettsdommer
1200 – 1300	LUNSJ	
1300 – 1315	Gruppearbeid – oppsummering i plenum	Øyvind Hoel, kursleder, tingrettsdommer
	MANDATER	
1315 – 1400	Justissektorreform. Typiske mandater for justissektorpersonell, institusjonsbygging, erfaringsoverføring, rådgivning, strategier for hvordan man trekker seg ut. Informasjonshåndtering	Eva Lynghjem, politiinspektør, POD, tidligere teamleder i Georgia for NORLAG/Styrkebrønnen
1400 – 1415	Pause	
1415 – 1500	Utvikling og styring av internasjonale bilaterale prosjekter. Fra idé til gjennomføring av tverrfaglige prosjekter i samråd med mottakerlandets myndigheter	Eva Lynghjem, politiinspektør, POD, tidligere teamleder i Georgia for NORLAG/Styrkebrønnen
1500 – 1515	Pause	
	FENGSELSSTANDARDER	
1515 – 1615	Introduksjon til internasjonale standarder for behandling av fanger. Monitorering av forhold i fengsler.	Kjersti Dale, Røde Kors. Hun har arbeidet for ICRC – utført fengselsbesøk i mange ulike land
1615 – 1630	Pause	
1630 – 1730	Erfaringer fra et fengselsprosjekt i Georgia - NORLAG/Styrkebrønnen	Morten Aksdal, fengselsrådgiver, Bergen fengsel og Arne Kvernvik Nilsen, seniorrådgiver, Justisdepartementet
1730 - 1800	Orientering om Styrkebrønnprosjektet i Georgia	Prosjektdeltakere, Georgia

2000	MIDDAG	
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Onsdag 23. januar 2008

	KORRUPSJON	
0900 – 1100	Korrupsjon og organisert kriminalitet	Bo Åström, Rikspolisen, Sverige
1100 – 1115	Pause	
1115 – 1200	Gruppearbeid: Korrupsjon og organisert kriminalitet	Øyvind Hoel, kursleder, tingrettsdommer
1200 – 1300	LUNSJ	
1300 – 1400	UNODC's Criminal Justice Assessment Tool-kit (Office for drugs and crime)	Gisle Kvanvig
1400 – 1415	Pause	
	FELTERFARINGER	
1415 – 1515	(Tilnæringsmetodikk)	Ivar Svendsgaard, tingsrettsdommer, hatt oppdrag i Georgia for NORLAG/Styrkebrønnen
1515 – 1530	Pause	
1530 – 1700	Gruppearbeid: (Tilnæringsmetodikk)	Øyvind Hoel, kursleder, tingrettsdommer
1700 - 1730	Orientering om Styrkebrønnprosjektet i Moldova	Prosjektdeltakere, Moldova
2000	MIDDAG	

Torsdag 24. januar 2008

	KULTURBEVISSTHET	
0900 – 0945	Forventninger, adferdskodeks, utenrikspolitisk sammenheng	Dag Malmer Halvorsen, avdelingsdirektør, Utenriksdepartementet
0945 – 1045	Tverrkulturell kommunikasjon, kulturforståelse	Jon Bech, tidligere ambassadør og ekspedisjonssjef i Domstolsavdelingen i Justisdepartementet
1045 – 1100	Pause	
1100 – 1200	Rolleforståelse	Lorentz Stavrum, forsvarsadvokat, hatt oppdrag i Afghanistan for Styrkebrønnen
1200 – 1300	Gruppearbeid: Tverrkulturell kommunikasjon/Rolleforståelse	Øyvind Hoel, kursleder, tingrettsdommer
1300 – 1400	LUNSJ	
1400 – 1445	Å arbeide under Sharia: Et eksempel fra Afghanistan	Trine Holo, rådgiver, Forsvarets E-tjeneste
1445 – 1530	Å jobbe med tolk	Trine Holo, rådgiver, Forsvarets E-tjeneste
1530 – 1545	Pause	
1545 – 1730	Gruppearbeid: Tverrkulturell kommunikasjon/rolleforståelse	Øyvind Hoel, kursleder, tingrettsdommer

2000	Festmiddag	Departementsråd Morten Ruud holder tale
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Fredag 25. januar 2008

	HELSE OG SIKKERHET	
0900 – 1030	Stresshåndtering og teamarbeid	Rolf Gjestad, psykolog
1030 – 1045	Pause	
1045 – 1215	Sikkerhet i felt	Glenn Pettersen, sikkerhetsansvarlig, utlandsavd., Flyktninghjelpen
	STYRKEBRØNNEN	
1215 – 1300	- Administrative prosedyrer - Briefing / debriefing - Rapportering - Evaluering av kurset Kursavslutning	Sissel Wilsgård, Justisdepartementet Karin M. Bugge, ekspedisjonssjef, Justisdepartementet
1300 – 1400	LUNSJ	
1400	Avreise fra Holmen Fjordhotell	