



Training Workshop on Capacity-Building For Non-Governmental Organizations in Conflict/Post-Conflict Settings



Report of the Workshop
18-22 November 2002
Bratislava, Slovakia

**TRAINING WORKSHOP ON CAPACITY-BUILDING FOR
NON-GOVERNMENTAL ORGANIZATIONS
IN
CONFLICT/POST-CONFLICT SETTINGS**

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FOREWORD

The changing nature of armed conflicts over the last decade has disproportionately affected women and girls. Reported cases of gender-based and sexual violence have increased dramatically, directly affecting the reproductive and sexual health and well-being of women and girls. Violence against women and girls in times of conflict is now so widespread that it has become characteristic. This situation requires decisive action from the international community.

The United Nations Population Fund (UNFPA) has vowed to address these issues by supporting programme interventions that protect the reproductive and sexual health of women and girls in conflict/post-conflict settings. UNFPA has also been instrumental in developing an integrated, gender-sensitive strategy for responding to sexual and gender-based violence in conflict/post-conflict situations.

Although women have borne the brunt during armed conflicts, they have also emerged as major contributors and crucial partners in the peace processes. Women's groups and non-governmental organizations (NGOs) can and should play an important role in conflict prevention and post-conflict rehabilitation and development. To further improve the voice of women in those critical times, women's NGOs, in particular, need to be strengthened to meet the challenges of the changing international context and to participate in conflict mitigation and the peace processes.

The "Training Workshop on Capacity-Building for NGOs in Conflict/Post-Conflict Settings", held 18-22 November 2002 in Bratislava, Slovakia, aimed at empowering women's groups and NGOs to participate in all aspects of the peace process, including the prevention of armed conflict. Capacity development and the empowerment of women are not only morally imperative but essential aspects of sustainable peace. The Workshop was organized in direct response to the United Nations study *The Impact of Armed Conflict on Women and Girls*, which, was a response to United Nations Security Council Resolution 1325, adopted on 31 October 2000.

We are grateful to the Culture, Gender and Human Rights Branch of the Technical Support Division of UNFPA for organizing this important Workshop, in cooperation with the Humanitarian Response Unit of UNFPA and with assistance from the Country Technical Services Team (CST) in Bratislava, Slovakia. We would like to thank, in particular, Ms. Sahir Abdul-Hadi for the overall coordination of the Workshop.

We hope that the recommendations contained in the report will enable women's groups and women leaders to play a more effective role in the entire spectrum from conflict prevention, conflict resolution, peace-building and reconstruction to rehabilitation.

Kunio Waki
Deputy Executive Director (Programme)
United Nations Population Fund
New York, March 2003

CONTENTS

Foreword *iii*

List of Acronyms and Abbreviations *vi*

- I. INTRODUCTION** *1*
- II. BACKGROUND: IMPLICATIONS OF CHANGING
NATURE OF CONFLICT** *4*
- III. OPENING SESSION** *7*
- IV. SUMMARY** *10*
- V. CLOSING REMARKS** *25*
- VI. RECOMMENDATIONS** *26*

LIST OF BOXES

- 1. Forming Bonds: A Secret Friend** *9*
- 2. Sharing Cultures** *12*
- 3. Relating a Success Story: Shea Butter Soap** *18*
- 4. Surmounting Obstacles** *22*

ANNEXES

- I. AGENDA** *28*
- II. LIST OF PARTICIPANTS** *37*
- III. RESOLUTION 1325** *43*

LIST OF ABBREVIATIONS

AIDS	Acquired immunodeficiency syndrome
CST	Country Technical Services Team
FWCW	Fourth World Conference on Women
HIV	Human immunodeficiency virus
HRU	Humanitarian Response Unit, UNPFA
ICPD	International Conference on Population and Development
KEGME	Mediterranean Women's Studies Centre
NGO	Non-governmental organization
STI	Sexually transmitted infection
TAP	Technical Advisory Programme, UNPFA
UNPFA	United Nations Population Fund

I. INTRODUCTION

Purpose

The “Training Workshop on Capacity-Building for NGOs in Conflict/Post-Conflict Situations” was held in Bratislava, Slovakia, 18-22 November 2002. The Workshop had two main objectives: to empower participants through skills development training, enabling them to contribute more effectively to their conflict-torn societies; and to formulate strategies and tools to ensure that UNFPA best supports this empowerment, specifically by addressing those strategies through a comprehensive gender-sensitive approach (see Annex I, Agenda).

Participants

Representatives from women’s non-governmental organizations (NGOs), identified by UNFPA Country Offices and by UNFPA staff working in conflict and post-conflict situations, attended the five-day meeting. Participants were from Afghanistan, Bosnia and Herzegovina, Colombia, East Timor, Lebanon, Liberia, Occupied Palestinian Territories, Pakistan, Sierra Leone, Slovakia and Tajikistan (see Annex II, List of Participants). They took part in hands-on training exercises aimed at building the capacity of their local NGOs.

The Culture, Gender and Human Rights Issues Branch of the Technical Support Division, UNFPA, with support from the Humanitarian Response Unit (HRU), initiated and organized the meeting and produced the report. The Mediterranean’s Women’s Studies Centre (KEGME), an NGO based in Greece, was responsible for the development of a training manual and for the facilitation of the meeting’s proceedings, including activities and discussion. During the preparation of the report, the Branch consulted all concerned colleagues at headquarters and in the field. It received substantial support from field staff in Eastern Europe and Central Asia.

The Country Technical Services Team (CST) based in Bratislava hosted the Workshop. The CST is part of the Technical Advisory Programme (TAP) of UNFPA. Its function is to build and improve national capacity for the planning and implementation of population programmes.

Rationale

In November 2001, the UNFPA Consultative Group met in Bratislava. That meeting, “The Impact of Armed Conflict on Women and Girls”, aimed at formulating strategies and tools for NGOs through a comprehensive gender-sensitive approach. The meeting was undertaken in response to Security Council Resolution 1325, adopted on 31 October 2000, for gender mainstreaming in peace-keeping operations as well as the International Conference on Population and Development (ICPD) Programme of Action, 1994.

The 2002 Workshop is the result of the Fund’s commitment to incorporating recommendations from the 2001 consultative meeting into its activities and to highlighting issues raised in Security Council Resolution 1325. The Workshop also drew upon the ICPD Programme of Action, which calls for recognition of the right to reproductive health as a human right; the Platform for Action of the Fourth World Conference on Women (FWCW), 1995; and the follow-ups to these two conferences five years later (known as ICPD+5, in 1999, and Beijing +5, in 2000). The Workshop’s themes of empowerment and capacity-building are consistent with UNFPA organizational priorities as expressed by the Fund’s Executive Director, Thoraya Ahmed Obaid, in the Annual Technical Advisory Programme of 4 November 2002. They are also consistent with the UNFPA mandate to better the lives of women and girls.

Security Council Resolution 1325 on Women, Peace and Security examines the impact of armed conflict on women and girls and points to the role of women’s NGOs in conflict and post-conflict settings (see Annex III, Resolution 1325). The Resolution calls on all actors involved in negotiating and implementing peace agreements to adopt a gender perspective that includes the special needs of women and girls during repatriation and resettlement, rehabilitation, reintegration, and post-conflict reconstruction (paragraph 8a). The Resolution states that such a reconstruction:

“would include measures that support local women’s peace initiatives and indigenous processes for conflict resolution and that involve women in all the implementation mechanisms of the peace agreements, as well as measures to ensure the human rights of women and girls....” (paragraph 8b).

Based on Resolution 1325, the United Nations conducted a study, *The Impact of Armed Conflict on Women and Girls*.

The ICPD Programme of Action underscores that reproductive health is a universal human right and that information and services should be available to all men and women, including those in difficult or emergency situations (paragraph 7.2). Empowering women, according to the ICPD mandate, is essential to ensure the protection of their human rights, particularly those related to reproductive health.

The FWCW Platform for Action states:

“An environment that maintains world peace and promotes and protects human rights . . . is an important factor for the advancement of women. Peace is inextricably linked with equality between women and men and development. . . .Violations of the human rights of women in situations of armed conflict are violations of the fundamental principles of international human rights and humanitarian law. . . .During times of armed conflict and the collapse of communities, the role of women is crucial. They often work to preserve social order in the midst of armed and other conflicts. Women make an important but often unrecognized contribution as peace educators both in their families and in their societies” (paragraphs 131, 139).

The Beijing +5 document highlights several forward-looking commitments by Governments that would advance the human rights of women and gender equity, particularly with respect to violence against women, trafficking, health, armed conflict and human rights.

Ms. Obaid’s remarks at the TAP meeting highlighted the critical importance of “building the capacity of national and regional institutions and housing our [UNFPA] knowledge among their experts” In her conclusions, she stressed the importance of partnerships with local civil society organizations as a means of implementing the ICPD Programme of Action.

Thus, in accordance with Resolution 1325 and the ICPD and FWCW and based on recommendations from the 2001 consultative meeting as well as the TAP meeting, UNFPA conducted the “Training Workshop on Capacity-Building for NGOs in Conflict/Post-Conflict Settings” to support local women’s efforts through empowerment and skills training.

III. BACKGROUND: IMPLICATIONS OF CHANGING NATURE OF CONFLICT

Impact of Conflict on Women and Girls

The nature of armed conflict has changed over the past 50 years. Increasingly, civilians have become the most devastated and victimized members of the population. Women and girls have been especially vulnerable to these demoralizing changes. Pregnancy-related deaths and sexual violence incidents soar in times of upheaval while reproductive health information and services such as assisted delivery and prenatal and post-partum care often become unavailable. To protect the well-being and reproductive health of communities in crisis, UNFPA initiates a rapid response to ensure clean and safe deliveries as well as safe motherhood and the survival of newborn infants.

Gender-specific threats compound the difficulties of ensuring the protection of women and girls, raising serious ethical, analytical and operational challenges for UNFPA. One of the most critical challenges is the need to empower women and to develop integrated, gender-sensitive strategies. The United Nations system and UNFPA, in particular, continuing their “rapid response” efforts, have vowed to address these issues by mainstreaming gender perspectives in emergency conflict situations and peace processes.

Impact of Conflict on Health and Gender- and Sexual-Based Violence

Among other problems in contemporary conflict situations, women and girls have become the victims of increased gender-based and sexual violence, specifically when rape and sexual assault are used as weapons of war. Women and girls are disproportionately infected with sexually transmitted infections (STIs), including HIV/AIDS, as discrimination prevents them from protecting themselves against such infections.

Furthermore, situations of conflict, violence and instability threaten to push women into deeper poverty. The loss of men and boys and the high rate of death and infection among women and girls increase women’s already heavy range of responsibilities. As women become the only or main source of income, they are forced into “non-traditional” occupations, such as prostitution, that further increase their physical and psychosocial vulnerability. Yet, this work does not afford them enough to sustain themselves and their children and, thus, as a result of conflict, poverty among women and girls increases.

The UNFPA Role in Bettering the Lives of Women and Girls Worldwide

In line with its mandate to care for the health and well-being of women and girls, UNFPA has collaborated with international and national partners and donors in supporting emergency health programmes in more than 30 countries worldwide and, most recently, in Afghanistan. UNFPA and its HRU, in particular, have played an increasingly important role in advocating for reproductive health and human rights for women and girls in emergency situations. HRU recognizes the heightened risk and greater need of women and girls in conflict and post-conflict settings and implements programmes accordingly. In particular, HRU addresses the problems of women and girls by reducing their vulnerability to HIV infection as well as to sexual exploitation and violence. Moreover, HRU recognizes that women and girls in conflict and post-conflict settings have the same rights to reproductive health as everyone else and works to provide such assistance in all settings.

“...all refugees and persons in emergency situations have the same vital human rights, including the right to reproductive health, as people in any community.”

-- Thoraya A. Obaid, UNFPA Executive Director

Recognition of the Power of Women in Conflict Situations

Women have faced the hardships of armed conflict for generations. They have also emerged as major contributors and crucial partners in the peace processes. Women and girls have traditionally initiated efforts regarding conflict prevention, conflict resolution and rehabilitation and reconstruction. These skills must be reinforced. Furthermore, to ensure gender equity and sustainable peace, women and girls must be included in all aspects of the peace process.

As a multilateral organization committed to all dimensions of women's and girls' health and well-being, UNFPA is well positioned to strengthen women's contributions. UNFPA and the United Nations system recognize the opportunity to draw upon local women's networks and grass-roots organizations to achieve this goal. However, the challenge remains to empower formal and informal women's groups and NGOs so that their voices might be heard. Specific challenges include the lack of access to mechanisms or channels for ensuring that their priorities and recommendations are considered. Moreover, many groups have little or no experience in organizational development or access to economic resources. Furthermore, they often lack managerial skills necessary to their function, survival and sustainability.

Commitment to Empower NGOs and Women's Groups

In accordance with Security Council Resolution 1325 and the ICPD mission, UNFPA has spearheaded efforts to ensure that women's and girls' voices are heard. This commitment was solidified at the 2001 consultative meeting in Bratislava. The 2002 Workshop further represents the organization's commitment to incorporate a gender perspective and empower women in conflict prevention, peace-building and conflict resolution. NGOs have a critical role in the peace process as representatives of civil society. In conflict and post-conflict settings, local women's NGOs, many of which may lack basic management skills, take over and bear the brunt of rebuilding at the same time that their infrastructure is collapsing. By focusing on capacity-building and training, the Workshop aims at empowering women's groups and NGOs around the world, incorporating women in all aspects of the peace process and ensuring a gender perspective throughout.

III. OPENING SESSION

Ms. Sahir Abdul-Hadi, Gender Adviser, Culture, Gender and Human Rights Branch, UNFPA, opened the Workshop and expressed her gratitude to all the participants, who had overcome many obstacles, including passing military checkpoints, to attend the meeting. The Workshop”, remarked Ms. Abdul-Hadi, “is the first of its kind.” She noted that the Workshop’s focus on capacity-building and empowerment was one outcome of the 2001 meeting, “The Impact of Armed Conflict on Women and Girls.” At that meeting, Ms. Ketty Lazaris, President of KEGME and facilitator of the current Workshop, presented a paper in which she observed that the most critical task in achieving women’s empowerment and gender mainstreaming is supporting capacity-building. Ms. Abdul-Hadi concluded that “civil society and women’s NGOs, in particular, have an important role to play in conflict and post-conflict situations.” She reiterated the importance of women’s NGOs in facilitating solutions to complex conflict and post-conflict problems, in particular, ones involving reproductive and psychosocial health, gender-based violence and the transmission of HIV/AIDS. These issues are often overlooked, Ms. Abdul-Hadi continued, in most reconstruction efforts.

“Nation-building is not a quick fix...it must continue after the television cameras have gone and the issue is no longer ‘newsworthy’ Specific challenges include reaching the most vulnerable members of societies, ensuring a smooth transition from relief to development and supporting self-sustained, empowered NGOs and women’s groups.”
-- Sabir Abdul-Hadi

Ms. Pamela DeLargy, Chief, Humanitarian Response Unit, UNFPA, reiterated, on behalf of UNFPA, appreciation of the considerable obstacles the participants had overcome to attend the Workshop. “I am confident”, said Ms. DeLargy, that the “conference will be worth everyone’s tremendous efforts.” Despite the differences among the participants, Ms. DeLargy expressed her hopes that by the end of the five days the participants would recognize the similarities, “the common fabric that knits everyone together”, regardless of the diverse contexts from which they came.

“We [participants] have more in common than one might believe, and I am confident that sharing experiences with one another in this five-day Workshop will illuminate our similarities.”
-- Pamela DeLargy

Ms. DeLargy concluded by voicing her support for the Culture, Gender and Human Rights Branch and for the recognition of the value of local women’s groups’ experiences in conflict and post-conflict settings. In particular, she remarked on the value of insights from the field that will add to what she hoped would be one of the Workshop’s outcomes: a community. Ms. DeLargy articulated her desire for the creation of a “community of like-minded people that will share useful skills and practical goals.”

Ms. Ketty Lazaris ended the opening session with a brief description of the implications of armed conflict on the lives of woman and girls. In particular, she mentioned the breakdown of relationships, from national to personal, as one of the most devastating consequences of conflict. “Women’s groups can act as catalysts to peace-building and reconstruction”, asserted Ms. Lazaris.

Ms. Lazaris continued by stressing the importance of empowering women as a means of achieving social change and pointed out how the Workshop aims at enabling women “to contribute to their own societies for the benefit of all conflict-affected populations.” Moreover, Ms. Lazaris said, the Workshop was planned according to the needs of the participants, as expressed in responses to questionnaires, so it was expected to be detailed and beneficial for all. Information from participants had been synthesized. The methodologies to be utilized in the Workshop would be open dialogue, presentations, exercises and group work. Materials for the Workshop, which include a Training Kit and Resource Guide prepared by KEGME in collaboration with UNFPA, were provided to participants in their welcoming packets, Ms. Lazaris explained. She concluded with her thanks to participants and UNFPA.

Box 1

Forming Bonds: A Secret Friend

On the first day of the Workshop, after participants were introduced, Patricia MaCauley of Sierra Leone suggested that they begin the five-day Workshop by picking a “secret friend”. “We will all write our name on a piece of paper and put them in a box”, explained Ms. MaCauley. “We will each pick a name and anonymously exchange notes and gifts throughout the week. At the end of the five days, we will reveal ourselves to our secret friend and articulate how she or he has contributed to the Workshop and to our individual experiences in Bratislava.”

Every morning, participants rushed to the Secret Friend Box to open up their special note. Beginning each day like this, explained Ms. Selma Begic from Bosnia, put everybody in high spirits and contributed to the solidarity of the participants. As secret friendships were constructed via the Secret Friend Box, participants grew closer through training exercises and capacity-building activities, forming strong professional and personal bonds. On the last day, participants revealed the name of their secret friend and exchanged a special goodbye gift. As key chains from East Timor, earrings from Pakistan and scarves from Sierra Leone were exchanged, participants embraced and wished one another peace in the future. Ms. Jamila Alokozic of Afghanistan summed it up best: “We are all going home empowered by the Workshop with our new friends in our hearts and peace in our minds.”

IV. SUMMARY

Day 1

Plenary 1. Getting Acquainted and Building a Community

Ms. Maria Hadjipavlou, KEGME, began the Workshop by introducing the first activity: “getting acquainted and building a community.” Following the theme of the opening remarks, Ms. Hadjipavlou stressed the importance of community and urged the participants to form one based on similarities and shared values. She pointed out that all the participants had faced, among other things, pain, injustice, loss and displacement and have the common values of peace, dignity and equality. “These are a good basis upon which to start our new community”, said Ms. Hadjipavlou, and invited all participants to begin by introducing themselves to the group. In the introductions, Ms. Hadjipavlou requested that each participant respond to the two following questions: What would [you] like to share with the group? and What are your goals and expectations for the Workshop?

“Community is a fundamental human need.”
-- *Maria Hadjipavlou*

As participants began to introduce themselves to the group it became clear, Ms. Hadjipavlou noted, that the group shared many experiences, within which there were “many rich resources that will be part of the community in construction.” Moreover, many of the problems that women face in their own conflict and post-conflict societies are consistent, said Ms. Hadjipavlou, such as reproductive health problems, including HIV/AIDS, and gender-based violence, including trafficking. Ms. Hadjipavlou summarized the introductions and brought the group back to the task of community-building, drawing upon issues that emerged in the introductions which, she suggested, would assist the group in constructing a community.

Following the community-building activity, Ms. Hadjipavlou facilitated the first exercise aimed at identifying the shared values of the group in order to build a community. The most common values discussed were partnership, respect, confidence, cooperation and trust.

Ms. Hadjipavlou, concluded the exercise with the poem “Doors”, by Neshe Yashin, which spoke to the power of women and their triumph over adversity and destruction. Following the first exercise, participants formed five working groups of six or seven people for the balance of the Workshop.

Plenary 2. Interpersonal Skills Development

a. A Construction of Gender Roles: Who Am I?

The next two exercises encouraged participants to define themselves and to think inter-generationally about cultural activities and customs, inspiring a discussion of the difference between gender, which is socially constructed, and biology, which is not, according to the facilitator. One Bosnian participant pointed out that many of the participants defined themselves by who they are in relation to someone else. For example, many group members said they were “a wife, a mother or a sister...” She then challenged the groups to define themselves as they see themselves and not by how others perceive them or how they relate to others. Ms. Hadjipavlou summed up the discussion by highlighting how gender influences definitions of oneself. A knowledge of gender, history, culture and tradition enables people to analyse actions and reactions in various spaces, such as in civil society and in NGOs, in particular, and in conflict situations.

b. Communication: How Do I Relate to You?

The next exercise regarding how participants feel in group discussions demonstrated that communication is critical to positive human relations and that conflict often stems from miscommunication. Ms. Hadjipavlou described the different types of communication, including verbal, non-verbal, open and one-way communications, that facilitate the exchange of ideas. She highlighted the experiences that can mitigate conflict and assist in community-building, adding that recognizing cultural differences is really important in facilitating communication.

**“Communication can make or break relationships...it enriches
our perspective and builds trust and confidence.”**
-- Maria Hadjipavlou

c. Am I really listening?

The importance of the next topic, “Active Listening”, was illustrated by another exercise. A telephone game, in which a message is announced to the group and then passed from one person to the next and announced at the end of the line, illustrated how easy it is to miscommunicate, as the last message almost always comes out differently from the original one. Active listening “promotes change in attitude and information-sharing; it fulfils a need to be heard, and creates a better chance of being heard”, concluded Ms. Hajipavlou.

Box 2

Sharing Cultures

The opening reception of the five-day meeting was held at *Woch*, a lively Bratislavan folkloric restaurant. After a day of introductions and hard work, participants were enthusiastic about the venue change.

Through the first day's exercises and activities, participants had revealed the depth of their knowledge and experience in conflict and post-conflict situations. The reception revealed other positive attributes of the group, such as musical talents. Brave participants took to the stage and performed for everyone's benefit with a repertoire that included Greek ballads, Colombian salsa and West African Frank Sinatra, raising the group's spirits and anticipation of the days ahead.

"In our country", said Ms. Juliana Konteh of Sierra Leone, "singing and dancing is our way of expression and celebration. Many times during the violence we would sing and pray for peace....It brings us together in Sierra Leone and it will bring us together in Bratislava!" The Sierra Leonean rendition of "The Whole World in His Hands" or, as they sang it, "UNFPA in His Hands", motivated the group to get up, lock arms and sing in "expression and celebration".

"Joining together like this, sharing our cultures and experiences will enhance the community we seek to form during these five days. We will not forget the new-found connections we have made here", observed Ms. Laila Baker-Ayoub of the Occupied Palestinian Territories.

Day 2

Plenary 1. Non-Governmental Organizations

Ms. Lazaris, the facilitator of the first plenary on the second day of the Workshop, began by encouraging the working groups to brainstorm about the meaning of an organization. The groups discussed their respective organizations, touching on topics such as decision-making and budgeting. The next few sessions, Ms. Lazaris explained, were to address the logistics of establishing and maintaining a self-sustaining organization through which to achieve social change effectively.

Ms. Lazaris continued with a presentation entitled “Essentials for an Organization: Visions, Goals and Objectives”, drawing upon material based on the needs of participants as expressed in the questionnaire responses. Organizations need a clear vision, reflected by shared values; moreover, said Ms. Lazaris, an organization needs to create a mission that defines goals and objectives. Each of these stages is essential to the function and survival of the organization.

“The values of an organization are intangible; you cannot touch them but you can feel them -- they drive and inspire -- similar to the way we can feel the inequality of women but cannot get [our] hands around it.”
-- Ketty Lazaris

During conflict, many local organizations arise out of projects, as international organizations scramble to identify local groups with which to partner. Ms. Lazaris explained that knowing these essentials, among other things, is critical to establishing a more formal organization, which remains one of the greatest challenges for local groups to achieve sustainability.

Following the presentation, each working group was asked to create its own organization with clearly defined visions, values, missions, goals and objectives and to share these ideas with other participants. The exercise was extremely creative and facilitated an inspiring dialogue regarding the significance of well-defined objectives and missions.

Plenary 2. Organizational Management

In the next presentation, Ms. Lazaris explained that the “primary organizational goal of an NGO is to plan for the future, and in order to achieve this goal a strategic plan, usually a two- to three-year plan, must be created.” Utilizing handouts and visual aids, Ms. Lazaris presented the logistics of the strategic plan that, she said, should outline where the organization is going, what to do to get there and how long it will take to reach the destination. Following the strategic plan, an annual plan is developed that breaks down the three years into

one-year intervals with all planned activities, material and human resources needed and costs.

This discussion of costs, Ms. Lazaris noted, leads into the next topic essential to establishing an organization: financial management. This aspect of planning is one of the most important, asserted Ms. Lazaris, as she presented a step-by-step budget development (presented also in the Training Kit).

Following these sessions, a provocative dialogue emerged illuminating the differences between participants' experiences with strategic and annual plans. A participant from Bosnia asked how those who were not sure if they would be alive tomorrow could plan ahead. As others agreed, Ms. Lazaris began to pose questions. The answers revealed that, indeed, groups had been planning ahead, although perhaps not consciously. She acknowledged that the time frame of the plan must depend on the specific situation but that all organizations must anticipate and plan for the future. A Colombian participant asserted that if you have a "clear vision and plan you can adapt to the circumstances and obstacles you face." Participants agreed and expressed their desire to be in a position in which they could make a plan for the long term. Ms. Lazaris observed that that was one of the reasons the training was being conducted, to facilitate capacity-building and promote organizational sustainability. Ms. Lazaris added that financial management is especially important because some donors have specific guidelines. Without funds, an organization cannot function. Moreover, good bookkeeping allows for accountability to donors and, more importantly, to beneficiaries, according to Ms. Lazaris.

“ . . .most NGOs in conflict settings begin from a project, but after the emergency disappears, we all face the reality of standing on our own two feet. We must know the international donor requirements and logistics of establishing an organization so that we might move forward.”
-- Sabir Abdul-Hadi

Plenary 3. Leadership, Gender and Power

Ms. Hadjipavlou conducted the next plenary on the topic "Leadership, Gender and Power." After providing a historical background on the concept of power, she stressed the new models of power, as defined by women during the Women's Movement – power as empowerment and not domination. In particular, she discussed leadership as an important role for women to assume in this new power paradigm.

Different kinds of leadership were discussed. A stimulating dialogue emerged regarding democratic vs. autocratic leadership. Although many agreed that democratic leaders were more desirable, in some circumstances an autocratic leader might be more effective. A participant from Colombia vehemently opposed

the “autocratic style” of leadership, whereas a Liberian colleague pointed out that, in some cases, a “benevolent autocratic leader” is required to be effective.

After a brief brainstorming session, all agreed that leadership differs from one place to another and is dependent upon circumstances. In all instances, it is important for women to assume leadership positions. Leadership, the facilitator asserted, is empowering, and women leaders may attend to the needs of women and balance out the gender inequity.

In conclusion, Ms. Hadjipavlou pointed out that while targeting women in women’s empowerment efforts is important, it is also critical to target men to ensure gender mainstreaming. “Gender does not refer to women alone”, said Ms. Hadjipavlou. It refers to the different ways in which men and women experience things because of their gender. Moreover, she reflected on the importance of women’s participation in leadership positions to mitigate the obstacles to the advancement of women.

Plenary 4. Changing Social Structures

All of the day’s sessions were about organizing to achieve social change and, in the context of this Workshop, peace, began Ms. Hadjipavlou. She proceeded with a brief history of women’s empowerment, highlighting the ICPD as a pivotal achievement. Participants agreed that although gender inequality still persists, much has been achieved. All concluded that one achievement, in particular, was the gender-mainstreaming strategy.

**“...though much needs to be done, gender mainstreaming has been
the most effective approach to decreasing gender inequality.”**
-- Julia Clones

Ms. Hadjipavlou ended the day’s session by remarking on the physical materials that had been generated during the Workshop, which each participant could bring back home and adapt to local needs.

Day 3

Plenary 1. Group Development

a. How Decisions Are Made

Ms. Lazaris began the third day of the Workshop with a session on decision-making. Decision-making, asserted Ms. Lazaris, is an important process in organizations, and it is almost always the case that democratic decisions are better than autocratic ones. Ms. Lazaris presented a decision-making model that has proved effective. The process includes problem-solving analysis; brainstorming for potential solutions; and decision-making, implementing and evaluating. She concluded by stressing the importance of reaching agreement in the process.

b. Conflict Analysis and Management

Ms. Hadjipavlou presented an analysis of different methods and strategies of conflict negotiation, which, she said, would be useful to understand the situation in which we find ourselves and the way in which decisions are made and problems solved within our organizations.”

After a brainstorming session about what conflict means to participants in their respective societies and the different kinds of conflict experienced, Ms. Hadjipavlou explained what the role of the NGO is in all this. “We all work on the assumption that conflict impacts all of society, not just the ones directly involved”, noted Ms. Hadjipavlou.

She stressed that peace is the ultimate goal, and thus all must work to resolve conflict despite tremendous sacrifices. A discussion followed regarding different definitions and causes of conflict, the compromises and concessions necessary for resolution, and conditions for peace. All agreed that NGOs could intervene at this juncture to facilitate negotiations as representatives of civil society.

Ms. Hadjipavlou encouraged a representative from societies in each of three stages of conflict/post-conflict settings -- armed conflict, post-conflict with sporadic violence and post-conflict with reconstruction -- to present to the group their situations and how NGOs have helped. Many participants described examples in which NGOs had assumed effective roles in the peace process. Others expressed concern that their local NGOs lacked the resources to have much impact.

“In Afghanistan, it is impossible to survive. Local NGOs do not have the capacity to implement programmes to better the situation of women and girls. . . .We need capacity-building.”
-- Jamilah Alokizie, Afghanistan

Ms. Hadjipavlou concluded by summarizing the role of the NGO in conflict situations. Moreover, she noted the complex realities of each individual and the multiple linkages that may serve as catalysts for community- and coalition-building among participants in the Workshop.

Box 3

Relating a Success Story: Shea Butter Soap

Plenary 1 on the fourth day, entitled “Fundamental Organizational Activities”, was one of the most important sessions of the Workshop, according to participants. At that meeting, they discussed many critical organizational aspects, including raising funds and involving the community in self-sustaining financial activities. Ms. Lucy Page of Liberia delivered an especially enlightening anecdote, presenting a success story and encouraging participants to follow suit. She had decided that, in addition to soliciting donor support, she would have to raise funds for the Community Empowerment Programme in Monrovia, Liberia, so that it could be efficient, effective and self-sustaining. She identified a skill within the community that could be utilized for the benefit of the organization and its beneficiaries. Local groups began to manufacture and sell shea butter soap, with the proceeds going to the Community Empowerment Programme. This gave the NGO a sustainable source of funds. “Involving the community in all aspects of an organization ensures and encourages them to take ownership and sustain the project”, said Ms. Page.

The situation of NGOs in conflict and post-conflict settings was a major topic of discussion throughout the Workshop. Participants discussed the challenge of transforming their projects, which had been initiated by international agencies during conflicts, into fully functioning NGOs. Self-sustaining fund-raising activities, such as Ms. Page’s, are essential for facilitating the transition from project to NGO and for building community relations as well.

Day 4

Plenary 1. Fundamental Organization Activities

a. Fund-raising Priorities

Ms. Lazaris began day 4 by presenting the Five **Rs** of fund-raising: **R**eadiness, **R**esearch, **R**eality, **R**elationship-building and **W**riting. Following these steps, stressed Ms Lazaris, would enhance the chances of receiving donor funds. She explained how important it is to know the donor and to formulate solicitations accordingly, stressing the special importance of familiarity with the donor's proposal requirements.

b. Building Community Relations

"Building community relations", asserted Ms. Lazaris, is key to the function and survival of an organization." In particular, she stressed the importance of assessing the actual vs. the imagined needs of community members and of representing all the beneficiaries.

"Involving the community in all aspects of an organization allows them to take ownership and sustain the projects."
-- Lucy Page

A UNFPA representative from the Occupied Palestinian Territories noted that "when donors get proposals, they go to the community to see if the members know the NGO that is soliciting funds; this allows them, among other things, to gauge the sustainability of the projects vis-a-vis the community relations."

Participants appreciated the donor perspective, and many raised questions about donor opinions, giving rise to a discussion which revealed the diversity of donors and their respective requirements. Ms. Lazaris concluded the session by reiterating the importance of community relations and support as well as the importance of tailoring proposals to reflect the nuances and interests of the specific donor. "Know the donor", she urged.

Participants responded by pointing out that the donors must also be educated. One participant noted that it was especially important to ensure that donors fund projects that will have a great impact on the community and that donors not be influenced by trends.

The facilitator invited the participants to share examples of projects that the community was involved in and supportive of, and of how they received funding. A participant from Tajikistan described an adolescent reproductive health project funded by UNFPA. In the initial project proposal, they targeted UNFPA, in particular, knowing the funding priorities of UNFPA. "From the beginning", said

the participant, “we were involved with the community, meeting their needs and soliciting their support.” After assessing the needs of the community and the realities of the issues they faced, it became clear that a gender strategy included considering men and women. In particular, the NGO learned the importance of targeting men as well as women in achieving an effective gender perspective and women’s empowerment. “Increasing men’s awareness should be used as a tool to increase women’s empowerment, especially when, in many cases, men are the ones making the decisions regarding women’s health.”

Plenary 2. Project Planning

Ms. Lazaris led the second plenary on project planning. She began the session with a handout that indicated the steps of planning:

- Preparation, in which the concept is defined;
- Planning, in which the project is designed; and
- Execution, in which the project is implemented.

She then outlined the contents of a proposal, which must include a description, a statement of need, a budget and organizational information. Ms. Lazaris added that the details of these processes were in the Training Kit and Resource Guide given to participants.

Following this presentation, Ms. Lazaris conducted an exercise in which participants were asked to pick the best reasons to fund an imaginary project. Participants agreed that the top four reasons were dependent upon the community impact, the capacity of the NGO to manage the funds, the prestige of the board of directors and the sustainability/ feasibility of the project.

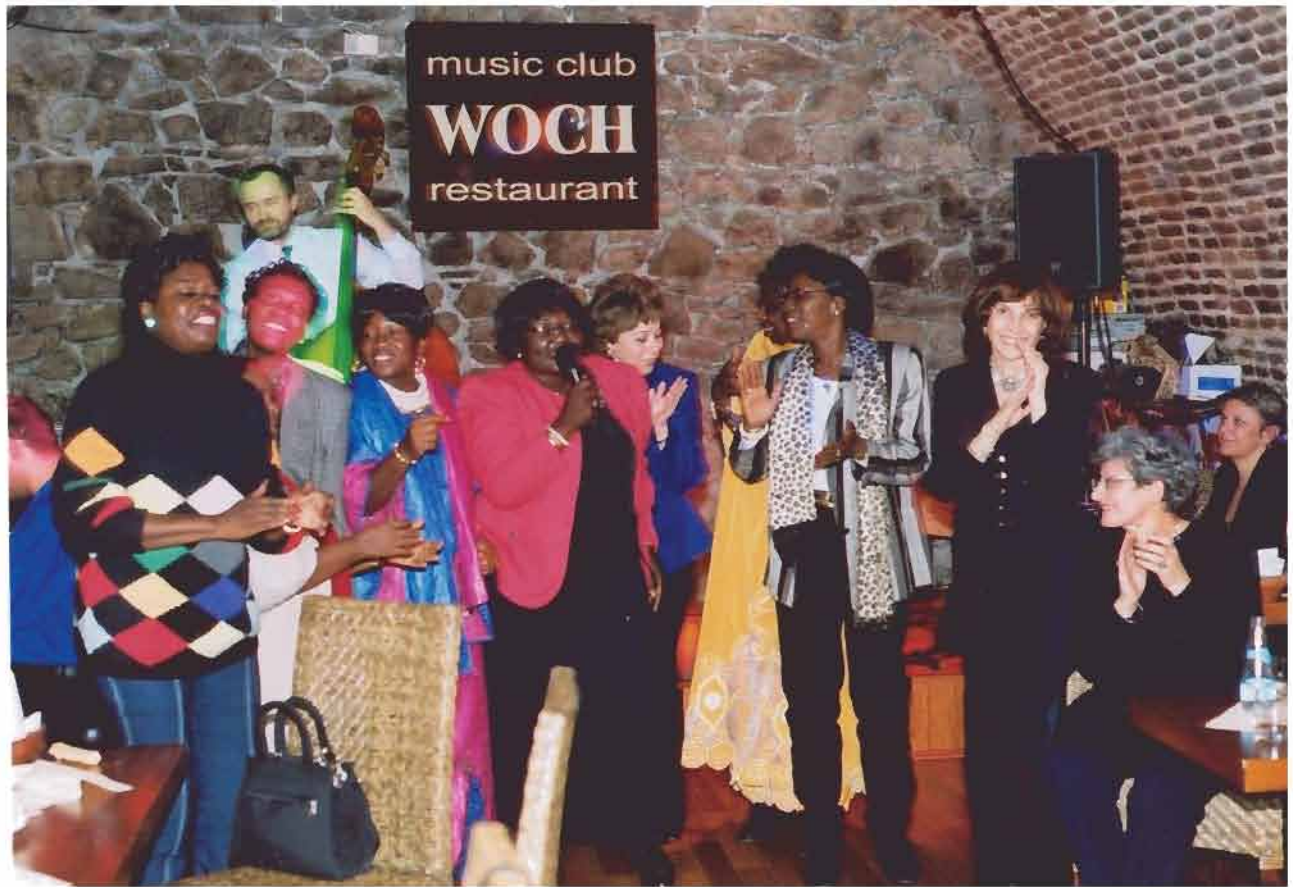
“Thanks to the Workshop, I know how to write a project proposal and a proper budget. I will use these skills back home in Liberia to transform my NGO and the lives of the beneficiaries.”

-- Myonoway Sherman

Ms. Lazaris then discussed the Final Activity/Evaluation Report, which includes a description of the project, plans for implementation, monitoring and evaluation, and the constraints and difficulties encountered in carrying out the project. Finally, Ms. Lazaris, brought the group back to issues of gender mainstreaming. “As an important theme of the Workshop, we must always remember to evaluate the gender aspect of our programme.” Ms. Lazaris presented all the logistics of planning a project in the beginning of the session and stressed the “importance of incorporating a gender perspective throughout all the steps.” She presented a scenario in which gender was overlooked to the detriment of a project. A women’s empowerment project in Indonesia left women feeling newly

empowered but did not improve their lives. Their husbands were displeased with their wives' new-found empowerment and thus constricted their wives' freedoms even more. The project failed to take into consideration that the men must also be educated to accept and recognize the importance of women's empowerment. Ms. Lazaris reiterated the importance of appreciating the gender aspect of every project, which must always include men. After the discussion, Ms. Lazaris concluded the fourth day of the Workshop, remarking that the "session was so engrossing and enriching that no one even noticed we went an hour over schedule!"





Box 4

Surmounting Obstacles

In their journey to the Workshop in Bratislava, participants encountered many obstacles. For example, difficulties in obtaining visas and passports resulted in delayed travel arrangements and plans. The strength and determination of the participants were manifested in the grace and triumph with which they overcame these obstacles.

One participant's journey, in particular, exhibited inspirational dedication. It took Ms. Shadden Maraaba of the Occupied Palestinian Territories three days of travelling to attend the Workshop. Expected on the first day of the Workshop, Ms. Maraaba arrived on the third day, weathered and weary. "It took me three times to get past the checkpoints", explained Maraaba, "but I was eager to attend so I kept trying." As she told her story to the group, many agreed that it was difficult to get to Bratislava, but the importance of the Workshop's themes kept them going. Maraaba said she kept telling herself that when she finally arrived it would be worth it, because she knew she would learn skills at the Workshop that would help to empower women back home.

Ms. Jamila Alokozie of Afghanistan gave an example of something especially poignant she had learned that she would bring back to her country. She explained that the constant bombing has rendered normal communication impossible. "People are used to screaming, even though the bombing might have stopped. I am going to teach my friends at home that they can communicate more effectively by listening actively. It is going to be hard to get people used to this, but I believe it is really important", concluded Ms. Alokozie.

Day 5

Plenary 1. Advocacy and Networking

Ms. Hadjipavlou began day 5 of the Workshop with a brainstorming session. She asked all participants to share their definition of networking. Most participants included relationship-building as an important component of networking. Ms. Hadjipavlou pointed out that relationship-building is very important to the success of an NGO. Building coalitions with like-minded organizations to form a stronger union is critical. She surveyed the groups, asking participants to describe what kind of organization they would like to partner with. A participant from the Occupied Palestinian Territories pointed out that many groups represented at the Workshop shared common goals; in addition, “we share common values individually as seen earlier in the Workshop when we discussed building a community.” “Why not”, she continued, “establish a network to push reproductive health as a human rights issue?” There was general agreement.

Ms. Hadjipavlou then introduced the topic of advocacy. She asserted that NGOs have a responsibility to engage in advocacy activities to raise awareness among their beneficiaries as well as donor institutions and Governments. It is important to mobilize women, according to the facilitator, to network and then lobby. Networks have more clout and resources with which to lobby for change than a single organization does. “There is power in numbers”, said Ms. Hadjipavlou. She concluded the plenary by expressing another shared goal, that of peace, and by introducing the next session, on peace and peace-building.

Plenary 2. Peace-Building

Ms. Hadjipavlou began the plenary with a poem from a Turkish Cypriot entitled “Peace.” “Peace starts in the mind”, wrote the author; it is a “state of mind.” Following the poem, the facilitator conducted a brainstorming session about peace. Terms that were introduced by participants included equal rights, peace of mind, social justice, reconciliation, human rights, a state of mind, absence of war, development, dignity, light and appreciation.

“Peace starts from within; it is a process that never ends.”
-- *Nadia Tewtel*

Peace-building, explained Ms. Hadjipavlou, is both a tangible and an intangible process. As the poem recognized, peace begins in the mind. She broke down the peace process into three categories:

- Structural peace, which consists of creating a structure and influencing systems of behaviour, such as the construction of an economy;
- Social peace, which is the foundation of all types of peace-building because it tends to the issue of trauma. Social peace-building includes engaging in dialogue and community-building; and

- Political peace-building, which includes building political structures such as political parties.

All three categories of peace-building are necessary to reconstruct a society after the devastation of war, said Ms. Hadjipavlou.

Participants then discussed the importance of social peace-building. According to one Liberian participant, “healing is just as important as the other aspects of reconstruction, and without it the society cannot rebuild.” It is often ignored, the group agreed. Gender is also ignored in the peace process, added a participant from Colombia. One must look at the various ways women and men experience war and their varying needs in reconstruction efforts. One way to ensure this, Ms. Hadjipavlou noted, is by empowering women to participate in peace negotiations. One reason for being at the Workshop, she added, is to empower and build the capacity of women’s groups and NGOs to sit at the negotiation table and advocate on behalf of women.

“We must empower women and increase their capacity to recognize their role in the political as well as the social arena; this is particularly important in the peace process.”
-- Patricia Guerrero

The special needs of women in post-conflict/conflict situations, according to the group, include skills training, political empowerment, repartition, food security, and reproductive health and HIV/AIDS prevention. Ms. Hadjipavlou underscored the success of NGOs in advocating on behalf of women in all arenas in the peace process in particular. “We have all been rich in our contributions”, concluded Ms. Hadjipavlou. “We have built a community around shared values; we have faced obstacles and have learned skills to empower others and have been empowered.”

To end the Workshop, Ms. Hadjipavlou encouraged all participants to share their feelings with the group.

V. CLOSING REMARKS

Ms. Abdul-Hadi delivered the closing remarks of the Capacity-Building Workshop, remarking on the five days focusing on the skills training and empowerment as Workshop highlights. However, she agreed with participants that the most beneficial aspect of the Workshop was the network and community established among all the participants. At the beginning of the Workshop, “we were all challenged to appreciate our similarities despite apparent differences. It is evident that we have tackled this task.” The participants’ remarks and feedback indicate, Ms. Abdul-Hadi continued, that everyone is leaving the Workshop with concrete skills and new connections.

UNFPA is required to partner and assist NGOs; that is an integral part of its mandate, asserted Ms. Abdul-Hadi. In addition, as mentioned in the beginning of the Workshop, UNFPA is dedicated to gender mainstreaming in all endeavours. Raising the capacity of local NGOs to participate in partnerships is a critical component of the aforementioned goals of UNFPA.

Throughout the Workshop, it became apparent that many women around the world in conflict/post-conflict settings face gender-based violence, restricted or inaccessible reproductive health services and a high risk of HIV/AIDS infection. These issues are critical entry points for UNFPA. Last year’s consultative meeting highlighted these points and other impacts of armed conflict on the lives of women and girls. Ms. Lazaris’ paper, presented in 2001, highlighted the special role of NGOs in the peace process. It became apparent, said Ms. Abdul-Hadi “that building the capacity of these organizations and empowering women was necessary to facilitate women’s participation in the peace process.” She was pleased to see that the Workshop had equipped participants with tangible tools and concluded by encouraging participants to replicate similar Workshops in their own countries.

Participants were then invited to share their reflections with the group. Many agreed that the best part of the Workshop was having the opportunity to share and learn from the other participants. Indeed, according to one participant from East Timor, “meeting people from other conflict/post-conflict situations has been the most beneficial part of this Workshop. It has afforded me a deeper insight into my situation, the realities of others and our commonalities.”

“I used to believe the concept of ‘us and them’ in terms of men and women, but now, as the various exercises in this Workshop have taught me, side by side, men and women together and equal is the only effective way to engage in effective peace-building and to rebuild my community of Tajikistan.”

-- Umedjon Ibragimov

VI. RECOMMENDATIONS

Many participants expressed the desire to replicate the training in their own countries to empower and build the capacity of their colleagues back home. The proposal writing, fund-raising and leadership sessions were most needed, according to participants. As many NGOs arose during conflict, they lack the background and knowledge needed for an effectively functioning NGO. Thus, the information regarding the women's movement and gender mainstreaming was of special relevance as well, according to the group. All thanked UNFPA for allowing them the opportunity to participate and thanked the representatives of KEGME for being flexible and inspiring facilitators.

Providing support, capacity-building and empowerment to local NGOs and women's groups is critical to ensure gender equity in reconstruction, rehabilitation and reconciliation in post-conflict situations. In particular, this approach facilitates the participation of women in the peace-building process, a critical aspect of the gender-mainstreaming strategy. As representatives of civil society, women have much to offer to the peace-building process, a role recognized and promoted in United Nations Resolution 1325, the ICPD Programme of Action, the UNFPA mandate and statements of the Executive Director of UNFPA.

The Workshop was aimed at strengthening the role and participation of women in conflict and post-conflict settings through interactive skills training and empowerment exercises. Through these sessions, participants developed the following recommendations:

- The participants should form themselves into a network to facilitate the exchange of information, skill-building strategies and lessons learned. The network would act as a coalition to strengthen advocacy efforts for women's empowerment and gender mainstreaming in the peace process, in particular;
- The Training Kit and Resource Guide provided in the Workshop should be evolving documents, and other useful resources pertaining to capacity-building and gender mainstreaming should be established and shared;
- The UNFPA would create guidelines for a gender-mainstreaming strategy in conflict- and post-conflict settings incorporating recommendations from the Workshop. The guidelines could be used as practical resource at headquarters and in the field;
- An online community should be established to serve as a resource for women's groups and NGOs in conflict and post-conflict settings. The community would be a vehicle through which information could be

shared, relevant material posted and assistance solicited from other network/coalition members; and

- CSTs, in accordance with their recently defined roles, should develop a database of qualified local NGOs and women's groups for potential partnership with international agencies that wish to implement projects using these groups' expertise.

ANNEX I: AGENDA
TRAINING WORKSHOP ON CAPACITY-BUILDING FOR NGOs
IN CONFLICT/POST-CONFLICT SITUATIONS

18-22 November 2002
Bratislava, Slovak Republic

PROGRAMME

Day 1: MONDAY, 18 NOVEMBER 2002
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TOPICS TO BE COVERED

- 1: *Background on workshop impetus, objectives & methods***
- 2: *Information exchange between participants***
- 3: *Interpersonal skills development***
 - a) Construction of Gender Roles. Who am I?*
 - b) Communication. How do I relate to you?*

GOALS FOR THE DAY

- Exchanging experiences and resources in order to build our Workshop community
- Understanding of who we are as individuals: gender identities, gender roles, stereotypes
- Getting acquainted with communication skills

09:00-11:00 ***Plenary 1:***
Welcome, Introductions & Expectations of Workshop

Welcome & Opening Remarks: Sahir Abdul-Hadi, Gender Branch
UNFPA / ***Pamela DeLargy***, Humanitarian Response Unit
Explanation of UNFPA's role in initiating the Workshop

Introduction to the Workshop Objectives, Goals and Methodology
Ketty Lazaris, KEGME

Getting Acquainted & Building a Community
Maria Hadjipavlou, KEGME

1. Interviews with participants: Information Sharing
 - a. What would you like to share with the others?
 - b. Expectations from the workshop/training?
2. The concept of ***'building a community'***
3. Exercise (1): "Workshop Values"

Summing up: the wealth of experiences and resources present in the room are part of the community we are building.

Participants will form five working groups of 6-7 women and will continue to work in this formation throughout the remainder of the Workshop.

11:00-11:30 **COFFEE BREAK**

11:30-13:00 ***Plenary 2: Interpersonal Skills Development***

A. Construction of Gender Roles: Who Am I?

Facilitator: Maria Hadjipavlou, KEGME

1. Exercise (2): Hand out a sheet of paper to each participant with Ten "I am....." items to complete.
2. Presentation: ***'Concepts of Gender Identity Construction'***
3. Exercise (3): "Gender shifts across generations and cultures."

Summing up: Why is it important to know our history, culture, traditions and what are the implications on our actions/reactions in various spaces, such as in different NGOs?

13:00-14:00 **LUNCH**

14:00-17:30 ***Plenary 3: Interpersonal Skills Development (continuation)***

B. Communication: How do I relate to you?

Facilitators: Maria Hadjipavlou, Ketty Lazaris, KEGME

1. Exercise (4): "How do you feel in group discussions?"
2. Presentation Concepts and means of communication: verbal and non-verbal communication, open and one-way communication (distortion of message) Handout (4A)
3. Exercise (5): "Am I really listening?"

4. Presentation: on the listening process
 - a. Why is it important?
 - b. What makes active listening difficult?
 - c. When to listen actively?
5. Exercise (6): “Role playing demonstration?”

16:00-16:15 **COFFEE BREAK**

Summing up: Reviewing of the day’s work.

Exercise: Daily Effectiveness Assessment. This exercise will be repeated at the end of each day to assess personal as well as group effectiveness.

**19:00 Reception by the United Nations Population Fund,
UNFPA.**

Day 2: TUESDAY, 19 NOVEMBER 2002

TOPICS TO BE COVERED

- 1: *Non-Governmental Organizations: role and management***
- 2: *Leadership***
- 3: *Changing social structures***

GOALS FOR THE DAY

- Becoming familiar with the role and management of NGOs
- Examining the various types and role of leadership
- Acquiring knowledge of the elements that can change social structures

09:00-11:00 ***Plenary 1: Non-Governmental Organizations***
Facilitator: Ketty Lazaris, KEGME

1. Brainstorming: on the meaning of ‘Organization’ and ‘Why an Organization’
Results are recorded on a flipchart.
2. Presentation: ***‘Essentials for an Organization: vision, goals, objectives’***
3. Exercise (7): Participants are asked to write down one personal goal and define the steps that will lead to its realization, using the acquired knowledge.

4. Exercise (8): Group work. Each group is asked to ‘establish an NGO’ using the information given.

11:00-11:30 **COFFEE BREAK**

11:30-13:15 **Plenary 2: Organizational Management**
Facilitators: Julia Clones, Katia Kossentou, KEGME

1. Presentation: **‘Planning for the Future’**: What is strategic planning? Who designs the strategic plan? What is the annual operation plan? (use of transparencies)
2. Presentation: **‘Financial Management’** : How to keep on a budget, the essentials of bookkeeping, cash-flow management.
3. Exercise (9): Group work. Each group prepares an annual operation plan and budget for their NGO using the given information.

13:15-14:15 **LUNCH**

14:15-16:15 **Plenary 3: Leadership, Gender and Power**
Facilitator: Maria Hadjipavlou

1. Brainstorming: ‘What comes to mind when you think about “leadership”?’
2. Exercise (10): Test yourself. “Who is a leader?”
3. Presentation: **‘Leadership: concept, types, role, women and leadership’**
4. Group work: Results of preparation work and individual ideas of ‘good leadership’ will be presented within each group and the use of own power, as a resource for change will be discussed.
5. Role playing exercise (11): “Guess Who?”

16:15-16:30 **COFFEE BREAK**

Summing-up: Importance of women’s participation in leadership positions identifying ‘roadblocks’ that may exist that prevent the advancement of women. It is also necessary to notice how different understandings of leadership, when

viewed through a gender lens, can change how we think and involve ourselves in leadership roles.

16:30-17:30 **Plenary 4: Changing Social Structures**
Facilitator: Ketty Lazaris

1. Presentation: *'What are the elements that can bring about social change?'*
2. Exercise (12): Group work. "Strategies for Change"

Day 3: WEDNESDAY, 20 NOVEMBER 2002

TOPICS TO BE COVERED

1: Group Development

- a) *Decision making for problem solving*
- b) *Conflict analysis and management*

GOALS FOR THE DAY

- Understanding the decision making process for problem solving
- Becoming familiar with the area of conflict analysis and management

09:00-11:00 **Plenary 1: Group Development**
A. Decision making Process
Facilitator: Ketty Lazaris, KEGME

1. Presentation: *'The process of decision making for problem solving'*. Use of transparencies and three handouts (13A, 13B, 13C)
2. Exercise (14): Group work. Applying the 'decision making model' to solve a problem.

Summing-up: Stressing the importance of reaching an agreement in the decision making process.

11:00-11:30 **COFFEE BREAK**

11:30-14:00 **Plenary 2: Group Development (continuation)**
B. Conflict Analysis and Management
Facilitator: Maria Hadjipavlou, KEGME

1. Presentation and analysis of the dynamics and different methods / strategies of conflict negotiation and management.

2. Exercises:

- a Discuss success and failures of conflict experiences, which took place at home, at work or in society and how participants might have contributed in solving them.
- b Group work (15), using ways of conflict management aimed at finding a fair solution.

14:00 **INDEPENDENT ACTIVITIES**

Day 4: THURSDAY, 21 NOVEMBER 2002

TOPICS TO BE COVERED

***1: Fundamental NGO Activities: Fundraising, Networking / Lobbying
Relating to the Community, Media Communication***

2: Peace building

3: Project Development and Management

GOALS FOR THE DAY

- Getting information on various types of Fundraising
- Becoming familiar with ways to build Community Relations, choosing Media Communication
- Becoming aware of Advocating and Networking techniques
- Understanding what is Peace Building and women's role
- Acquiring extensive knowledge on the procedure of planning and managing a Project

09:00-11:00 ***Plenary 1: Fundamental Organization Activities***

Facilitators: Ketty Lazaris, Katia Kossentou, KEGME

A. Fundraising

1. Exercise (16): Test yourself. "Why should I fund a Project?"
2. Presentation on ways to fundraise and where to look for funds.

B. Building Community Relations

3. Presentation: ***'How to build your Community relations'***
4. Handout (17): "How I relate to my Community"

C. Choosing Communication Media

5. Presentation on the various media means of communication
6. Practical exercise (18): “How I communicate with my public?”

D. Advocacy and Networking

7. Presentation: *‘The purpose of networking and advocacy’*
8. Exercise (19): “Networking”

11:00-11:15 **COFFEE BREAK**

11:15-13:00 **Plenary 2: Peace Building**
Facilitator: Maria Hadjipavlou

1. Brainstorming on the concept of Peace Building
2. Presentation: *‘The three approaches to Peace Building’*
3. Group exercise (20): “The role of women’s NGOs in the process of Peace Building”

Summing-up: Discussion on the day’s work.

13:00-14:00 **LUNCH**

14:00-15:15 **Plenary 3: Project Planning**
Facilitator: Ketty Lazaris

1. Brainstorming: What is a Project?
2. Presentation: *‘Project definition and project cycle’*. The various stages of Project Planning. Marketing input, survey of competition, defining the problem, developing goals and objectives, project design.

15:15-15:45 **COFFEE BREAK**

15:45-17:00 **Plenary 4: Project Management**
Facilitator: Julia Clones, KEGME

1. Brainstorming: What do we mean by management?
2. Presentation of the phases of project management: monitoring, controlling, evaluation, contingency planning & correcting. (use of text and transparencies)

Summing-up: Discussion on the various items of project management.

Day 5: FRIDAY, 22 NOVEMBER 2002
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TOPICS TO BE COVERED

- 1: Gender Analysis**
- 2: Post Conflict Communities Today**
- 3: New Possibilities**
- 4: Evaluation**
- 5: Rounding-up**

GOALS FOR THE DAY

- Becoming familiar with gender analysis tools
- Identifying post-conflict community needs
- Defining follow-up activities
- Assessing the work done in the 5-day Workshop

09:00-10:30 **Plenary 1: Gender Analysis**
Facilitator: Ketty Lazaris

1. Presentation: What is Gender Analysis? Why Gender Analysis? Tools.
2. Exercise: Group work: "Is my Project gender sensitive?"

10:30-11:00 **COFFEE BREAK**

11:00-13:00 **Plenary 2: The Follow-up**
Facilitator: Maria Hadjipavlou

1. How we continue 'community building' among ourselves.
2. Identifying priorities for when we return home
 - What are your fears and concerns when you return?
 - How can we overcome them?
 - How we sustain each other through problems?
3. Plan of Action. (method, plenary discussion and recording on flipchart)

13:00-14:00 **LUNCH**

14:00-15:30 ***Plenary 3: Post Conflict Communities Today***
Facilitator: Maria Hadjipavlou

Exercises:

- a. Identifying tasks to be done in your community and in your own NGO
- b. Identifying how this workshop experience has facilitated your own personal understanding and knowledge on what women can do in their peace building efforts.

15:30-16:00 **COFFEE BREAK**

16:00-18:30 ***Plenary 4: Formal Evaluation***

Closing the Workshop

**Sahir Abdul Hadi, Ketty Lazaris, Maria Hadjipavlou, Julia Clones,
Katia Kossentou**

CULTURAL EVENING

ANNEX II: LIST OF PARTICIPANTS

**TRAINING WORKSHOP ON CAPACITY-BUILDING FOR NGOs
IN CONFLICT/POST-CONFLICT SETTINGS**

18-22 November 2002

Bratislava, Slovakia

Ms. Jamila Alokozie

Afghan Institute of Learning
Academic Advisor
1st Street, 2nd District
Karte Parwan, Kabul
Afghanistan
Phone: 070284326

Ms. Zelka Mudrovic

UNFPA
National Programme Officer
Marsala Tita 48/IV – Room 401
Sarajevo
Bosnia and Herzegovina
zmudrovic@unfpa.ba
Phone: 387 33 276833
Phone (mobile): 387 61 215378
Fax: 387 33 665681

Ms. Sakena Yacoobi

Afghan Institute of Learning (AIL)
Executive Director
PO Box 1058
Dearborn, MI 48124
Afghanistan
sakenay@aol.com
Phone: 313 278 5806
Fax: 313 565 8515

Ms. Ledys Bohorquez

Jesuit Refugee Service
Coordinator to the Prevention Area
Carrera 16 No.48-19
Barrancabermeja
Colombia
Ledys.bohorquez@jesref.org
laledys@yahoo.ca
Phone: 7-6222846
Phone: 7-6226793
Fax: 7-6228524

Ms. Selma Begic

Embassy of Local Democracy Barcelona –
Sarajevo
Project Manager
Bravadziluk BB
Sarajevo 71000
Bosnia and Herzegovina
barsa@bih.net.ba
selmabegic@yahoo.com
Phone: 387 33 236-899
Phone: 387 61 139-233
Fax: 387 33 236-899
Fax: 387 33 237-240

Ms. Patricia Guerrero

Women's International League for Peace
and Freedom (WILPF)
Lawyer
Avenida Miramar No 18-35, Apt 2a
Cartagena
Colombia
www.wilpf.int.ch
cumbia@red.net.co
Phone: 57 5 6606071
Fax: 57 5 6606561

Ms. Maria Isabel Caeiro Alves

East Timor Women Against Violence and
For Child Care (ETWAVE), Director
Bidau Santana Dili
East Timor

etwave@hotmail.com
Phone: 161 419229549 (323673<670>)
Fax: 323673<670>

Ms. Repelita Tambunan

UNFPA, Senior Project Assistant
United Nations Agency House
Caicoli-Dili
East Timor

ita.unfpa@east-timor.org
Phone: 1-61-417663410

Ms. Nadia Tewtel

Ministry of Social Affairs/UNFPA Project
Consultant/Coordinator
Badaro Street, Beirut
Lebanon

po1@cyberia.net.lb
Phone: 961-1-388072
Fax: 961-1-388082

Ms. Lois C. Bruthus

Organization for Children and Adolescent
Mothers (OCAM), Director General
1st floor Khaieiri Bldg., Johnson Street
PO Box 3889, Monrovia
Liberia

loisbruthus@yahoo.com
Phone: 231-227410
Phone (mobile): 011-37747-553178 or 226 888 330
625
Fax: 231-226 888 330625

Ms. Sartah A.C. Dempster

Liberian Women Initiative
Finance Officer/Administrator
11 Broad Street
PO Box 1063 Monrovia
Liberia

Women_Initiative@yahoo.com
Phone: 231-227095
Phone: 011-37747-519001
Fax: 231-227095

Ms. Myononway N. Sherman

Women and Children Development
Organization (WACDO)
General Coordinator
Randall Street, Monrovia
Liberia

Wacdo2002@yahoo.com
Phone: 37747-519307
Phone: 37747 – 556709
Fax: 227838

Ms. Lucy W. Page

Community Empowerment Programme
(CEP)
Executive Director
UNFPA – Monrovia
Liberia

Cep_Liberia@yahoo.com
Phone: 552 – 065 or 552-066

Dr. Mazhar Khan

Project Director Health for Human Rights
Field Supervising Med. Officer
P/O Polytechnic Institute
Flour Mills
SIDB Kohat Road, Peshawar
Pakistan

Mazharkhan706@hotmail.com
Phone: 091-2320885/ 0300-8590937
Fax: 091-230252

Dr. Poonam Mazhar

UNHCR
Asst. Programme Officer
01 Gul Mohar Lane
PO Box 767
University Town, Peshawar
Pakistan

mazhar@unhcr.ch
Phone: 92-91 842375-76
Phone: 92 0300 9597252
Fax: 92 91 842102

Ms. Laila Baker-Ayoub

UNFPA Occupied Palestinian Territories
National Programme Officer
PO Box 14028
Jerusalem 91140
Laila.baker@undp.org
Phone: 972 2 628 1781/9
Fax: 972 2 628 2347

Ms. Falak K. Khayyat

Family Defense Society (FDS)
Director
PO Box 774, Nablus
Occupied Palestinian Territories

f.d.s@mail.hally.net
Phone: 970 9 2330333 (office)
Phone 970 9 2383590 (home)
Phone (mobile): 972 59 330333
Fax: 972 59 330333

Ms. Shadden Maraaba

Family Defense Society
PO Box 774, Nablus
Occupied Palestinian Territories

f.d.s@mail.hally.net
shadden_m@hotmail.com
Phone: 970 9 2330333 or 972 59 740750
Fax: 970 9 2330333 or 970 9 2337721

Ms. Rose Shomali

Women's Affairs Technical Committee
Ramallah, Awad Centre, 2nd floor, Radio St.
PO Box 2197, Ramallah
Occupied Palestinian Territories (W.B.)
watcorg@palnet.com
Phone: 97-2- 2- 2961404/2986497
Fax: 97-2-2-2964746

Ms. Ohaila Shomar

Palestinian Family Planning and
Protection Association (PFPPA)
Youth and Family Development Officer
PO Box 19999 – Jerusalem
youth@pfppa.org
ohailash@hotmail.com
Phone: 972-2-6283636/6280630
Phone: 972-64-224602
Fax: 972-2-626175

Ms. Juliana Konteh

Women in Crisis Movement
Executive Director
137 b Hospital Road, Kissy Dodeyard
Freetown
Sierra Leone

womenicm@yahoo.com
Phone: 076 614 076 or 076 658427

Ms. Georgette L.O. de Marke

Planned Parenthood Association of Sierra
Leone (PPASL), IEC Manager
45, Adelaide Street, Freetown
Sierra Leone

Ppasl.con@sierratel
Phone: 229139/227918/222774 ; home:030210950
Fax: 229139

Ms. Patricia MaCauley

Network of Women Ministers and
Parliamentarians (NEWMAP)
c/o Ministry of Social Welfare Gender and
Children's Affairs
New England
Freetown
Sierra Leone
riciamac@yahoo.com
Phone: 223706

Ms. Anna Reinerova

Ministry of Labour, Social Affairs and
Family of Slovak Republic
Deputy Director of Equal Opportunity
Department
Spitalska 4
816 43 Bratislava
Slovakia
reiner@employment.gov.sk
Phone: 421 2 5975 14 23
Fax: 4212 2 5292 12 71

Mr. Umedjon Ibragimov

NGO Gender and Development
Project Manager
35, Khuseinzade St.
Dushanbe
Tajikistan 734025

umed@gad.tajikistan.com
Phone: (992 372) 23 06 53
Fax: (992 372) 21 06 45

Ms. Mirzoeva Viloyat

NGO Gender and
Development
Director
35, Khuseinzade St.
Dushanbe, **Tajikistan**
734025
viloyat@gad.tajikistan.com
Tel: 992 372 210645
Fax: 992 372 210645
Fax: 992 372 2104 04 (for
GAD)

Ms. Julia Clones

Mediterranean Women's
Studies Centre (KEGME)
6005 32nd Street N.W.
Washington, DC 20015
USA
[mailto:JLCLONES@AOL.c
om](mailto:JLCLONES@AOL.com)
Phone: 1 202 3620624
Fax: 1 202 6867842

or

Ms. Julia Clones

Alopekis 12
Kolonaki
106.72 Athens
Greece
Phone: 30210 72 94 381

Ms. Maria Hadjipavlou

University of Cyprus
Professor in Political Science and Conflict
Resolution
Consultant to KEGME
University of Cyprus & KEGME
4a Kissamou Street
Palouriotissa 1040, Nicosia
Cyprus

<mailto:mariat@ucy.ac.cy>

Phone: 357 22 436940 (home)

Phone: 357 22 335066 ext. 39 (office)

Fax: 357 22 436940

Ms. Katia Kossentou

Mediterranean Women's Studies Centre
(KEGME)
Economist
39, E. Venizelou Street
N. Psyhico
Athens 15451
Greece

<mailto:kkossentou@yahoo.com>

Phone: 30 – 210 – 6779062

Ms. Ketty Lazaris

Mediterranean Women's Studies Centre
(KEGME)
President
Her. Trikoupi II5
Athens
Greece

<mailto:alazaris@hol.gr>

Phone: 3210 8070201

Fax: 3210 8075444

Ms. Pamela DeLargy

UNFPA
Chief, Humanitarian Response Unit
220 East 42nd street, 18th floor
New York, NY 10017
delargy@unfpa.org
Phone: 212 297 5254
Fax: 212 297 4946

Ms. Tania Durrani

UNFPA
Consultant, Humanitarian Response Unit
220 East 42nd street, 18th floor
New York, NY 10017
durrani@unfpa.org
Phone: 212 297 5253
Fax: 212 297 4946

Ms. Shana Ward

UNFPA
Consultant, Culture, Gender and Human
Rights, Technical Support Division
220 E 42nd St. 17th floor
New York, NY 10017
ward@unfpa.org
Phone: 212 297 5258
Fax: 212 297 5145

Ms. Sahir Abdul-Hadi

UNFPA
Gender Adviser
Culture, Gender and Human Rights,
Technical Support Division
220 E. 42nd St. 17th floor
New York, NY 10017
hadi@unfpa.org
Phone: 212 297 5147
Fax: 212 297 5145

ANNEX III: RESOLUTION 1325

**Security Council**Distr.: General
31 October 2000

Resolution 1325 (2000)**Adopted by the Security Council at its 4213th meeting, on
31 October 2000***The Security Council,*

Recalling its resolutions 1261 (1999) of 25 August 1999, 1265 (1999) of 17 September 1999, 1296 (2000) of 19 April 2000 and 1314 (2000) of 11 August 2000, as well as relevant statements of its President, and *recalling also* the statement of its President to the press on the occasion of the United Nations Day for Women's Rights and International Peace (International Women's Day) of 8 March 2000 (SC/6816),

Recalling also the commitments of the Beijing Declaration and Platform for Action (A/52/231) as well as those contained in the outcome document of the twenty-third Special Session of the United Nations General Assembly entitled 'Women 2000: Gender Equality, Development and Peace for the Twenty-First Century' (A/S-23/10/Rev.1), in particular those concerning women and armed conflict,

Bearing in mind the purposes and principles of the Charter of the United Nations and the primary responsibility of the Security Council under the Charter for the maintenance of international peace and security,

Expressing concern that civilians, particularly women and children, account for the vast majority of those adversely affected by armed conflict, including as refugees and internally displaced persons, and increasingly are targeted by combatants and armed elements, and *recognizing* the consequent impact this has on durable peace and reconciliation,

Reaffirming the important role of women in the prevention and resolution of conflicts and in peace-building, and *stressing* the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision-making with regard to conflict prevention and resolution,

Reaffirming also the need to implement fully international humanitarian and human rights law that protects the rights of women and girls during and after conflicts,

Emphasizing the need for all parties to ensure that mine clearance and mine awareness programmes take into account the special needs of women and girls,

Recognizing the urgent need to mainstream a gender perspective into peacekeeping operations, and in this regard *noting* the Windhoek Declaration and the Namibia Plan of Action on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations (S/2000/693),

Recognizing also the importance of the recommendation contained in the statement of its President to the press of 8 March 2000 for specialized training for all peacekeeping personnel on the protection, special needs and human rights of women and children in conflict situations,

Recognizing that an understanding of the impact of armed conflict on women and girls, effective institutional arrangements to guarantee their protection and full participation in the peace process can significantly contribute to the maintenance and promotion of international peace and security,

Noting the need to consolidate data on the impact of armed conflict on women and girls,

1. *Urges* Member States to ensure increased representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management, and resolution of conflict;

2. *Encourages* the Secretary-General to implement his strategic plan of action (A/49/587) calling for an increase in the participation of women at decision-making levels in conflict resolution and peace processes;

3. *Urges* the Secretary-General to appoint more women as special representatives and envoys to pursue good offices on his behalf, and in this regard *calls on* Member States to provide candidates to the Secretary-General, for inclusion in a regularly updated centralized roster;

4. *Further urges* the Secretary-General to seek to expand the role and contribution of women in United Nations field-based operations, and especially among military observers, civilian police, human rights and humanitarian personnel;

5. *Expresses* its willingness to incorporate a gender perspective into peacekeeping operations, and *urges* the Secretary-General to ensure that, where appropriate, field operations include a gender component;

6. *Requests* the Secretary-General to provide to Member States training guidelines and materials on the protection, rights and the particular needs of women, as well as on the importance of involving women in all peacekeeping and peace-building measures, *invites* Member States to incorporate these elements as well as HIV/AIDS awareness training into their national training programmes for military and civilian police personnel in preparation for deployment, and *further requests* the Secretary-General to ensure that civilian personnel of peacekeeping operations receive similar training;

7. *Urges* Member States to increase their voluntary financial, technical and logistical support for gender-sensitive training efforts, including those undertaken by relevant funds and programmes, inter alia, the United Nations Fund for Women and United Nations Children's Fund, and by the Office of the United Nations High Commissioner for Refugees and other relevant bodies;

8. *Calls on* all actors involved, when negotiating and implementing peace agreements, to adopt a gender perspective, including, inter alia:

(a) The special needs of women and girls during repatriation and resettlement and for rehabilitation, reintegration and post-conflict reconstruction;

(b) Measures that support local women's peace initiatives and indigenous processes for conflict resolution, and that involve women in all of the implementation mechanisms of the peace agreements;

(c) Measures that ensure the protection of and respect for human rights of women and girls, particularly as they relate to the constitution, the electoral system, the police and the judiciary;

9. *Calls upon* all parties to armed conflict to respect fully international law applicable to the rights and protection of women and girls, especially as civilians, in particular the obligations applicable to them under the Geneva Conventions of 1949 and the Additional Protocols thereto of 1977, the Refugee Convention of 1951 and the Protocol thereto of 1967, the Convention on the Elimination of All Forms of Discrimination against Women of 1979 and the Optional Protocol thereto of 1999 and the United Nations Convention on the Rights of the Child of 1989 and the two Optional Protocols thereto of 25 May 2000, and to bear in mind the relevant provisions of the Rome Statute of the International Criminal Court;

10. *Calls on* all parties to armed conflict to take special measures to protect women and girls from gender-based violence, particularly rape and other forms of sexual abuse, and all other forms of violence in situations of armed conflict;

11. *Emphasizes* the responsibility of all States to put an end to impunity and to prosecute those responsible for genocide, crimes against humanity, and war crimes including those relating to sexual and other violence against women and girls, and in this regard *stresses* the need to exclude these crimes, where feasible from amnesty provisions;

12. *Calls upon* all parties to armed conflict to respect the civilian and humanitarian character of refugee camps and settlements, and to take into account the particular needs of women and girls, including in their design, and recalls its resolutions 1208 (1998) of 19 November 1998 and 1296 (2000) of 19 April 2000;

13. *Encourages* all those involved in the planning for disarmament, demobilization and reintegration to consider the different needs of female and male ex-combatants and to take into account the needs of their dependants;

14. *Reaffirms* its readiness, whenever measures are adopted under Article 41 of the Charter of the United Nations, to give consideration to their potential impact on the civilian population, bearing in mind the special needs of women and girls, in order to consider appropriate humanitarian exemptions;

15. *Expresses* its willingness to ensure that Security Council missions take into account gender considerations and the rights of women, including through consultation with local and international women's groups;

16. *Invites* the Secretary-General to carry out a study on the impact of armed conflict on women and girls, the role of women in peace-building and the gender dimensions of peace processes and conflict resolution, and *further invites* him to

submit a report to the Security Council on the results of this study and to make this available to all Member States of the United Nations;

17. *Requests* the Secretary-General, where appropriate, to include in his reporting to the Security Council progress on gender mainstreaming throughout peacekeeping missions and all other aspects relating to women and girls;

18. *Decides* to remain actively seized of the matter.



United Nations
Population Fund

220 East 42nd Street
New York, NY 10017

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