# Review of Global Women's Peace-Building Programs

*Selected Examples, Good Practices, and
Recommendations for Indonesia:
Maluku/North Maluku/Central Sulawesi
Women's Leadership and Peace-building Program*

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**I      Introduction**

This applied research was undertaken to assist in a Regional Needs Assessment Workshop on the Capacity Building Program for Women's Leadership and Peace-building held in December 2005 in Indonesia. IWRP was contracted by UNDP Indonesia to provide this review to assist the local consultants with information, resources and material that could be used to consult with the stakeholders at the workshop to design an appropriate program for the local region.

The objectives of the workshop were:

**General Objectives:**

- Systematize the learning of women's peace building to document lessons learnt and their experiences from the peace building strategies they have initiated pre/post and during conflict situations.
- Highlight women's strategies and 'know-how' for promoting peace and to explore how they can increase women's roles in peace building processes, and contribute towards augmenting civil society peace efforts.
- To examine and understand some of the challenges facing women's peace building organizations in their internal formation and development.
- Investigate the challenges and strategies that women's peace building organizations develop to build coalitions and alliances with other actors and the wider arena where peace is being negotiated.
- Produce clear outcomes on the capacity building program on women's leadership and peace-building.

**Specific Objectives:**

- To consult with women's organizations and activists concerning the proposed women's leadership and peace-building program.
- To identify the needs of women for capacity building activities, and to determine the feasibility of the proposed program.
- To gain input from women's organizations and activists concerning the methodology and tools for building women's leaderships and capacities.
- To identify potential women's participants and provincial capacity building needs assessment coordinators.

**II     Best Practices and Lessons Learned – Summary**

The following is a summary of the key best practices and lessons learned from the reports of the selected case studies in Section III, below.

Capacity building needs link to women's practical needs with strategic needs, for example the strategic needs of women as peace builders were enhanced by gender and women's leadership training

Training must include a transfer of conflict transformation and management skills for both individuals and organizations

Networks were developed between communities to exchange information about strategies and tactics, for example, when confronting the role of extractive industries in communities, in order to share experiences and develop human capital

Organizational development strategies helped nurture new organizations and encourage cross-organization collaboration

Training processes empowered representatives from minority and majority groups in the region, especially Muslim and Christian groups – drafting of interfaith agreement was one strategy, working with traditional tribal structures was another

In some cases agreements were signed, and the key to success was to provide ongoing monitoring of the agreement made by conflicting parties, continuing to enforce the agreement at the local level with local governments, national governments, militia, and civil society

Critical to work with youth to build successor generations of peace-builders – capacity building for youth also ensured their future economic security – jobs, enterprises, training, and hope

Fundraising training undertaken for civil society and government to address the challenges faced when trying to acquire human, financial and technological capital for reconstruction – international donors play key role in development

The ongoing 'Training of trainers' (TOT) enabled skills to be evaluated and reviewed to provide opportunities for sharing experiences and techniques to address current issues

Ongoing review of training and implementation was key to success, ensuring monitoring of outcomes

Strategic partnerships were forged between government, private sector and civil society as critical to successful post-conflict reconstruction, but the government had to take the lead in providing the framework plan for post-conflict reconstruction

Private sector leadership is the key to economic growth and development so it is important that the reconstruction effort took into account the input of key private sector institutions as well as the participation of indigenous businesses, and post-conflict governments have to embark on economic reforms that would attract foreign investment and international donor aid

Peer mentoring and support networks were built across the region so that peace-builders could continually reinforce their learnings

Ensuring women's leadership with the support and participation of the men was a crucial factor in almost all cases

Raise awareness amongst women's groups and organizations on various issues fundamental to reaching a sustainable peace, such as respect for human rights, democracy, gender equality and development

Create a roster of women professionals and experts from different sectors of society whose expertise will serve national and international institutions

Importance of research on basic conditions on what women need to rebuild their lives, whether it is more rice or more counselling

Critical role that women as neutral arbiters can play in bringing both sides of rebel factions together, allowing them to save face, and negotiate for peaceful agreements

Importance of finding alternative sources of economic empowerment in post-conflict situations, and indeed as a condition of ending conflict

Strengthen capacities of rural women in ALL areas

Voter and civic education training must focus on women: women candidates training should be offered to strengthen their ability to speak publicly, develop platforms, raise money and understand the political process and structure of governance; where necessary, separate polling places for men and women, staffed by women, particularly in rural areas

Include especially vulnerable populations, example refugee and displaced women, women with disabilities, widows, etc.

Localize training in indigenous languages

Develop cross cultural exchanges – across borders, religions, culture, etc.

Using ongoing consultation to develop and expand community radio programs on peace-building

Build the capacity of local women "mobilizers" into leaders through leadership training for women working at community, local government, national government

Begin at local level before expanding into regional, national or international activities

Focus on religion as a tool for peace-building by using faith based analysis

Fundamental principle for success is that peace-building, making and keeping must come from within communities and cannot be externally imposed

Key to have ongoing stable and committed funding and resources

Need to coordinate and collaborate with other donor agencies and international NGO programs

Need to recruit and train locally from people's own communities

Need full-time permanent staff in order to be sustainable

Develop and establish new patterns of public consultation whereby the NGOs have partnered with the government to develop legislation and programs addressing social needs

Gender equality is seen to be crucial to good governance and good governance is the foundation for sustainable peace

Key to have inter-agency donor collaboration and ongoing support, and to direct reconstruction funds to women's CSOs to deliver programs and services

Public discussions of women's empowerment must build on faith based protection of women's rights and that violations of those protections contradicts the religion – ie. use a gendered and progressive analysis of religion, whatever it is – to counter increased fundamentalism

International aid agencies must direct greater share of reconstruction funds to women's organizations to play a larger role in delivering programs and services on the ground

Allocation of resources to ensure women's participation in the public policy and political process, and fund programs that increase numbers of women in elected office

Created program to strengthen and protect women leaders including training, access to technology and creation of communication networks

Strengthen programs to address violence against women by funding design, evaluation and monitoring

Ensure that women's organizations are given priority in design and implementation of aid projects

## III     Some Selected Case Studies

The following case studies have been selected during the review and mapping process to represent specific and innovative aspects of capacity building trainings, workshops and events on women and peace-building, capacity building for women's leadership, and more general capacity building for women and womens' organizations; to provide a representative global and regional cross-section; and highlight specific lessons learned and best practices that can be useful for the specific situation in Indonesia. The selection as highlighted here is not by any means a definitive review of all the material that is available, but rather a strategically chosen sample. Reference material, articles, websites, contact details, training manuals, where available, have been documented elsewhere separately and are not therefore listed in this study but can be provided upon request to provide more detail on the case studies, below, as well as references to many other case studies not selected for this final report.

### III i     AFRICA

**Nigeria**
The Christian/ Muslim conflict in Nigeria has been exacerbated by the government adoption of Sharia law and the role of the extractive industry and economic scarcity of resources
- Women organized takeover of Chevron-Texaco plant in the Niger Delta, holding it for "ransom", leading to their role as a catalyst in negotiations between government, multi-national corporations – forcing a resolution by the oil industry work with local and national government and civil society to meet community needs
- Led to program to enhance capacity of women and youth leaders of community organizations to build peace
- Women became organized force for transformative change
- Strategic partnerships were key to success

Lessons Learned and Best Practices

- Capacity building was linked to women's practical needs with strategic needs
- The strategic needs of women as peace builders were enhanced by gender and women's leadership training
- Training included transfer of conflict transformation and management skills
- Networks were developed between communities to exchange information about oil company operations, to share experiences and develop human capital
- Organizational development strategies helped nurture new organizations and encourage cross-organization collaboration
- Training process empowered representatives from minority and majority groups in the region, especially Muslim and Christian groups
- Inter-faith groups worked across religious groupings and with traditional tribal structures
- Critical to work with youth to build successor generations of peace-builders – capacity building for youth also ensured their future economic security – jobs, enterprises, training, and hope
- Women's groups forge alliances across religious communities
- Fundraising training undertaken for civil society and government to address the challenges faced when trying to acquire human, financial and technological capital for reconstruction – international donors play key role in development
- The ongoing 'Training of trainers' (TOT) enabled skills to be evaluated and reviewed to provide opportunities for sharing experiences and techniques to address current issues
- Ongoing review of training and implementation was key to success, ensuring monitoring of outcomes

Lessons show that strategic partnership forged between government, private sector and civil society are critical to successful post-conflict reconstruction, reintegration and rehabilitation in order to prevent recidivism to violent conflict. The specific issues addressed among these key stakeholders included:

- identifying stakeholders and existing complementarities with government in respect of efforts at post-conflict reconstruction
- identifying and discussing the nature of stakeholder partnerships, whether corroboratory or confliction to discern points of coincidence and divergence
- establishing link between nature of partnership and outcomes of post-conflict reconstruction efforts
- teasing out the specific variables in government, private sector, and civil society partnership that account for particular outcomes and not others – what could best lead to successful outcomes

- Implementing the factors for successful outcomes into a regional plan of action agreed to by all parties
- Strategic partnerships were forged between government, private sector and civil society as critical to successful post-conflict reconstruction
- Government had to take the lead in providing the framework plan for post-conflict reconstruction
- Private sector leadership is the key to economic growth and development so it is important that the reconstruction effort took into account the input of key private sector institutions as well as the participation of indigenous businesses
- Because post-conflict governments in Africa lack the financial and skill bases for a dominant role in the economy, its role in reconstruction must be small and selective
- African domestic private sector is inherently weak and fragile and so contributes only marginally to reconstruction efforts
- Post-conflict governments have to embark on economic reforms that would attract foreign investment and international donor aid
- There had to be "buy-in" from the oil companies from the top management down to the implementers at the local locations of business activities

**Sierra Leone – Religions for Peace**

Faith-based conflict transformation trainings have proven to be tremendously effective due to the deeply religious nature of many of the people involved in conflict and the strong commitment undertaken by many members of the various faith communities to build peace – they are effective even in instances when the root causes of a conflict are not religious.

Twenty five men and women of faith from Côte d'Ivoire, Liberia, Guinea, Ghana and Sierra Leone gathered in Sierra Leone for Religions for Peace's innovative training on women, religion and conflict in West Africa.

The purpose of this training was:
- to share insights and lessons learned on multi-faith peace-building in the region
- to build participants' skills in conflict transformation, leadership, media and advocacy

This was done to strengthen existing women's groups within the Inter-Religious Councils (Irks) and promote the emergence of new ones to have a critical role in peace-building.

With the help of Religions for Peace, the IRC representatives used the training in Sierra Leone to learn and practice these new skills in order to share them with their communities and religious leaders. Each of the five countries sent a team of

four women and one man. The men's presence was crucial in the training, as women's leadership requires the active participation of their male counterparts.

A team of five local and international trainers facilitated the skills-based training sessions in a participatory style using experiential learning. The training was divided into three parts:

1) Conflict Transformation and Gender Training
2) Communication and Leadership Skills
3) Media and Advocacy

Two prominent NGOs in the region attended the training to share best practices and strategize on regional collaboration. During the last session of the training, participants created national action plans and devised next steps to actualize them. Together, the group drafted a communiqué outlining their collective purpose and goals which was disseminated to government officials, civil society leaders, international agencies and diplomatic personnel. This provided a basis of unity to the various participants and stakeholders, and the common commitment which was then able to be monitored.

Lessons Learned and Best Practices

- The key to success was to provide ongoing monitoring of the agreement, and to continue to enforce the agreement at the local level with local governments, national governments, militia, and civil society.

- Peer mentoring and support networks were built across the region so that peace-builders could continually reinforce their learnings.

- Accountability to their own structures (IRCs) was critical.

- Ensuring women's leadership with the support and participation of the men was a crucial factor.

**Mano River Union Sub-Region – Guinea, Liberia and Sierra Leone**

The Mano River Women's Peace Network [MARWOPNET] is an example of women who have combined strategic partnerships and networks of women to ensure implementation of their platform for peace. One of the reasons for their success has been their creation of cross-community alliances, ability to find common cause despite the conflict, and address cultural divides and different nationalities.

Some of the activities of the Network have been:

Organized many trainings to reinforce capacities, raise funds and lobby network members as well as those of civil society organizations re their implication in the peace process of the West African sub-region.

Initiatives on social mobilization and awareness-raising geared to civil populations undertaken in conjunction with private and public media to raise awareness among the populations on their responsibility as citizens in the sub-regional peace process.

Holding regular meetings with development partners; political, religious, traditional leaders; women's, artists' and youth groups helped transmit the message of women, as victims of war their determination to invest themselves in the quest for peace

Working with political, organizational, and administrative leaders on issues and obstacles in the reconciliation and reconstruction in the Mano River Union basin (the lack of popularisation and application of certain international and national legal documents, the insufficient collaboration between the administration and civil society regarding peace and security issues, the insufficient presence of women in decision-making roles, the importance and necessity of implicating traditional authorities in the resolution of conflicts in the border zones, the condition sort of child soldiers, violence toward women and children, circulation of small and light arms, the spread of sexually transmitted diseases including AIDS, food insecurity)

Most successful intervention was to open up the political dialogue between the three governments of the Mano River basin which led to a Summit between the three heads of states of the Mano River Union.

Lessons Learned and Best Practices

- Raise awareness amongst women's groups and organizations on various issues fundamental to reaching a sustainable peace, such as respect for human rights, democracy, gender equality and development
- Develop a larger union amongst the women of the Mano River region united by the common goal of peace and create solidarity and partnership networks with women's orgs working for peace and other similar initiatives. These include African Women's Committee for Peace, and the African Women's Federation of Peace Networks.
- Promote and develop MARWOPNET's role as an instrumental player in the peace and reconciliation process in the sub-region
- Create a roster of women professionals and experts in the Mano River Union countries from different sectors of society whose expertise will serve national and international institutions
- Importance of research on basic conditions on what women need to rebuild their lives, whether it is more rice or more counselling

Despite women's actions and the UN Prize for Human Rights award in 2003 to MARWOPNET, there remain huge obstacles to women's participation in governance at formal levels, whether local or national government

**Sierra Leone**

Women's groups have played a key role in mediating to end the conflict in Sierre Leone. They have actively pursued dialogue with rebel leaders to bring them to the negotiating table by employing diverse methods such as:

- Private lobbying and public advocacy

- Listening to the grievances of the rebels while at the same time expressing condemnation for their human rights abuses

- Sending messages of peace and reconciliation through the media to both sides of the conflict to demonstrate impartiality

- Demanding that the government listen to the rebels

- Rallying support among members of civil society organizations

- Mobilizing to influence the rebels to negotiate and agree to elections

- Women also organize counseling units to assist rape victims, organized feeding programs for displaced women in refugee camps, organized peace marches to free hostages

Lessons Learned and Best Practices

- Critical role that women as neutral arbiters can play in bringing both sides of rebel factions together, allowing them to save face, and negotiate for peaceful agreements.

- Importance of finding alternative sources of economic empowerment in post-conflict situations, and indeed as a condition of ending conflict.

**West Africa**

Women in Peace Network - WIPNET

WIPNET carries out in-depth capacity building training for its regional members on: Training of Trainers; framework of collaboration; coalition building in the region; capacity building in general re leadership, team building, advocacy, mediation, conflict resolution skills; and on community radio production to:

- Strengthen capacity of women in peace-building in national network structures
- Localize training methodologies through translation into indigenous West African languages
- Provide a forum for grassroots participation in issues on women, peace and security by airing the 'Voices of Women' radio program
- Promote women's participation in formal peace-building initiatives in West Africa
- Ongoing consultation with women and then training using methods of adult education; participatory approaches to explore the experiences of participants for analysis, comprehension, development for joint learning.
- With the aim of increasing rural women's access to basic skills and knowledge in community peace-building and ensure long term autonomy for grassroots peace-builders, the women in peace-building program continued to translate the specialized training tools and methodologies in conflict prevention and peace-building into indigenous West African languages - Wollof, Creole, Kpelleh, Bassa, Lorma and Dioula.

Specific objectives consultative meetings and training of trainers were to:
-Identify and map out key issues affecting women
-Identify women's groups active in peace-building
-Map out potential of developing a cohesive women's peace network
-Design specific area of focus for women in peace-building
-Increase knowledge and provide skills empowerment training for women in peace-building
-Design strategies for the implementation of the women in peace-building program
-Develop zonal vision and mission for women in peace-building network
-Develop zonal action plans
-Nominate focal persons for WIPNET

Lessons Learned and Best Practices

- Working with Moslem and Christian women's groups in Liberia and Nigeria – drafting interfaith declaration of peace
- Strengthening capacities of rural women
- Election training
- Arms control campaign
- Inclusion of refugee and displaced women
- Localize training in indigenous languages
- Cross cultural exchanges
- Using ongoing consultation to develop and expand Voice of Peace community radio programs

**Rwanda**

The Rwanda Women's Network implements three core programs. These include addressing health needs through the Polyclinic of Hope, human and legal rights education, and socio-economic activities. It offers appropriate training for the women in the respective program areas, with peace and reconciliation being the ultimate goal for all its programs. Other activities to support its peace building programs are shelter construction, such as the Village of Hope at Kagugu, and rehabilitation of the Genocide victims. These include returnees to Rwanda, widows, child headed households and orphans.

Networking and advocacy forms one of RWN's important activities, as it articulates RWN activities and promotes linkages between Rwandan women and regional and international programs and/or organizations. By attending various international and regional conferences, RWN and its members gain in learning opportunities, networking, solidarity building and establishing working relationships. Consequently, RWN and its achievements have gained wide recognition as a model in community development that can be replicated globally. In recognition of its efforts, the RWN is now part of the National Steering Committee for the Ministry of Gender and Women in Development. The RWN is partnering with the ministry in training and development of manuals on sexual and gender-based violence (SGBV), including education and raising awareness on gender issues and the marriage and inheritance laws.

The RWN widely conducts training workshops, including for women leaders. The leaders include Deputy Mayors, the Women Councils and community "mobilizers". The aim of training the women leaders is for them to spread what they have learnt to women in their own networks and local communities. One of the major results of the training workshops was the emergence of an active network of TOTs to spread further the knowledge on legal and justice issues, including gender based violence.

As the process takes root, and with support from RWN partners and the Ministry of Gender, the challenge remains to ensure regular follow-up and further training to have more and more women become aware of their rights and legal options, and effectively act on them.

Human health is defined to mean the well-being of the human body (physical, emotional and mental). The RWN focuses on medical, counseling and improving socio-economic welfare of women. These increase responsiveness and effectiveness in addressing the issue of human health. This is mainly through the Polyclinic of Hope (PoH) and the Village of Hope (VoH) initiatives.

The poor state of the women's healthcare is encumbered by the large number of women raped and, often times, mutilated during the 1994 events. For the survivor of this tragedy, as well as other violent crimes, their social and

psychological scars are often coupled with having no financial support in their new roles as household heads caring for a number of orphans, in addition to their own children. With no technical skills, limited education and no access to financial resources, their despair and depression become dominant forces in their lives. Psychosocial trauma and relief counseling has therefore grown in importance. This type of counseling is accompanied by free general healthcare requirements related to outcomes of unwanted pregnancies, trauma physical injuries and sexually transmitted diseases, including HIV, as well as training in different issues to aid victims of rape and violence and their families.

Access to financial credit and economic self-reliance is integral to the Rwanda Women's Network programmes. In the aftermath of the genocide, it came to the forefront the issue of women being economically disadvantaged, illiterate and lacking in marketable skills. Economic empowerment is necessary if the women are to attain a sense of security, including it being an important key in the healing process.

Rwanda Women Network recognizes that women have specific basic needs for sustenance and for the management of their health. The Network therefore enables the women to access financial credit in order for them to develop income-generating activities. Some of the activities the women are engaged in include weaving, knitting, making bedcovers and mats, charcoal selling, setting up street-corner food stalls, among other activities. Other than microcredit finance, the program also includes shelter construction and houses rehabilitation, training in business and management skills, and organizational capacity building for the women in their enterprises.

Lessons Learned and Best Practices

- Building capacity of local women "mobilizers" into leaders
- Crucial importance of economic development and income generation for women in post-conflict reconstruction
- Working with national government
- Addressing violence against women from a health perspective as both service and policy organization

**Kenya**
**Wajir District**

Wajir Women's Peace Committee – Women as Pillars for Peace Program

- Began with 15 volunteers, targeted own families
- Secured support of elders and warlords
- Expanded to youth, police, ex-militia

- Development projects to rebuild economic base of community
- Used religion as tool for peace-building
- Created Rapid Response Team
- Became Wajir Peace and Development Committee as formal part of government infrastructure

Lessons Learned and Best Practices

- Began at local level before expanding
- Importance of rebuilding economic base of community
- Focus on religion as a tool for peace-building by using faith based analysis
- Fundamental principle for success is that peace-building, making and keeping must come from within communities and cannot be externally imposed

**Sudan**
Women's Network for Peace

Longest ongoing conflict in world – 10% population displaced and refugee, mostly women and children
- Women organize Dinka and Nuer tribes to negotiate cross region peace accord
- Skills training for women
- Ongoing training for women in peace-building and conflict negotiation
- Integrate international human rights provisions into women's programs
- Workshops for local traditional leaders to reduce ethnic and religious conflict
- Mobilize young women for leadership

Lessons Learned and Best Practices

- Working with local traditional leaders
- Developing capacities of young women for leadership
- Working with local tribes to create cross-regional or cross-border [cross-conflict ethnicities] peace accords

**III ii   ASIA**

**Philippines**

The Building Transformative Communities (BTC)  program in Mindanao began with the transformation of people in local communities before going to work on the local government level. The principle was that they first had to ensure their own capacity first and then engage with local government. The BTC program focused on:
- capacity building of a successor generation (youth)

- coalition building among groups who will engender peace and development constituencies
- advocacy for gender responsive policies and environments for peace and development

The training program itself was designed to:
- use participatory techniques
- presented by lectures and structured learning exercises
- create peer mentoring networks with agreements for ongoing contact and sharing of practices
- carry out field exposure and visits with homestays in local communities across conflict zones for cultural and religious exchanges
- include case studies, film showings, discussion groups, reflection sessions
- develop participatory planning with action plans to take home
- develop simple monitoring and evaluation tools

Lessons Learned and Best Practices

Specific things to do when working with youth:
- provide an opportunity share experiences relevant to being young women and men in communities  and situations of armed conflict
- assist participants to further develop their resources, strategies and skills to meet their identified needs
- strengthen links between youth and broader movements by empowering them and providing space to articulate distinct concerns not addressed in the larger women's and peace movements
- support regional networking among young women from situations of armed conflict to open up future possibilities to advocate for their issues on a regional/ international level

## Bangladesh

Bangladesh has experienced decades of violence and conflict between minority groups, with ethnic and religious differences. Over the years, women have become increasingly politicized. Women have a long history of intervention to maintain inter-community harmony and provide relief to victims at the community level. Some of the particular periods of conflict have been in 1964, 1992, and 2001. One feature of violence and conflict in Bangladesh, as with all other conflicts, has been the pandemic levels of violence against women. Civil society organizations focusing on women have been advocating for women's political participation and for women's rights. The legacy of divisions from post-independence nation building is addressed by women's organizations by:

- Finding ways to unite across gender, class, religious and ethnic lines
- Focusing on cooperation with mass media

- Creating a strong coalition of the United Women's Front (Shommilia Nari Shomaj)
- Undertaking strategies of networking, awareness raising, protests and rallies, publications, workshops and seminars

Lessons Learned and Best Practices

- Key has been the campaign to include increase in reserved seats for women in parliament in order for women to have an impact on national policies
- Ensure the inclusion of minority women and reserved seats for them

**East Timor**
# REDE: Feto Timor Loro Sae Timorese Women's Network

REDE is a loose network of the main women's NGOs in East Timor, first formed to organize the June, 2000 National Congress of Women. Following the Congress, the network decided to continue in order to oversee implementation of the recommendations of the Congress. During a UNIFEM-ASCENT mission, REDE decided to formalize its structure and set up a permanent secretariat to support its work. UNIFEM has been supporting the establishment and operation of the secretariat for its first year, as well as providing training and other support to strengthen the capacity of the network to promote and support women's leadership in East Timor, and to implement the recommendations of the National Women's Congress. UNIFEM supported a Coordinator, Administrative/ Finance Officer and Secretary, as well as operating expenses for the office, for one year to enable the Secretariat to develop the capacity to raise further funding for the secretariat as part of its programme of work.

This component was to build the capacity of women's groups and women leaders at the national level to participate in the processes of nation-building from a rights-based and gender-responsive perspective. Specifically, the program was to build the capacity of women's groups and women leaders to:

- monitor the nation-building process,
- identify needs and opportunities for women to engage in specific processes from a rights-based and gender perspective, and
- obtain and employ the skills and knowledge required to successfully mainstream women's concerns and a gender perspective in those processes.

Women in Nation Building at the grassroots level was a program implemented by UNIFEM and undertook to:

- translate the instruments of nation building, such as the Constitution, the Parliament, the Courts and specific items of legislation into concrete terms that are relevant at the community level.
- develop ways of assisting communities to access and make use of these national instruments from a rights-based and gender perspective.
- directly execute program  through a Programme Coordinator (PC)/Trainer who will be responsible, under the direction of the Regional Economic Advisor for Asia-Pacific & Arab States, for the development and implementation of training materials and methods in selected communities in two pilot Districts.
- locally recruit then train a community facilitator who will support implementation.
- collaborate closely with the World Bank Community Empowerment Programme (CEP), which is establishing a framework for local government in East Timor.
- train mostly women as community facilitators to assist communities of return to rebuild relationships and to live in peace and active tolerance.
- link the Tolerance-Building Component in of another program in Liquica to community-based trauma counselling developed under a previous UNIFEM project.
- recruit trainers from the communities in which they will work, and generally the majority, of trainers and facilitators were women

Lessons Learned and Best Practices

- Key to have ongoing stable and committed funding and resources
- Need to coordinate and collaborate with other donor agencies and international NGO programs
- Need to recruit and train locally from people's own communities
- Need full-time permanent staff

## Sri Lanka

The Mother's Front had been the most visible and strong women's protest movement in Sri Lankan history. Its strength lies in bringing women together from different regions in the south of the country who have united Sinhala, Muslim and Tamil women across caste and class lines. They took their initial inspiration from the women of Latin America, because their immediate goal was to find the disappeared and obtain the release of those in detention. The two other key women's organizations in Sri Lanka are the Women's Development Foundation and the Uva Welassa Women. The success of the work of these organizations appears to be that they were able to use women's issues to cross over into human rights issues in ways that were both strategic and practical.

Lessons Learned and Best Practices

- Basis of radical change was to challenge nationalism and focus on basic human rights
- Work across all caste, class, ethnic and religious lines

**India**
**Nagaland – North East Region**

The Naga Mothers' Association has been one of the key forces for peace initiatives in the region. But women still do not have representation in the formal peace processes or seats at the table. Indigenous women are preventing, managing and resolving conflict at the community level while pushing for women's elevation to mediators and negotiators at the official decision-making level.  "If we put women at the negotiating table, they will change the equation of the negotiation. They will introduce practical workable solutions to the conflict. I am not claiming to undermine the efforts of men; I am reminding you that what is important is that men alone and only men's interpretation and solutions will not resolve conflicts and bring peace, they never have."

Lessons Learned and Best Practices

- Women capitalize on cultural and tribal traditions as community peacemakers for role in Indo-Naga peace process
- Informal negotiations with security forces, armed opposition and factions
- Conduct inter-community inter-tribal events to build cohesion
- Built broad based popular movement

**Asia-Pacific Young Women from Situations of Armed Conflict  (AWAYS) (Aceh, Bougainville, Bhutan refugee camps in Nepal, Burma, Manipur (India), Sri Lanka,  Solomon Islands)**

Specific things to do when working with young women:
- provide an opportunity share experiences relevant to being young women in communities  situations of armed conflict
- assist participants to further develop their resources, strategies and skills to meet their identified needs
- strengthen links between young women and broader women's movement by empowering them and providing space to articulate distinct concerns not addressed in the larger women's movement
- support regional networking among young women from situations of armed conflict to open up future possibilities to advocate for their issues on a regional/ international level

**Kashmir**
Atwas Women's Group

- Means "to reach out and shake hands"
- Women work across borders with Muslim, Hindu and Sikh communities to build local peace
- Women focused on working with the most vulnerable and poor women, the widows, to assist in gathering firewood, growing subsistence crops, and accessing water

Lessons Learned and Best Practices

- Focus on the most vulnerable women – the widows and "half-widows"
- Work across borders and communities
- Develop an "anti-national" movement

**Papua New Guinea - Bougainville**
The Leitana Nehan Women's Development Agency LNWDA

During the long conflict in PNG, women were particularly vulnerable to gender based violence as a tactic of war. The security of women was threatened and assaulted both inside and outside their homes. The matrilineal and traditional structures were completely destroyed. LNWDA was formed in 1992 with the goal to make the world safer for women. They were awarded the Millenium Peace Prize in 2001 for their work in "weaving Bougainville together" by rebuilding the trust that had eroded between neighbours and within communities by playing a vital role in peace-building and resolving and ending conflict.

One main focus of their strategy was to work with the youth. Workshops were held around the country to illustrate the relationship between gender based violence and the increased militarization of the Bougainville society. Over 1,500 volunteer women, men and youth carry out community and village trainings and workshops to strengthen communities for peace, focusing on domestic violence, rape, sexual assault and abuse, incest, alcohol abuse, and human development. They have assisted former combatants to become role models in their communities. The workshops for young women provide a safe space for them to speak out, provide counseling. Their "Strengthening Communities for Peace" program also has a local weekly radio program to assist in peace building.

Women in community organizations, church groups, youth groups and women specific organizations played a key role. They developed their abilities to participate in international meetings and became the first peace negotiators and promoted dialogue across conflict areas.

Lessons Learned and Best Practices

- Trained women to participate in the peace process and prepared them to function as single heads of households.
- Supported small income generating projects, such as sewing projects, bakeries and guesthouses, to enable women to provide their families with health care, food, education, shelter and clothing.
- Ran workshops to promote non-violence, women's rights and alcohol awareness with people from both sides of the conflict helping reconciliation process as participants realized they were all committed to building for the future.
- Trained women to run small businesses to assist in the economic recovery after the conflict
- Developed communication through radio has also assisted the reconciliation process with 1,000 solar-powered wind-up radios distributed to primary schools across the island
- Broadcasted a weekly program discussing peace and encouraging others to share their experiences.

## Cambodia

In a country devastated by 30 years of war, and faced with a stagnant political environment, women are addressing many of the most complex and sensitive issues that affect governance. They are at the frontlines of the struggle for non-violent conflict transformation. Primarily through civil society they are bridging cross party divides, monitoring human rights challenging corruption, empowering grassroots constituencies, and strengthening legislation. Non-violent activism has grown in recent years and women are the majority of Cambodians with conflict management and peace-building expertise, often at the forefront of disagreements between authorities and citizens over local resources.

Lessons Learned and Best Practices

- Women are appealing and working for cross-party cooperation
- Have established new patterns of public consultation whereby the NGOs have partnered with the government to develop legislation and programs addressing social needs
- Growing public support for women's political leadership and participation as women are perceived to be more trustworthy and competent
- Women are at the forefront of promoting peaceful resolution of local disputes
- Women have contributed to all areas of good governance, ensuring that state accountability and advanced political participation by women continues to develop a culture of non-violence
- Successful partnerships between CSOs/ NGOs and government addressing non-violence issues – especially the Cambodian Men's

Network that brings together men to combat violence against women and lobby for increasing the number of women in government
- Gender equality is seen to be crucial to good governance and good governance is the foundation for sustainable peace

## III iii   EURASIA

## Kosovo

- A Kosovar woman served on the UN Joint Admin Structure in Kosovo
- Focus on democracy, civil society, media
- Founded safe houses for women
- Ensured full participation of women and ethnic minorities
- Organized 6000 women to train UN peacekeeping forces on gender issues
- Created multi-party caucus in Parliament

## Bosnia and Croatia

With the support of Religions for Peace, 30 women from Islamic, Orthodox, Catholic and Jewish communities of Kosovo and Bosnia-Herzegovina came together in Sarajevo for an inter-religious training session, entitled, "Mobilizing Women for Peace." The gathering affirmed the role of faith in the process of reconstruction and community healing, and discussed ways to engage women in inter-religious cooperation. The official formation of Women's Working Groups nominated women representatives from different regions.

It is crucial to support women of faith in:
- advancing their skills in leadership, peace-building and advocacy
- affirming the role of faith in reconstructing and healing their respective communities
- seeking avenues for multi-religious cooperation

Another area of critical importance was the development of local economic development such as:

- Women's SMEs in war affected regions develop small enterprises
- Develop regional trade initiatives across borders, religions and cultures
- Create culture of peace through financial sustainability and intra and inter trade

Lessons Learned and Best Practices
- Work across all religions and ethnicities
- Create economic development

**Caucuses Region**
**Armenian Nagorno-Karabakh**

Women have built:
- Regional networks
- Civil forums and cross-community initiatives
- Training institutes on women's leadership, human rights, democracy and community building
- International interagency support for other issues specific to region: trafficking and refugee women

Lessons Learned and Best Practices

- Key to have inter-agency donor collaboration and ongoing support

**Afghanistan**

**Capacity Building Workshop for Afghan Women Leaders**

Immediately following Afghanistan's historic September 18th parliamentary elections, Women Waging Peace and Women for Afghan Women conducted a four-day workshop for Afghan women leaders in Kabul, Afghanistan. They used the workshop to build the capacity of Afghan women leaders by enhancing their communications, problem-solving, negotiation, and mediation skills, and to help them strategize and successfully advocate for their needs in their country. Additionally, the workshop provided a forum for civil society leaders and ministry officials to network and build relationships that can help strengthen and empower Afghan women.

The thirty-four participants included parliamentary candidates, ministry officials, and civil society leaders. The participants hailed from all over Afghanistan's provinces and spanned a broad spectrum of age, ethnicity, and experience. The ethnically diverse women were all leaders in the movement for human rights and democratization in Afghanistan.

Women Waging Peace conducted democracy and governance training and implemented skill-building activities which focused on helping participants refine the tools that would make them more effective negotiators, mediators, and advocates for women's issues in Afghanistan. Particular emphasis was placed on message management, conflict analysis, creative problem solving, collaborative dispute resolution, and consensus-building. Simulations and exercises were tailored to the participants' paramount goal of expanding women´s involvement in the political process in Afghanistan. Through role-plays, the workshop integrated specific skills into a broader strategy of empowerment.

A representative from the Women's Ministry gave closing comments encouraging the women to work together utilizing the new skills and strategies taught throughout the workshop. The participants commented that they have never experienced such interactive skills based training and that they would incorporate the strategies taught in their personal and their professional lives in order to effectively achieve their goals.

Similar trainings were carried out in Canada with young Afghan Canadian women in collaboration with the International Women's Rights Project and Canadian women Parliamentarians.

Post-conflict reconstruction MUST involve women in all constitutional negotiations – emphasizing women's rights and participation means building capacity to participate in governing as a force for stability – focus training women for governing, voter education, understanding rights and political process, monitoring violence, awareness on Islam's protection of women's rights, and enforce positive laws.

Lessons Learned and Best Practices

- The key is to direct reconstruction funds to women's CSOs to deliver programs and services
- Develop the capacity of women, and especially young women, to take their place in leadership and government
- Ensure that mentoring relationships are ongoing
- Voter and civic education training must focus on women
- Women candidates training should be offered to strengthen their ability to speak publicly, develop platforms, raise money and understand the political process and structure of governance
- Separate polling places for men and women, staffed by women, particularly in rural areas
- Public discussions of women's empowerment must build on Islam's protection of women's rights and that violations of those protections contradicts the religion – ie use a gendered and progressive analysis of religion, whatever it is – to counter increased fundamentalism
- International aid agencies must direct greater share of reconstruction funds to women's organizations to play a larger role in delivering programs and services on the ground
- Ensure that funding is directed to Afghan women's organizations to address problems of capacity, sustainability, communication technologies, language skills and the requirements of donors [reporting, proposal writing, M&E, etc.]

## III iv  SOUTH AMERICA

**El Salvador**
Role of Women in Disarmament, Demobilization, Reintegration (DDR) Process

Women were agents in the war as well victims. Women's contributions to peace were through reconstruction, not only in the public sphere, but in the private sphere.  As a result of their parties' postwar discriminatory practices and women's marginalization, women decided to create an autonomous feminist movement. This women's movement is now articulate and powerful, although it remains in the informal sphere of civil society.

Women's organizations have been quite effective in widening the agenda of democracy, bringing issues of women's rights, domestic violence, child abuse and homosexual rights into the public eye. Women set up services for the women who were unattended to by the official post-war reintegration process. The DDR was a more comprehensive process of reintegration, peace-building and democracy building.

In this definition, the question of women's participation in the peace negotiations and reconstruction becomes even more paramount. Improvements in reconstruction programming and a more intense commitment by the political parties could lead, not to the marginalization of women in the post-war environment, but to women's empowerment.

Lessons Learned and Best Practices

- Ensure gender mainstreaming of donors for all DDR processes

**Columbia**

Women have been both actors and victims in the war in Columbia throughout its history. They head more than 30% of IDP (internally displaced persons) households, represent more than 50% of IDPs, and served both as armed combatants as well as peace activists. Women's engagement in civil society peacemaking has evolved into a network of national and local organizations. By 2002, 17% of assassinated and 'missing' leaders and activists were women.

The critical role of women in the peace process in Columbia has been analyzed by these 3 sectoral areas:

- mitigation of violence and empowerment of local communities and IDPs
- mobilizing for negotiations and getting to the peace table
- redefining security and disarmament, demobilization and reintegration and promotion of the rule of law, transitional justice and reconciliation

Best Practices and Lessons Learned

- Allocation of resources to ensure women's participation in the public policy and political process
- Fund programs that increase numbers of women in elected office
- Ensure that the needs of displaced women be addressed through programs
- Created program to strengthen and protect women leaders including training, access to technology and creation of communication networks
- Strengthen programs to address violence against women by funding design, evaluation and monitoring
- Ensure that women's organizations are given priority in design and implementation of aid projects
- Offer sustained resources to coalitions of women for peace and support community led processes
- Develop support projects for women and their families displaced as a consequence of the counter-narcotics policy

## III v   MIDDLE EAST
Women Creating Dialogue

It seems that there will never be a solution to the problems between Israel and Palestine but women across the two countries as Muslims and Jews have created a safe space to dialogue for an alternative vision and solution and in so doing have built a grassroots movement for peace and nonviolence.

The Jerusalem Link is the coordinating body of two independent women's centers: Bat Shalom—The Jerusalem Women's Action Center, located in West Jerusalem, and Marcaz al-Quds la l-Nissah—The Jerusalem Center for Women, located in East Jerusalem.

In 1989, a meeting was convened in Brussels between prominent Israeli and Palestinian women peace activists. The meeting initiated an on-going dialogue that in 1994 resulted in the establishment of The Jerusalem Link composed of two women's organizations—Bat  Shalom on the Israeli side, and the Jerusalem Centre for Women on the Palestinian side. The two organizations share a set of political principles, which serve as the foundation for a cooperative model of co-existence between our respective peoples.

Each organization is autonomous and takes its own national constituency as its primary responsibility—but together we promote a joint vision of a just peace, democracy, human rights, and women's leadership. Mandated to advocate for peace and justice between Israel and Palestine, they believe that the viable solution of the conflict between the two peoples must be based on recognition of the right of the Palestinian people to self-determination and an independent state

alongside the state of Israel, Jerusalem as the capital of both states, and a final settlement of all relevant issues based on international law.

Lessons Learned and Best Practices

- Key factor is shared political belief about Palestinian right to self-determination – ie., shared political ideology
- Critical that women's organizations have their own autonomy

## IV      Recommendations

This section provides recommendations only based on the desk review, as the Consultant has not had access to the final report from the workshop. It is presumed that the recommendations that will be most useful for the specific conditions of the region would have been developed in consultation with the participants at the Regional Needs Assessment Workshop and will be included in the overall final report compiled from all the consultants and trainers party to this project. It is suggested that the recommendations from the participants at the Regional Needs Assessment Workshop be reviewed in the context of the recommendations from this report, to ascertain the specific and concrete next steps to be taken in the program in Central Sulawesi, Maluku and North Maluku.

The following recommendations are much more generic, providing concrete examples of some of the fundamental criteria necessary for success in increasing the capacity for women to participate in the peace-building process wherever they are located. They have been drawn from field reports, texts, conferences, academic studies, UN documents, and anecdotal reports. But they do indicate that there are some very basic characteristics to women's capacity building for leadership in peace-building that are universal.

The recommendations focus on specific resources, tools and approaches that should be used to strengthen the capacity of activists involved in peace-building, conflict resolution and activities to enhance the safety of communities during conflict and post-conflict. These recommendations for accessible and practical tools and resources, the provision of rapid assistance, and support for women engaged in the wide range of activities for peace-building are drawn from the experiences and analysis of women who are active in all areas of conflict and post-conflict peace-building initiatives. The intent of these recommendations is to assist the Donors to design specific activities in partnership with the women and stakeholders of the Project's specific geographical, cultural and regional areas.

## IV i      Strengthen Relationships between Women's Organizations and the International Donor Community

- Where possible, hold meetings and workshops in rural areas where women are active
- Organize resources for child care
- Provide support for women to travel
- Provide funds or "stipends" for women involved in order to cover costs and because many of these women are not earning salaries yet their involvement as community leaders is critical to the resolution process
- Provide training for women activists in humanitarian action and in working with particular groups such as children or the disabled

## IV ii    Address Operational Constraints

- Provide support for costs of equipment, running costs for appropriate communications systems such as computers, internet access, satellite and mobile phones, radios
- Provide training in information technology
- Provide support for community information centres, especially in rural areas
- Provide funding for translation and interpretation

## IV iii    Enhance Security of Women in Peace Activities

- Establish independent security audit systems in conflict zones
- Ensure implementation of codes of conduct for humanitarian and peacekeeping personnel especially regarding violence against women and the investigation of such complaints against state actors
- Establish regional "safe houses"
- Support women activists to provide them with protection either through raising their profiles internationally or keeping their existence confidential, depending on the circumstances
- Provide emergency preparedness and "evacuation" packs for activists
- Provide funds to rent safe transport and drivers or purchase vehicles
- Offer support for travel documents for safe transit
- Improve coordination between groups and activists by supporting meetings, transport and information sharing
- Provide funds for rental or purchase of safe work spaces and security systems for increased safety

## IV iv    Sustainability of the Women Leaders Themselves

- Recognize the stress and exposure to violence and their cumulative effects on individual leaders
- Encourage use of quota system in political structures
- Create a forum in which donor, government and NGO representatives devise programs to promote gender equality and measure accountability

- Fund capacity building for women candidates
- Provide resources for such activities as emergency conferences or meetings, individual assistance, training, scholarships, sabbaticals
- Provide culturally appropriate healthcare and mental health services for trauma either of the women themselves or from working with survivors of violence
- Provide support for emergency medical expenses
- Provide capacity for women leaders to reflect and write about their experiences in peace-building, as the current body of literature is very limited, as this desk review illustrates

## IV v   Improve Mechanisms to Address and Prevent Violence Against Women

- Gender based violence generally increases following the end of a conflict and must be seen as a post-conflict reconstruction priority
- Establish mechanisms for complaints to be registered safely and enable fast and transparent prosecutions
- Work with women activists and governments at all levels to prevent further structural violence
- Develop and carry out funded long-term multi-sectoral and multi-donor programs to address violence and ensure coordination and collaboration
- Financially support safe shelter for women and children
- Engage men and boys in violence prevention activities
- Ensure implementation of new legislation and the capacity of governments and state institutions to provide access to justice
- Determine with women activists how best to engage ex-combatants in the process
- Strengthen the response of international agencies publicly to violence against women
- Work with women's organizations to design joint interventions that are appropriate, safe and effective
- Support training for women who are providing care, counseling and services for women affected by violence
- Ensure appropriate mental health and psychosocial interventions for survivors of post-conflict especially sexual assault survivors

## IV vi   Strengthen Relationships between State Police Forces and Women's Groups

- Constructive relationships with law enforcement agencies and personnel are seen to be vital to combating violence but the same agencies are most often in need of significant reform  - critical to identify best practices in local communities to improve and strengthen effectiveness more broadly

- Provide resources to women's groups to work with international community to assess such practices and incorporate into security sector reform
- Increase support for women who work within security sector by training and possible special protection

**Key Skills for Capacity Building for Peace Building**

- Gender and conflict transformation skills
- Meet survival and basic needs of communities
- Leadership and decision making for governance
- Personal empowerment and development skills
- Advocacy and communication skills
- Networking, coalition building, community outreach
- Sustainability - fundraising and enterprise development
- Organizational development
- Training of Trainers (TOT) – transfer of skills
- Peer mentoring and mentoring successor generation
- Long term commitment and action planning
- Ensure safety and security of activists
- Work in partnership with international donors, government(s) and civil society
- A safe learning environment
- Training methods and content that are relevant and innovative
- Clear yet flexible goals and locally- developed objectives
- Continuing support and mentoring by advisors and colleague
- Seed funding, sustainability of financial resources
- Ongoing monitoring and evaluation of outcomes with flexibility to adapt to changing circumstances
- Ability to respond quickly with rapid action
- Empowerment of women in local communities and structures and at all levels of governments
- Gender mainstreaming of donor programs
- International agencies and donors to consult with local participants and design appropriate, funded, long term, programs

## IV iii   General Recommendations Drawn from Case Studies

Women need to network actively and strategically, locally, nationally, regionally and internationally.

Women need to be encouraged and supported to participate actively in democratic governance, conflict resolution and peace-building processes at all levels.

Women need to learn to support each other and employ techniques of 'focus meetings' to map out collective strategies for implementation.

Traditional socio-political institutions should be enhanced and used to impact positively on post-war transition, conflict resolution and peace-building.

Long-term institutional support and funding are required for increasing capacity building to women's organizations working actively on governance, human rights, peace and gender issues; as well as to organizations working on conflict issues that need to be "engendered" so that women's issues are integral to the focus of the work.

Long-term institutional support and funding is also required to increase the capacities of women in leadership at all levels of community and government structures by increasing their skills, creating mentoring partnerships, ensuring inter-generational and successor generations are trained in leadership skills.

Particular attention must be paid to the particular vulnerability of women from indigenous communities to violence and often require greater physical and economic security in order to be able to remain in their communities.

Increased participation of women in all political governance structures through increasing the representation of women, if not through mandated quotas then through a system of reserved seats.

Peace-building trainings and conflict resolution programs must address issues of identity, security, political participation, inclusion in decision making, gender equality, distributive justice.

Conflict resolution, gender and peace studies should be included in all levels of education in curricula content as a tool for future conflict prevention.

Resources must be directed towards young men in particular to assist them in developing skills and employment so that they may be less likely to resort to violence in conflict situations.

Greater efforts should be directed towards working with the police and security forces in communities to encourage them to work in partnership with community needs.

Gender equality must be recognized in all peace processes, agreements and transitional governance structures and all parties involved in peace processes must ensure that women's needs are addressed in all peace agreements.

There should be a minimum requirement that 35% of all participants in peace processes are women who have worked for peace at all levels from local to international [just assuming women does not ensure women for peace].

Gender based violence must be recognized as systemic and widespread in all conflict and post-conflict situations and adopt a multisectoral approach to address its effect and impact.

Competent women must be included at senior levels in national institutions such as human rights commissions, truth and reconciliation commissions, DDR programs (disarmament, demobilization and reintegration), as well as on all international peace-keeping and monitoring agencies.

**IV iv  Specific Recommendations for Central Sulawesi, Maluku and North Maluku**

It is submitted that the *Conclusions and Recommendations from the Women and Peace-building in Central Sulawesi and North Maluka Thematic Assessment*, authored by Endah Augustiana; the recommendations and findings from the Regional Needs Assessment Workshop in December 2005; and the general recommendations from the desk review all be considered together in forming specific recommendations on how the UNDP and the World Bank SPADA program should proceed with capacity building activities.

The *Thematic Assessment* provides a detailed analysis of the current situation for women in the region, with a number of thorough recommendations for ongoing UNPD work. Recommendation 3, Building the capacity of women's peace activists and women's organizations, is the key finding that it is understood led to the regional workshop. Supporting women's capacity building is one of the most critical areas that needs to be supported by the UNDP in order to promote women's roles and participation in peace-building processes (Augustiana). This finding is in keeping with all the research and consultation done by the International Consultant for this desk review report.

From all of the best practices and lessons learned, above, the single most important recommendation is:

- Provide women's organizations with sufficient long-term, sustainable technical and financial support, in small, ongoing grants, that are not complicated or bureaucratic to apply for and administer, with a focus on supporting small local organizations on the ground, in rural or disadvantaged areas.

- That such support be ongoing, that follow-up activities and monitoring be integral to the program, and financial resources be stable and long-term.

- That such support be provided in conjunction with individual training and capacity building for the women who administer the organizations, and who do the work of peace-building. Such knowledge and skills that need to be developed, in order to sustain both themselves as activists and the organizations they represent would include:

**Personal Safety** – enhancing security for the women themselves who are activists and organizers for peace should be the first priority. Most recently the

Global Consultation on Women's Human Rights Defenders held by the International Campaign on Women's Human Rights Defenders (ICWHRD) in Sri Lanka in December 2005 illustrates the ongoing risk of death, imprisonment, harassment, sexual violence, torture and isolation that women doing the work of peace-building and human rights. All recommendations for any capacity building activities must bear this in mind as a guiding principle.

**Leadership skills** – see regional organizations such as CAPWIP that can provide such training – note that leadership training must be combined with a mentoring program so that there is inter-generational learning. It is critical that leadership developed across Moslem/Christian divides so that women of faith communities can cooperate. This is well documented in the case studies, above.

**Management skills** – so that the organizations can survive in order to do their work and the staff can be managed efficiently and effectively, as well as have their own skills developed – propose that a "second tier" of managers be developed in conjunction with the leaders, above, as most often the visionary leaders who run organizations are not, and should not, be the managers of said organizations. There are "organizational development" expert feminist trainers in Indonesia and the South Asian region who can be used to provide such training.

**Program skills** – both the leadership and the management of these organizations must be trained in program development, project design, monitoring and evaluation, outcome measurement, and reporting. It is assumed that any funding provided will come from international donors, and such donor dependency requires the skill set to both design programs and report on them. This would also include fundraising and proposal writing skills to donors and aid agencies.

**Communication skills** – this would include the development of the "soft" skills required to provide the dissemination of information, handle the media, do public speaking, develop awareness campaigns, etc. This would also necessitate technical assistance training on information technology. These must be provided in conjunction with the private sector and other donors to ensure operational and infrastructure development such as landlines, mobile phones, internet access, electricity, computers, etc.

**Conflict resolution skills** – skills need to be developed for traditional peace-building and conflict resolution within communities, organizations, across faith and geographic boundaries, as well as individual skills

**Women's rights skills** – gender analysis, women's rights analysis, promotion of women's participation in the formal peace process, and the role that international human rights law can play (for example, implementation of CEDAW) should all be included in any CB programs. However, these are often abstract and academic and far removed from the daily experiences of women. One imperative

is to ensure that international networking is developed, and that the leadership of strong women's NGOs be supported to attend international conferences and workshops to build the capacity of women to place their own struggle within the broader international women's and peace movements. Such learnings are seen to be very important in women being able to learn from what has occurred internationally. Part of this process should also ensure that women are given the skills, time and funding to document their own best practices – broader successful models can be localized to meet local conditions.

**Advocacy skills** – there are many effective advocacy training experts in the region who can include such training in a comprehensive capacity building training program – but there must be ongoing monitoring and follow-up as well as case studies documented by the women themselves to assess whether their advocacy strategies and activities have in fact resulted in any positive gains.

**Addressing violence against women** – domestic and sexual violence is one of the most pervasive problems in any post-conflict region and education, awareness, prevention activities, women's human rights training, support groups, shelters and safe houses, psycho-social support for survivors, establishment of pro-feminist men's groups to address the perpetrators, are all various means used to address the issue. None of this is new, but what needs to occur in this region is to fully understand the recommendations from the Workshop and what the women themselves want provided to address this problem in their region. Policy, advocacy and support services and activities on VAW must not be separated from the development of leadership and of women's economic activities. There are excellent training resources in the region that can be used to develop comprehensive programs in the Sulawesi and Maluka region on VAW – the key is to ensure incorporation of VAW issues in <u>any</u> capacity building workshops. It is further recommended that such training be designed and incorporated into all training done by international agencies with peace-keeping, police and security forces and government departments at all levels responsible for law enforcement agencies.

**Economic empowerment** – job creation, economic development, local resources, women's equal participation, institutions such as lending circles and micro-finance, addressing resource industries and transnational corporations, must all be seen as integral to capacity building for women. Both the formal and informal sectors such as formal jobs and informal sector enterprises should be "engendered". One governing principle must be the development of income activities across Moslem and Christian communities so that the reconciliation process includes addressing economic inequalities, given the role that the economic crisis in the region played in the inception of the conflict itself.

**Identification of organizations** - specific groups identified in the thematic assessment for support such as KPPA-Sultuna, Koperasi Wanita "Dorkas"/KWD, Koperasi An-Nissa, Koperasi Wanita Tani/KWT, and Kperasi Aisyah, all

represent the kinds of multi-sector, local organizations that should be supported and developed. Not only peace organizations should be capacitated; rather the target should be organizations that work at local and grassroots levels on all aspects of women's empowerment so that they can be strengthened to participate in more formal peace and public policy making processes.

**Conclusion** – all recommendations for capacity building activities for peace-building are based on the assumption that long-term, stable and secure funding without onerous administrative requirements will be provided to the grassroots organizations that do the work of peace-building. As noted in one of the findings on consultation and funding to support national gender justice needs in the Report of the Conference on Gender Justice in Post-Conflict Situations, *Peace Needs Women and Women Need Justice* (UNIFEM and ILAC), September 2004:

> In both Kosovo and East Timor, we confronted heart-wrenching predicaments of women on the ground who raised some very modest requests to obtain some form of justice with UN help. Yet the UN, even with its powerful executive mandate to administer the judicial and police sectors [in Kosovo and East Timor] could not often deliver on those basic requests of women… at least not within any reasonable time. So many of those requests reflected over and over the recurring deficiencies in UN planning and assessment processes, which seldom include consultations with national women stakeholders and, if so, only at a later stage after deployment. And so many of those women's requests that sought funding to support their basic gender justice requirements would never be satisfied because the UN mission budgets approved by the legislative bodies do not cover costs viewed as the responsibility of the "national budgets: of the governments concerned (p.90).

The final recommendation that the UNDP and the SPADA program design a strategy to ensure the ongoing sustainability of all the individuals and organizations working on women's CB for PB in the region. Partnerships are encouraged with such donors as UNIFEM, the Urgent Action Fund, the Global Fund for Women, other UN, UNDP and World Bank programs, corporate social responsibility departments of private sector companies, and other international donors such as AusAid, CIDA, SIDA, and so on. Multi-sector, multi-donor programs have the best chance of success. In order to assist in developing the case for funding, the project is directed to review *Where is the Money for Women's Rights: Assessing Resources and the Role of Donors in the Promotion of Women's Rights and the Support of Women's Rights Organizations*, AWID, October 2005.

# APPENDIX A

**Detailed Characteristics of CAPWIP's Building Transformative Communities Program – taken from the report on BTC programs in Mindanao, Philippines**

The following need to be done to increase the knowledge base in promoting transformative communities:

❑ **Capacitating**. While the concept of building of transformative communities has been around for some years now, this has remained in the realm of thoughts and discussions that has even found its way into the Internet. However, there are not enough records of initiatives to translate the concept into a workable framework and into concrete undertakings that can serve later on as basis for a movement. The lack of a framework leaves a corollary lack in capabilities to concretize the concept. CAPWIP's framework for building of transformative communities through gender responsive governance and transformative leadership and citizenship provides the impetus for translation and concretization. However, this needs to be understood and imbibed. The project recognizes the impossibility of an outright mass dissemination. The strategy of capacitating core groups across the Asia Pacific region that can serve as trainers of other groups and communities on the twin aspects of transformative governance will serve as one of the jumping boards towards a mass movement for the building of transformative communities in the region.

❑ **Upscaling of Regional Advocacy**. Starting a movement requires simultaneous strategies to draw in as many groups and people to take up the cause. While the project undertakes core group formations and capacitations which will take some time to bear widespread results, an upscaling of advocacy through the bringing together of groups and individuals from various sectors of society in for a and workshops in the region can hasten the growth of the movement in Asia Pacific for the building of transformative communities.

❑ **Mainstreaming**. The movement for the building of transformative communities cannot just be the work of one sector of society. It requires a concerted effort for convergent actions of all sectors. The project recognizes the need for a strategy that would make the movement find its way into the institutions of government, private sector such as business, and of civil society. The project, therefore, seeks the participation of various sector institutions and individuals of influence and persuasion into its programs of activities.

❑ **Modeling and Documentaries**. Organizing a mass movement requires a several-pronged strategy that will ensure the spread of a cause. Advocacy efforts ensure that spread to various layers and sectors of society, from the bottom to the top. More than this, however, a movement also requires an initiative from where actual experiences and lessons can be drawn to further develop and enhance the translation into concrete realities of a concept and framework. This can only happen in the ground or community level. Realizing this, the project has incorporated a modeling and documentaries strategy to capture the processes of community initiatives for the building of transformative localities across the Asia Pacific region. Considering the diversity that comprises the region, it is expected that different models will arise with different kinds of interventions.

Documenting and capturing them in documentary forms will enable the widespread sharing of experiences and lessons to many individuals, institutions and sectors.

❑ **Information Technology Enhancement**. The www.onlinewomeninpolitics.org website has been in existence for the past years and serves as the center of information, networking and linkaging for the various women in politics, women in governance and women in decision-making. Under the project, it will be enhanced to also serve as the site of the movement for the Building of Transformative Communities where various initiatives of groups and communities in the region can share their experiences to other communities surfing the net. The documentation of experiences under the project will be actively spread out and promoted through the net by sending out thousands of emails and materials to a set of relevant and active organizations and interested individuals and institutes.

❑ **Rights-based Approach**. The project underscores the rights of people to their own development – the right to participate in the development of their communities; the right to determine their own agenda for development; the right to choose the leaders who can lead them in carrying out their agenda; the right to hold these leaders accountable for their actions while in positions of leadership; the right to be informed of both problems and opportunities that come along the way. This calls for a strategy that will encourage people to claim these rights by making them aware and involved through the various activities of the project.
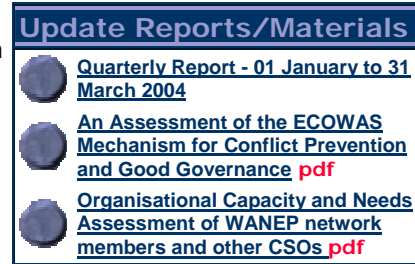
# APPENDIX B

## Example of a regional program in West Africa

## Capacity Building Program
*- Ruby Dagadu, Acting Program Manager*

The Capacity Building Program (CBP) seeks to work with ECOWAS and CSOS to undertake effective conflict prevention activities in West Africa in order to create a conflict sensitive environment for development programmes. Apart from improving early detection and response mechanisms and enhanced capacities of ECOWAS and Civil Society Organisations (CSOs) to undertake conflict prevention activities, this program is directly strengthening the capacities of WANEP national networks in 10 countries, namely, Burkina Faso, Cote d'Ivoire, Gambia, Ghana, Guinea, Liberia, Nigeria, Senegal, Sierra Leone and Togo. The implementation of CBP revolves around a strategic partnership between WANEP and the West Africa Regional Office of the Catholic Relief Services (CRS-WARO) with funding support from the USAID.

**Update Reports/Materials**

- **Quarterly Report - 01 January to 31 March 2004**
- **An Assessment of the ECOWAS Mechanism for Conflict Prevention and Good Governance pdf**
- **Organisational Capacity and Needs Assessment of WANEP network members and other CSOs pdf**

**Objectives:**

The Capacity Building Program has the following three strategic objectives:

- Increased conflict prevention capacity and effectiveness of ECOWAS;
- Increased participation of, and collaboration between civil society organizations in conflict prevention, peace-building and good governance;
- Increased collaboration between ECOWAS and civil society organizations in the areas of conflict prevention, peace-building and good governance.

## Highlights of Activities
[Extracted from annual report 2003]

**Several activities were implemented during the year under review. The following are some of the highlights of these activities.**

### Hiring of National Network Coordinators

WANEP recruited ten national network coordinators to head National Secretariats in ten countries. Office spaces were provided through which the national secretariats are functioning as the fulcrum for effective collaboration to mitigate and intervene in conflicts in West Africa. All the network coordinators participated in the West Africa Peace-building Institute.

### Supporting the creation of new national networks

Up to 70% of the field work of WANEP's Program Coordinators was devoted to the support and creation of national networks. The existing loose networks were transformed into structured networks upon the completion of legal, financial, and organizational formalities. The National Networks were officially launched during envisioning workshops in the year under review. In some cases such as The Gambia, high level Government officials participated such as the Vice

President participated in these launching events. The envisioning workshops reinvigorated the members of the Network and provided unique opportunities for sharing WANEP's regional vision. Boards of Advisors for the National Networks were elected to make fully functional the operations of these networks.

### Organizational Capacity and Training Needs Assessments of WANEP Networks and CSOs

Except for Liberia where the civil war prevented an assessment and in Guinea where the National Network Secretariat had just been formed, a detailed assessment of training needs of WANEP Network Members and other Civil Society Organizations was carried out in 2003. These assessments explored a wide range of issues relating to administrative and financial management practices as well as intangible issues relating to organizational culture and identity. 131 Organizations actively participated in this exercise in 8 countries. Two other assessments will be conducted in 2004.

### Providing Electronic Communication Capabilities to all WANEP National Networks

The process is well underway to provide all national network offices with electronic capabilities. Some Networks including Burkina Faso, Cote d'Ivoire, Ghana, Nigeria, Senegal, Sierra Leone, and Togo have already acquired such capabilities. Due to renewed fighting in Liberia prior to signing of the Accra Peace Agreement amongst the parties to the conflict, the Liberia Network office was vandalized and equipments belonging to the network office, including other valuable assets were looted by fighting gangs. Under these circumstances, WANEP undertook urgent steps to enable the secretariat to resume work.

### Developing a Sub-Regional-Specific Training Manual

WANEP mobilized and constituted an experts team to develop a sub-region-specific training manual. The experts met in Accra, Ghana from 15 – 18. The first draft of the modules has been completed. The manual will be used to train ECOWAS' Conflict Prevention Mechanism Staff and CSO members and staff in the following three areas: Conflict, policy and human security analysis; Conflict, policy and human security monitoring; Conflict intervention and peace-building, including advocacy and good governance. Module themes include State Collapse and Cross Border Issues; Population Movement, Refugees and Internationally Displaced Persons; Elections and Electoral Violence; The Media and Conflict Prevention; Ethnic and Religious Instability; Small Arms Proliferation; Human Rights and Judicial Reforms; Response Mobilization and Peace-building.

### Meeting to support the development and signing of WANEP/ECOWAS MOU

Several meetings were held with the ECOWAS Deputy Executive Secretary and Program Manager of the Conflict Prevention Unit to further review and discuss the implementation of the CBP. One of the outcomes of these discussions was that WANEP would draft Memorandum of Understanding (MOU) and share it with ECOWAS for their input. This activity was completed before the end of the year paving the way for WANEP and its partners to sign an MOU in February 2004 with ECOWAS.

### Assessment of ECOWAS' Conflict Prevention Mechanism, Training Needs and Capacities

Significant progress was achieved during the year under review to complete this activity. However, due to the sudden shift of focus to Liberia and Cote D'Ivoire, which made it impossible to meet with or obtain the contribution of the key respondents including the Executive Secretary, Program Manager, Heads of the zonal bureaus and other staff who were on a prolonged official mission, the exercise could not be completed but will be fully implemented in 2004. Work done

included a detailed review of the Protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security and the additional protocol on Democracy and Governance. An assessment tool was designed and reviewed, and circulated to staff of the Conflict Prevention Unit at the ECOWAS General Secretariat and the four zonal Observation and Monitoring Centres in Banjul, Cotonou, Ouagadougou and Monrovia.

***Mid-term review evaluation of the Capacity Building Program***

Mid way through the Capacity Building Program, a review process was organised led by an independent consultant from October 21 and 22, 2003 in Accra, Ghana. ECOWAS, USAID, CRS and WANEP participated in this review. There were 16 participants from the partner organizations, including two National Network Coordinators from Cote d'Ivoire and Liberia, respectively.

***Outputs***

- 13 new staff, 3 female and 10 male at the regional and national levels were recruited during the year. The national networks have professional and fully functioning structures.
- WANEP national network offices except Guinea and Liberia have acquired electronic capabilities.
- The WANEP-ECOWAS relationship has gained visibility. WANEP Liaison Officer relocated to Abuja, Nigeria and set up the Liaison Office at the ECOWAS Secretariat. The Liaison Office within ECOWAS is immensely bridging the gap between civil society and government actors in the area of conflict prevention, peace-building and good governance.
- A WANEP-ECOWAS MOU has been reviewed and is ready for signing including the other project partners, USAID/CRS.
- The strategic partnership between CRS-WARO and WANEP Regional has strengthened and provided for the development of closer collaboration between CRS country offices and WANEP national networks.

***Challenges***

The implementation of the project during the year was not without challenges:

- The processes of recruiting national network coordinators and the creation of national networks have proven to be a challenge. In countries where emerging WANEP networks were being created, there was insufficient knowledge about WANEP's Mission and Vision.
- The development and growth of the respective national networks vary from one country to another, and subsequently, how to deal with these challenges also differ from one country to the other.
- The pressures and unpredictability of events in particular and the state of peace and conflict in West Africa (i.e. hostilities in Liberia and Cote d'Ivoire) have made it difficult to solicit the full involvement of ECOWAS at all stages of the implementation of the project.
- The growing interest by international organizations and governments to work with ECOWAS in the areas of peace, security, and good governance and apparent lack of coordination of these initiatives, will result in the duplication of efforts and wastage of resources and could complicate an already outstanding task for strengthening and bridging the gaps between ECOWAS and CSOs within the framework of a constructive and coordinated fashion

- Travel and communication between countries in the region is a serious challenge in terms of high expense and unpredictability. Arranging travels throughout the sub-region poses challenges and extra days are lost through delays, flight irregularities and connections.
- At the Regional level, WANEP needs to restructure itself to reflect the values of good governance as well as ensure National Networks own the network from the national through to the regional.

## VI. Lessons Learned

- WANEP's visibility as a prominent peace-building organization in the sub-region, and its important link with the various national networks during the year under review has brought out the need to clearly define the nature of the relationship between WANEP Regional and National Networks in Memoranda of Understanding.
- The volatile situation in the sub-region and ECOWAS's increasing visible role has led to increased interest of many organisations to work with ECOWAS. The interface with Civil Society organisations in West Africa under this project is timely and appropriate.
- Developing Networks and managing them is difficult but they are the most effective mechanism to enhance collaboration in conflict prevention activities.
- The implementation of the program must take into account the process and procedures of ECOWAS and adhere to them at the earliest opportunity to ensure a timely response. Much effort has been placed on seizing the crucial moments and exercising great flexibility in the implementation of activities.

## VII. Follow-Up Activities for year 2

A Detailed Implementation Plan (DIP) for year 2 of the CBP has outlined several activities. Some of these activities include assessing ECOWAS' current conflict prevention mechanism and its training needs and capacities. The strengthening of WANEP National Networks in institutional development and electronic communication capabilities will continue. WANEP will organize consultations with 33 ECOWAS and 42 WANEP/CSO analysts, monitors, and peacebuilders in data analysis, conflict monitoring, peace-building and conflict resolution as well as support ECOWAS Zonal Bureaus and WANEP analysts in the development of four zonal early warning and response reports.

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# APPENDIX C

## Example of program to develop women in politics – East Timor

### EAST TIMOR

#### Support for Women in 2001 Elections in East Timor

ETTA scheduled elections which took place on 30th August 2001. UNIFEM has considerable regional experience, including in Cambodia and Fiji, in providing non-partisan assistance to women's groups to encourage women to stand for election. UNIFEM Bangkok has recently documented its experience in the 1993 Cambodian elections (to be published at a later date), which were also held under UN auspices in association with a Peace-Keeping Mission. The the lessons learned in Cambodia have provided the basis for UNIFEM support for women in East Timor.

#### Training for women candidates in East Timor's first election (revised 3 Oct 2001)

**The best place to practise public speaking is in public!**

UNIFEM East & Southeast Asia and the Gender Affairs Unit (GAU) of the East Timor Temporary Administration (ETTA) conducted a series of six workshops to train women from East Timor who were interested in contesting the first election to be conducted by the UN in August 2001. The response from women was overwhelming: more than 250 applied - double the original target, and six workshops - not the planned four or five - were needed. The three-day workshops were held in the World Bank premises in Dili between 1st May and 7th Jun. UNTAET was responsible for in-country costs and the complex logistics of transporting the women to Dili from all over the thirteen districts, while UNIFEM recruited and covered the costs of trainers and resource persons, and provided technical assistance in developing the programme.

Participants were recruited through the UNTAET District Offices, UNTAET Gender Focal Points, NGOs and political parties. Initially, the Gender Affairs Unit, Dili, offered places to 75% of applicants, but later virtually all of those who applied were given the chance to participate. Finally, 145 participated and received a Certificate of Achievement. All 13 districts were represented, as were several political parties that are running in the elections. Among the participants were four women members of the current National Consultative Council, one District Administrator, and many from women's organisations.

Several arrived with babies or small children, such was their enthusiasm. Participants covered a wide range of ages, education levels and occupations. At least one participated actively despite having no formal education at all.

*The goal of each workshop was:* to develop a POLITICAL VISION of women as citizens so they are motivated and able to exercise their basic human rights to participate in the decision making process towards a democratic, prosperous, gender-equal and peaceful East Timor.

*The specific objectives were:*

- to increase participant's awareness of themselves as women so they are able to realize their public responsibilities as citizens in national development;
- to obtain a new understanding of politics from a gender perspective, and to understand the meaning of democracy, human rights and the principles of good governance, including accountability and transparencyand their importance for women; and
- to raise awareness and increase participant's ability to participate in politics in the public sphere, and help them to effectively prepare for the upcoming election as citizens, as leaders in their communities, and as candidates.

*Topics included:* a basic understanding of the process towards independence in East Timor, from civil registration to adoption of a constitution; the requirements for registration as a citizen, as a voter, and as a candidate; the concepts of representation and representative democracy, accountability and good governance; and, the ways in which women's needs and political interests might differ from those of men.

*Resources:* the training built on the experience gained by UNIFEM in the Asia-Pacific region and utilized some of the training materials developed by UNIFEM Pacific (translated into Indonesian), as well as materials from Indonesia. Tauga Nacanaitaba from Fiji, with Ibu Titi Sumbung (workshops 1 to 3) and Gayatri Suryaningsih (workshops 4 to 6) from Jakarta, were supported by resource persons with personal experience of standing for elected office. These included Khunying Supatra Masdit, former minister in the Prime Minister's Department, Thailand (and convenor of the NGO Forum at Beijing) and former Senator, Margaret Reynolds of Australia. The

**A relaxed Ibu Titi**

workshops were conducted in Indonesian, Tetum and English.

*Media attention:* the workshops attracted considerable media attention. A journalist working for the BBC and Netherlands radio interviewed both participants and resource people, while a Japanese TV crew filmed parts of the training and followed up by filming participants during their evening assignments and recreation

**Results of the training**

One most exciting outcome was the decision by many of the women trained in the UNIFEM-GAU workshops who decided not to personally run for office, to form a Timor Loro Sa'e Women's Political Caucus. This non-partisan group is drawing upon the experiences of similar organisations in the Pacific, and the Indonesian Women's Political Caucus.

The Caucus was very active supporting all women candidates for elected office, regardless of party affiliation, through the campaign and on election day. Before the election, it was active in six Districts and, for example, conducted two training sessions on Women and Politics, one in Aileu and one in Ermera. The Caucus was also instrumental in facilitating the registration of several women candidates.

After the election the Caucus will continue to promote women's participation in leadership and decision-making in general. The International Republican Institute has agreed to provide facilities for the Caucus and has also been providing technical assistance.

A second, equally exciting outcome, was that 26 (twenty six!) of the participants in the UNIFEM/GAU workshops registered as candidates for the 30th August, 2001 Consultative Assembly election. This was 10% of the total women candidates. Women trained by UNIFEM/GAU stood as candidates in party-lists and as independents, at both the national and district levels, and one was successful in gaining election. (See the next section for more details of women candidates in the election.)

In addition to the two results highlighted above, in the District of Same, ten women trained in the workshops formed a group to conduct civic education for women voters in the District prior to the election, using the experience gained and the materials from the workshops.

At least another ten of the women trained in the UNIFEM-GAU workshops are members of another group, GOMUTIL, or Group of Women Observers East Timor, formed with support from The Asia Foundation. Among the UNIFEM-trained women in GOMUTIL are the President and the Secretary.

Some of the women trained were also selected by the Independent Election Commission (IEC) to become official observers.

The UNIFEM-sponsored project *Engendering the Constitution Process* being implemented by Oxfam Australia in Dili has also been very successful: 35 women from eight Districts were trained in constitutional and legal issues from a gender perspective. Some then formed groups in each District and collected 7,500 signatures prior to the election for the inclusion of a 10-point platform in the Constitution, including a broad gender equality clause. The Special Representative of the Secretary General praised the efforts of the group and is reported to jog along the beach each morning wearing his *Gender in the Constitution* T-shirt!

News from Walia Lali, one of the interpreters who assisted the trainers during the workshops:

"oh yes, great news - from the women who joined the Women in Politics workshops – I bumped into 7 WOMEN who are standing as CANDIDATES - 4 joining a party and 3 as Independents - AND THEY ARE SO CONFIDENT AND WERE ALL SMILES – you should have seen us - whenever we bumped into each other at the market, or office or anywhere - we hugged and kissed and cried for joy !! They were from your first group."

For more news on women in the election, read the next section.

**Participation of Women as Candidates for the Constituent Assembly
(added 23 July 2001, updated 10th August 2001)**

*The original of this very interesting section was prepared by Sofi Ospina and Marta Cordoba from the UNTAET Gender Affairs Unit. It was based on initial lists of candidates registered with the Independent Electoral Commission. Gilda Esposito from UNIFEM's Dili office subsequently supplied the final lists, and the section has been updated in our Bangkok office.*

On 30th August 2001 the people of East Timor will elect a Constituent Assembly composed of 88 members: 75 at the national level and 13 at the district level (one representative for each district). The people can choose candidates from any of the political parties, or independent candidates, both at the national and district levels.

To make their choice people will vote twice.

**Their first vote** will be for one of the national candidates where they will choose from the 21 choices in the ballot presented to them (16 political parties plus five national level independent candidates). The number of seats each political party wins depends on the proportion of votes they receive. An independent candidate will require 1.33% of the valid votes made. If all registered voters take part properly in the election this would represent around 5,200 votes.

**Their second vote** will be for the district candidates. The number of choices in the district ballot depends on the number of candidates standing at the district level. The winner will be the candidate that has a simple majority of votes.

**National Level - Candidates from Political Parties**

There are 16 registered political parties at the national level that have put forward nine hundred and sixty three (963) candidates. There are two hundred and sixty (260) women candidates, or 27 per cent of the total.

The table below shows the 16 political parties (see list of full names) ranked by the number of female candidates.

| Political Party | Total candidates | Female Candidates | |
|---|---|---|---|
| | | Number | Percentage |
| UDC/PDC | 74 | 30 | 41 |
| FRETILIN | 75 | 26 | 35 |
| KOTA | 75 | 26 | 35 |
| PNT | 48 | 24 | 50 |
| UDT | 66 | 21 | 32 |
| PSD | 74 | 21 | 28 |
| ASDT | 73 | 21 | 29 |
| PDC | 73 | 19 | 26 |
| PST | 75 | 18 | 24 |
| PDM | 54 | 13 | 24 |
| PPT | 71 | 12 | 17 |

| | | | |
|---|---|---|---|
| PTT | 33 | 8 | 24 |
| APODETI | 15 | 8 | 53 |
| PD | 73 | 8 | 11 |
| PL | 32 | 4 | 13 |
| PARENTIL | 52 | 1 | 2 |
| **Total** | **963** | **260** | **27** |

Although the majority of the political parties have more than 20 per cent female representation, this does not ensure that a similar proportion of women will be elected. The number of votes gained by each party will determine how many candidates from each party are successful, and women's positions in the party list will determine how many women are successful. It is obvious that the political campaign will be a determining factor in gathering a number of seats for women in the Constituent Assembly.

**Chances of national-level party-listed women being elected:** the table below shows the number of women in the first five, ten and fifteen positions in the list of each political party. The number of seats won by women will depend on the number of seats that each party wins during the election, which is based on the proportion of votes they obtain.

| Political Party | Female Candidates | Number of women ranked in the top: | | |
|---|---|---|---|---|
| | | 5 positions | 10 positions | 15 positions |
| UDC/PDC | 30 | 1 | 2 | 5 |
| FRETILIN | 26 | 2 | 4 | 5 |
| KOTA | 26 | 0 | 1 | 2 |
| PNT | 24 | 3 | 4 | 6 |
| UDT | 21 | 2 | 5 | 6 |
| PSD | 21 | 2 | 3 | 4 |
| ASDT | 21 | 1 | 2 | 2 |
| PDC | 19 | 1 | 3 | 3 |
| PST | 18 | 3 | 5 | 8 |
| PDM | 13 | 0 | 3 | 6 |
| PPT | 12 | 0 | 1 | 2 |
| APODETI | 8 | 1 | 5 | 9 |
| PTT | 8 | 2 | 5 | 5 |
| PD | 8 | 0 | 0 | 1 |
| PL | 4 | 0 | 0 | 4 |
| PARENTIL | 1 | 0 | 0 | 0 |
| **Totals** | **260** | **18** | **43** | **68** |

According to a study carried out in March 2001 by the National Democratic Institute for International Affairs, the two most prominent parties are Fretilin and Timorese Socialist Party (PSD). These two parties have 35% and 28% female candidates, respectively. If FRETILIN wins 15 seats at the Constituent Assembly, as the above table reflects - five women will be elected. If PSD wins 15 seats, 4 will be women. If these two parties plus the UDT and the PST each win 15 or more seats there would be at least 23 women seated in the Constituent Assembly. This represents 30% of the total seats to be filled by the political parties.

**National Level - Independent Candidates**

Five national level independent candidates are registered. Three of them are women who were nominated by REDE, an umbrella organisation encompassing fifteen women's NGOs and women's groups.

**Chances of national-level independent women being elected:** the chances of the independent women candidates being elected will depend on their campaigning and general awareness-raising among the potential electorate. Strategies for advocating and lobbying decision-makers at the grassroots level will be a determinant in increasing their chances of being elected. The Women's Caucus Group could play a major role in sensitizing women and men at the local level to promote these national female candidates.

**District Level Candidates**

The Constituent Assembly will include 13 district level members, one per district. There is a total of 94 candidates at district level, from both parties and independents. Seven of these, or 7% are women. Of the seven, four are linked to political parties and three are independent candidates.

**Chances of district-level women being elected:** the chances of the women being elected depends on diverse factors such as: the number of political party candidates standing at the district level, their popularity in the area and their campaign (including their success in advocating to community groups at the local level to promote their candidature).

**Conclusion**

The chances of women sitting in the Constituent Assembly depend on the popularity of the parties among the constituency, on their ranking within each political party list, on their campaigning and on raising awareness at the local level of the importance of having women sitting in the Constituent Assembly. A determining factor will be the full participation of women and women's organisations in lobbying, advocating, and influencing decision-makers at the grassroots level and clearly informing ordinary people about the importance of having women representatives in the Constituent Assembly.

Taking into account all of these factors, and assuming active lobbying and support for women, it may be reasonable to expect that the Constituent Assembly will have 25-35% female seats.

*Our thanks to UNTAET Gender Affairs Unit for the initial version of the above section, and to Gilda in our Dili office for the final lists.*

**Women Elected to be 26% of the Constituent Assembly
(added 25 September 2001)**

The exciting news from the elections is that women are 26% of the Constituent Assembly! Twenty four (24) women have been elected to the Constituent Assembly, one of whom (the Fretilin representative for Oecussi) was trained in the UNIFEM/Gender Affairs Unit workshops on Women in Politics. The work of the Caucus for Women in Politics that was established by the women we trained and which was very active during the election period, probably also contributed to the willingness of political parties to nominate women

candidates and of the voters to support women candidates, although obviously there is no direct evidence of that. Unfortunately, one of the 25 women originally elected (who obtained the only seat won by the Socialist Part-PST) subsequently withdrew, citing ill-health, to be replaced by the No.2 candidate who is the Party Leader.

As the table below shows, Fretelin gained the majority of the national-level seats, and provides the majority of the women elected.

| Party Seats | Seats Won | Percentage | Women Elected |
|---|---|---|---|
| FRETILIN | 43 | 57.37 | 16 |
| PD | 7 | 8.72 | 0 |
| PSD | 6 | 8.18 | 3 |
| ASDT | 6 | 7.84 | 1 |
| UDT | 2 | 2.36 | 1 |
| PNT | 2 | 2.21 | 1 |
| KOTA | 2 | 2.13 | 0 |
| PPT | 2 | 2.01 | 0 |
| PDC | 2 | 1.98 | 0 |
| PST | 1 | 1.78 | 0 |
| PL | 1 | 1.1 | 0 |
| UDC/PDC | 1 | 0.66 | 0 |
| **Totals** | **75** | **96.34** | **22** |

Additionally, one woman was elected as the District Representative for Dili. She is from Fretelin, which gained 12 out of the 13 District Representative seats.

None of the three women standing as independent candidates was elected.

In total, 23 women were elected to the 88 seat Constituent Assembly, that is, 26%. Congratulations to the women of East Timor!

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**Dated:1Nov2002**

# APPENDIX D

**Materials**

Materials submitted to UNDP by the IWRP in PDF, zipped files, word documents, memos, or web files. References are made to many of these documents and materials in the overall report. This documentation is provided to assist with the development of a data base for the Project. Training materials provided are found to be the key generic materials used in developing capacity building for women and leadership for peace building but have to be adapted for local conditions and translated into local languages.

1 Women Building Peace: Sharing Know-How Assessing Impact: Planning for Miracles, Judy El Bushra with Ancil Adrian-Paul and Maria Olson
International Alert. June 2005

2 Women Building Peace: Sharing Know-how
Judy El Bushra International Alert. June 2003

3 World Conference of Religions for Peace, Women of Faith Transforming Conflict - A Multi-Religious Training Manual.  Provided in pdf.

4 Advocacy Building Skills for NGO Leaders
THE CEDPA TRAINING MANUAL SERIES VOLUME IX
THE CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES, CEDPA

5 Enhancing the Capacity of Women Leaders of Community Organisations to Contribute Towards Peace Building in the Niger Delta Region of Nigeria
NEEDS ASSESSMENT REPORT, NIGER DELTA, NIGERIA
12 – 20 JULY 2002 AMINA SALIHU • EMEM OKON • NDEYE SOW
West Africa Programme of International Alert

6 More Than Victims - The Role of Women in Conflict Prevention
A Conference Report Sponsored by the Conflict Prevention, Middle East and Environmental Change and Security Projects of the Woodrow Wilson International Center for Scholars and Women Waging Peace
Woodrow Wilson International Center for Scholars
Washington, D.C.
September 12, 2002

7 TRAINING WORKSHOP ON CAPACITY-BUILDING FOR NON-GOVERNMENTAL ORGANIZATIONS IN CONFLICT/POST-CONFLICT SETTINGS REPORT OF THE WORKSHOP
18-22 November 2002
Bratislava, Slovakia
UNITED NATIONS POPULATION FUND

8 Training Trainers for Development. Conducting a Workshop on
Participatory Training Techniques.
The CEDPA Training Manual Series Volume I
The Centre for Development and Population Activities
http://www.cedpa.org

9 LEADING TO CHOICES - A LEADERSHIP TRAINING HANDBOOK
FOR WOMEN. Mahnaz Afkhami, Ann Eisenberg, Haleh Vaziri
in consultation with Suheir Azzouni, Ayesha Imam, Amina Lemrini, Rabéa Naciri
Women's Learning Partnership for Rights, Development, and Peace (WLP)
Web: www.learningpartnership.org

10 TRAINING ON TRANSFORMATION: TRANSFORMATIVE LEADERSHIP,
POLITICS, AND COMMUNITIES.
And the updated programme brief on PERWL.
Provided by UNIFEM.

11 NEWS RELEASE on AMARC Asia Pacific founded at Jakarta conference

12 The African Community Radio Manager's Handbook: A Guide To Sustainable
Radio - Published by AMARC Africa

13 Action Planning: Developing a Plan

14  A Writeshop on the Conceptual Framework of Building Transformative
Communities: Documentors' Report. Merlyne M. Paunlagui and Maria Larissa
Lelu P. Gata.
Sponsored and Organized by The Foundation for the Advancement of Filipino
Women, The Center for Aisa pacific Women in Politics (CAPWIP), Gender and
Equity Network/Canadian International Development Agency (CIDA)
July 2003

15 CIVICUS toolkits (12) for CSOs on: Action Planning, Budgeting, Financial
Control, Monitoring and Evaluation, Media Production, Writing Funding
Proposals, Promoting your Organization, Writing Effectively, Planning Overview,
Developing Financial Statements, Handling the Media. See www.civicus.org but
all toolkits provided to UNDP in zipped word files.

16 PEACE-BUILDING TRAINING Youth - SUDAN - Trainers Manual and
Participants Manual. Centre for the Study of Violence and Reconciliation and
International Rescue Committee. 2004.

17 Building Sustainable Peace and Fostering Development in Papua
Final Report of the E-Conference
June 20 – July 5, 2002

PUSAT STUDI KEAMANAN DAN PERDAMAIAN (PSKP) UGM
Center for Security and Peace Studies Gadjah Mada University
Harvard Program on Humanitarian Policy and Conflict Research
CONFLICT PREVENTION INITIATIVE (CPI)

19 Transforming Approaches to Conflict Resolution
Dr. V Mohini Giri, Chairperson, Guild of Service, 2001

20  INCLUSIVE SECURITY, SUSTAINABLE PEACE: A Toolkit for Advocacy and
Action, WOMEN WAGING PEACE, 2004
Sent as 8 PDF files

21 Securing Equality, Engendering Peace: A guide to policy and planning on
women, peace and security.
INSTRAW. United Nations International Research and Training Institute for the
Advancement of Women, 2005

22 A Sight for Sore Eyes: Bringing Gender Vision to the Responsibility to Protect
Framework. Engendering the R2P – International Women's Rights Project. 2005.

23NGO Working Group on Women, Peace and Security -  Handouts on 1325 in
English and Bahasa

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**Materials Prepared and Submitted by Susan Bazilli**

1 Selected photos in Power Point for workshop presentation

*2 Background and Resources on 1325* – Executive Summaries, Powerpoint presentation and Websites – 1325 resources for inclusion in Workshop Materials

*3 Tools and Materials on Technology for Development* with files sent to UNDP on training on use of ICT for development, specifically for women's CSOs and women entrepreneurs

*4 Capacity Building for CSOs* - Power Point Presentation

5 Memo on General Principles of CB for PB

6 Power point presentation and memo on role of private sector in peace-building

7 Tables on Selected Capacity Building Programs – Africa and Global/ Generic