

The Institute for
Inclusive Security

Dear Trainer:

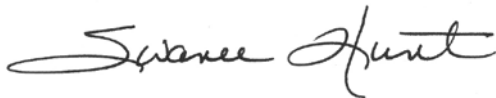
The Institute for Inclusive Security advocates for the full participation of all stakeholders, especially women, in peace processes around the world. Since 1999, Inclusive Security has connected more than 800 women globally with over 5,000 policymakers to discuss innovative solutions to seemingly intractable conflicts. The Institute uses advocacy, research, training, and partnerships to ensure women play an active role in conflict resolution and peace building.

In November 2004, in collaboration with International Alert, we released *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*. Directed to women peace builders and the policy community, the text outlines the components of peace building from conflict prevention to post-conflict reconstruction, highlighting women's contributions in each phase.

Policymakers and women leaders worldwide have embraced the Toolkit for its comprehensive approach and we have received numerous requests to conduct training based on its material. *Inclusive Security: A Curriculum for Women Waging Peace* responds to that demand.

Our curriculum is highly interactive with videos, case studies, and simulations. It is designed for experienced trainers and is structured to foster strong coalitions, to enhance problem-solving abilities, to bolster confidence, and, most significantly, to result in a concrete agenda for advancing women's participation in peace and security.

We ask everyone to inform us of the ways the curriculum is being used and how it can be improved. Our door is always open to those who are inspiring change.

A handwritten signature in black ink, reading "Suzanne Hunt". The signature is fluid and cursive, with a large initial "S" and "H".

Chair, The Institute for Inclusive Security

Acknowledgements

Over the last four years, the Institute has conducted dozens of workshops in various conflict-affected areas. We developed those trainings with outstanding leaders who work tirelessly to stabilize their communities, prevent violence, and rebuild their societies. They are the main inspiration for this curriculum and a source of motivation for our efforts. We wish to especially thank members of The Women Waging Peace Network who urged us to turn the Toolkit into this curriculum.

We extend particular appreciation to the authors of our Toolkit, which served as a background resource. While we have expanded conceptually on its contents and added several new modules, the key concept of empowering women as agents of change in peace and security remains the same.

We are grateful to the many scholars, practitioners, activists, and officials who formed our advisory council, a collective of experts on the various Toolkit topics and leading trainers in the field of conflict analysis and resolution. Their insight and experiences are the bedrock of this effort, and they offered invaluable feedback: Indira Ahluwalia, Ruth Allen, Sanam Anderlini, Karen Barnes, Marta Beltran Martinez, Gretchen Birkle, Virginia Bouvier, Ina Breuer, Randolph Carter, Diana Chigas, Carol Cohn, Angela Conway, Eleana Gordon, Kristin Haffert, Kati Kargman, Minna Lyytikainen, Sean McFate, Lelia Mooney, Jonathan Morgenstein, Janet Murdock, Joyce Neu, Ted Piccone, Elizabeth Powley, Saji Prellis, Catalina Rojas, Rebecca Sewall, Jolynn Shoemaker, Olivia Stokes Dreier, Judy Van Rest, Anthony Wanis-St. John, Jacki Wilson, and Craig Zelizer.

Abigail Disney and Gini Reticker graciously shared their documentary *Pray the Devil Back to Hell*, a gripping account of women's contributions to sustaining peace in Liberia.

Clips from PBS' *NOW* episode "Women, Power and Politics" were used courtesy of *NOW* on PBS/JumpStart Productions LLC.

Many at Hunt Alternatives Fund and the Institute for Inclusive Security contributed to the development of this curriculum. Miki Jacevic, Tobie Whitman, and Allison Shean served as primary authors, and Abigail Myers as the designer. Victoria Stanski, Mariam Mansury, Evelyn Thornton, and Lina Nealon helped shape the original outline and activities and provided substantive input. Jacqueline O'Neill assisted in managing the feedback from the advisory council members. Ambassador Swanee Hunt was instrumental in refining our methodological approach. Carla Koppell, with Rebecca Miller, managed the editing and production process. Shari Abrams, Valerie Darling, Sarah Gauger, Janelle Nodhturft, Michelle Page, Mark Russell, and Richard Wilcox assisted with final stages of publication.

THE CURRICULUM USER GUIDE

The Institute for Inclusive Security promotes the inclusion of all stakeholders, especially women, in peace processes around the world. Since 1999, we have worked with hundreds of women leaders in conflict areas worldwide, providing skills and knowledge to lead in peace-building efforts at the local, national, and international levels.

This curriculum contains tools for exploring women's critical contributions to conflict resolution and post-conflict reconstruction. The materials were designed to accompany The Institute for Inclusive Security's publication *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*.

Our unique methodology integrates peace and security knowledge with skill development (such as coalition building, strategic planning, and message management) to encourage women to advocate for a greater role in peace processes. Curriculum activities help participants build the confidence necessary to be effective leaders.

Curriculum Objectives

Cultivate women's skills to promote peace and security

By strengthening advocacy, message management, and strategic planning skills, women become more effective peace builders. We show how women peace builders can influence conflict resolution and post-conflict reconstruction.

Increase awareness of the importance of inclusive security

It is vital for men and women to understand the importance of expanding the range of stakeholders involved in formal efforts to promote peace and security. Throughout the curriculum, we provide examples of how an inclusive approach benefits peace building and conflict resolution.

Bolster confidence in women leaders

Leadership grows from self-confidence. Our curriculum incorporates activities that encourage women to strengthen their voices and feel confident about the value they bring to peace processes.

Promote implementation of international, regional, and national policies

Resolutions from the UN Security Council, European Commission, Organization of American States, African Union, G-8, and other institutions call for the inclusion of women in all efforts to prevent, manage, and resolve conflict. On a national level, countries are increasingly adapting policies to advance women's participation in the form of National Action Plans to implement UN Security Council Resolution 1325 on Women, Peace,

and Security. We inform women leaders of how to use these policies as advocacy tools and develop mechanisms to promote their implementation.

Facilitate the formation of coalitions

Women leading conflict resolution efforts often function in isolation and without a network of allies. At times, they may even compete for scarce resources. When they come together, particularly across political, ethnic, geographic, and conflict lines, women can collectively influence policy to establish enduring peace. In addition to building participants' capacity, we seek to stimulate the formation of coalitions among women peace builders and male allies.

Generate strategies for change

Devising fresh, workable solutions to long-standing conflicts and generating comprehensive strategies are critical to fostering peace. Our skills module includes exercises to develop specific recommendations for building sustainable, inclusive peace.

Curriculum Contents

The curriculum includes a wealth of material, some of which is found only on the DVD. In addition to the User Guide, this introduction includes and references materials that will help you customize training.

The curriculum itself then includes two types of modules. **Content modules** build women's knowledge on various topics related to gender, peace, and security; the **Skills module** strengthens the skills women need to successfully

Components of the Curriculum

Introductory Materials

- The Curriculum User Guide
- The Institute for Inclusive Security Training Program
- Summaries of International Training Consultations

Content Modules

1. Peace Negotiations and Agreements
2. Post-Conflict Reconstruction
3. Disarmament, Demobilization, and Reintegration
4. Transitional Justice
5. Legislation Affecting Women
6. Democracy and Government
7. United Nations Security Council Resolution 1325

Skills Module

- Advocacy
- Coalition Building
- Crafting Recommendations
- Message Management
- Strategic Planning

develop and implement a concrete agenda for action. Though presented separately in the curriculum, activities from both content and skills modules should be included in your workshops. We provide several examples of how they have been combined.

Each module contains:

- A **curriculum guide** summarizing the recommended activities
- **Activity instructions** giving guidance for group work, including suggested minimum times for activities
- **PowerPoint presentations** included on the DVD
- **Lecture notes** serving as a quick reference for trainers during PowerPoint presentations and discussions
- **Appendices** (handouts for participants)

Introductory materials

These will allow you to model the Inclusive Security training methodology:

- The Curriculum User Guide
- Summary of Inclusive Security Training Program
- Summaries of International Training Consultations in Afghanistan, Colombia, and Sudan

Though not printed, included on the DVD are:

1. A list of team-building “energizer” activities
2. A training planning worksheet
3. Background information to introduce the documentary *Pray the Devil Back to Hell*
4. International Instruments on Women, Conflict, and Human Rights
5. Video clips, all printed curriculum materials, and additional reference documents for participants

Content modules

1. **Peace Negotiations and Agreements** are processes of mediated dialogue between parties to a conflict with the goal of reaching a compromise that results in a peaceful settlement. Expanding the list of parties who participate in formal negotiations and buttressing informal efforts to bridge divides are critical steps in ensuring sustainable peace.
2. **Post-Conflict Reconstruction** is the process of rebuilding. It enhances administrative and governmental capacities, repairs physical infrastructure, establishes functioning economic and financial infrastructure, institutes a credible judicial system, ensures social well-being, and restores internal security. Participants often include international organizations, financial institutions, members of civil society, and government leaders (both domestic and international).
3. **Disarmament, Demobilization, and Reintegration (DDR)** are the three key activities that effectively transition a society from war to peace. DDR involves the removal of arms from fighting forces (disarmament), the disbanding of military formations (demobilization), and the reintegration of combatants in their communities.
4. **Transitional Justice** refers to the short-term and often temporary judicial and non-judicial

THE CAPACITY BUILDING MODEL



mechanisms and processes that address the legacy of human rights abuses and violence during a society's transition away from conflict or authoritarian rule.

5. **Legislation Affecting Women** and rule of law imply that written laws adopted through a democratic procedure define government authority and establish the rights and responsibilities of citizens. Parties involved in violent conflict do not necessarily adhere to such laws. Countries emerging from war often have to rewrite their constitutions, rethink their legal codes, and rework their judicial processes.
6. **Democracy and Government** are the building blocks of a stable society. In a democracy, all citizens are encouraged to participate in the governance of their society and a plurality of views is encouraged. Government is the governing authority with the power to make and/or enforce laws for a country and its smaller administrative units, such as states, regions, counties, municipalities, cities, or provinces.
7. **United Nations Security Council Resolution 1325 (2000)** is the first resolution ever passed by the Security Council that specifically addresses

women's contributions to peace and security and the impact of war on women. United Nations Security Council Resolution 1820 (2008), also referenced in the module, builds on UNSCR 1325 and reaffirms the need for women's inclusion in all stages of peace building.

Skills module

The **Skills module** includes components that enable:

- Advocating to policymakers and other actors, such as high-ranking representatives of international NGOs
- Building coalitions across conflict lines, or among various ethnic, religious, political, or cultural groups
- Crafting recommendations, especially for policymakers and other actors, such as high-ranking representatives of donor governments or the UN
- Managing messages for diverse audiences, especially policymakers and members of the media
- Developing strategic plans to carry out your advocacy efforts

Using the Curriculum Effectively

Audience

The intended training audience is civil society and political leaders (male and female) who are active in conflict resolution and post-conflict reconstruction at local and national levels. Academics can also use the curriculum to highlight the role of women in peace building in their research and in the classroom. Finally, we aim to reach international community representatives, who often shape policies related to peace and security. Ideally, a workshop would involve members from all groups to enable development of a shared advocacy strategy to advance women's inclusion in peace building.

Training workshops are not intended to target basic service providers at the grassroots level. An ideal participant is an NGO activist, a civil society leader, or a policy shaper who has some background in peace and security and can actively participate in workshops that use interactive methodology and experiential learning tools. An ideal training session includes a diverse group of participants who represent various ethnic and religious backgrounds. Depending on the nature of the conflict in the host country, a workshop usually includes participants from different sides of the conflict, providing a forum for dialogue and coalition building.

Our methodology assumes participants will be from one conflict-affected area rather than different locations. As the skills activities focus on developing an advocacy agenda for advancing women's leadership in a particular setting, it necessitates participants being from a single conflict-affected area.

Adapting the curriculum

The Institute applies this methodology in training workshops around the world. The enclosed description of our training efforts in Afghanistan, Colombia, and Sudan illustrates our methodological approach and the variety of different tools and themes we employ. Based on our experiences, we have suggested a minimum time to complete each activity. Leading all the activities within a curriculum module based on these suggestions will take more than one day. Naturally, circumstances may require reorganizing activities and/or adapting the curriculum to run shorter or longer.

While we recommend that the activities be undertaken in the order presented in the outline, you will need to structure

your facilitation to allow for breaks and meal times. Per the "Training Module Flow" diagram, workshops should be calibrated to compensate for variations in the energy levels of participants throughout the day. As illustrated in the diagram, modules are designed to offer interactive, informational, and "relief" activities. You must intersperse "energizers" that focus on team building (rather than teaching content) throughout the workshop. A sample list of these activities is found on the DVD.

To assist you in designing your own training, a Training Planning Worksheet is provided on the DVD. The worksheet is a tool to create your own outline of a day-long workshop. Please adjust the number of activities based on the length of the activities you include and the times of breaks and meals. (A sample three-day agenda is included on page 8.)

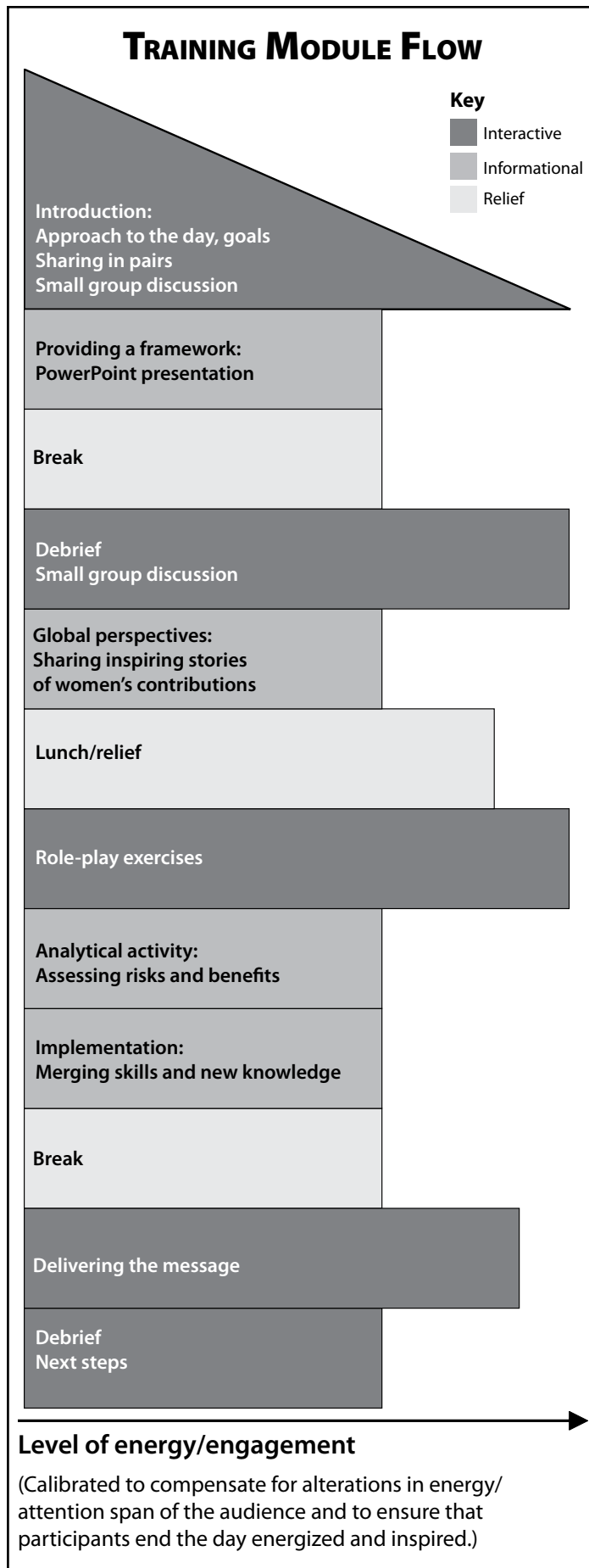
Your training should always include an introduction at the beginning of the day and a closing or debriefing at the day's conclusion. The introduction should welcome participants and provide an overview of the workshop's goals. You will want to address the ground rules of the workshop, as suggested by participants, and present a flow of the day's activities. Passing out a copy of the day's agenda or writing the flow on a flip chart for everyone to reference works well. The closing or debriefing should allow participants to discuss the main lessons learned from the day and evaluate the effectiveness of the workshop. You may decide to give a formal evaluation form or lead a discussion of the training's strengths and weaknesses.

Location of the workshop

Selecting a workshop location that supports your goals is critical. Issues such as the diversity of workshop participants, the political situation, participant mobility, safety concerns, and financial resources have led us to hold trainings with participants outside their home country. If organizing a multi-day training, you may hold a retreat, or "closed" training session, where participants stay overnight. This environment can build trust and focus participants' attention upon the session. In addition, it can provide extended session hours, as there is no need to travel to and from home.

Your role as trainer

This guide provides practitioners with the tools to explore themes in gender, peace, and conflict. We assume you already have experience designing and/or leading workshops for adults and understand group-learning dynamics. The



primary objective is to create an atmosphere in which participants feel comfortable discussing different opinions, sharing personal experiences, and building confidence. Therefore, you should be experienced in moderating emotional discussions, assisting participants in sharpening their ideas, and respecting differing viewpoints.

Selecting training methodologies

One of the keys to effective training is using a variety of methodologies and formats to facilitate learning and interaction within groups. Using a combination of methodologies helps maintain the energy and interest level of participants, particularly in longer workshops. The chart on page 9 provides a brief summary of different methodologies and formats.

Video interviews

A compilation of excerpts of video interviews with women peace builders is included in the curriculum. Each excerpt, or “clip,” is three to five minutes long and showcases a woman from around the world sharing her experience with an aspect of peace building. Each module contains a collection of several clips and accompanying background information in the module’s appendix for you to present before viewing.

Exclude from your training any clips of women peace builders from the same conflict-affected area as participants. This will prevent unnecessary discussions about the participants’ relationships to the individual, or the conflict context and accuracy of the video clip.

While viewing the clips, encourage participants to compare their own experiences with those of the women peace builders from across the globe. Inviting a woman peace builder to the workshop to share her experiences in person enhances this activity. The Women Waging Peace Network directory lists women peace builders to invite to your workshop. Please visit: http://www.huntalternatives.org/pages/82_women_waging_peace_network.cfm.

Also included in the curriculum may be a complimentary copy of the documentary film *Pray the Devil Back to Hell*, a gripping account of a group of brave women who demanded peace for Liberia. The film illustrates women’s contributions to promoting peace and security, and it can be incorporated into trainings on any of the themes included in this curriculum. More information about the film’s context can be found on the DVD. The movie is not for distribution or resale. By accepting this curriculum

SAMPLE THREE-DAY WORKSHOP AGENDA

This is an example of a three-day training agenda focused on developing an advocacy campaign and strategic plan to advance women's role in peace negotiations.

Day 1

9:00-9:30am	Welcome, Introduction, and Agenda of Day
9:30-10:00am	Introduction to Negotiations
10:00-11:00am	Providing a Framework: Identifying Key Components/Actors in Peace Negotiations
11:00-11:15am	Break
11:15am-12:00pm	Sharing Global Perspectives: Inspiring Stories of Women's Contributions
12:00-1:00pm	Lunch
1:00-1:15pm	Energizer
1:15-2:45pm	Mapping: Negotiation Entry Points
2:45-3:00pm	Break
3:00-4:30pm	Promoting Women's Inclusion in Your Context
4:30-5:00pm	Closing

Day 2

9:00-9:30am	Welcome and Agenda of Day
9:30-10:30am	Providing a Framework: Advocacy
10:30-11:30am	Developing Policy Recommendations for Change - PowerPoint presentation and discussion
11:30-11:45am	Break
11:45am-1:00pm	Developing Policy Recommendations for Change - Small group work
1:00-2:00pm	Lunch
2:00-2:15pm	Energizer
2:15-3:15pm	Developing Policy Recommendations for Change - Continue small group work and debriefing
3:15-3:30pm	Break
3:30-4:30pm	Practicing Advocacy Messaging: Role-play
4:30-5:00pm	Closing

Day 3

9:00-9:30am	Welcome and Agenda of Day
9:30-10:30am	Planning Strategically: A Key to Successful Advocacy
10:30-11:30am	Beginning Your Own Strategic Plan - Brainstorm objectives
11:30-11:45am	Break
11:45am-1:00pm	Beginning Your Own Strategic Plan - Small group work
1:00-2:00pm	Lunch
2:00-2:15pm	Energizer
2:15-4:00pm	Beginning Your Own Strategic Plan - Continue small group work and discuss next steps
4:00-4:15pm	Break
4:15-5:00pm	Closing

from The Institute for Inclusive Security, you also agree to not copy, broadcast, sell, or otherwise illegally use the film *Pray the Devil Back to Hell*.

Defining key terms

Several terms used in the curriculum warrant clarification. “Gender-sensitive,” “gender sensitivity,” and other terms incorporating gender refer to socially constructed identities of both women and men. For example, a law that is gender-sensitive reflects the needs of *both* sexes. However, “women’s priorities” or “women’s agenda” refers

specifically to the interests and concerns of women. While Inclusive Security advocates for gender-sensitive policies and programs, the curriculum’s primary objective is to advance women’s priorities and participation.

Small group facilitation

Throughout the training, participants will move from the entire group into smaller groups in which they can have more focused discussion. You determine how to split the entire group. Randomly assigning people (e.g., counting off) is a fair and transparent method for dividing

ALTERNATE FORMATS FOR TRAINING—PROS AND CONS		
Format	Possible Uses	Challenges
Lecture/Presentation	<ul style="list-style-type: none"> • Present new information • Impart new skills 	<ul style="list-style-type: none"> • Too much lecturing can reduce focus of group
Videos	<ul style="list-style-type: none"> • Provide supporting information • Bring cases to life 	<ul style="list-style-type: none"> • Time consuming • Technical challenges in new locations
Energizers	<ul style="list-style-type: none"> • Introduce group members • Provide an energy boost 	<ul style="list-style-type: none"> • Need to select the appropriate level of energizer for the group
Group discussions	<ul style="list-style-type: none"> • Solicit input and questions from the group • Test relevance of concepts and ideas 	<ul style="list-style-type: none"> • If not facilitated appropriately, may take too much time or become unfocused
Simulations/Role-plays	<ul style="list-style-type: none"> • Provide context for group to practice skills 	<ul style="list-style-type: none"> • Risks being unrealistic • May be difficult to get participants involved
Skills coaching	<ul style="list-style-type: none"> • Practice and improve skills (can be through role-plays or just generic practice) 	<ul style="list-style-type: none"> • May be difficult to practice with larger groups • Need to vary depending upon group level • May make people feel they are being criticized
Presentations by women peace builders	<ul style="list-style-type: none"> • Provide expert content to reinforce ideas and/or bring different perspective 	<ul style="list-style-type: none"> • May be difficult to integrate into full program
Brainstorming	<ul style="list-style-type: none"> • Generate new ideas 	<ul style="list-style-type: none"> • Need to be able to connect to other exercises
Creative arts	<ul style="list-style-type: none"> • Encourage creativity using drawing, music, sculpture, drama 	<ul style="list-style-type: none"> • Some people are self-conscious about their art

participants into smaller groups. Be aware of internal dynamics and ensure that a small group does not consist entirely of representatives of one race, tribe, geographic area, or religion. Finally, decide whether to maintain the same small groups for all breakout sessions or to regroup people throughout. While consistent groupings deepen relationships among participants, assigning people to new groups exposes participants to different ideas and experiences.

Activities have been designed for workshops of 20 persons who can be divided into small groups of 3 to 5 people. Depending on the number of participants in your trainings, you may need to adjust the number of small groups or the number of individuals assigned to each group. You will need to assess the trade-offs of increasing the number of participants in a group if your workshop has more than 20 people. While activities can be adapted, there are particular exercises that are most effective when involving a specific number of small groups. These instances are highlighted in the lesson modifications/trainer tips sections in the activity instructions.

Having a facilitator who guides the discussion in each group will give everyone a chance to speak. If you do not have enough colleagues for each group to have a facilitator, each small group should designate a facilitator. Someone other than the facilitator should take notes and report to the entire group. You can visit each group to see how they are doing and to troubleshoot any problems.

Lighting and audio-visual (AV) tips

Audio and visual equipment can be a challenge, especially when you are facilitating in an area with limited capabilities. Always check AV equipment beforehand and have backup plans for AV failures (e.g., have a transcript of video you planned to watch, make copies of all PowerPoint presentations). Even with a smaller group, it is a good idea to have a microphone available, especially if the training is in a large or noisy room or if participants are soft-spoken. In addition to flip charts, consider typing notes onto the computer and projecting them onto a screen, with the font as large as possible. Be aware that AV standards differ from country to country.

Trainer Materials

Being well-prepared with documents and multi-media will allow you and participants to focus on the substance of the training. Use the following checklists to ensure you have all the necessary materials for a successful session.

Materials and documents

- ✓ *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*
- ✓ Lecture notes
- ✓ Printouts of all presentations and notes
- ✓ Name tags
- ✓ Participant biographies (if available)
- ✓ Flip charts with markers
- ✓ Flip chart easels

Screen multimedia and AV

- ✓ Projector
- ✓ Computer
- ✓ Speakers (if using sound from computer)
- ✓ Extension cords
- ✓ Adapters
- ✓ PowerPoint clicker (or someone who can advance your slides)
- ✓ Video clips and/or DVDs
- ✓ Microphone (preferably wireless)
- ✓ Memory sticks with backup of all materials

Participant materials

It is important to determine who will create materials and ensure they are distributed to participants. Sending background reading to participants beforehand allows you to delve into the subject matter more quickly and thoroughly. Participants should receive:

- ✓ Biographies of facilitators
- ✓ Biographies of all speakers
- ✓ Name tag
- ✓ Printouts of all PowerPoint/other presentations, with space to take notes
- ✓ Notebooks and pens

Training Best Practices

Over the years, the Institute has identified a series of techniques to successfully convene peace builders from diverse backgrounds. The critical component to constructive, respectful relationship building is a dynamic, interactive environment in which individuals feel safe and share ideas.

Integrate knowledge and skills

Inclusive Security workshops always include content and skills activities. While each trainer has different goals for various audiences, we have found this integrated approach to be a successful method for promoting the inclusion of women in peace building.

Establish ground rules

Ground rules are explicit guidelines that should be established early in a workshop to ensure constructive behavior and foster collaborative interaction. They can also outline procedures for making decisions and sharing information. Participants can change the ground rules or add new ones. The ground rules should be written and posted visibly at each meeting. It is the responsibility of the facilitator and the participants to hold one another accountable to the ground rules and ensure that everyone is treated equally.

Value personal introductions

Personal introductions are an important requirement for building trust, as they provide participants the opportunity to share key aspects of their identities with the group. Delivering a personal introduction is a useful skill to develop, and group activities are strengthened when participants are acquainted with others' backgrounds.

Create space for personal stories

When bringing together a diverse group, asking individuals to share their personal stories can help rebuild a sense of humanity and respect in conflict-affected areas. Personal stories will often emerge, even if unsolicited, as a cornerstone of participants' motivation for doing peace building work. You must be prepared to facilitate the story-telling process.

Bridge divides

In conflict environments, individuals focus on different, often adversarial, positions. When convening a group from diverse backgrounds, emphasize commonalities. The most obvious is a mutual interest in attending the workshop. Introductions and energizers can create opportunities for people to identify additional shared qualities.

Understand gender differences and how they may influence participation

A diverse workshop will include men, who will have different experiences to share. Their perspectives can be valuable to understanding the gender dimensions within a society. In addition, the workshop is an occasion to cultivate male allies to support women's inclusion in promoting peace and security. There may be occasions when it will be beneficial to work solely with women. At such times, you should consult with local partners to decide the best composition of the all-female group.

Facilitate respectful confrontation

Inclusive Security's trainings are often conducted in conflict-affected regions. Activities may elicit strong emotional reactions from participants during group discussions. Encourage the honest, respectful exchange of differing perspectives.

Pay attention to environment

The physical space for a workshop can have an immense impact. Take the time to arrange the room in a way that is conducive to small group work. To create a more intimate atmosphere, position participants around several round tables instead of one large table. Seat more (rather than fewer) participants at a table and remove extra tables. Consider holding breakout sessions in separate rooms for a change of scene. Try to conduct sessions in a space with natural lighting so that participants feel less confined.

Vary trainers

Involving several facilitators rather than a lone trainer creates a more engaging workshop. Different participants benefit from different training styles and varying speakers keeps participants more focused. Two trainers is the minimum for any day-long workshop.

Prioritize multimedia

While multimedia tools are often challenging to use in new environments, make every effort to utilize these engaging tools. The DVD of interviews with women peace builders we include is extremely useful for conveying personal stories and lessons learned from regional experts.

When Skills Training is Part of Your Agenda

Identify priorities

The Institute for Inclusive Security's workshops typically focus on a particular phase of a peace process, such as

negotiations or post-conflict reconstruction. Often, participants will raise multiple issues and have diverse views on the best ways to address them. It is critically important to cull the top priorities of the group or focus on a single shared priority. Inclusive Security's work with women in conflict areas as diverse as Afghanistan, Colombia, Liberia, and Uganda indicates that workshop participants never fail to identify common concerns and ways to address them constructively.

Build consensus and develop recommendations

The development of policy recommendations is an effective coalition-building exercise. If participants represent different sides of a conflict, this activity requires crafting a common message despite politically divergent views. Participants will have disagreements, and despite every effort to build consensus, the final recommendations may include disclaimers that acknowledge these differences. However, individuals will leave the workshop with a collaborative product that clearly acknowledges commonalities within a diverse group.

Generate a strategic action plan

A strategic action plan creates a concrete agenda for change and turns the workshop discussion into a reality. Before the conclusion of a workshop, identify actions that will build on the momentum formed by the gathering. It is equally critical for participants to take responsibility to execute specific tasks within an agreed upon timeframe.

Develop message management skills

Implementing recommendations and strategic action plans requires participants to present information to others; it is critical that participants practice shaping and delivering their message during the workshop. Speaking to a policy audience requires a short, succinct message. Focusing upon a few points rather than a laundry list of issues is most effective.

Be Part of Our Training Network

The Institute for Inclusive Security is interested in receiving feedback on this curriculum in order to provide the most useful teaching modules on gender, peace, and security. Please share your experiences using the curriculum by emailing us at information@huntalternatives.org. We want to know how you are using these materials and how we can best collaborate to advance *Inclusive Security: A Curriculum for Women Waging Peace*.

The Institute for Inclusive Security Training Program

Background

Over the past several years, Inclusive Security has conducted more than 40 trainings in countries including Afghanistan, Colombia, Jordan, Liberia, Peru, Rwanda, and Sudan, as well as hosted delegations of women from various countries in the United States. Topics are wide ranging.

Training Program Goals

1. Providing women with the skills and knowledge necessary to exercise leadership in peace building at the local, national, and international levels.
2. Supporting the process of generating specific policy recommendations to advance women's participation in decision-making processes.
3. Facilitating coalition-building processes aimed at creating a critical mass of interested participants to move their respective advocacy agendas forward.

Programmatic Approach

The training program employs a unique methodology that integrates skills-building (advocacy, coalition building, and message management) with topics in gender, peace, and security (peace negotiations and agreements, post-conflict reconstruction, and transitional justice). Trainings are tailored to the particular context in each country and are always product-driven; participants collaborate to create an advocacy agenda and to build coalitions that endure beyond the training workshop.

Highlights

- Numerous consultations with Darfuri women in Sudan to help identify priorities for increasing women's participation in the Darfur peace process
- Several consultations in Liberia, at the invitation of President Ellen Johnson Sirleaf, that formulated an agenda for women's participation in post-conflict reconstruction
- A consultation with Colombian Supreme Court judges on securing gender-sensitive implementation of the Justice and Peace Law
- Several consultations in Afghanistan with the Foreign Ministry, on increasing women's engagement in security sector reform
- Training for Ugandan women from negotiation and observer teams directly involved in the Juba Talks to increase their influence in the negotiations
- Workshops for members of the Uganda Women Parliamentary Association and civil society leaders to create recommendations for ensuring gender-sensitive implementation of the Peace, Recovery, and Development Plan for Northern Uganda

Summaries of International Training Consultations

The following are examples of Inclusive Security consultations worldwide. They are illustrative of the range and breadth of our training program.

Afghanistan

Inclusive Security has conducted three strategic consultations in Kabul, Afghanistan. In each, Inclusive Security employed an innovative, participatory training methodology to build the capacity of women leaders to exercise leadership in Afghanistan's reconstruction.



In September 2005, on the eve of Afghanistan's historic parliamentary elections, Inclusive Security trained over 40 women parliamentary candidates. At the request of the Afghan Foreign Minister, Inclusive Security returned to Kabul in March 2006 to conduct a gender mainstreaming workshop for ministry staff. In addition, Inclusive Security convened over 35 women parliamentarians to cultivate momentum around the creation of a nonpartisan women's caucus in the National Assembly.

The Institute for Inclusive Security and the North Atlantic Treaty Organization (NATO) invited 13 distinguished Afghan women leaders in government and civil society for a weeklong workshop with high-level NATO civilian and military personnel to reinforce the importance of Afghan women to the political and reconstruction process in February 2007. Over the course of the weeklong workshop, the Afghan delegation also had the exclusive opportunity to meet with and present its recommendations to experts from NATO, the European Union, Amnesty International, and Crisis Group. The

13 participants agreed to form their own Women in International Security chapter in Afghanistan.

Inclusive Security once again partnered with the Afghan Foreign Ministry, in September 2007, to conduct training for over 45 Afghan female and male parliamentarians, government officials, and civil society leaders on increasing women's engagement with Afghanistan's security sector. Participants developed concrete recommendations for increasing women's engagement in NATO Provincial Reconstruction Teams as well as the Afghan National Army and the Afghan National Police.

Colombia

Inclusive Security employed a unique collaborative methodology in the six trainings it held with Colombian women in Bogotá and Medellín, Colombia and Lima, Peru. In each, Inclusive Security staff convened women with a wide range of political affiliations and encouraged them to work across party lines to address gender issues in national peace processes.



Other trainings emphasized increasing the gender sensitivity of the Colombian National Commission for Reparations and Reconciliation (NCRR). For example, in May 2007, the NCRR invited Inclusive Security staff to facilitate a workshop for Commission staff—both men and

women. Participants developed a set of recommendations to mainstream gender into the Commission's work.

In October 2007, the NCCR again invited Inclusive Security to conduct a workshop, this time for the prosecutors of the Justice and Peace Unit of the Attorney General's office. The training, which included women from civil society, marked the first time the NCCR and prosecutors had met. It combined The Institute for Inclusive Security's well-tested materials on transitional justice with materials specifically created to address the needs of the Justice and Peace prosecutors. Participants had the opportunity to work in small groups of prosecutors, women civil society leaders, and members and staff of the NCCR, ensuring that the strategies designed are fully owned and supported by all key stakeholders. It resulted in recommendations and a series of follow-up workshops conducted independently throughout Colombia by the Commission.

Sudan

Since 1999, Inclusive Security has conducted numerous consultations and trainings with Sudanese women leaders from the Government of National Unity and the Government of Southern Sudan, as well as civil society, political parties, and displaced communities.



In partnership with the government of Norway, Inclusive Security supports a broad coalition of women from civil society and government to develop skills on advocacy, message management, governance, post-conflict reconstruction, election preparation, and strategic

planning. Inclusive Security also has been working with the nascent parliamentary women's caucus, the National Assembly's only cross-party grouping, to develop a strategic plan, institutionalize the caucus, and build female parliamentarian's capacity. The Institute led strategic planning sessions for the caucus' executive committee and workshops for more than 60 of the 82 female parliamentarians on legislative leadership, preparing a campaign, and engaging constituents.

Inclusive Security has also convened several consultations and trainings for Darfurian women. In November 2006, Inclusive Security brought together 15 influential women leaders representing various political parties, displaced communities, and government ministries, as well as the three major regions of Darfur, to identify ways women could help revive the Darfur peace process. In addition to developing recommendations, participants strengthened their messaging and advocacy skills. In preparation for the Darfur peace talks in late 2007, Institute staff built on the first consultation and brought together more than 25 diverse Darfurian women leaders to articulate common priorities for the negotiations and models for women's inclusion. Following the consultation, Inclusive Security created opportunities for participants to present their models to influential policymakers in the United Nations and African Union. Several participants subsequently participated in Libyan talks at the invitation of the AU and UN mediators.

