

### **Activity I – Introducing Post-Conflict Reconstruction (Suggested Minimum Time (SMT): 30 minutes)**

- Split participants into pairs to discuss their experiences with post-conflict reconstruction. Ask the following: At a personal level, what would successful recovery from conflict look like? What specific goals would you like to see advanced in your country?
- Facilitate an entire group debriefing.

### **Activity II – Providing a Framework: Identifying Phases and Actors (SMT: 60 minutes)**

- Conduct a PowerPoint presentation on post-conflict reconstruction phases and activities, using the Center for Strategic and International Studies' (CSIS) Post-Conflict Reconstruction Task Framework.
- Clarify concepts and answer questions from participants.

### **Activity III – Applying a Post-Conflict Reconstruction Framework (SMT: 90 minutes)**

- Split participants into four small groups, hand out summaries of the CSIS Post-Conflict Reconstruction Task Framework, and assign each group one of the four pillars.
- Ask each to apply the framework to their local context and brainstorm actors and activities.
- Lead a debriefing to summarize small group discussions and answer questions.

### **Activity IV – Sharing Global Perspectives: Inspiring Stories of Women's Contributions (SMT: 30 minutes)**

- Show participants several clips of interviews with women peace builders that focus on their efforts to promote women's participation in post-conflict reconstruction in conflict-affected areas not represented at the workshop.
- Facilitate a debriefing of the participants' observations.

### **Activity V – Mapping: Post-Conflict Reconstruction Landscape (SMT: 60 minutes)**

- Create a map of local, national, and international stakeholders in participants' reconstruction environment.
- Lead a debriefing of the key entry points for women and for furthering women's priorities.

### **Activity VI – Engaging the Actors: Strategizing Women's Involvement in Esperia (SMT: 100 minutes)**

- Divide participants into small groups.
- Hand out the fictitious case study on Esperia, which describes the different roles local, national, and international actors play in the country's post-conflict reconstruction.
- Request that each small group identify strategies to help actors promote women's inclusion in reconstruction.
- Debrief with the entire group to summarize small group observations and answer questions.

### **Activity VII – Creating Accountability: Engendering Reformia's Reconstruction (SMT: 110 minutes)**

- Distribute Reformia handouts and worksheets, divide participants into small groups, and assign each group a pillar of the Interim Poverty Reduction Strategy (IPRS).
- Ask each group to brainstorm priorities for women in the IPRS and corresponding benchmarks and indicators.
- Request that each small group present its priorities.
- Facilitate a debriefing to discuss the importance of accountability measures for ensuring women's priorities are incorporated into post-conflict reconstruction plans. (Note: this activity is appropriate for participants very familiar with post-conflict reconstruction.)

### **Activity VIII – Promoting Women's Inclusion in Your Context (SMT: 80 minutes)**

- Divide participants into small groups to design an outline for their country's IPRS that incorporates women's priorities.
- Ask each group to present its outline to the entire group.
- Facilitate a debriefing on commonalities of findings and strategies to implement some of the recommendations.



## Slide 1: Post-Conflict Reconstruction

Post-conflict reconstruction transitions a society from conflict to peace by rebuilding its social, political, and economic institutions.



## Slide 2: Three Phases of Post-Conflict Reconstruction

In 2002, the Center for Strategic and International Studies (CSIS) and the Association of the United States Army published a comprehensive framework of activities essential for successful post-conflict reconstruction.

The CSIS Task Framework describes three phases of post-conflict reconstruction:

- 1. Initial response:** This phase immediately follows the cessation of violence and is often characterized by the provision of emergency humanitarian services and military interventions to create basic security.

### Three Phases of Post-Conflict Reconstruction

1. Initial response
2. Transformation/transition
3. Fostering sustainability

## Slide 2: Three Phases of Post-Conflict Reconstruction (continued)

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2. **Transformation/transition:** During this time, legitimate local capabilities emerge and should be cultivated. A specific emphasis is placed on economic development, government reconstitution, and the establishment of basic social welfare infrastructure.
3. **Fostering sustainability:** Cultivating sustainability is a long-term process that consolidates recovery efforts in order to prevent the resurgence of conflict. Ideally, international military actors withdraw during this phase and society begins a process of normalization, moving the country from post-conflict recovery to peacetime economic development, with clean government and civil society institutions fully functioning.

It then describes “pillars,” or areas of activity that must be done in each of these three phases.

### Task Framework's Four Pillars

1. Security
2. Justice and reconciliation
3. Social and economic well-being
4. Governance and participation

## Slide 3: Task Framework's Four Pillars

The CSIS Task Framework is organized around four pillars:

1. **Security**
2. **Justice and reconciliation**
3. **Social and economic well-being**
4. **Governance and participation**

#### Task Framework's Four Pillars

- Security
- Justice and reconciliation
- Social and economic well-being
- Governance and participation

### **Slide 3: Task Framework's Four Pillars (continued)**

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The framework then specifies activities in each pillar during the three phases of post-conflict reconstruction.

The following four slides in the presentation list the specific efforts in each pillar.

#### Pillar One: Security

- Includes:
- Control of belligerents
  - Territorial security
  - Protection of the populace
  - Protection of key individuals, infrastructure, and institutions
  - Reform of local security institutions
  - Regional security

### **Slide 4: Pillar One: Security**

This pillar addresses the establishment of a safe environment and development of stable security institutions. Individual and collective security are preconditions for achieving positive outcomes in the other pillars.

- a. In the initial response phase, post-conflict reconstruction activities establish basic security.
- b. In the transformation phase, they develop legitimate security institutions.
- c. In the final fostering sustainability phase, they consolidate local security capacity, reducing the reliance on international actors.

For example, “belligerent control” efforts include programs supporting demobilization.

In the initial response, demobilization camps providing health, food, and physical security are established. In the transformation stage, programs identify, gather, and disband belligerent groups while ensuring their safety, the safety of their families, and the safety of civilians and communities. In the final fostering sustainability stage, decommission camps are established.

**Pillar Two:  
Justice and Reconciliation**

Includes:

- Transitional justice
- Law enforcement
- Judicial system
- Laws
- Human rights
- Corrections
- International courts and tribunals
- Truth commissions
- Community rebuilding
- Individual healing and empowerment

## Slide 5: Pillar Two: Justice and Reconciliation

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This pillar creates an accountable legal system to deal with past abuses and emerging challenges. Key elements of this pillar include: effective law enforcement, an open judicial system, fair laws, humane corrections systems, and formal and informal mechanisms for resolving conflicts.

- In the initial response phase, post-conflict reconstruction activities develop mechanisms for addressing past and ongoing grievances.
- In the transformation phases, they build legal systems and create a process for reconciliation.
- In the final fostering sustainability phase, they sustain a functioning legal system based on international norms.

For example, “corrections” includes a focus on prisons. In the initial response, emergency facilities are put in place and prison facilities are refurbished. In the transformation stage, correctional facilities, including administration buildings, are rebuilt. Lastly, in the fostering sustainability stage, these correctional facilities are funded.

### Pillar Three: Social and Economic Well-Being

- Includes:
- Refugees and internally displaced persons
  - Food security
  - Public health
  - Shelter
  - Educational system
  - Social safety net
  - Physical infrastructure
  - Economic strategy and assistance
  - Employment generation
  - Markets
  - Legal and regulatory reform
  - International trade
  - Investment
  - Banking and finance

## Slide 6: Pillar Three: Social and Economic Well-Being

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This pillar deals with basic social and economic needs, especially provisions for emergency relief, the restoration of essential services, the creation of a foundation for a viable economy, and the initiation of a sustainable development program.

- In the initial response phase, post-conflict reconstruction activities mostly focus on providing emergency humanitarian aid.
- In the transformation phase, they establish the foundation for an independent economy.
- In the fostering sustainability phase, they institutionalize long-term development.

For example, within “international trade” are programs and policies to promote a favorable environment for international trade. In the initial phase, efforts focus on evaluating tariffs, tax structures, and barriers to trade. In the transformation phase, policies and programs reduce tariffs, taxes, and barriers to trade. In the final fostering sustainability phase, economic integration through local, regional, and global organizations takes priority.

#### Pillar Four: Governance and Participation

- Includes:
- Constitution drafting
  - Transitional governance
  - Executive authority
  - Legislative strengthening
  - Local governance
  - Transparency and anti-corruption
  - Elections
  - Political parties
  - Civil society
  - Media

### Slide 7: Pillar Four: Governance and Participation

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This pillar focuses on creating effective political and administrative institutions, particularly through establishing a representative constitutional structure, strengthening public sector management and administration, and ensuring active civil society involvement in governance.

- In the initial response phase, actors determine the best governance structure and establish foundations for citizen participation.
- In the transformation phase, post-conflict reconstruction activities promote legitimate political institutions.
- In the final fostering sustainability phase, they consolidate political institutions and participatory processes.

For example, within “executive authority” are programs focused on the civil service. In the initial response phase, efforts focus on determining the structure and affordable size for the civil service to meet ongoing and future needs. In the transformation phase, programs and policies focus on selecting and training local civil servants and establishing transparent entry, promotion, and retirement systems. In the final fostering sustainability phase, civil service reforms are undertaken and civil servants at national and regional levels are appointed and empowered.

### International Actors

- United Nations (UN)
- World Bank
- Other multilateral organizations
- Bilateral donors
- Non-governmental organizations (NGOs)
- Contractors

## Slide 8: International Actors

Several international actors play crucial roles in reconstruction including:

- **United Nations (UN)**
- **World Bank**
- **Other multilateral organizations**
- **Bilateral donors**
- **Non-governmental organizations (NGOs)**
- **Contractors**

The following slides describe each of these actors in more detail.

### International Actors: United Nations



- UN Secretariat
  - UN Department of Peacekeeping Operations (DPKO)
  - Office for the Coordination of Humanitarian Affairs (OCHA)  
UN programs and funds
    - UN Development Programme (UNDP)
    - Bureau for Crisis Prevention and Recovery (BCPR)
    - UN Development Fund for Women (UNIFEM)
  - UN Children's Fund (UNICEF)
  - UN Population Fund (UNFPA)
  - World Food Programme (WFP)
- UN agencies
- Food and Agricultural Organization (FAO)
  - International Labour Organization (ILO)
  - World Bank

## Slide 9: International Actors: United Nations

A wide range of UN bodies play important roles in post-conflict reconstruction.

The following are among those centrally involved.

### UN Secretariat:

- **UN Department of Peacekeeping Operations:** DPKO coordinates peacekeeping missions, which extend beyond military-style enforcement into “peace support” efforts that create a foundation for the flourishing of a peaceful, democratic state. DPKO’s gender policy



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  - World Bank

## Slide 9: International Actors: United Nations (continued)

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recognizes the importance of pursuing gender balance and mainstreaming gender into its organizational culture.

- **Office for the Coordination of Humanitarian Affairs:** OCHA is the UN focal point for responding to complex emergencies and natural disasters. It coordinates humanitarian aid, conducts needs assessments, ensures information sharing among agencies, promotes inter-agency coordination, mobilizes resources, and addresses problems with implementation in the midst of crises.

### UN programs and funds:

- **UN Development Programme:** UNDP is the primary UN agency addressing development issues by promoting crisis prevention and recovery, democratic governance, poverty reduction, sustainable energy and environmental management, and HIV/AIDS prevention and treatment. The Resident Representatives (Res Reps) lead UNDP offices in each country. They collaborate with national government and civil society organizations to identify development priorities and to initiate, implement, and evaluate in-country programs.

UNDP undertakes its prevention and peace-building activities in collaboration with other UN departments and agencies as well as NGOs and academic institutions.

- **Bureau for Crisis Prevention and Recovery:** BCPR is the focal office within UNDP for promoting conflict prevention and peace building. It builds key stakeholders' ability to convene problem-solving discussions as an alternative to

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## Slide 9: International Actors: United Nations (continued)

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violence. When planners and policymakers become aware of contentious issues, preventive measures can be integrated into the long-term development agenda.

- **UN Development Fund for Women:** UNIFEM provides technical and financial assistance to promote the rights of women, build their skills, and create opportunities for them around the world. UNIFEM focuses on reducing women's poverty, ending violence against women, reversing the spread of HIV/AIDS among women and girls, and achieving gender equality in democratic governance. The UNIFEM Trust Fund identifies and supports local, national, and international initiatives as well as existing laws, policies, and strategic plans to address violence against women and to reduce HIV/AIDS. It financially supports projects that raise awareness, build capacity, increase legal literacy, and undertake research.
- **UN Children's Fund:** UNICEF focuses on child protection by providing relief, helping reintegrate child soldiers, and offering education and health care among other efforts.
- **UN Population Fund:** UNFPA specializes in reproductive health. Projects promote universal access to reproductive health services, closing the gender gap in education, reducing maternal and infant mortality, increasing life expectancy, and reducing HIV infection rates.
- **World Food Programme:** The WFP leads UN provision of food aid and hunger prevention in crises and emergencies.

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## Slide 9: International Actors: United Nations (continued)

### UN agencies:

- **Food and Agricultural Organization:** The FAO (based in Rome) seeks to ensure food security by helping nations improve nutritional standards, agriculture, forestry, and fisheries.
- **International Labour Organization:** The ILO promotes labor rights and social justice and is a key actor in addressing economic and employment issues in post-war countries.
- **World Bank:** Because of its particular role in the post-conflict reconstruction process, the World Bank is covered separately, though it is a specialized agency of the UN system.

### International Actors: World Bank Group

- Five Institutions: World Bank, IBRD, IDA, IFC, MIGA
- World Bank
  - Promotes development and reduces poverty
  - Lends money primarily to national governments
  - Distributes limited funds to civil society
  - Often leads post-conflict planning

## Slide 10: International Actors: World Bank Group

The World Bank Group, created in 1944, is owned by the governments of 185 member nations.

- The World Bank Group is made up of five institutions, of which the World Bank is a central body. The International Bank for Reconstruction and Development (IBRD) seeks to reduce poverty through loans. The International Development Association (IDA) provides interest-free loans to the world's 81 poorest nations. The International Finance Corporation (IFC) promotes economic development by supporting the private sector. The Multilateral Investment Guarantee Agency (MIGA) encourages foreign investment in poor countries by providing guarantees against non-commercial losses.

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## Slide 10: International Actors: World Bank Group (continued)

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### • The World Bank:

- **Promotes development and reduces poverty:** The institution promotes reform and offers loans to countries to build the capacity of governments, create infrastructure, develop financial systems, and combat corruption across every sector of government and society. The World Bank's policies on gender equality aim to reduce gender disparities and enhance women's participation in the economic development of member countries.
- **Lends money primarily to national governments:** The World Bank's clients are typically the executive branches of governments. Ministries of Finance are often the lead coordinating agency.
- **Distributes limited funds to civil society:** Distributions to civil society organizations are mostly handled through country offices and headquarters in Washington, DC. The Conflict Prevention and Reconstruction Unit of the Bank administers the Post-Conflict Fund (PCF), which gives grants to civil society groups and NGOs.
- **Often leads post-conflict planning:** The Bank is regularly charged with leading needs assessments, organizing donor conferences, and coordinating long-term strategic planning for countries emerging from war.

### International Actors: Other Multilateral Organizations

- Regional banks
  - The African Development Bank
  - The Asian Development Bank
  - The European Bank for Reconstruction and Development
  - The Inter-American Development Bank
- Organisation for Economic Co-operation and Development (OECD)
  - Development Assistance Committee (DAC)

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## Slide 11: International Actors: Other Multilateral Organizations

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- **Regional banks:** Multilateral development banks (MDBs) provide financial assistance and professional advice to countries for economic and social development.
  - **The African Development Bank** lends primarily to Africa.
  - **The Asian Development Bank** targets poverty reduction in Asia and the Pacific.
  - **The European Bank for Reconstruction and Development** invests in Eastern Europe, the Balkans, and a number of states in the former Soviet Union.
  - **The Inter-American Development Bank** finances development efforts in Latin America and the Caribbean.
- **Organisation for Economic Co-operation and Development:** The OECD includes 30 member states committed to democratic government and the market economy. OECD recommendations and decisions promote stability and progress in the global economy.
  - **Development Assistance Committee:** The DAC promotes cooperation between the international community and developing countries. DAC guidelines on conflict prevention try to actively engage women in peace building and policymaking. They also reinforce the local ability to influence public policy and eliminate social and political exclusion. The DAC promotes gender equity through Gendernet, an international forum of gender experts from bilateral and multilateral agencies who exchange experiences and develop common policies and approaches.

## Bilateral Donors

- United States
  - United States Agency for International Development (USAID)
    - Office of Conflict Management and Mitigation (CMM)
    - Millennium Challenge Corporation (MCC)
- European Union (EU)
  - Rapid Reaction Mechanism (RRM)
- United Kingdom
  - Department for International Development (DFID)
    - Conflict and Humanitarian Fund (CHF)
    - Conflict, Humanitarian, and Security Department (CHASE)

## Slide 12: Bilateral Donors

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Bilateral donors provide funds through government development agencies. These donors also often directly fund the UN and World Bank, national governments, NGOs, and private companies. Among bilateral donors are:

- **United States:**
  - **United States Agency for International Development:** USAID implements many projects that promote the growth of democratic institutions, the rule of law, the protection of women's and human rights, anti-corruption efforts, and civil society capacity building. Some programs are designed and funded through country offices. Other efforts are supported through the Office of Democracy and Governance and the Office of Conflict Management and Mitigation (CMM).
  - **Office of Conflict Management and Mitigation:** CMM helps USAID missions address the causes and consequences of conflict. Its objective is to mainstream conflict programming within USAID's traditional assistance portfolios. CMM supports a range of activities to prevent, resolve, and avoid the escalation of conflict. Among their most common programs are efforts to: train in peace building, conflict management, mediation, and conflict analysis; promote media and peace education; and support community-based reconciliation. Lesser emphases include supporting the mediation of specific disputes, reintegrating former combatants, and aiding transitional justice efforts.

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## Slide 12: Bilateral Donors (continued)

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In **Afghanistan**, USAID trained women lawyers and judges to encourage women to resume professional careers cut short by conflict. Courses and study tours gave participants opportunities to update their professional knowledge, observe the legal system of other countries, and learn new skills, including the use of computers. In Mindanao, **Philippines**, USAID provides lighting for households in remote former rebel communities, allowing women's micro-enterprise activities in their homes (e.g., mat-weaving) and enabling children to study at night.

USAID's assistance is referred to as "off-budget" because its funds go directly to its own programs or NGO-implemented programs, rather than flowing to the recipient government as "on-budget" assistance.

- **Millennium Challenge Corporation:** To promote achievement of the Millennium Development Goals, the US created the MCC which evaluates the development of a number of countries against 16 indicators in the areas of rule of law, economic freedom, and investment in people. Once a country achieves a certain threshold vis à vis those 16 indicators, it is eligible to sign a compact with the MCC for significant financial assistance. "Compact countries" often procure goods and services through the MCC to help them implement development programs.
- **European Union:** EU assistance helps eradicate poverty and promote peace, human rights, and sustainable development. The EU recognizes that good governance and a strong civil society often reduce the potential for violent conflict.

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## Slide 12: Bilateral Donors (continued)

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The European Commission is the EU institution responsible for coordinating and dispersing development assistance. Its work is focused on Central and Eastern European and Balkan nations, though its programs are global. The EU promotes development in Africa through a Peace Facility for Africa.

The European Commission funds micro-projects and targeted projects. Micro-projects are small projects under €100,000 administered directly by Commission offices or delegations in the countries concerned. They are designed to support small-scale human rights and democratization activities carried out by grassroots NGOs.

The European Commission also identifies projects through requests for proposals (RFPs) with a contribution of not less than €300,000. RFPs are implemented by civil society organizations including local authorities. They exclude, however, official state, national, and international governmental organizations or institutions.

- **Rapid Reaction Mechanism:** The RRM is the European Commission's chief funding structure for quickly providing assistance to countries facing severe instability, or natural or technological disaster. It is intended for interventions of short duration, using flexible and simplified procedures, to help recreate stability. Grants are mostly distributed to international and local NGOs. The RRM is used for all conflict-related rapid response work except humanitarian assistance. It can be used to assess possible responses to a crisis, take preventive action during emerging crises, undertake acute crisis management, promote post-conflict reconciliation, and reconstruct post-crisis.



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## Slide 12: Bilateral Donors (continued)

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- **United Kingdom:**

- **Department for International Development:** DFID's overall objective is to combat extreme poverty by increasing trade, securing additional aid, and improving health and education. In 2007, it set the goal of halving global poverty by 2015.
- **Conflict and Humanitarian Fund (CHF):** This source of financing demonstrates how cooperation with civil society organizations is central to DFID efforts. Through the CHF, DFID supports:
  - capacity building for civil society organizations to prepare for and respond to crises and to represent the views of the poor at national and international levels
  - research evidence-based policy development to deepen understanding and influence decision making
  - advocacy, drawing on the experiences and opinions of those affected by crises
  - innovation, including the development of new approaches to problems or new technologies
- **Conflict, Humanitarian, and Security Department:** DFID addresses conflict through CHASE, lessening the incidence and impact of violent conflicts and natural disasters by using partnerships to reduce conflict, provide humanitarian assistance, and minimize forced migration.

#### More Bilateral Donors

- Australia
  - Australia Aid (AusAID)
- Canada
  - Canadian International Development Agency (CIDA)
    - Multilateral Program Branch's Peace and Security Unit (PSEC)
- Norway
  - Norwegian Agency for Development Cooperation (Norad)
- Sweden
  - Swedish International Development Cooperation Agency (SIDA)

## Slide 13: More Bilateral Donors

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- **Australia:**
  - **Australia Aid:** With a budget of \$2.7 billion, AusAID enhances economic growth, invests in people, and promotes regional stability and cooperation in South Asia and the Pacific. Working with fragile states, AusAID emphasizes:
    - governmental reform
    - building the capacity of government agencies
    - supporting the maintenance of basic services
    - improving governance and public administration
- **Canada:**
  - **Canadian International Development Agency:** CIDA focuses on the relationship between poverty and conflict and recognizes that a complete breakdown of the relationship between civil society and the state prevents sustainable development and poverty reduction. CIDA works to prevent conflict and rebuild in the aftermath of conflict.
    - **Multilateral Program Branch's Peace and Security Unit:** CIDA awards grants to organizations working in conflict programming through their Peace and Security Unit. It strengthens the capacity of multilateral organizations and national NGOs to engage in conflict prevention, peace building, and

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### Slide 13: More Bilateral Donors (continued)

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peace support activities. The Peace and Security Unit supports: the demobilization of former combatants; truth and reconciliation commissions; small-arms collection programs; and efforts to promote transparency and the oversight of security institutions. Peace and Security Unit proposals should either:

- protect the most vulnerable members of society in the midst of conflict by, for example, providing human rights monitoring, protecting children (especially child soldiers); or
  - strengthen the rule of law to help secure the transition from conflict to development (e.g., by supporting reintegration of former combatants).
- **Norway:**
    - **Norwegian Agency for Development Cooperation (Norad):** Norad assistance strives for lasting improvements in the economic, social, and political status of developing country populations, particularly among the poorest people. Norway's assistance is closely linked to the World Bank poverty reduction strategy process (PRSP). Norway conditions the bulk of its aid on significant local engagement, input, and implementation.

Norwegian development cooperation promotes social development, economic development, peace/democracy and human rights, women and gender equality,

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### Slide 13: More Bilateral Donors (continued)

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environmental stewardship, and natural resources management. One of the local NGOs Norway supports in **Palestine** is the Maan Development Centre, which builds the capacity of Palestinian NGOs to work on community development, poverty, and food security. It also develops training programs for youth clubs in Jerusalem that enhance leadership skills and generate employment opportunities.

- **Sweden:**

- **Swedish International Development Cooperation Agency:** SIDA often focuses on the rapid delivery of humanitarian aid. It also provides support to start agricultural and educational programs or improve disaster preparedness. SIDA actively promotes peace and security, partly through projects designed to encourage dialogue and improve stability. For example, SIDA supports the joint administration of water resources for several countries in southern Africa so that water is used more efficiently.
- A 6-year, \$5 million SIDA project aims to empower low-income women and their families in **Pakistan** through 2 multipurpose centers that provide training and social services.

#### Other International Actors

- International and local NGOs
- Private sector businesses

## Slide 14: Other International Actors

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NGOs and private businesses (often referred to as “contractors”) implement many post-conflict reconstruction efforts. They are usually funded by bilateral or multilateral donors.

- **International and local NGOs:** International NGOs undertake an enormous range of activities in post-conflict societies. These organizations are often the implementers of programs funded by donors. For example, CARE’s program in **Guatemala** includes projects in civil society development, village banks, education, mother and child health, democratization, HIV/AIDS work with youth, and water and sanitation.

In addition to CARE, some of the major NGOs undertaking work on women, peace, and security are: *Femmes Africa Solidarité* (FAS), Friedrich Ebert Foundation, International Alert, International Republican Institute, MercyCorps, National Democratic Institute, National Endowment for Democracy, Vital Voices, Women’s Campaign International, Women for Women International, and Women Thrive Worldwide.

- **Private sector businesses:** Nonprofit and for-profit contractors are often very active in post-conflict countries, carrying out much of the humanitarian aid and reconstruction funded by multilateral and bilateral development agencies. In many cases, contractors have a specific mandate regarding the hiring of women or the support of indigenous women-led enterprises and organizations.

Among private sector contractors in the United States that undertake programming related to women, peace, and security are: the Academy for Educational Development (AED); AMEX International; Chemonics International, Inc.; Development Alternatives,

#### Other International Actors

- International and local NGOs
- Private sector businesses

### Slide 14: Other International Actors (continued)

Inc. (DAI); Development & Training Services, Inc. (DTS); DevTech Systems, Inc.; Georgetown University Law Center's International Women's Human Rights Clinic; InterAction's Commission on the Advancement of Women; the Institute of International Education; Juarez and Associates, Inc.; MSI; and Mobility International.

#### Significant Entry Points for Women

- In-country needs assessments
- Poverty Reduction Strategy Papers (PRSP)
- Country Assistance Strategies (CAS)
- Donor conferences
- Contracts

### Slide 15: Significant Entry Points for Women

Women have excellent opportunities to influence post-conflict reconstruction through:

- **In-country needs assessments:** These determine the broad agenda for development and key issues for discussion at international donor conferences. They are often undertaken even before negotiations conclude with an agreement. This process represents a critical opportunity for local civil society activists, particularly women, to consult with international teams and integrate gendered perspectives into program plans and priorities. The World Bank and UNDP often lead the needs assessment process. The 2006 needs assessment for **Nepal** highlights the need to promote girls' education, encourage political participation, end violence against women, and create gender sensitization programs. Created in collaboration with UNDP, it includes a measurement of progress towards achieving gender equality and promoting women's empowerment.
- **Poverty Reduction Strategy Papers:** PRSPs are prepared by low-income countries to outline the government's macroeconomic, structural, and social policy goals. Though

### Significant Entry Points for Women

- In-country needs assessments
- Poverty Reduction Strategy Papers (PRSP)
- Country Assistance Strategies (CAS)
- Donor conferences
- Contracts

## Slide 15: Significant Entry Points for Women (continued)

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developed for the World Bank, they often govern assistance from many bilateral and multilateral donors. An interim PRSP (iPRSP) precedes the final PRSP. Key elements of these plans are prepared in consultation with various stakeholders such as civil society and the private sector. Women leaders and civil society members need to participate in these discussions to ensure their priorities are included.

- **Country Assistance Strategies:** CASs are World Bank documents that outline development priorities in a particular country. They are prepared with the borrower countries to direct the level and type of assistance the Bank group will provide for a period of three years, and to promote collaboration and coordination.
- **Donor conferences:** International donor conferences are venues where pledges of financial assistance are made by donors. They are usually coordinated by the World Bank or UNDP. These are great opportunities for women to highlight their priorities in reconstruction. For example, in collaboration with UNIFEM and the World Bank, women in **Liberia** organized a gender symposium in conjunction with the Liberian Partners Forum in March 2007. (President Ellen Johnson Sirleaf insisted on the name change from “donors conference” to “partners forum.”) The symposium enabled the women to recommend ways to better engender the PRSP and more fully involve women in reconstructing Liberia. These recommendations were delivered to donors at the Partners Forum and resulted in a World Bank commitment to dedicate more resources to gender-based initiatives.

### Significant Entry Points for Women

- In-country needs assessments
- Poverty Reduction Strategy Papers (PRSP)
- Country Assistance Strategies (CAS)
- Donor conferences
- Contracts

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## Slide 15: Significant Entry Points for Women (continued)

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- **Contracts:** Contractors often have a specific mandate to hire women or support them by sub-contracting with women-led enterprises and organizations. Contracting work gives women financial resources, visibility, and a voice in the implementation of reconstruction efforts. As an example, language in a US Department of Defense contract for **Iraq** specifically asked that the contractor seek to collaborate with local women's enterprises. Creating an incentive to work with women-led businesses worked; sub-contracting rates to this segment of industry increased.

### Obstacles to Women's Participation

- Underrepresentation
- Limited contracting capacities and knowledge
- Restricted employment opportunities
  - childcare or domestic commitments
  - discrimination in hiring and promotions
  - limited education and training
  - restrictions on mobility as a result of insecurity or cultural taboos

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## Slide 16: Obstacles to Women's Participation

Women need to be involved in the development of priorities for reconstruction to influence the planning and implementation of projects. They face the following challenges:

- **Underrepresentation:** Women are often underrepresented at decision-making levels in the institutions involved in post-conflict reconstruction. For example, UN missions in post-conflict settings design and implement post-conflict recovery. Typically, a Special Representative of the UN Secretary-General (SRSG) manages the mission and coordinates reconstruction efforts. Women have traditionally been underrepresented in those roles. In 60 years of UN peacekeeping efforts, only 7 women have served as SRSGs. In 2008, there were 23 UN missions around the world; only 1 was headed by a woman. Four women served as deputy SRSGs, out of 40 deputies in various missions. This underrepresentation trickles down; only 15% of civilian staff of UN missions worldwide is female.



### Obstacles to Women's Participation

- Underrepresentation
- Limited contracting capacities and knowledge
- Restricted employment opportunities
  - childcare or domestic commitments
  - discrimination in hiring and promotions
  - limited education and training
  - restrictions on mobility as a result of insecurity or cultural taboos

## Slide 16: Obstacles to Women's Participation (continued)

- **Limited contracting capacities and knowledge:** Women's organizations often lack the contracting, budgeting, monitoring, and reporting capacity that would allow access to funds and programs developed by international actors. Often they are not part of the networks through which information about contracting opportunities are disseminated.
- **Restricted employment opportunities:** Women may be unable to accept employment because of childcare or domestic commitments, discrimination in hiring and promotions, limited education and training, or restrictions on mobility as a result of insecurity or cultural taboos.

### More Obstacles to Women's Participation

- Layoffs
- Inadequate access to tools and resources
- Competition with men
- Social and legal discrimination
- Domestic violence

## Slide 17: More Obstacles to Women's Participation

- **Layoffs:** Women are most likely to work in the social sector, which is often the first to experience reductions when funding is limited.
- **Inadequate access to tools and resources:** Women often face higher hurdles maintaining enterprises. For example, in agricultural communities, they may be unable to maintain their farms due to displacement, inadequate labor, or limited supplies.
- **Competition with men:** Returning male soldiers often compete with women for employment and control of resources. Women are pushed "back into the kitchen" at the end of a war.

### More Obstacles to Women's Participation

- Layoffs
- Inadequate access to tools and resources
- Competition with men
- Social and legal discrimination
- Domestic violence

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## Slide 17: Obstacles to Women's Participation (continued)

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- **Social and legal discrimination:** Ownership and inheritance laws may exclude women from control over or even access to land, although the male head of household is absent. Inadequate ownership rights can also constrain women's access to capital for investments in business.
- **Domestic violence:** After war, domestic violence soars. In addition to physical injury, women are demoralized, fearful, and less likely to assert themselves in seeking a role in reconstruction efforts. For example, registered cases of physical violence against women and girls in **Afghanistan** have increased by about 40% since 2007.

### How are Women Overcoming Obstacles?

- Shaping priorities and advocating at donors' meetings
- Influencing national policies and budgets
- Engendering economic development

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## Slide 18: How are Women Overcoming Obstacles?

- **Shaping priorities and advocating at donors' meetings:** With the help of the Institute for Inclusive Security, women in **Sudan** convinced the Norwegian Government and UNIFEM to organize a meeting of women alongside the Oslo Donor Consortium meeting in May 2008. Twenty Sudanese women traveled to Norway for a conference in conjunction with the Consortium meeting, which brought together all the major donors and senior officials from the UN and the Government of Sudan.

Women's coalition building and advocacy efforts resulted in several specific accomplishments:

- In their formal remarks, 20 of 22 donor delegations mentioned the need to fund women's leadership and priorities in pledging funds for Sudanese reconstruction.

### How are Women Overcoming Obstacles?

- Shaping priorities and advocating at donors' meetings
- Influencing national policies and budgets
- Engendering economic development

## Slide 18: How Are Women Overcoming Obstacles? (continued)

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- UN Deputy Secretary-General Asha Migirom met with the women and specifically strengthened her call for women's inclusion after the meeting.
- Although they were originally not invited to the formal meeting, the women advocated successfully for a voice in the proceedings, addressed the conference several times to highlight their perspectives and needs, and left energized to follow through. Following the donors' conference, they met several times in Khartoum to plan the next steps. **Sweden** and **Norway**, among others, pledged additional financial support for women.
- **Influencing national policies and budgets:** In **South Africa**, women's groups insisted on a defense policy centered on human security. In 2000, women from civil society collaborated with female parliamentarians to request a review of an army procurement program requiring almost \$5 billion. They defeated the proposal by arguing that South Africa does not face any external military threats that would warrant such an expense. Instead, they insisted the country needed to increase its budgetary attention to health and education, arguing that their country could not afford such a high military expenditure while four million people with HIV/AIDS had no access to treatment.
- **Engendering economic development:** In **Rwanda**, experts have credited entrepreneurial women with the country's post-genocide economic advances. In the coffee industry, women are half of Rwanda's farmers and produce over 90% of its exported coffee beans. Throughout the country, women own 41% of businesses.

### Strategies to Promote Inclusion

- Advocate to key international actors
- Engage with donors' meetings
- Draw on global networks and identify potential partners
- Work with civil society on needs assessments
- Create a funding entry point
- Gain support of potential spoilers

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## Slide 19: Strategies to Promote Inclusion

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- Identify key international actors and agencies and consult with them, advocating for the inclusion of gendered perspectives in their needs assessments and planning.
- Engage with donors' meetings by working with UNIFEM and other organizations that support women's participation and inclusion of women's priorities.
- Draw on global networks and sources on the Internet to identify international actors (NGOs, donors) that could partner with women's organization to advocate for gender mainstreaming in reconstruction.
- Work with other civil society organizations to identify communities' needs, priorities, existing skills and capacities, and key gaps. Submit that assessment to donors to use in planning.
- Establish a funding entry point through a consortium or organization to receive funds and to facilitate the disbursement of small grants to local and informal groups. Ensure that the international community knows of its existence and that it has the skills and qualifications to receive, manage, and report on funds.
- Identify the potential spoilers and others who can obstruct women's efforts. Engage with them and develop tactics to gain their support.

*If you only have a hammer,  
you tend to see every problem  
as a nail.*

*~Abraham Maslow*

## **Slide 20: Abraham Maslow Quote**

*If you only have a hammer, you tend to see every problem as a nail.*

*Abraham Maslow*

**ACTIVITY I: Introducing Post-Conflict Reconstruction**

**Objective:**

Share personal experiences with post-conflict reconstruction

**Methodology:**

- Pair discussions
- Brainstorming

**Materials:**

- Flip charts
- Markers

**Room set-up:**

Divided into sections allowing for multiple pairs

**Suggested minimum time:**

30 minutes

**Activity steps:**

1. Divide participants into pairs. (5 minutes)
2. Ask the following questions: At a personal level, what will successful recovery from conflict look like? What specific goals would you like to see advanced in your country? Pairs should share their experiences and draw out any commonalities. (20 minutes)
3. Facilitate an entire group debriefing. (5 minutes)

**Sample debriefing questions:**

1. What were some of the similarities among the visions of successful recovery?
2. What were some of the differences among the visions of successful recovery?

**ACTIVITY II: Providing a Framework: Identifying Phases and Actors**

**Objectives:**

Introduce international, national, and local actors involved in post-conflict reconstruction

Provide a structure to analyze post-conflict reconstruction in a local context

Emphasize women’s participation as critical to successful post-conflict reconstruction

**Methodology:**

- PowerPoint presentation
- Entire group debriefing

**Materials:**

- Laptop and projector
- Screen
- PowerPoint presentation

**Room set-up:**

Lecture style

**Suggested minimum time:**

60 minutes

**Activity steps:**

1. Deliver PowerPoint presentation that explains actors involved in and phases of post-conflict reconstruction, utilizing the Center for Strategic and International Studies’ (CSIS) Post-Conflict Reconstruction Task Framework. (45 minutes)
2. Following presentation, ask participants for questions of clarification and comments on the provided information. (5 minutes)
3. Facilitate an entire group debriefing. (10 minutes)

**Sample debriefing questions:**

1. What are some of the benefits and challenges of coordination among actors?
2. In your local context, how have women been actively engaged?
3. How could women participate more?

**Lesson modifications/trainer tips:**

- Print PowerPoint presentations and hand out to participants.
- If not equipped with PowerPoint, use flip charts or a projector.

**ACTIVITY III: Applying a Post-Conflict Reconstruction Framework**

**Objectives:**

Introduce a framework for examining the phases of post-conflict reconstruction

Identify key priorities for post-conflict reconstruction

Apply framework to participants' context

**Methodology:**

- Small group discussions
- Brainstorming

**Materials:**

- CSIS Framework summary handouts
- Copy of CSIS Task Framework

**Room set-up:**

Divided into sections for small groups of three to five participants

**Suggested minimum time:**

90 minutes

**Activity steps:**

1. Divide participants into small groups. The size of small groups may need to be adjusted depending upon the number of workshop participants. (5 minutes)
2. Distribute framework summaries to each participant [see Appendix A] and assign each group one of the four pillars. Have a copy of the full CSIS Task Framework for interested participants [see <http://www.csis.org/media/isis/pubs/framework.pdf> or the DVD provided]. (5 minutes)
3. Ask small groups to read, discuss, and apply this framework to their local context and identify examples of post-conflict reconstruction actors and activities. (45 minutes)
4. Ask small groups to present summaries of their discussions. (5 minutes per group; 20 minutes total for all groups)
5. Ask for questions and/or comments and facilitate a debriefing. (15 minutes)

**Sample debriefing questions:**

1. What phase of this framework do you feel most accurately describes your current situation? Explain why you are in this stage of the post-conflict reconstruction process.
2. Do you believe that the priorities and tasks outlined in the framework have been undertaken successfully in your local context? Have they been successfully completed? Why or why not?
3. What are some ways to promote women's participation in the various areas of activity outlined in this framework?

**ACTIVITY IV: Sharing Global Perspectives: Inspiring Stories of Women's Contributions**

**Objectives:**

Understand women's contributions to post-conflict reconstruction

Highlight methods women peace builders have used to promote effective post-conflict reconstruction

**Methodology:**

- Video presentation
- Entire group debriefing

**Materials:**

- TV
- DVD

**Room set-up:**

Lecture style

**Suggested minimum time:**

30 minutes

**Activity steps:**

1. Show the entire group several video clips of interviews with women peace builders sharing their experiences of post-conflict reconstruction in conflict-affected areas not represented in the workshop. Reference the biographical information provided for each woman [see Appendix B]. (20 minutes)
2. Following the video presentation, ask participants for questions of clarification and facilitate a debriefing. (10 minutes)

**Sample debriefing questions:**

1. What were some of the similarities and/or differences you observed in the women peace builders' stories?
2. How do they compare with your own experiences with post-conflict reconstruction?
3. How can you apply some of the strategies to further promote women's participation in post-conflict reconstruction in your country?

**Lesson modifications/trainer tips:**

- A laptop with DVD drive, screen, and speakers can substitute for a TV and DVD player.
- Ideally, a woman peace builder from a conflict-affected area not represented at the workshop will attend the training session to share her personal experiences with participants.

**ACTIVITY V: Mapping: Post-Conflict Reconstruction Landscape**

**Objectives:**

Apply framework and presentation to local context

Identify key mechanisms to support post-conflict reconstruction

**Methodology:**

- Small group discussions
- Entire group debriefing

**Materials:**

- Flip charts
- Markers

**Room set-up:**

Divided into sections for small groups of three to five participants

**Suggested minimum time:**

60 minutes

**Activity steps:**

1. Work with participants to create a visual map of local, national, and international stakeholders involved in reconstruction in their environment. (30 minutes)
2. Facilitate a discussion of the key entry points for women’s involvement and for furthering women’s priorities. (30 minutes)

**Sample debriefing questions:**

1. In your environment, which institutions and organizations are responsible for promoting women’s participation and priorities in post-conflict reconstruction?
2. What are some ways to further integrate gender perspectives into the policies and activities of post-conflict reconstruction planners and decision makers?

**Lesson modifications/trainer tips:**

- This activity may be adapted to focus in more detail on the local actors involved in post-conflict reconstruction. In that case, focus on the role of women’s organizations, civil society organizations, local government agencies, and elders.

**ACTIVITY VI: Engaging the Actors: Strategizing Women’s Involvement in Esperia**

**Objectives:**

Reinforce understanding of the different actors engaged in post-conflict reconstruction

Apply lessons from previous activities to a fictitious post-conflict scenario

**Methodology:**

- Case study
- Entire group debriefing

**Materials:**

- Case study

**Room set-up:**

Divided into sections for small groups of three to five participants

**Suggested minimum time:**

100 minutes

**Activity steps:**

1. Divide participants into small groups. (5 minutes)
2. Distribute a short fictitious case study on Esperia describing local, national, and international actors involved in post-conflict reconstruction [see Appendix C]. (5 minutes)
3. Ask small groups to identify strategies to engage the actors in the case study to promote women’s inclusion in post-conflict reconstruction. (50 minutes)
4. Ask each group to present its findings to the entire group. (30 minutes)
5. Facilitate a debriefing. (10 minutes)

**Sample debriefing questions:**

1. In your opinion, what are some of the most pressing issues that need to be managed in Esperia?
2. Are there any factors mentioned in the case study that could lead to a resurgence of violence? If so, how can they be addressed?
3. How would you promote women’s inclusion in Esperia’s reconstruction policies?



**ACTIVITY VII: Creating Accountability: Engendering Reformia’s Reconstruction**

**Objectives:**

Understand the need for gender monitoring of post-conflict reconstruction plans

Create measurements to ensure gender sensitive post-conflict reconstruction

**Methodology:**

- Small group discussions
- Entire group debriefing

**Materials:**

- Worksheets and pens
- Flip charts
- Markers

**Room set-up:**

Divided into sections for small groups of three to five participants

**Suggested minimum time:**

110 minutes

**Activity steps:**

1. Distribute handouts on Reformia and accompanying worksheets [see Appendices D and E]. Discuss and give examples of the difference between an indicator and a benchmark. (10 minutes)  
 For example: Indicator—Percentage of women who are literate  
 Benchmark—Increasing women’s literacy rates to 75%
2. Divide participants into small groups and assign each group one of the four pillars of the Interim Poverty Reduction Strategy (IPRS). (5 minutes)
3. Ask each group to brainstorm priorities for women within each pillar of the IPRS and corresponding benchmarks and indicators, with special attention to gender. (50 minutes)
4. Have each group present its worksheet and answer any questions. (30 minutes)
5. Facilitate a debriefing to discuss importance of accountability measures for ensuring women’s priorities are incorporated into post-conflict reconstruction plans. (15 minutes)

**Sample debriefing questions:**

1. Who would you advocate to in your own country to include gender accountability measures?
2. Why are gender-disaggregated data important?

**Lesson modifications/trainer tips:**

- Activity is appropriate for participants very familiar with post-conflict reconstruction.
- Four small groups is the ideal number for the activity. However, this may need to be adjusted depending on the number of participants to ensure groups do not become too large.

**ACTIVITY VIII: Promoting Women’s Inclusion in Your Context**

**Objectives:**

Analyze current post-conflict reconstruction through a gender lens

Identify topics included in Poverty Reduction Strategy papers benefiting from women’s perspectives

**Methodology:**

- Small group discussions
- Entire group debriefing

**Materials:**

- Flip charts
- Markers

**Room set-up:**

Divided into sections for small groups of three to five participants

**Suggested minimum time:**

80 minutes

**Activity steps:**

1. Divide participants into small groups to design an outline for their country’s Poverty Reduction Strategy incorporating women’s priorities. (40 minutes)
2. Ask each group to present its outline to the entire group. (30 minutes)
3. Facilitate a debriefing. Possibly continue to discuss strategies to implement the recommendations. (10 minutes)

**Sample debriefing questions:**

1. What are some of the shared priorities of women from the different presentations?
2. How can issues included in your outline be framed to garner the support of men?
3. How and to whom would you advocate for the inclusion of some of these ideas you developed in your small groups?

**Lesson modifications/trainer tips:**

- This activity suits participants interested in advocacy and influencing current post-conflict reconstruction. It may not be relevant for all groups, but is an essential first step for groups interested in organizing to advance women’s participation.
- Depending on the context, the activity may be refocused to create indicators for an actual Poverty Reduction Strategy paper.

## **Background on the Center for Strategic and International Studies (CSIS) Framework**

The CSIS Framework was jointly created in 2002 by the Center for Strategic and International Studies (a Washington-based think tank) and the Association of the United States Army as an analysis tool to increase US and international efforts at post-conflict reconstruction.

### **Center for Strategic and International Studies Post-Conflict Reconstruction Task Framework<sup>1</sup>**

Summary: Countries emerge from conflict under varying conditions. This Framework attempts to present the various priorities and tasks often encountered in a post conflict environment. It is designed to help national governments, international donors, and local civil society organizations conceptualize, organize, and implement reconstruction programs and mechanisms. While reconstruction efforts take place at various times during and after a conflict, the Framework identifies tasks and priorities between the cessation of violent conflict and the return to normalization.

#### ***Pillars***

The framework is organized around four pillars: security, justice and reconciliation, social and economic well-being, and governance and participation.

1. **Security** addresses aspects of public safety, in particular, the establishment of a safe environment and development of stable security institutions. Security—both collective and individual—is the precondition for achieving outcomes in other pillars. In the most pressing sense, it concerns securing the lives of civilians from immediate and large-scale violence and the restoration of territorial integrity.
2. **Justice and reconciliation** addresses the need for an impartial and accountable legal system to deal with past abuses, particularly the creation of effective law enforcement, an open judicial system, fair laws, humane corrections systems, and formal and informal mechanisms for resolving grievances arising from conflict. These tasks provide a mechanism to redress grievances, exact appropriate penalties for previous acts, and build capacity to promulgate and enforce the rule of law. Incorporating the concept of restorative justice, they include extraordinary and traditional efforts to reconcile ex-combatants, victims, and perpetrators.
3. **Social and economic well-being** addresses fundamental social and economic needs, particularly the provision of emergency relief, restoration of essential services, laying the foundation for a viable economy, and initiation of an inclusive, sustainable development program. Well-being entails protecting the population from starvation, disease, and the elements. It often accompanies the establishment of security. As the situation stabilizes, attention shifts from humanitarian relief to a long-term social and economic development.
4. **Governance and participation** addresses the need for legitimate, effective political and administrative institutions and participatory processes, particularly establishing a representative constitutional structure, strengthening public sector management and administration, and ensuring active and open civil society participation in the formulation of government and its policies. Governance involves setting rules and procedures for political decision making and delivering public services in an efficient and transparent manner. Participation encompasses the process for giving voice to the population through the development of civil society that includes the generation and exchange of ideas through advocacy groups, civic associations, and the media.

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<sup>1</sup> Direct language included with permission from CSIS

# Post-Conflict Reconstruction

## Appendix A (continued)

### **Phases**

The framework is divided into three conceptual phases:

**Initial Response:** This phase comes immediately after the conclusion of violence and is characterized by the provision of emergency humanitarian services, stability, and military interventions to provide basic security. Such responses may include the deployment of international peacekeepers.

**Transformation:** The transformation phase focuses on cultivating legitimate, sustainable local capacity, with particular attention on developing the economy, establishing mechanisms for governance and participation, and laying the foundations for the provision of basic social welfare such as education and health care.

**Fostering Sustainability:** This phase, otherwise referred to as the final phase, is when long-term recovery efforts should be consolidated, often leading to the withdrawal of international military involvement. This phase also lays a critical foundation for the prevention of conflict and the reemergence of violence.

## **Suzan Elsadig Abdelsalam**

### ***Conflict Background: Sudan***

- Violence has gripped Sudan for 46 years, pitting the Arab Islamic government in the north against black African Christians and animists in the south.
- The conflict has taken tens of thousands of lives and displaced 1.5 million people.
- A comprehensive peace agreement between the North and South was signed in January 2005, providing for a high degree of autonomy for the South and a share in the oil revenue for the North.
- Genocide continues in Darfur, where more than 300,000 have been killed and more than 2 million residents have been driven from their homes since February 2003.
- Ethnic cleansing takes place at the hands of the government-supported *Janjaweed* Arab militias, as they target any of the African tribes suspected of supporting the new rebellion.
- As part of the attacks, women in Darfur continue to be targeted for rape.

### ***Biographical Information***

- Suzan Elsadig Abdelsalam is a lawyer and human rights activist working to advance women's rights.
- She is the executive manager for the Noon Centre for Legal Consultation and Human Rights in Khartoum.
- She wrote shadow reports on women's legal status when Sudan was reviewed under the UN's International Covenant on Civil and Political Rights in 2007 and by the African Commission on Human and Peoples' Rights in 2008.
- She contributes to workshops and seminars on the Darfur conflict and advocates for women's rights in peace negotiations and peace building. She conducted a survey on the impact of violence in Darfur on human rights.
- Suzan is an active member of the Sudanese Law Women Organization, the Sudanese General Women's Union, Human Rights Watch, and the Women in Development Group.

## **Franca Judith Akello**

### ***Conflict Background: Uganda***

- Civil war in Northern Uganda began in 1986 when the Lord's Resistance Army (LRA) attempted to topple President Yoweri Museveni.
- The LRA started a campaign of violence against the civilian population in the region. It abducted and trained as many as 70,000 children as fighters.
- At the height of displacement, approximately 1.8 million internally displaced persons resided in the camps in northern Uganda.
- Severe malnutrition, disease, land mines, and violence have led to death and suffering over the past two decades and restricted opportunities for economic development.
- Peace talks mediated by the Government of Southern Sudan began in 2006 but were halted in 2008 when LRA leader Joseph Kony refused to sign the final peace agreement.
- Women at the negotiation table were critical to the incorporation of social issues, such as health and education, as well as a victims' fund, into the negotiated agreement. They also advocated for the inclusion of women's priorities into clauses on disarmament, demobilization, and reintegration.

# Post-Conflict Reconstruction

## Appendix B (continued)

### Biographical Information

- Franca Judith Akello is a member of Uganda's parliament from Pader. She is a member of the Uganda Women Parliamentary Association and of the Uganda parliamentary forum for children.
- Franca is the deputy secretary-general for the Acholi parliamentary group, and an executive member of the forum for women in democracy. She is also a member of AMANI, the peace forum for the Great Lakes region.
- From 1999 to 2004, Franca worked as a teacher. She volunteered for the Norwegian Refugee Council from 2001 to 2002, and from 1996 to 1998, she worked with the International Committee of the Red Cross.
- In 2003, she earned a bachelor's degree in education from Makerere University, where she is currently pursuing a master's degree.
- Franca works to engender programs for peace and development in the north and to educate others on women's role in reconstruction in Northern Uganda.

## Lona James LoWilla

### Conflict Background: Sudan

- Violence has gripped Sudan for 46 years, pitting the Arab Islamic government in the north against black African Christians and animists in the south.
- The conflict has taken tens of thousands of lives and displaced 1.5 million people.
- A comprehensive peace agreement between the North and South was signed in January 2005, providing for a high degree of autonomy for the South and a share in the oil revenue for the North.
- Genocide continues in Darfur, where more than 300,000 have been killed and more than 2 million residents have been driven from their homes since February 2003.
- Ethnic cleansing takes place at the hands of the government-supported *Janjaweed* Arab militias, as they target any of the African tribes suspected of supporting the new rebellion.
- As part of the attacks, women in Darfur continue to be targeted for rape.

### Biographical Information

- Lona LoWilla is the peace building and conflict management program coordinator in the Nairobi office of OXFAM, where she ensures the integration of gender awareness into all programs.
- Formerly, Lona was gender adviser for the Association of Christian Resource Organizations in South Sudan and a humanitarian officer for UNICEF.
- Lona is also the founder and adviser of the Gender Desk of Across-Sudan.
- She is also a member of the facilitating team of Coalition for Peace in Africa, which offers conflict transformation training, and has worked in community development with refugees in Egypt, Kenya, and Uganda.
- Working with civil society organizations, Lona aids reconciliation between northern and southern Sudan and among factions in the south through training on peace building with representatives from both regions and through inter-tribal and inter-religious dialogues.

## **Engaging the Actors: Strategizing Women's Involvement in Esperia**

Welcome to Esperia, a small landlocked country of 10 million people. President Savinica, a member of the Gi ethnic group, had ruled Esperia since it gained independence 20 years ago. Throughout his rule, Savinica faced significant opposition from the Front for the Liberation of Esperia (FLE), a group of rebels from the minority Ji ethnic group. After years of unsuccessful attempts to seize power, the FLE rebels began waging war on the southern part of Esperia 15 years ago by looting villages and targeting civilians. Women and children were specifically targeted; rape and abductions were prevalent throughout the region. Large numbers of women who were well-integrated into local economies avoided markets due to fear of violence. The war caused large-scale population displacement and destruction of the country's infrastructure and economy.

In March of last year, President Savinica was killed in a plane crash. His son, Louis, assumed power and has actively facilitated an end to the conflict. Earlier this year, both the FLE and the government agreed to a cease-fire and began peace talks. The United Nations Department of Peacekeeping Operations (DPKO) sent a peacekeeping force into the region and is playing a leading role in establishing disarmament, demobilization, and reintegration mechanisms for former combatants and their families. A transitional coalition government that fully reflects the country's ethnic, linguistic, and religious diversity is in place, and parliamentary elections are scheduled for next spring.

Fifteen years of war destroyed the government's capacity to uphold the rule of law. The exploitation of resources by rebel groups, coupled with the displacement of thousands of people—especially women and children—crippled the economy and social fabric of the country. Tensions between the Gi and the Ji remain high, and there is significant mistrust between the groups. There is also a need to bring perpetrators of violence to justice while promoting reconciliation.

Over the past several months, many international agencies began conducting needs assessments to determine where to allocate funds and how to address Esperia's obstacles to reconstruction. The World Bank's country director recently consulted with numerous local and government officials in preparation for the release of the Interim Poverty Reduction Strategy, which outlines a long-term, comprehensive framework for economic reconstruction.

The United Nations Office for the Coordination of Humanitarian Relief (OCHA) has been working across ethnic lines to provide relief to thousands of displaced citizens. In preparation for the parliamentary elections, the United Nations Development Fund for Women (UNIFEM) is considering allocating \$2 million for capacity-building programs targeted at potential women candidates. A host of bilateral donor agencies, led by the United States Agency for International Development (USAID), is promoting micro-credit in Esperia's devastated rural provinces. These programs aim to rebuild the region's economic capacity and provide Esperian citizens the opportunity to form relationships across the ethnic divide, thus laying the foundation for a unified national identity.

## **Creating Accountability: Engendering Reformia's Reconstruction**

Reformia is a medium-sized, largely rural country of 12 million people, most of whom belong to either the Wan or Ti ethnic group. The Wan are more than 60% of the country, however, the minority Ti control most of the economy and are overrepresented in all of the national political institutions. Ti typically live in the urban developed coastal plain, while the Wan mostly inhabit the rural interior.

For the past 30 years, an autocratic president promulgated a reign of terror in Reformia, relying on his army to interrogate and “disperse” any perceived opposition groups. The president’s cronies emptied government coffers, and few investments were made in health, education, or infrastructure. Reformia’s abundant natural resources—especially timber and diamonds—were pillaged, and its port was used to import illegal small arms and drugs. Unemployment is nearly 40%. What jobs there are remain predominantly in plantation crops, construction, and textiles. The largest employer in Reformia is an international textile company. Women often tend their own small agriculture plots and trade goods in local markets. With few employment options, many citizens rely on family members abroad sending remittances home for survival. Women make up 9% of the parliament.

Seven years ago, while the President was traveling outside of Reformia, one of the Wan’s main political parties, the National Front for Equality (NFE), attempted to seize power. The NFE began waging war in the eastern area of the country by looting villages and targeting civilians. Ti women and children were specifically targeted; rape and abductions were prevalent throughout the region. A significant number of women held senior positions within the NFE forces. During this period, infant mortality rates spiked and women’s literacy levels declined steadily.

Several years ago, the United Nations supported a regional political body’s mediation of peace negotiations. The National Front for Equality’s factions and the government agreed to a ceasefire. Ultimately, an agreement was signed that laid out basic guidelines for demobilization and reform of the military, improvement of political structures, revitalization of the economy, and a renewal of infrastructure. Women were 25% of negotiation delegations and often said publicly how important it was for reconstruction to involve women’s participation and priorities. They successfully included a chapter in the agreement on gender-sensitive implementation plans for all aspects of the agreement. However, no specific benchmarks or positions on gender were included in the final peace agreement.

A UN Security Council Resolution was signed authorizing a UN Peacekeeping Mission to help implement the peace agreement. Per the agreement, a power-sharing transitional government kept the country calm but was largely ineffectual in guiding reform efforts. Internationally observed democratic elections were held last month, and a new, highly regarded president took office, offering hope to the war weary and impoverished nation. An Interim Poverty Reduction Strategy (IPRS) has been drafted with World Bank assistance that focused on four pillars of development: 1) enhancing national security, 2) revitalizing economic growth, 3) strengthening governance and rule of law, and 4) encouraging infrastructure and provision of basic services (health, education, etc.). Based on the new president’s substantial exposure to international financial institutions, people are looking to him for real leadership. Citizens hope he can guide them successfully through their first donor conference and related symposia to support Reformia’s reconstruction efforts.

# Post-Conflict Reconstruction

## Appendix D (continued)

### Assignment:

You are participating in a gender symposium alongside the first donor conference for Reformia to help to engender the IPRS. You must work with the other participants to devise a plan to heed the peace agreement provision for gender-sensitive implementation plans.

You will provide specific monitoring mechanisms to ensure women's priorities are incorporated into *one* of the following pillars of the IPRS:

1. enhancing national security
2. revitalizing economic growth
3. strengthening governance and rule of law
4. encouraging infrastructure and provision of basic services (health, education, etc.)

You must brainstorm several priorities for women and link benchmarks and indicators to measure the success of the IPRS in providing for women.



**Pillar:**

**Priorities**

**Benchmarks**

**Indicators**

