Training Resources on

Civil Society Oversight of the Security Sector and Gender

Gender and Security Sector Reform
Training Resource Package

The Gender and Security Sector Reform Training Resource Package

The *Gender and Security Sector Reform Training Resource Package* is a companion to the *Gender and SSR Toolkit* (DCAF, OSCE/ODIHR and UN-INSTRAW, 2008). Copies of the *Gender and SSR Toolkit* can be downloaded or ordered at http://www.dcaf.ch/gssrtoolkit

The *Gender and SSR Training Resource Package* is a series of practical training materials to help trainers integrate gender in SSR training, and to deliver effective gender training to SSR audiences.

The first part of the Training Package is a "Guide to Integrating Gender in SSR Training", which provides useful information on how to take into account gender issues throughout the SSR training cycle.

The rest of the Training Resource Package is focused on particular SSR topics:
• Security Sector Reform and Gender
• Police Reform and Gender
• Defence Reform and Gender
• Parliamentary Oversight of the Security Sector and Gender
• **Civil Society Oversight of the Security Sector and Gender**
• National Security Policy-Making and Gender
• Justice Reform and Gender
• SSR Assessment, Monitoring and Evaluation and Gender
• Border Management and Gender
• Penal Reform and Gender

DCAF
The Geneva Centre for the Democratic Control of Armed Forces (DCAF) promotes good governance and reform of the security sector. The Centre conducts research on good practices, encourages the development of appropriate norms at the national and international levels, makes policy recommendations and provides in-country advice and assistance programmes. DCAF's partners include governments, parliaments, civil society, international organisations and security sector actors such as police, judiciary, intelligence agencies, border security services and the military.

Geneva Centre for the Democratic Control of Armed Forces (DCAF)

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Gender-responsive civil society oversight of the security sector seeks to:

» Reflect the different security needs, views and priorities of women and men, boys and girls
» Include women and men and women's organisations in oversight processes
» Monitor how security sector institutions address gender-based violence
» Hold security sector institutions accountable for discrimination and human rights violations
» Advocate for equal participation of men and women in security sector institutions
» Promote the implementation of international and regional laws, instruments and norms concerning security and gender, such as the Beijing Platform for Action and UN Security Council Resolutions 1325 and 1820

Security sector reform (SSR) transforms security policies, institutions and programmes. The integration of gender issues in SSR—by taking into consideration the different security and justice needs of women, men, boys and girls and strengthening the participation of women and men in security decision-making—is increasingly being recognised as key to operational effectiveness, local ownership and oversight. As a result, countries undergoing SSR, as well as donor nations and international organisations supporting SSR processes, have committed to implementing SSR in a gender-responsive way.

In order to support gender-responsive SSR, DCAF, OSCE/ODIHR and UN-INSTRAW published, in 2008, the **Gender and Security Sector Reform Toolkit**.* The Toolkit is a practical introduction to gender and SSR issues for policymakers and practitioners. It sets out why gender is important to SSR processes and gives concrete recommendations and examples. The Toolkit is composed of 12 Tools and 12 Practice Notes on different SSR topics, such as police reform, defence reform, parliamentary oversight and civil society oversight.

Copies of the *Gender and SSR Toolkit* can be downloaded or ordered, on CD ROM or in print, at: http://www.dcaf.ch/gssrtoolkit

The publication of the *Gender and SSR Toolkit* prompted a strong demand for materials to support training on gender and SSR issues. This **Gender and SSR Training Resource Package** has thus been developed as a companion to the *Gender and SSR Toolkit*. The *Training Resource Package* is a series of practical training materials to help trainers integrate gender in SSR training, and deliver effective gender training to SSR audiences.

The Training Resource Package

The first part of the *Gender and SSR Training Resource Package* is the **Guide to Integrating Gender in SSR Training**. This Guide provides useful information on how to take into account gender issues throughout the SSR training cycle: in training needs assessment, learning objectives, design and development of training, implementation, monitoring, evaluation and follow up.

* DCAF is the Geneva Centre for the Democratic Control of Armed Forces

* OSCE/ODIHR is the Organization for Security and Co-operation in Europe Office for Democratic Institutions and Human Rights

* UN-INSTRAW is the United Nations International Research and Training Institution for the Advancement of Women

The rest of the *Gender and SSR Training Resource Package* is divided into sets of resources focused on particular SSR topics:

- **Security Sector Reform and Gender**
- **Police Reform and Gender**
- **Defence Reform and Gender**
- **Parliamentary Oversight of the Security Sector and Gender**
- **Civil Society Oversight of the Security Sector and Gender**
- **National Security Policy-Making and Gender**
- **Justice Reform and Gender**
- **Border Management and Gender**
- **SSR Assessment, Monitoring and Evaluation and Gender**

Using the Gender and SSR Training Resource Package

Each set of training resources contains the following:

Key messages: taken from the companion tool in the *Gender and SSR Toolkit.*

Training exercises: 10–19 exercises covering a range of possible subjects, methodologies, audiences and durations. Each exercise is organised under the following headings:

- *Type of exercise*
- *Audience*
- *Time required*
- *Intended group size*
- *Supplies*
- *Guidance to trainers*
- *Learning objectives*
- *Exercise instructions*
- *Handouts, worksheets and trainer's cheat sheets (if applicable)*
- *Possible variations (if applicable)*

Examples from the ground: short case studies that can be used as a resource for training.

Discussions: possible gender and SSR discussion topics, and tips on how to make discussions effective.

Training challenges to consider: additional challenges to those discussed in the Guide to Integrating Gender in SSR Training.

Additional training resources.

The trainees

These training resources take into account the many different types of audiences for SSR training. Your trainees might be from a country undergoing SSR or a donor country supporting SSR, or from different countries. They may be from the same institution or from many. They may be experienced in SSR or not.

Your SSR trainees might include, for example, representatives of:

- Ministries of Defence, Justice, Interior or Foreign Affairs
- Security sector institutions, e.g., police services, armed forces, border management services, justice and penal institutions
- Parliaments, including both parliamentarians and parliamentary staff
- Security sector oversight bodies, e.g., office of the ombudsperson and national security advisory bodies
- Civil society organisations (CSOs), including international, national and local organisations and research institutions that focus on security sector oversight and/or gender, including women's organisations
- Donors, international and regional organisations such as the United Nations, Organization for Security and Co-operation in Europe, European Union or African Union

Each set of training resources contains exercises suitable for different types of audience. Many of the training exercises can also be adapted to fit your specific group of trainees.

Using the training exercises

The greater part of the *Gender and SSR Training Resource Package* is made up of training exercises. These exercises are designed to help you to deliver training on gender and SSR issues in an engaging and interactive manner. You will find exercises in the form of action planning, role plays, stakeholder analysis, SWOT analysis, case studies, gaps

Using the Gender and SSR Training Resource Package

identification, mapping, and many other formats. Icebreakers, energisers and introductory exercises on gender are in the *Training Resources on SSR and Gender*.

The exercises focus on either one or a number of SSR issues. Some focus on particular gender issues (such as recruitment of women or addressing gender-based violence). Others are on general SSR issues in which skills to integrate gender are needed (such as consultation or project planning). The exercises can therefore be used either in a:

- Gender and SSR training session, e.g., Police Reform & Gender, Parliamentary Oversight of the Security Sector & Gender; or
- SSR training session not explicitly focused on gender.

A sample outline of a gender and SSR session and a sample schedule for a two day gender and SSR training are included in the *Guide to Integrating Gender in SSR Training.*

The exercise formats are not designed to be prescriptive but to spark your creativity as a trainer. We encourage you to adapt them to meet your training objectives, audience, subject matter emphasis, available time and your own needs. You can use the *Gender and SSR Toolkit* to provide background information on a wide range of gender and SSR-related topics.

The exercises are not designed to be used "in order" or as a "module." Instead, the *Training Resource Package* is designed to provide you with a diverse set of exercises that you can combine and adapt to suit the particular needs of your training.

When selecting an exercise, keep in mind:

- What are your learning objectives? Which exercise best meets these objectives?
- Who are your trainees? How many are there? Is this exercise appropriate for their level of experience?
- Does this exercise fit your timeframe?
- How could you modify the exercise to better fit your learning objectives, trainees and available time?

The exercises are organised in three categories: (1) application-in-context, (2) conceptual and (3) topic-specific.

- *Application-in-context exercises* are designed to allow trainees to apply the principles of SSR and gender to their own real world organisations, or to real or simulated cases that are used as learning aids. In general, these exercises are best suited to audiences with broad policy-level responsibilities and experience; however, depending on the subject matter and training needs and objectives, any audience could benefit from participation in these exercise formats. From a pedagogical viewpoint they are probably the most effective exercises (fastest learning), as the primary goal of each exercise is to allow trainees to explore and internalise key concepts by applying them to their own contexts.

- *Conceptual exercises* focus on wider concepts and theories, aiming for a broad understanding of the key message being pursued. These exercises are best suited to audiences with detailed programme-level responsibilities and experience (in order to broaden their perspective), or those with more senior-level policy responsibilities.

- *Topic-specific exercises* focus on a particular key point which requires training. These types of exercises would be best suited to an audience that has a specific training need or is composed largely of trainees who are new to the concepts of gender and SSR.

The point of this *Training Resource Package* is to help you to improve your gender and SSR training while being creative with the materials presented. Used together with the *Gender and SSR Toolkit*, we hope that it will encourage you to include gender as a key aspect of all your SSR training.

Key messages

As a trainer, you must consider how best to provide essential content to your audience. Any training exercise will generally need to be preceded by a brief lecture conveying key points and ensuring that all in your audience share the required knowledge base. Refer to the sample session outlines in the *Guide to Integrating Gender in SSR Training.*

The following key messages are drawn from the *Civil Society Oversight of the Security Sector and Gender Tool.* In planning your session, consider selecting a few key messages and re-phrasing and shortening them to PowerPoint slides or some other form of learning aid.

These key messages are designed to help you formulate training content. They do not substitute for reading the companion tool itself. Each trainee must be encouraged to read the *Civil Society Oversight of the Security Sector and Gender Tool* and/or *Practice Note* before undergoing the training in question.

Civil society oversight

See: *Civil Society Oversight of the Security Sector and Gender Tool*, pages 1–3.

Civil society oversight of the security sector means that civil society organisations (CSOs) are actively involved in:
- defining security policies
- overseeing the structures and practices of security sector actors
- bringing a community-level and grassroots perspective to bear at all levels of security decision making
- increasing the local ownership and sustainability of security sector reform (SSR) processes

CSOs' main roles in oversight of the security sector are:
- provision of policy advice and technical expertise
- acting as a "watchdog"
- monitoring policy developments
- raising awareness
- making research and analysis findings available

Benefits of integrating gender into security sector oversight

See: *Civil Society Oversight of the Security Sector and Gender Tool,* page 3.

Gender-responsive security sector oversight recognises women as equal partners with men in deciding how to define and implement SSR. It paves the way for an inclusive, consultative process in which different ideas about what constitutes "security" can be voiced and implemented.

Gender issues, such as the prevention of gender-based violence (GBV) and increased female recruitment, should be on the agenda of security sector monitoring bodies.

- Security sector oversight that monitors how security and justice policies and institutions address GBV *can strengthen the provision of security and justice.*

See: *Civil Society Oversight of the Security Sector and Gender Tool,* page 4.

- Security sector oversight that holds security sector institutions accountable for having a non-discriminatory workplace, preventing GBV, and increasing the recruitment of women and other under-represented groups *can increase productivity and operational effectiveness*.

Both of the above are necessary for a state to comply with its obligations under international law to, amongst other things, prevent and punish violence against women and ensure equal employment opportunities for men and women.

Key messages

Benefits of including women's organisations in security sector oversight

Women's organisations should be included in security sector oversight bodies, such as civilian review boards, public complaints commissions, expert technical teams and independent monitoring groups.

Women's organisations can strengthen oversight through:
- Providing policy advice on improving transparency, accountability and responsiveness.
- Monitoring and evaluating the implementation of security sector policies and strategies.
- Providing capacity building for oversight bodies and security sector personnel on gender issues.
- Identifying security threats facing individuals and communities.
- Facilitating dialogue between local communities and security sector oversight bodies.
- Raising public awareness of how to hold security sector institutions accountable.

Including women's organisations in security oversight and SSR supports local ownership by ensuring that both men and women are engaged and have the opportunity to express their distinct needs, views and priorities. This—along with steps to ensure gender issues are addressed in oversight processes—makes security institutions more responsive, effective and legitimate in the eyes of the population.

Strategies for civil society organisations to integrate gender in oversight activities

Civil society organisations engaged in security sector oversight activities can integrate gender into their:

- **Research and data collection:** e.g., including gender issues in assessments of security sector institutions and policies; using sex-disaggregated data; conducting gender analysis of SSR processes; working with women and women's organisations.

- **Advocacy and awareness-raising:** e.g., public information and advocacy campaigns on security issues related to gender, and involving men in such campaigns; sensitising journalists to the gender dimensions of security and justice issues.

- **Own organisation**: e.g., by ensuring that their own internal policies and practices promote gender equality, and that they have in-house capacity on gender issues.

In post-conflict contexts

CSOs can contribute to the oversight of SSR and gender matters in:
- peace processes
- disarmament, demobilisation and reintegration processes
- transitional justice mechanisms (ad hoc criminal tribunals, truth and reconciliation commissions, and reparations programmes)
- peace operations
- reform and/or rebuilding of police and military forces, prisons and other security institutions.

CSOs can promote national and community-level debate to ensure that, as security sector actors are being reformed or rebuilt, gender issues are at the centre of the process.

CSOs can work through informal and traditional structures that enable women to assert influence over policymakers.

Key messages

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Key messages

Non-state actors may be significant providers of security and justice (e.g., traditional courts, local defence units and private security companies). CSOs that operate at the local level can have a significant role in overseeing their actions, including their particular impacts upon men and women.

GBV is known to be used as a method of warfare during conflict, and the number of cases is likely to rise in its aftermath. CSOs can monitor how security sector actors deal with GBV and whether they are perpetrators.

1 Brainstorm: civil society oversight of the security sector

Type of exercise:	Topic-specific
Audience:	Any
Time required:	About 30 minutes

Intended group size   Any

Supplies   Flipcharts and markers
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers   This is a warm-up exercise that helps the audience focus immediately on the value of civil society oversight. It is a fun exercise, open to a large variety of responses, and at this early stage only lightly touching on gender dimensions by splitting the group according to their sex and designating one flashcard to a gender-specific topic.

Some trainees might complain that the flashcards do not provide enough information to specify civil society oversight roles. If so, explain that very little information is intentionally given, since trainees' immediate reactions can be just as interesting as carefully considered reflections. You may need to emphasise that this exercise is a brainstorm, not a test, and trainees should not be shy about voicing initial views.

Learning objectives   After completing this exercise, trainees will be able to:
- Explain the link between democratic, accountable governance systems and civil society oversight
- Demonstrate the value of civil society oversight in SSR

Exercise instructions   The following phrases are put on large flashcards around the room:

"undemocratic government"; "human rights abuses"; "public money wasted"; "corruption"; "gender-based violence"; "excessive military expenditure"; "defence strategy based on inflated estimate of threats"; "repressive internal security measures"

Split your audience into a group of women and a group of men. It doesn't matter whether one group is larger than the other. Each group is given ten minutes to look at the phrases on the wall and brainstorm what role civil society oversight of the security sector could play in ameliorating the conditions. As many of the phrases could fit into a single scenario it is not absolutely necessary to discuss each phrase/situation separately, even though you could if you had the time. Instruct groups to consider as many opportunities for involvement/ oversight of civil society as possible. Each group will present their findings to the full group using an additional ten minutes each. Compare whether the group's male or female sex mattered in coming up with different responses. Discuss any significant differences you find.

Possible variations   Adapt the flashcard phrases to your training context. If you are short of time, you could cut down the number of phrases suggested and ask for a five-minute brainstorm only.

2 Civil society involvement in security sector oversight

Type of exercise:	Conceptual
Audience:	Any
Time required:	30 to 40 minutes

Intended group size Any

Supplies Flipcharts and markers
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers This is an "early-in-the-day" exercise that focuses right away on the thorny subject of constraints to effective civil society participation in security sector oversight. Therefore, this exercise presumes that a more basic discussion of what constitutes civil society and how it is involved in security sector oversight has already taken place.

During the discussion you must make sure that the various challenges are affirmed and "owned" by the trainees. There is a risk that, if they are not properly discussed, trainees become demoralised by the magnitude of the challenge or reply by providing simplistic solutions (e.g., challenge = tradition of secrecy, solution = become more outspoken). Stress that strategies to overcome challenges must be realistic and feasible.

Learning objectives After completing this exercise, trainees will be able to:
- Identify challenges to involving civil society organisations in security sector oversight and (if appropriate) locate their own experience within these challenges
- Identify possible strategies to overcome these challenges

Exercise instructions Prepare eight flipcharts and hang them around the room. On each of seven flipcharts note one of the challenges to civil society involvement in security sector oversight, as per the list on pages 2–3 of the *Civil Society Oversight of the Security Sector and Gender Tool:*

- Tradition of secrecy
- Prioritisation of national security concerns
- Lack of expertise and capacity amongst civil society organisations
- Lack of trust and/or transparency between civil society organisations and the security sector
- Lack of independence of civil society organisations
- Too little donor support for transparency and democratic accountability of the security sector
- Fragmented civil society

On the eighth flipchart write the word "other" so that additional challenges can be identified.

Form seven groups and assign one flipchart to each group. Ask each group to note down strategies to overcome the challenge. Allow ten minutes for this work. Then allow an additional fifteen minutes for all trainees to walk around the room and complement the notes on other flipcharts, including ideas for the eighth flipchart. Facilitate a full group discussion for the remainder of the time.

3 Brainstorm: fearing the involvement of women's organisations

Type of exercise:	Conceptual
Audience:	Any (ideally including representatives of both women's organisations and security institutions)
Time required:	25 to 30 minutes

Intended group size

Any group size (ideally split up into smaller groups of four to six trainees)

Supplies

Flipcharts and markers
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

This exercise tackles prejudice against a role for women's organisations in civil society oversight of the security sector. Be careful not to cause tension by openly addressing fears that might feel very real to some of your trainees. If tension arises, follow this exercise up with a teambuilding activity (see Exercise 5 in the *Training Resources on Security Sector Reform and Gender,* for example) or consider some of tips on how to deal with conflict in the *Guide to Integrating Gender in Security Sector Reform.* Do not use this exercise as the first or only exercise in your training.

Learning objectives

After completing this exercise, trainees will be able to:
• Identify and address some of the fears regarding collaboration between women's organisations and security sector institutions

Exercise instructions

Divide trainees into small groups (four to six trainees each) and give each group two sheets of flipchart paper and markers. Ask each group to take ten minutes to brainstorm fears that might hinder security institutions and women's organisations from collaborating with each other. Groups write the hesitations of the security institutions on one sheet, those of the women's organisations on the other. Then, put all flipcharts up around the room (security institution flipcharts on one side and women's organisation flipcharts on the other). In plenary, go through the lists. Ask in a ten minute plenary discussion what the consequences of these fears are and what needs to happen so they can be overcome.

Possible variations

If you think your trainees need more "protected space" before addressing the fears in plenary, continue work in small groups for an additional ten minutes to share initial reactions.

Exercise 4

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Oversight of the Security Sector and Gender**

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Democratic Control of
Armed Forces (DCAF)

4 Role play: women's organisation engages with police board

Type of exercise:	Conceptual
Audience:	Any (ideally including members of both women's organisations and a policing board to make this role play realistic)
Time required:	About 90 minutes

Intended group size

Any group size (to be split into groups of approximately six trainees)

Supplies

Companion *Civil Society Oversight of the Security Sector and Gender Tool* (Break-out rooms required)

Guidance to trainers

If you have time to do two exercises on the same topic, this exercise can follow *EXERCISE 3—Brainstorm: fearing the involvement of women's organisations.* If not, this can also be a stand-alone exercise.

Learning objectives

After completing this exercise, trainees will be able to:
• Identify hesitations/fears concerning collaboration between women's organisations and security institutions
• Identify ways in which collaboration with women's organisations can improve the provision of security

Exercise instructions

Split your trainees into groups of approximately six trainees each. Explain that the task at hand is to prepare a role play between a women's organisation and a policing board according to hypothetical material provided in the handout. Forty-five minutes will be given to prepare the role-play, thirty minutes to implementing it and fifteen minutes for the debriefing.

Each group will select two people to play the representatives of the women's organisation; all others will play policing board members. This means that, if you have three groups of six persons, for example, six representatives of a women's organisation will be presenting to twelve policing board members.

In the debriefing, uncover hesitations/fears on the part of the members of the policing board and what strategies/arguments the women's group representatives used in order to address them. Do not focus on "who won", as this doesn't matter in this instance. Instead, help the trainees to identify positive resources that the policing board members and the women's organisation displayed in their encounter.

Possible variations

If you have less time, you could prepare this exercise with four volunteers over a break. These volunteers would play the roles of a representative of a women's organisation and three policing board members in plenary (ten minutes), with other trainees as an audience. An ensuing fifteen minute discussion could focus on whether the role play speaks to trainees' own experiences and what, if anything, they have learned.

HANDOUT

Role play: women's organisation engages with police board

The Kimbalua Policing Board has begun a thematic enquiry into the topic of "Human Rights Violations, including Gender-Based Violence." In this context, the Policing Board has invited a local women's organisation, the Women's Forum for Human Rights (WFHR), to make a presentation to them.

The Policing Board is divided in its view on whether to engage with women's organisations at all. There is hesitation among the mostly male board members because some consider women's organisations as "too feminist" and "therefore not a reliable source of information." This would not be said out loud but the resistance to engage is evident. However, the Chair of the Policing Board sees advantage in the contact with women's organisations because he believes that, through them, the Board can better understand policing needs and issues in the community. He might even wish to establish a common reference group under the umbrella of the Kimbalua Policing Board Community Engagement Committee.

WFHR are keen to engage with the Policing Board and see this first contact as an opportunity to represent themselves and their work favourably with a view to continued collaboration. WFHR's flyer is attached.

Prepare the presentation to be made by the Director and Deputy Director of WFHR to the Committee. Select two people who will play these roles in plenary.

Also, prepare some of the questions and comments that the Policing Board might have. Those not playing the WFHR representatives will play members of the Kimbalua Policing Board.

Women's Forum for Human Rights

Legal form: Set up in 2000 as a non-profit, non-governmental organisation

Key values:
- Honesty
- Transparency
- Equality
- Justice

Mandate:
- Increase political awareness of human rights
- Monitor human rights violations
- Exert pressure on state authorities to ensure the protection of human rights
- Provide legal advocacy and support to victims of human rights violations

Activities and programmes:
- Research on human rights violations, including women's rights (issuing reports, newsletters, information materials)
- Legal counselling clinics for women in need
- Human rights training programmes for women's groups and other NGOs
- Human rights training for the media
- Educational programmes on protection of human rights within schools

5 Applying recommendations on gender-responsive oversight

Type of exercise:	Application-in-context
Audience:	Staff of civil society organisations
Time required:	About 70 minutes

Intended group size

Any group size if broken down into smaller groups of four to six trainees. Can be modified for large group format. A group of twenty trainees would be ideal; thirty trainees could be accommodated at maximum.

Supplies

Flipchart and markers
Trainees' handouts
(Break-out rooms required)
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

This exercise is an excellent discussion starter, as it challenges trainees to consider the key recommendations from the *Civil Society Oversight of the Security Sector and Gender Tool* in the context of their own CSO. Before you start the exercise, ensure that trainees understand the key recommendations. If your trainee group is quite familiar with the content of the tool, quickly check their understanding of each key recommendation. Otherwise, explain each recommendation by giving an example for each or showing their significance in another way that is meaningful to your trainees. During the exercise, gaps in trainees' understanding of the recommendations may be discovered, which would need further follow-up during the ensuing training event.

This exercise works less well should you train with a very mixed group of trainees (e.g., just one representative per CSO). In such a case, and if you are a small group, each person can work individually.

Learning objectives

After completing this exercise, trainees will be able to:
- Demonstrate understanding of key recommendations regarding civil society oversight and gender
- Recognise benefits and challenges of the key recommendations as applied to their own organisations
- Recognise benefits and challenges that reflect an understanding of the core rationales underlying the integration of gender into civil society oversight

Exercise instructions

Provide all trainees with the attached handout, which includes the "Key recommendations" from page 21 of the *Civil Society Oversight of the Security Sector and Gender Tool.* In small groups, split up according to organisational affiliation, trainees then discuss each recommendation as applied in their own organisation.

Each group will first determine whether the recommendation can be turned into an objective for its organisation (i.e., "is it indeed appropriate?"). Secondly, the group will decide whether the objective would be achievable (i.e., "what are the odds of getting it implemented in our organisation?"). Groups will then discuss the benefits and challenges of implementing the recommendation.

Ask each group to designate a facilitator to lead group discussions and a rapporteur to record the group findings on the attached handout. Allow forty-five minutes for filling out the handout.

Debrief using a peer group review, since trainees might feel uncomfortable exposing the challenges their organisation faces in a full plenary (fifteen minutes). A peer group review consists of pairing up different groups, each debriefing challenges and benefits to each other rather than to the whole plenary. Use ten minutes at the end to have each group list their most important challenge and, if possible, one step toward overcoming this challenge.

Exercise 5

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

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Democratic Control of
Armed Forces (DCAF)

Applying recommendations on gender-responsive oversight

Possible variations

To modify for a large group format, ask all trainees to work independently and produce individual findings on the attached handout. In this case, determine the range and spread of the full group's findings on each item by a show of hands or other tallying method. Facilitate a discussion on the three most difficult challenges; find out why they were the most difficult challenges and focus on some ideas for how to overcome them.

HANDOUT

Applying recommendations on gender-responsive oversight

The *Civil Society Oversight of the Security Sector and Gender Tool* presents the following key recommendations for civil society organisations:

1. **Be a security sector expert:** Make sure that you understand the local, national and regional security needs and priorities of diverse groups of men, women, girls and boys. Develop your expertise in national security sector policies, structures and programming, including the language that is spoken among security actors.

2. **Join or collaborate with local, national or regional security sector monitoring bodies:** Civil society organisations, including women's organisations, can advocate for inclusion in security sector monitoring bodies, and can help place gender issues on the agenda.

3. **Collaborate with women's organisations:** Civil society organisations can strengthen gender-responsive oversight of the security sector through partnering with local, national and international women's organisations.

4. **Advocate for gender-responsive security policies and programming:** Civil society organisations can take an active role—through advocacy campaigns or lobbying—in demanding policies and practices that increase women's participation in all ranks and positions; in strengthening gender mainstreaming and in reducing gender-based violence.

5. **Raise public awareness on gender and security sector issues:** Public awareness campaigns, including working with the media, can focus on topics such as combating gender stereotypes and encouraging the recruitment of female security sector personnel; access to justice; or GBV reporting mechanisms.

6. **Conduct a gender audit of a security sector organisation or SSR process:** Civil society organisations can hold security sector institutions responsible for integrating gender issues by conducting audits or assessments.

7. **Document violence against women, men, boys and girls:** Civil society organisations can play a crucial role in security sector oversight through research on gender-based violence and documenting GBV by security sector personnel, which can then be used for awareness-raising and advocacy activities.

8. **Monitor security and defence budgets:** Implementing gender budget analysis of security and defence reform budgets, expenditures and procurement at the national or institutional level can strengthen transparency and accountability.

9. **Create CSO networks:** Formal collaboration with other civil society organisations, including women's organisations, can create a shared platform on security sector oversight issues and strengthen awareness-raising and advocacy initiatives.

10. **Build and strengthen collaboration between civil society organisations and security sector institutions:** Convene women and men who show an interest in working on gender issues from the armed forces, police and other security sector institutions as well as civil society organisations. Create a common agenda and strategies to ensure a more robust approach to integrating gender issues. Provide gender training for security sector personnel.

11. **Integrate gender issues:** Civil society organisations can increase their capacity for gender-responsive oversight and create a non-discriminatory workplace by implementing internal gender training, adopting sexual harassment policies or codes of conduct, and taking measures to ensure a gender balance of staff.

HANDOUT

Applying recommendations on gender-responsive oversight

Group members:

Organisation name:

Date:

Instructions

Consider each *Civil Society Oversight and Gender* key recommendation in the context of your own organisation.

If an item is an appropriate objective in your context, mark the corresponding checkmark.

If an item is an achievable objective in your context, mark the corresponding checkmark.

On a scale of 1–5, assess current level of implementation on each item in context (1 = Objective is both appropriate and achievable, but no decisive action has yet been taken; 5 = Objective has been completely and successfully implemented). Circle the corresponding number for each item.

In the space provided, identify potential benefits and challenges each item would produce if implemented.

HANDOUT

Applying recommendations on gender-responsive oversight

1. Be a security expert:

☐ Appropriate

☐ Achievable

Current level of implementation:

1   2   3   4   5

Benefits

Challenges

2. Join or collaborate with local, national or regional security sector monitoring bodies:

☐ Appropriate

☐ Achievable

Current level of implementation:

1   2   3   4   5

Benefits

Challenges

3. Collaborate with women's organisations:

☐ Appropriate

☐ Achievable

Current level of implementation:

1   2   3   4   5

Benefits

Challenges

HANDOUT

Applying recommendations on gender-responsive oversight

4. Advocate for gender-responsive security policies and programming:	Benefits
☐ Appropriate	
☐ Achievable	Challenges
Current level of implementation:	
1 2 3 4 5	
5. Raise public awareness on gender and security sector issues:	Benefits
☐ Appropriate	
☐ Achievable	Challenges
Current level of implementation:	
1 2 3 4 5	
6. Conduct a gender audit of a security sector organisation or SSR process:	Benefits
☐ Appropriate	
☐ Achievable	Challenges
Current level of implementation:	
1 2 3 4 5	

HANDOUT

Applying recommendations on gender-responsive oversight

7. Document violence against women, men, boys, and girls: ☐ Appropriate ☐ Achievable Current level of implementation: 1 2 3 4 5	Benefits Challenges
8. Monitor security and defence budgets: ☐ Appropriate ☐ Achievable Current level of implementation: 1 2 3 4 5	Benefits Challenges
9. Create CSO networks: ☐ Appropriate ☐ Achievable Current level of implementation: 1 2 3 4 5	Benefits Challenges

Exercise 5

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

HANDOUT	**Applying recommendations on gender-responsive oversight**

10. Build and strengthen collaboration between civil society organisations and security sector institutions:

☐ Appropriate

☐ Achievable

Current level of implementation:

1   2   3   4   5

Benefits

Challenges

11. Integrate gender issues into organisational functioning:

☐ Appropriate

☐ Achievable

Current level of implementation:

1   2   3   4   5

Benefits

Challenges

6 SWOT analysis: integrating gender into your CSO

Type of exercise:	Application-in-context
Audience:	CSO policy and programme staff (from one or several organisations).
Time required:	About 90 minutes

Intended group size

Any group size to a maximum of twenty-four, if broken down by organisation into groups of four to six trainees.

Supplies

Flipcharts and markers
Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*
(Break-out rooms required)

Guidance to trainers

A Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis is a tool to help trainees identify the internal strengths and weaknesses of their organisation in relation to the opportunities and threats presented by the external environment. It is thus a strategic planning tool and can easily be used to pursue a particular subject area, such as, in this case, "how can gender be integrated into civil society organisations."

SWOT analyses are most useful for policy-oriented audiences and can be a good activity to lead into the development of action plans for specific organisational objectives. This exercise is focused on the analysis alone but you could follow on using the format described in *EXERCISE 7—Action plan: making your organisation more gender-responsive.*

This exercise should not be done with more than four groups, as too many SWOT analyses could become overwhelming.

Learning objectives

After completing this exercise, trainees will be able to:
*   Produce a balanced assessment of forces helping and limiting the integration of gender into civil society organisations
*   Identify potential inter-organisation collaborations that may address internal organisational weaknesses regarding the integration of gender into civil society organisations

Exercise instructions

The policy goal upon which this exercise is based is "Integrating gender into a CSO", ideally into each trainee's own CSO.

Provide the attached handout to trainees. Explain, if necessary, what a SWOT analysis is. For example, explain that identified strengths and weaknesses relate to the internal environment of a particular CSO; opportunities and threats, on the other hand, relate to the external environment. Give an example for each category, e.g., "years of research on the topic of gender integration" could be a strength, but "a lack of family-friendly facilities" could be a weakness. Similarly, an opportunity could be "a surge of gender specialists/graduates from the university's new gender relations programme", but "few financial resources to pursue gender projects and gender mainstreaming programmes" could be a threat.

In small groups composed of trainees from the same organisation, trainees conduct a SWOT analysis for integrating gender into their own organisation. Ask each group to designate a group facilitator to lead group discussions and a rapporteur to record the group findings on the attached handout. If there is only one representative per organisation s/he will work alone.

Facilitate a full group discussion to explore the findings of each group and any implications. Rapporteurs' presentations will focus on capitalising on strengths, overcoming weaknesses, exploiting opportunities and mitigating threats. In your final conclusions compare and contrast each group's SWOT findings to explore potential overlaps and determine if different organisations can help to address each other's limiting forces.

SWOT analysis: integrating gender into your CSO

Exercise instructions

Allow forty-five minutes for group work, twenty minutes for presentations of the groups' work and twenty-five minutes for discussion and conclusions.

Key points to keep in mind include:

Skewed internal forces: Be aware of the potential for trainees to minimise or overlook the weaknesses (internal limiting forces) within their own organisations. It is important for trainees to recognise and acknowledge the concrete obstacles to any change process. Encourage trainees to identify organisational weaknesses in the specific context of "integrating gender into your CSO." Alternatively, trainees may focus too much on weaknesses while neglecting strengths, suggesting a feeling of hopelessness for the prospects of successful change. In this case, it is important to help trainees identify potential strengths, especially those that may be contributed by other organisations.

Difficulty with identifying external forces: While the goal of "Integrating gender into your CSO" is likely to be more influenced by internal rather than external forces, it is important to watch out that trainees do not believe their organisation can act in a vacuum. Challenge trainees to consider to what extent larger trends in the environment do influence the ease with which gender integration can take place in their CSO. Does the viewpoint of donors make a difference? Are cultural and social norms a factor?

Difficulty with identifying enough items on the list: Implicit in this exercise is the mandate for trainees to consider whether the goal can be achieved well, not just whether it can be achieved at all. Challenge trainees to generate as many helpful and limiting factors as possible, even if they are contradictory to each other.

Possible variations

Women's organisations might feel that the policy goal of integrating gender does not warrant a SWOT analysis for them. In such a case, you might discuss with the organisations the extent to which they would still benefit from this exercise and/or do the exercise with a different policy goal.

The SWOT analysis exercise format can be used to analyse any specific objective or policy option in any specific context, in order to reinforce learning through application-in-context and to explore potential areas of collaboration between trainees' organisations. Potential objectives to be analysed in-context (sub-topics of the larger topic above) include:

*   *Developing a gender-responsive research and data collection capacity in my CSO* (page 7 of the *Civil Society Oversight of the Security Sector and Gender Tool*)

*   *Establishing an advocacy function within my CSO to pursue gender issues* (pages 9–11 of the *Civil Society Oversight of the Security Sector and Gender Tool*)

*   *Working with the media on gender issues* (pages 12–13 of the *Civil Society Oversight of the Security Sector and Gender Tool*)

*   *Developing and delivering gender training for security sector personnel* (pages 12–14 of the *Civil Society Oversight of the Security Sector and Gender Tool*)

HANDOUT

SWOT analysis: integrating gender into your CSO

Exercise instructions

Your CSO is assessing to what extent gender concerns are integrated into its structure and activities and how it can improve in this regard. You will work with colleagues from your organisation or, if you are the only trainee from your organisation, alone.

On the attached chart, identify *helpful* forces (capacities/resources/leadership, etc.) *internal* to the organisation as <u>strengths</u>; identify *limiting* forces internal to the organisation as <u>weaknesses</u>; identify *helpful* forces (local trends/stakeholder interest/ public opinion, etc.) *external* to the organisation as <u>opportunities</u>; identify *limiting* forces *external* to the organisation as <u>threats</u>.

Discuss your findings by determining:
*   How can we use each strength to pursue the policy goal of integrating gender into our organisation?
*   How can we work to eliminate each weakness?
*   How can we exploit each opportunity?
*   How can we mitigate each threat?

You might wish to allocate time as follows:

*   Five minutes organisational deliberations (election of rapporteur, group facilitator, etc.)
*   Thirty minutes group work
*   Ten minutes writing conclusions on worksheet

Each rapporteur will present the group's conclusions to the plenary in five minutes.

HANDOUT

SWOT analysis: integrating gender into your CSO

	HELPFUL FORCES to integrating gender into my CSO	**LIMITING FORCES** to integrating gender into my CSO
INTERNAL (features of the organisation)	**S**trengths	**W**eaknesses
EXTERNAL (features of the environment)	**O**ppourtunities	**T**hreats

Exercise 7

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

7 Action plan: making your CSO more gender-responsive

Type of exercise:	Application-in-context
Audience:	Policy and programme staff of CSOs
Time required:	About 90 minutes

Intended group size

Any group size if broken down into smaller groups (four to six trainees) and split up according to organisational affiliation

Supplies

Flipcharts and markers
Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*
(Break-out rooms required)

Guidance to trainers

The development of an action plan is a good open-ended exercise for any audience and can be used to explore policy and implementation issues related to civil society oversight of the security sector and gender. Action plans produced by policy staff will be more broad-based, likely referencing types of actions and actors; whereas action plans produced by programme-level staff will be more specific, likely referencing detailed actions and actors by name.

This exercise follows on well from *EXERCISE 5—Applying recommendations on gender-responsive oversight for CSOs* or *EXERCISE 6—SWOT analysis: integrating gender into your CSO.* If the exercises are paired, trainees can develop more complex and realistic action plans by building upon the findings of the prior application-in-context exercise.

Material on pages 16–17 of the *Civil Society Oversight of the Security Sector and Gender Tool* can be presented or provided as background.

Learning objectives

After completing this exercise, trainees will be able to:
• Develop context-appropriate strategies for integrating gender into their organisation

Exercise instructions

Split trainees into groups of four to six people, grouping trainees from the same organisation together. Instruct each group to develop an objective related to "making your organisation more gender-responsive" that would be appropriate and achievable in their context (depending on your audience, goals could include human resource issues, research, gender training, conducting a gender audit, etc.). In their groups, trainees will develop simple action plans addressing "what" will be done, "who" is responsible for it and "when" it will happen.

The groups will have forty-five minutes to fill out the handout. If you have less time available, you can still work with the handout but be aware that the plans will be less comprehensive. In the debriefing that follows (in an additional thirty minutes) have each group present their most feasible set of tasks (carried out by whom and when in support of a strategy to achieve a goal) to the plenary. Provide lots of positive encouragement. If culturally appropriate, distribute small prizes for "winning" action plans.

If it is feasible in your training context to treat this as a "real life" activity, you might ask all participants to sign the action plan they worked on as a sign of commitment to implement it.

In your debriefing, keep the following possibilities in mind:

Unrealistic timelines: Reform takes a great deal of time and effort. If trainees produce action plans with timelines that greatly underestimate the amount of time it will take to accomplish the specified tasks, this could indicate a need for greater understanding of the context in which organisational development has to take place. It is in this instance that a

Action plan: making your CSO more gender-responsive

Exercise instructions

previous SWOT analysis (see *EXERCISE 6—SWOT analysis: integrating gender into your CSO*) would be invaluable. If you yourself are unsure how to assess timelines, consider working with a resource person familiar with the context in question.

Failure to consider stakeholders and context: No plan is implemented in a vacuum. As such, well-developed action plans should demonstrate in-depth consideration of relevant stakeholders and other helpful and limiting factors. In particular, since the action plan must focus on a gender objective, watch out for an indication that stakeholders must include women employees, gender units of donor agencies, women on oversight boards, etc.

If trainees seem to be basing their plans on policy goals in isolation of contextual factors, it may be necessary to facilitate brainstorming on these issues or refer back to a SWOT analysis (see exercise 6) to help trainees consider contextual issues in their plans.

Lack of detail: Attempt to explore the level of detail evident in the action plans. If specified tasks appear overly broad, work with trainees to break them down into realistic components. If trainees are unable to develop sufficiently detailed strategies and tasks to accomplish their goals, this may suggest lack of familiarity with cross-cutting gender and security sector reform strategies. Consider reviewing relevant parts of the *Civil Society Oversight and Gender Tool* with trainees.

Possible variations

Women's organisations might feel that the policy goal of integrating gender does not warrant an action plan for them. In such a case, you might discuss with the organisations to what extent they would still benefit from this exercise and/or do the exercise with a different policy goal.

Other topics that would lend themselves to action planning include:

- *Advocacy and awareness-raising on gender issues* (use pages 9–10, section 4.5 as reference material)
- *Working with the media on gender issues* (use pages 11–12, section 4.6 as reference material)

Exercise 7

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

HANDOUT

Action plan: making your CSO more gender-responsive

Exercise instructions

You are working in groups, split up according to the organisation to which you belong. Choose a group facilitator and a rapporteur. The group facilitator is responsible for guiding the discussion, the rapporteur for writing down key points in the attached table and reporting back to the plenary.

Choose a goal related to "making your organisation more gender-responsive." If you need help with choosing a goal, do not hesitate to check back with your trainer.

Your action plan will address "what" will be done (strategies and tasks), "who" is responsible for it, and "when" it will happen. Limit the strategies to a maximum of three, in order to ensure your action plan doesn't get too complex. Consider issues such as the current level of achievement of the stated goal, relative priorities and appropriateness amongst the strategies for achieving the goal, helpful and limiting forces broadly as well as specific internal and external forces, and relevant stakeholders.

HANDOUT

Action plan: making your CSO more gender-responsive

GOAL	STRATEGIES (How?) (list a maximum of three strategies)	TASKS (What?)	RESPONSIBILITY (Who?)	TIMELINE (When?)

8 Role play: engaging with the media

Type of exercise:	Topical
Audience:	Any
Time required:	About 70 minutes

Intended group size
Between eight and twenty-four

Supplies
Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*
(Break-out rooms required)

Guidance to trainers
This exercise focuses on skills building regarding media contact, as the media itself plays an important role in oversight of the security sector. Use "Working with the media" on pages 11–12 of the *Civil Society Oversight of the Security Sector and Gender Tool* as a reference.

Depending on the audience's level of experience, more or less time can be spent on this exercise. However, even seasoned communication specialists within civil society organisations can learn from a role play or share tips and tricks. This exercise benefits from a loose format and allows for laughter and light-heartedness as roles are played out.

Learning objectives
After completing this exercise, trainees will be able to:
- Identify and formulate key messages as regards gender and security in an encounter with the media
- Apply communication skills

Exercise instructions
Split trainees into four groups. Provide trainees with the attached handout.

The goal of the group work is to prepare a role play: an interview of a women's civil society representative by a reporter, which will be carried out in plenary. Group members prepare key messages or interview questions for both roles and practice the role play. Early in their deliberations, group members must select the two people from within their group who will perform the role play in plenary, as either the women's civil society representative or the reporter.

There will thus be four role plays performed in plenary. Afterwards, request that the audience comment on the credibility of the role plays, particular challenges, and any other insights they have gained from observing the performers.

Allow:
- Twenty minutes for the group work
- Ten minutes for each role play (a total of forty minutes)
- Ten minutes to debrief, with comments from the audience.

HANDOUT

Role play: engaging with the media

You are working in a small group. Select two people from your group who will do a role play in front of the plenary, for which you now prepare. Two roles are to be prepared and practiced: (1) representative of a women's organisation and (2) a reporter. The following background information is available:

Joli Virago

Joli Virago is the director of a women's organisation in Zgyblyn. Her organisation, "Women Working for Women" assists victims of human trafficking in Zgyblyn, providing shelter, legal assistance and assistance with repatriation. Volunteers work at border crossings, offering their services when trafficking victims are identified by border police. "Women Working for Women" has been collecting data on the frequency and nature of human trafficking in Zgyblyn for the last five years, based on their own observations and information received from trafficking victims.

"Women Working for Women" have recorded many accounts of trafficked women suffering abuse at the hands of border police, including being told they would be allowed to return home if they performed sexual services. They also have evidence that high-ranking border officials are collecting bribes to permit trafficking to occur.

A parliamentary committee has been tasked to consider the problem of human trafficking in Zgyblyn, and "Women Working for Women" want to bring their data and testimony to the attention of the committee. However, they have been told that there will be no public hearings. Joli Virago hopes to generate media interest that will put pressure on the parliamentary committee to involve them in their investigation. She has been sent a copy of a *Civil Society Oversight of the Security Sector and Gender Tool*, which contains some tips on how to engage with the media (see Box 6 on page 12). Joli Virago calls a reporter from a highly respected state-wide newspaper.

The Reporter

The reporter:
• is interested in accurate and verifiable information
• wants a story with context and depth
• could be persuaded to write an editorial piece, not just a news story, but needs a specific angle
• is keen to hear some constructive proposals
• works with tight deadlines

You have twenty minutes to prepare the two roles. As Joli Virago, focus on what your key messages might be, what you hope to achieve, and what follow up is envisaged. As the reporter (and with the benefit of knowing the story Ms Virago will tell you) prepare a few pertinent interview questions and envisage some challenges, such as verification of information, deadlines, etc. You will later be given ten minutes to do your role play.

9 Argument-phrase development

Type of exercise:	Application-in context
Audience:	Policy staff
Time required:	50 to 60 minutes

Intended group size

Any group size, if broken down into smaller groups (four to six trainees)

Supplies

Flipcharts and markers
Trainees' handouts
Index cards
Companion *Civil Society Oversight of the Security Sector and Gender Tool*
(Break-out rooms required)

Guidance to trainers

This exercise requires knowledge and understanding of the principles outlined in the *Civil Society Oversight of the Security Sector and Gender Tool* and is an excellent overview activity for any audience on the "whys" and "hows" of gender-responsive civil society oversight. Trainees are prompted to consider the content of the entire tool from the perspectives of relevant stakeholders and develop targeted, persuasive argument-phrases.

The key to this exercise is that trainees are not allowed to rely upon long and complex arguments. By forcing them to develop concise messages, this exercise can help identify the most important and persuasive benefits of gender-responsive civil society oversight of the security sector.

Learning objectives

After completing this exercise, trainees will be able to:
• make audience-specific arguments on why gender should be integrated into civil society oversight of the security sector

Exercise instructions

Provide all trainees with the attached handout (in four copies, to provide one for each target audience) and several index cards. In small groups, trainees develop concise arguments for specific target audiences. If appropriate, considering the number of groups, you may split the workload between groups by assigning a different target audience to each group.

Ask each group to designate a facilitator to lead group discussions and a rapporteur to fill out the attached worksheet and write the argument-phrases on index cards.

Explain that an argument-phrase is a short statement (twenty words or less) that is specifically targeted at a defined audience to persuade them on a specific issue. If someone from the target audience reads/hears the statement, without any additional information, they should be able to understand "what" they are supposed to do, and "why" they should do it. This does not mean that they have to understand EVERYTHING about the issue; they just have to know why they specifically should do "it" (whatever "it" is). If necessary, provide a few examples of effective and ineffective targeted argument-phrases before beginning the exercise.

Group work lasts thirty minutes, with the remaining time available for evaluating the index cards.

During the evaluation period do the following:
• Ask each group to put a short (and funny!) name for their team on the back of their index cards.
• Collect all the cards and shuffle them.
• Distribute an equal number of cards back to each team.
• Ask team members to collaboratively review each card and select the catchiest argument phrase, using whatever criteria they want. Announce a five minute time limit.
• Ask each team to read out the argument-phrases, reserving the last spot for the one they rated the best.

Exercise 9

**Training Resources on Civil Society
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Argument-phrase development

Exercise instructions

- After having heard all argument-phrases, invite a quick round of comments on similarities and differences of argument-phrases and their selection criteria for winning phrases.
- Finally, ask each team to re-read the winning phrase and invite a round of applause to the winning teams (as identified by the name on the back of the card).

Time could be allotted as follows:
- Organisational deliberations (five minutes)
- Group discussion, filling out worksheets and index cards (twenty-five minutes)
- Evaluating the argument-phrases (twenty minutes)

Possible variations

The argument-phrase, or advocacy messages, exercise format can be applied to any subject within the *Civil Society Oversight of the Security Sector and Gender Tool*. Potential subjects upon which to focus could include:

- *Develop argument-phrases regarding respect for human rights, recruitment, retention and advancement of women in security sector institutions, gender training etc.*
- *Develop argument-phrases regarding participatory and effective CSOs* (page 3 *Civil Society Oversight of the Security Sector and Gender Practice Note*)

For possible methodological variations, see Exercise 7 in the *Training Resources on Defence Reform and Gender.*

HANDOUT

Argument-phrase development

Exercise instructions

You are about to embark upon a series of meetings with important officials/leaders from:

1. security services
2. the parliament
3. security sector monitoring bodies
4. the media

Unfortunately, due to their busy schedules, you have been allotted only five minutes with each audience.

In order to maximise the impact of these short meetings, you have decided to prepare your pitch by analysing "what's in it for them", and developing short, targeted and memorable argument-phrases for each audience.

For each audience, using the attached worksheet and working as quickly as possible, consider which aspects of gender-responsive civil society oversight are most relevant and most likely to be of interest—that is, "what's in it for them?" Develop a short argument-phrase that conveys the goal you are advocating and the key benefit your target audience would receive from it. Write these argument-phrases on index cards.

Your argument-phrases should be twenty words or less—the more memorable, the better!

HANDOUT

Argument-phrase development

Audience	Gender-responsive civil society oversight of the security sector: What's in it for them?
Security Services	
Parliament	
Monitoring bodies	
Media	

Exercise 10

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

10 Designing gender training for a security sector monitoring body

Type of exercise:	Application-in context
Audience:	Policy staff of CSOs
Time required:	About 45 minutes

Intended group size

Any (this exercise can be done individually or in small groups)

Supplies

Flipcharts and markers
Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

Official security sector oversight bodies—such as civilian review boards, public complaints commissions, prison inspectorates and ombudspersons—are a crucial entry point for ensuring that gender issues are addressed in oversight, and that women and women's organisations are participating. There can be a tendency to overlook gender issues in monitoring of the security sector or not to perceive them as relevant to security issues. One way that CSOs can address this is to provide gender training to participants in security sector monitoring bodies, to enable them to identify opportunities for integrating gender, and provide them with practical skills for doing so. (Refer to pages 6–7 and 12–14 of the *Civil Society Oversight of the Security Sector and Gender Tool.*)

This exercise encourages trainees to identify training needs in the security sector monitoring bodies they themselves monitor and/or participate in and formulate training content that their CSO might develop and deliver. As this exercise presumes good knowledge of the content of the companion tool, it should not be the first exercise to engage your audience in. Given that most trainees will not be professional educators, it is less important that trainees suggest a suitable method and length of training than that they propose useful key points.

Learning objectives

After completing this exercise, trainees will be able to:
*   Demonstrate understanding of how a security sector monitoring body can integrate gender into its monitoring activities
*   Demonstrate knowledge of possible content of gender training for a security sector monitoring body
*   Formulate goals for such a training
*   Design a brief outline of such a training

Exercise instructions

In this exercise, trainees identify an official security sector oversight body in their context and formulate gender training content for them. Provide each trainee with the attached handout. If you are working with a small group, let each trainee work on this exercise individually. If the audience is large, split the group into smaller subgroups. Individual/group work lasts thirty minutes. Take fifteen minutes to collect all ideas for the training on a large flipchart and discuss.they rated the best.

Possible variations

You can modify this exercise by assigning a particular security sector oversight body for all groups to work on. This is likely to gain more depth, but is advisable only if most of the trainees actually have relationships with the oversight body in question.

Geneva Centre for the Democratic Control of Armed Forces (DCAF)

HANDOUT

Designing gender training for a security sector monitoring body

Overall goal	Topic	Key points to make	Proposed method training	Length

11 Using a gender audit to develop policy proposals

Type of exercise:	Application-in context
Audience:	Policy and programme staff of CSOs
Time required:	About 80 minutes

Intended group size

Any (ideally broken down into groups of four to six trainees)

Supplies

Flipcharts and markers
Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

Civil society organisations may be asked to conduct gender audits of security sector institutions. This exercise aims to train the audience to consider specific findings from an audit and make use of these findings in policy terms. The chosen context is the United Kingdom prison service but the exercise does not require specialised knowledge of prisons. The point is to sensitise trainees to gender-specific issues in a particular context and to allow them to formulate policy proposals on these issues.

Learning objectives

After completing this exercise, trainees will be able to:
- Describe some gender issues within the management of women's prisons in the United Kingdom
- Translate findings from a gender audit to policy proposals

Exercise instructions

Begin, if necessary, by explaining what a gender audit is, using pages 8–9 of the *Civil Society Oversight of the Security Sector and Gender Tool* as background. You can find additional background information on gender audits in the *Security Sector Reform Assessment, Monitoring and Evaluation and Gender Tool* pages 13–17.

Split trainees into four groups. Provide each group with the attached hand-outs.

- Group work will last thirty minutes.
- Presentations will last forty minutes (ten minutes per group).
- Conclude the discussion by summarising and highlighting policy issues in an additional ten minutes.

You might wish to consult the trainer's cheat sheet for policy ideas. This sheet could be shared with trainees at the conclusion of the exercise.

If you have time, in the final discussion pose questions on how a civil society organisation might take its policy proposals on prison reform forward.

HANDOUT

Using a gender audit to develop policy proposals

Exercise instructions

Imagine that you are a representative of an independent CSO that recently conducted a gender audit of a prison in your country.

Look at the table on the following page. The first and second columns are excerpts of your audit on managing order in women's prisons. The first column describes issues in managing order in women's prisons. The second column contains the policies currently in place.

The third column is for you to fill out: attempt to turn your audit findings into policy proposals that you will present to the monitoring body responsible for prison oversight.

Select a rapporteur and group facilitator. The group facilitator is responsible for organising the group discussion, keeping track of time and ensuring the participation of all group members. The rapporteur takes notes and presents results to the plenary.

Exercise 11

**Training Resources on Civil Society
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HANDOUT

Using a gender audit to develop policy proposals

MANAGING ORDER IN WOMEN'S PRISONS: PROMOTING PRO-SOCIAL BEHAVIOUR, MANAGING CONFLICT, ADJUDICATIONS, SEGREGATION

Audit Findings *		Policy proposals
Issues	**Policies**	
Tension and violence is likely to occur because of slightly different reasons among women prisoners than among men. Disputes that potentially lead to violence are often around drug issues, but catalysts often include rumour spreading and accusing peers of theft or other unwanted behaviour, and arguments about personal relationships.	Order in women's prisons is managed in an informed way with preventative actions taken to promote pro-social behaviour wherever possible:	
Women sometimes form intense emotional relationships with other women in prison, which can be difficult to manage for them, their peers and staff.	• Prisoners on induction are advised how best they can live co-operatively with others within the prison community.	
Women can become particularly anxious when required to break from personal relationships, i.e., when transferring.		
Bullying by women presents differently to bullying by men. Although violence may form part of the bullying it is more likely to be subtler. Verbal aggression, withdrawal of emotional support, exclusion from activities and conversations and exploitation of weaker women sometimes occurs.	• Staff understand how to promote positive relationships and recognise and manage bullying and other damaging and violent behaviour by women prisoners.	
Re-victimisation of women can occur when experiences of outside abuse are echoed in prison.	• There is a sensitive, appropriate, lawful and enforceable decency policy in place.	

Exercise 11

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

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HANDOUT

Using a gender audit to develop policy proposals

	Audit Findings *		
MANAGING ORDER IN WOMEN'S PRISONS: PROMOTING PRO-SOCIAL BEHAVIOUR, MANAGING CONFLICT, ADJUDICATIONS, SEGREGATION	**Issues**	**Policies**	**Policy proposals**
	Women prisoners are charged with offences against discipline at significantly higher rates than men.	• Staff understand how to promote pro-social behaviour and manage conflict among women prisoners.	
	It is unclear why this is. It is not true that women generally behave more anti-socially than men—indeed women prisoners are usually very supportive of their peers. It may be that staff in women's prisons are less likely to use informal rather than formal ways of managing anti-social behaviour. It may be that staff in male prisons tolerate a higher level of "minor" anti-social behaviour.		
	It has also been suggested that women prisoners are less likely to obey instructions instantly as they have a much greater need than men to receive reasons and reassurances for decisions made. This could lead to conflict if a decision is unexpected or there is not time to explain.		
	Women with mental health problems are more likely to demonstrate behaviours that may lead to disciplinary action. Women with evidence of anti social or other personality disorders are three times more likely to be punished with cellular confinement.		
	Women with drug and alcohol problems are also frequently charged with disciplinary offences.		

HANDOUT

Using a gender audit to develop policy proposals

MANAGING ORDER IN WOMEN'S PRISONS: PROMOTING PRO-SOCIAL BEHAVIOUR, MANAGING CONFLICT, ADJUDICATIONS, SEGREGATION

Audit Findings *		Policy proposals
Issues	Policies	
Women who have attempted to commit suicide in recent years have been more likely to be located in segregation/care and support units than on "normal" location. These have often been women de-toxing from drugs and/or have mental health problems. Women segregated from their peers on "normal location" also account for a disproportionate number of self-inflicted deaths.	• Segregated women including women placed on "Constant Observations" are provided with an appropriate and individualised regime. • A women prisoner, who has mental health problems, is at risk of self-harm, or has other vulnerabilities, is only segregated if no other option at that time to keep her, or others, safe exists. • Women are not segregated while undergoing detoxification except in exceptional circumstances and with additional safeguards put into place.	

TRAINER'S CHEAT SHEET

Managing order in women's prisons

- Prisoners on induction should be advised of how to best they can live cooperatively with others within the prison community, in terms of looking after their belongings, their environment and their personal care; what may constitute bullying; and how to be sensitive to other people's needs and differences. Note: Tensions can arise over cultural differences in speech and behaviour.

- The prison should have a violence reduction strategy that addresses the different ways tension and conflict arise within the women's population. This should include tools to promote pro-social behaviour and prevent anti-social behaviour, such as mediation techniques. Response to incidents should be consistent and aimed at de-escalating conflict.

- Staff and managers should be appropriately trained and supported to understand why and how women may act anti-socially and how to manage and de-escalate conflict without resorting to formal disciplinary processes. The use of formal disciplinary action should only be used as a last resort.

- Staff should understand how to recognise and manage bullying and other damaging and violent behaviour by women prisoners.

- The prison should have a sensitive, well-understood and enforceable decency policy.

- Help for prisoners in managing personal relationships should be available. This is often provided as part of accredited programmes.

- Women prisoners can be very helpful in helping their peers understand each other's issues and cope with imprisonment. There should be prisoner representatives on all regime committees and their views should be given careful consideration by management.

- The segregation of women should be avoided wherever possible. When used it should be for as short a time as possible.

- Except where there are particular security grounds, women should be told well in advance when they are likely to transfer so they can prepare their families and friends inside and out of the prison.

- Women who are undergoing detoxification should not be segregated unless all other options have been tried. The risk of self-inflicted death is significantly higher if the woman is segregated. If women who are undergoing detoxification have to be segregated other measures to reduce the possibility of self-harm should be put in place. The same care should be given to women undergoing detoxification, including 24-hour supervision by health care staff, wherever they are located.

- Staff should consult mental healthcare staff about the cause of anti-social behaviour and its relationship to the woman's mental health, and the potential impacts on her mental health of any disciplinary action proposed.

- In individual cases, care should be taken not to issue punishments which deprive an already vulnerable woman of the activities, social support or tobacco that she needs to cope.

- Other interventions—particularly for women with mental health problems should always be tried before segregation.

TRAINER'S CHEAT SHEET

Managing order in women's prisons

- Women with mental health problems and/or at risk of self-harm should only be segregated if no other option to keep her safe exists (including safe from other prisoners) and all other reasonable methods have been tried.

- Managers should monitor the rate of disciplinary charges in different areas and whether they are disproportional and take appropriate action.

- Prisoners should not be punished for self-harm behaviour except where they have compromised the safety of others.

- Women who need "time out" to calm down should be encouraged to communicate this to staff and appropriate facilities short of segregation should be made available. Staff should be pro-active in recognising the need for "time out" to prevent the prisoner acting in an anti-social way in order to achieve seclusion. An example of "time out" might be allowing a prisoner at her own request to remain in her room during a dining period. Note that this should not constitute "segregation" by another name. If a woman is segregated—even if at her own request and whether or not she is segregated in or out of a segregation unit—all the official authorities must still be sought and any relevant safeguards put in place.

- Each closed prison should have a small, residential unit, designed and resourced to provide special care for women with complex needs who do not meet criteria for location in a healthcare centre. This should be separate from any unit in which prisoners serve punishments.

- Only where there is a full regime should this be considered "normal location", i.e., where association is less or dependent upon risk or presenting this must be considered "segregation." All women segregated should be subject to the same assessments, reviews and safeguards as those segregated in designated segregation units. Segregated women should be provided with an appropriate, individualised regime, based on individual risk assessments. Access to communal facilities, and regime activities should be put in place with a phased return to the wing whenever possible.

- Where an individual risk assessment precludes participation in group activity, in-cell activities should be provided.

- Women with the most complex needs should be subject to regular multi-disciplinary reviews.

- Regimes for those women subject to constant observations should be individually tailored and specified in care plans.

- Each closed prison should have a crisis suite to facilitate listening.

12 Assembling a puzzle: assets and needs of women's organisations

Type of exercise:	Topic-specific
Audience:	Any (ideally there are representatives from women's organisations and representatives of security sector monitoring bodies present among the trainees)
Time required:	About 30 minutes

Intended group size

Any group size (ideally working in pairs; if not, in small groups)

Supplies

Prepared flipchart-size puzzle (see below)
Sticky tape or other adhesive
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

This exercise requires some preparation beforehand (see below). The point of the exercise is quite easy to make: it focuses on the value women's organisations bring to civil society oversight of the security sector. However, juxtaposing the assets and needs these organisations may have makes the discussion more complex and sophisticated, which might allow security bodies to more fully appreciate the partnership that could be forged between themselves and women's organisations. Using the "puzzle" format helps two partners to find each other in an innovative way and makes the point of interdependence between various parts in a visual manner.

Learning objectives

After completing this exercise, trainees will be able to:
- Appreciate the role of women's organisations in oversight of the security sector
- Identify some of the needs of women's organisations seeking to bring value to oversight of the security sector

Exercise instructions

Before your training event, write on a large flipchart paper a list of assets and needs of women's organisations involved in oversight of the security sector as per the list below (if you are artistically inclined, you might design a black and white poster representing women's organisations). Make sure to write the lists in a way that enables you to later cut your paper into ten pieces, each with one sentence on it. Notice that each item on the list below has a counterpart, i.e., for each asset there is an identified need. Colour the pairs in the same colour. Then, cut your paper in a crooked style, resembling pieces of a puzzle.

During your training event, explain that the topic for discussion will be the value of women's groups to oversight of the security sector. Explain also that you will use an innovative methodology to conduct such a discussion. Then follow these instructions:

1. If your group consists of ten trainees, give each person one puzzle piece. If your group is larger you can either make your list of assets and needs longer or you can give one puzzle piece to two or three people.
2. Milling around the room, trainees have to find their counterpart. This is facilitated by the puzzle pieces being colour coded but do not explain this beforehand. Let trainees find this out for themselves (five minutes)
3. As trainees find their counterparts, ask them to discuss in pairs (or small groups) their own experience relating to the two statements they have read on their puzzle pieces. Set a time limit of ten minutes.
4. Finally, request that the trainees come together to make the whole puzzle fit together (five minutes).
5. Review all statements in their totality and reaffirm in your conclusions the value women's organisations bring to civil society oversight of the security sector (ten minutes).

Assembling a puzzle: assets and needs of women's organisations

The role of women's organisations in civil society oversight of the security sector	
Assests	**Needs**
Expert resource on the different types of insecurity men and women experience	Increase "security literacy" (terminology, basic theory, standards, policies)
Access to grassroots groups, other women's groups and marginalised groups	Pursue expert networking and collaboration/ partnerships
Specific gender perspectives on security sector policies and practices	Advocate for gender-responsive security policy and practices; raise public awareness
Bridge-builder between local communities and security sector oversight bodies	Build collaboration, create common agendas, provide training
Specific expertise on gender-differentiated security threats, such as rape, sexual harassment, etc.	Document violence against women, men, boys and girls

Exercise 13

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

13 Award for the advancement of gender

Type of exercise:	Conceptual
Audience:	Policy and programme staff
Time required:	About 2 hours (if necessary, a break could be scheduled after 1 hour)

Intended group size

Any group size (ideally broken down into groups of four to six trainees)

Supplies

Trainees' handouts
Companion *Civil Society Oversight of the Security Sector and Gender Tool*

Guidance to trainers

This is an umbrella exercise applying many of the issues discussed in other exercises. It thus works well towards the end of a training event. A break can be scheduled after the actual group work has finished and before presentations are due. Trainees are likely to enjoy this exercise because it brings together what they have learned, it is highly applicable to their own contexts and it is fun because it simulates the glitter an award would bring to an organisation.

Learning objectives

After completing this exercise, trainees will be able to:
- Demonstrate knowledge of good practices in the field of civil society oversight of the security sector
- Summarise key achievements in this area from within their own organisations
- Make a strong case for why women should be advanced in this field

Exercise instructions

Explain to your audience that an award competition for advancing gender in civil society oversight of the security sector has been scheduled. Split the audience into groups, ideally with each group's members coming from the same organisation. Provide the attached handout to each group, which they should fill out. Explain to your audience that they will need to select a group facilitator and a rapporteur who will present the group's work to a jury. In addition, they need to select a member of the jury from within each group. The jury will thus be composed of one representative from each group (even though this does not comply with "normal" standards of independence—it is important that all trainees have the opportunity to work through the issues presented during the small group work segment). The small group work lasts for one hour, the presentations take ten minutes per group, and the jury deliberates for ten minutes and before choosing a winner (with arguments as to why this organisation won).

HANDOUT

Award for the advancement of gender

Your organisation has the opportunity to win a prestigious award for advancing gender in civil society oversight of the security sector. You score high on the list of "best practices", as detailed in the "key recommendations" on page 21 of the companion tool. Below are the conditions and guidelines for participation in the award competition.

You will work in a small group. From within your group select a group facilitator and a rapporteur. The group facilitator is responsible for organising the group discussion, keeping track of time and ensuring the participation of all group members. The rapporteur takes notes and presents results to the plenary. A third person will later take on the task of being a member of the jury. You can already assign that role to one person in your group.

Please fill out the form as per the instructions. You have sixty minutes to fill out the form and ten minutes to present your case to a jury. The jury will hear all cases, deliberate among themselves for ten minutes and then select a winner, setting out the reasons for their choice. The total time for this session is two hours.

Conditions and guidelines

- Each award entry must focus on a programme/work aimed at addressing equality/diversity or inclusion with a particular impact on gender.

- Explain the obvious—remember that the jury will know nothing about your organisation, its particular culture, the work undertaken or your specialised terminology.

- Emphasise the organisational benefits and benefits to gender equality.

- Consider whether there are any elements of the work programme that stand out as particularly robust, innovative, challenging or impactful.

- Ensure that every question on the entry form is answered.

Award Competition

Outline   Please provide a brief summary of the programme/initiative: How does it work? What actions are taken? What is the most innovative/exceptional feature of the programme/initiative?

Motivation   Please answer the following questions about motivation for the work/programme described.

2a. What does the work/programme aim to achieve?

2b. What is the organisational objective for undertaking the work/ programme described.

Award Competition

2c. How is senior management committed to the work/programme? Please give examples.

Action Please answer the following questions about the content of the work/programme using no more than 300 words total.

3a. Please give examples of how the work/programme described has been mainstreamed, or integrated, within the organisation.

3b. How are other managers made responsible or accountable for the work/programme you have described?

3c. How are employees rewarded for their advancement of this programme?

3d. How is the work/programme communicated within the organisation and, if appropriate, externally?

Award Competition

Impact The judges will be particularly interested in the impact of the work/programme described. Please answer the following questions, using succinct examples.

4a. Please provide specific examples of the impact of the work/programme you have described on the target group and on the organisation as a whole. What has it achieved?

4b. How do you measure the achievement of your objectives?

4c. Please give evidence of the sustainability of the work/programme by providing examples of lasting impact (i.e., impact lasting more than twelve months).

4d. Please provide evidence of individual and organisational learning resulting from the work/programme you have described.

Discussions

Suggested discussion procedures

Certain training events might involve facilitated discussion, either as a part of and/or instead of exercises. Here are a few examples of ways to get your audience to engage well in a discussion.

- Each trainee brainstorms individually on sticky notes, which are later posted to a large flipchart and discussed.

- Split the audience into "buzz groups" of two to three people. Most often used for introductory exercises, a buzz group is a small discussion group formed for a specific task, such as generating ideas or reaching a common viewpoint on a topic within a specific period of time. Hence, you would use the buzz group to discuss the chosen topic during a pre-defined timeframe and then have them report back to the plenary.

- Write four different answers to a question on four large sheets of paper and post one in each corner of the room. Each trainee is asked to go to the answer s/he most agrees with, and each group is asked to present their point of view most persuasively.

- Write four quotations that sum up particular aspects of the question you are discussing on large flipchart paper, then post one in each corner of the room. Assign trainees numbers from one to four. Ask trainees to move to the flipchart paper on which their number is written. Have trainees discuss their group's quotation and write down responses on the flipchart. Stop discussion after a few minutes. Ask trainees to move to the next piece of flipchart paper, so that each group will be facing a new quotation. Repeat the process until all groups have discussed and responded to all quotations—then have the groups move back to their original quotation. Ask each group to read the responses of the other groups and to compare those responses with their initial answers.

- List four to six statements related to a theme you are discussing on a large sheet of paper or whiteboard. Pass out note cards to the trainees, on which they write ideas or reflections on each statement. Collect these cards and sort them according to the statement they relate to. Assign groups to each stack of cards. Request that trainees (a) make a presentation to the plenary, (b) organise the cards into challenges and opportunities, or (c) find another way of creatively reporting back on what the group read on the cards.

Discussions

**Training Resources on Civil Society
Oversight of the Security Sector and Gender**

Geneva Centre for the
Democratic Control of
Armed Forces (DCAF)

Discussions

Topics for discussion

The following twelve points suggest topics for discussion loosely organised around key themes elaborated in the companion tool.

1. Discuss the statement: "the integration of gender issues into oversight of the security sector is key to the effectiveness and accountability of the security sector and to local ownership and legitimacy of SSR processes." Can you enumerate some strategies that help implement this goal in your society?

2. Identify three examples of civil society oversight of the security sector which demonstrate gender responsiveness.

3. If you worked in a security sector watchdog organisation, what would you watch out for in relation to the goal of making security institutions more gender-responsive? What might be indicators of success?

4. Discuss ways in which civil society organisations can assist security and justice institutions to monitor how they address gender-based violence.

5. Discuss ways in which civil society organisations can hold security sector institutions accountable for increasing the recruitment of women and other under-represented groups.

6. Identify examples of the participation of women's organisations in civil society oversight. In what way has their participation been beneficial; what was a challenge?

7. What can the involvement of women's organisations add to an SSR process?

8. What are three advantages and three challenges to making your CSO (a) more gender-responsive in its work, and (b) more sex balanced (i.e., equal numbers of men and women at all levels) in its staffing?

9. What can civil society organisations do to help effectively prevent, respond to, and sanction gender-based violence? Enumerate at least three goals and strategies to implement them.

10. What is the role of a gender audit? How can one ensure that their recommendations are applied?

11. If you were commissioning a research project on civil society oversight of the security sector and gender, what would you focus on and why?

12. Discuss the statement: "civil society's oversight role enables it to influence the gender-responsive reform of security institutions, such as the military, the police, private security companies, border agencies, prisons and courts." What special considerations are applicable to a post-conflict context in this regard?

Training challenges to consider

The *Guide to Integrating Gender in Security Sector Reform* discussed challenges to implementing gender-responsive SSR training. While training on issues related to civil society oversight of the security sector and gender you might come across the following challenges:

- You might find it challenging to deal with several conceptual topics at the same time, i.e., (1) an inclusive security concept, (2) the concept of democratic governance and, within that, civil society oversight of SSR and (3) gender issues to be considered and addressed within the first two topics. Clarifying the various underlying concepts and arriving at a common understanding of these concepts in an introductory session is an essential founding step. It may be useful to have extra resource people on SSR, democratic governance and gender present, in order to allow each topic to be understood in depth. It may also be beneficial to work with mixed audiences, so that cross-learning can occur.

- While your audience might agree in principal that civil society has roles in oversight of the security sector and in SSR processes, when it comes to the practical application of such roles, be prepared for some hesitancy, in particular on the part of "power-holders." CSOs too may be hesitant to work with security sector actors, particularly if their relationship is marked by past or ongoing conflict and mutual suspicion. Allow any such reservations amongst trainees to be clearly expressed, not necessarily in order to immediately find a solution to them, but so that they don't remain an undercurrent to your training. You can later address them more specifically, either through exercises (see for example Exercises 8, 4 and 12) or over lunch, etc.

- You might be training in a context where civil society hardly exists and so may have to include more introductory knowledge transfer and focus on more introductory exercises. Whether training with audiences from post-conflict, developing, developed or transitional contexts, you will always need to adapt training exercises and use case studies relevant to your audience's context.

THE PACIFIC

Women's civil society engagement in security dialogue

In the Pacific region, women have been instrumental "brokers" of peace during the crises in Bougainville, the Solomon Islands and Fiji. Today, they still play a vital role in peace-building. Through advocacy and awareness-raising, women's organisations advise and inform security policy makers and the general public on issues related to gender and security.

One of the most prominent challenges for women in the Pacific region is their traditional marginalisation from decision-making structures. Indeed, five of the ten countries in the world that have no female representation in parliament are in the region and women are generally under-represented in all political and civil service leadership positions. This has been the main rationale behind *Women, Peace, and Security: Policy Responses and Solutions for our Pacific Region,* a policy initiative launched in October 2008 by femLINKPACIFIC, the regional women's media network on UN Security Council Resolution 1325.

Women in the Pacific region have a long history of peace-building activism, dating from the early days of the Fiji Young Women's Christian Association. FemLINKPACIFIC was born in September 2000 from the "Blue Ribbon Peace Vigil Initiative" and made the adoption of UN Security Council Resolution 1325 (SCR 1325) the basis of its media and policy initiatives.[1] FemLINKPACIFIC has established a regional women's media network to document and promote the work of the Pacific Peacewomen group in advancing the implementation of SCR 1325 at national, regional and international levels.

Various activities have been organised to this end, such as the launch of a "Resolution 1325" website to assist with the dissemination of information on SCR 1325 and the establishment of a regular 1325 eNews Bulletin. The Pacific Peacewomen group has translated the resolution into Fijian, Hindustani, Rotuman, Tongan, Solomons Pijin and Tok Pidgin, while Bislama (Vanuatu), Samoan, I-Kiribati, and Cook Islands Maori translations are on the agenda. Since 2004, the "Suitcase Radio Initiative" has been operating in Fiji: the initiative consists of a broadcast programme allowing rural women to express their personal views, concerns and challenges. This information is then conveyed by femLINKPACIFIC to policymakers and officials of member governments, through the Pacific Islands Forum Regional Security Committee.

In 2006, with the support of the Australian Government, a Pacific Islands Forum *Regional Workshop on Gender, Conflict, Peace and Security* was held in Nadi, Fiji. This workshop, the first in its kind in the Pacific, was attended by policymakers, representatives of military and law enforcement agencies, and women's NGOs from all 16 Pacific Island Forum countries. It was successful in putting the issue of SCR 1325 on the regional agenda.

In May 2008, femLINKPACIFIC broadened and intensified the agenda that was agreed upon in 2006, introducing issues such as: participation of women NGO representatives in the Fiji Peace Talks Dialogue; participation in the Pacific Forum Regional Security Committee Track II Process; and a presentation at the Forum's Regional Security Committee retreat session on Women, Peace, and Security. All these events represented opportunities for women to speak directly with government officials, and to generate support for approaching security issues in a more holistic way, including through a human security lens.

On October 31, 2008, the 8th anniversary of the adoption of SCR 1325, the Pacific regional women's network launched *Women, Peace, and Security: Policy Responses and Solutions for our Pacific Region*. The policy document covers a number of critical areas of concern to women, such as:
• Survival and healing following conflict
• Women's budgets for conflict prevention and economic security
• Democratising security decision-making

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1   See http://www.femlinkpacific.org.fj/ for more information.

THE PACIFIC

Women's civil society engagement in security dialogue

- A more holistic approach to disarmament and reintegration
- Communicating a culture of peace.

The policy initiative resulted from three months of interviews conducted across the Pacific region between 2007 and 2008, gathering the voices and experiences of 288 individual women. An additional 200 women were heard by femLINKPACIFIC's rural correspondents. *Policy Responses and Solutions for our Pacific Region* is being widely distributed, with the aim of assisting political and civil society leaders to become aware of the practical steps recommended by women to assist in implementing gender equality commitments.

The women and their networks involved in the development of *Policy Responses and Solutions for our Pacific Region* have recognised that their work must go beyond drawing up a "shopping list" of needs to present to governments and encouraging an adequate response. The October 2008 policy document seeks to help Pacific women start to concretely and systematically influence the regional human security agenda at the national level, and to ensure that women leaders, as well as their government counterparts, are well informed and have adequate institutional, financial and human resources to implement strategies and recommendations.

► The importance of gender to civil society oversight is discussed on pages 3–5 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

► The contribution of women's organisations to security sector monitoring bodies is discussed on page 6 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

► Advocacy, awareness-raising and working with the media are discussed on pages 9–11 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

NEPAL

Women's civil society organisations working with security institutions

Nepal presents valuable examples of women's organisations collaborating with security sector institutions.

Civil society played a significant role in combating the alliance of the army and the monarchy: civil society organisations collaborated to form the Civil Society Movement for Democracy and Peace, organised mass non-violent demonstrations and joined with the Maoists and other political parties to force King Gyanendra to relinquish power and agree on a democratic transition.[1]

Nepal's security sector institutions face many challenges in addressing gender-related problems:[2]

- In the absence of a law relating to domestic violence, the police are not responsive to cases of domestic violence such as sexual assault. Police tend to treat domestic violence as a trivial family matter and are reluctant to press charges against the perpetrators of violence.[3]
- While Women and Children Service Centres have been established in many districts to help address cases of violence against women and children, officials at these Centres frequently lack the sensitivity, skills and perseverance to deal with the most sensitive cases.
- Women's access to justice is complicated. If a victim of abuse seeks justice independently, the police often do not give her case serious attention. However, if the victim approaches the police through a social organisation, her case is more likely to be considered.

Over the years, many organisations have conducted orientation and training programmes for different stakeholders in an effort to combat violence against women and children. The purpose of these trainings has been to raise awareness of the different dimensions of violence, analyse the role of involved actors, build the capacity of those who directly or indirectly deal with cases of violence and strengthen networking. The participation of police personnel and NGO workers at various training sessions has contributed to a fruitful interchange of ideas and experiences, as well as to bridging the gap between police and NGO activists.[4]

In collaboration with the military in 2003, women's organisations provided training to circa 200 senior officials on international human rights, including the specific rights of women and children.[5] Through interactive programmes involving senior military personnel and villagers, this training highlighted the negative impact of harassment and violence in the military. In 2004, a Steering Committee including representatives from Save the Children, the armed forces police, the general police and the Prime Minister's office was created in order to support the creation of a training manual for military personnel in the field.

Women were instrumental in facilitating the 2006 peace process and continue to play a crucial role in Nepal's post-conflict phase. Community- and district-level women's groups have been very active in advocating for the enhancement of women's participation in meaningful dialogue with political and security institutions.[6] PACT, a national NGO mandated to bring successful local initiatives to the attention of national forums through the development of better linkages between community women's groups and their counterparts who work at the national level, has been extremely active in calling for greater female participation in

1   Dhungana, Shiva K., "Security Sector Reform and Peacebuilding in Nepal: a critical reflection," Journal of Peace-building and Development, Vol.3, No.2, 2007, 70-78.
2   Ibid.
3   Saferworld, Policing in Nepal: A Collection of Essays, September 2007.
4   Ibid.
5   Naraghi Anderlini, S., and Pampell Conaway, C., "Security Sector Reform," in Inclusive Security, Sustainable Peace: a toolkit for advocacy and action, International Alert and Initiative for Inclusive Security, 2004, 36.
6   International Alert, "Supporting Civil Society in Building Peace in Nepal," 2007, http://www.international-alert.org/pdf/Supporting_Civil_Society_in_Building_Peace_in_Nepal.pdf

NEPAL

Women's civil society organisations working with security institutions

the interim government.[7]

▶ The involvement of women's organisations in oversight of the security sector is discussed in section 4.8 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

▶ Civil society networks are discussed in section 4.9 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

▶ Gender training of security sector personnel is discussed in section 4.7 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

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7   Pact World web-site, http://www.pactworld.org/

UNITED KINGDOM

Civil society oversight of places of detention

In the United Kingdom civil society exercises oversight of the security sector by visiting and monitoring places of detention at both prisons and police custody units. Detention visits are conducted in different ways and by different actors. For example, expert teams may be appointed by the government, or 'individual custody visits' and 'independent monitoring boards' may be used. As part of these oversight activities, visiting teams and individuals also attempt to identify and address gender issues at places of detention.

Independent Custody Visits

The *Police Reform Act* 2002 led to the establishment of an independent monitoring system which allows volunteers to visit police stations unannounced and inquire into the treatment of detainees, their living conditions and whether their rights are being respected. These volunteers - members of the local community - are called independent custody visitors.

Police authorities control the overall system and are in charge of recruiting, selecting and appointing independent custody visitors. Although no formal qualifications are required to become an independent custody visitor, candidates must be at least 18 years old and have no other direct involvement in the criminal justice system. For example, actively employed police officers are excluded.[1] The *Code of Practice on Independent Custody Visiting*, adopted in 2003, sets further criteria for the recruitment, selection and appointment of independent custody visitors.[2] For example:
- Recruitment must be based on clear job descriptions and specific qualities that are determined necessary for carrying out the role effectively.
- Recruitment must be open and non-discriminatory and well publicised.
- Selection must be made on the basis of a standard application form.
- Police authorities must take measures to ensure that the overall selection of independent custody visitors reflects a representative mix of the local community and provides a balance in terms of age, gender and ethnicity.
- Appointment of an independent custody visitor must be made after an interview and be based solely on merit.
- Appointed visitors must be independent persons who are able to make informed judgments that can be trusted by the community and accepted as "fair criticism" by the police when justified.
- The selection panel must record its reasons for decisions to appoint or not to appoint eligible candidates.

During a custody visit, the independent custody visitor asks detainees about their well-being and may also ask specific or personal questions related to what detainees have told them. The visitor checks information given by detainees against what is written in their custody records. He or she also examines the area where detainees are being held to determine whether conditions meet international standards. Detainees are entitled to make complaints to the visitor about how they have been treated or their living conditions. If the visitor identifies a problem or receives a complaint, he or she addresses the matter with the duty officer in charge of the police station.

After a custody visit, the visitor prepares a report about the detainees' living conditions and the overall standards and procedures related to detainees in the police station. One copy of the visitor's report is given to the officer in charge of the police station, and additional copies are sent to the police authority and the coordinator of the local independent custody visiting group. Local independent custody visiting groups collect issues and identify trends that emerge from visits to places of detention in their area and address problems with relevant police supervisors.

In addition, a nominated police authority staff member is responsible for the centralised administration of the independent custody visiting system and must produce regular reports

1   See ICVA website: http://www.icva.org.uk/about/becomeavisitor/ (accessed February 9, 2010).

2   Code of Practice on Independent Custody Visiting, http://police.homeoffice.gov.uk/publications/operational policing/ independentcustodyvisit2835.pdf?view=Binary (accessed February 9, 2010).

UNITED KINGDOM

Civil society oversight of places of detention

for the police authority that summarise the conclusions of independent custody visiting and how concerns have or have not been addressed. These reports are discussed at police authority meetings and must be included as an entry into the police authority's annual report. Furthermore, the central administrator must have regular opportunities to raise concerns and issues with a designated senior officer who has force-wide responsibilities.

Local police authorities, often in partnership with the Independent Custody Voluntary Association (ICVA), organise training that is important to the custody visiting system. Formed in March 1999, ICVA promotes and supports independent custody visiting in police stations through monitoring, raising awareness, advocacy and training. ICVA delivers training on behalf of police authorities for volunteers who have applied to become independent custody visitors, and provides training materials to police authorities for their training activities. ICVA organises three types of training:

- *Initial* training covers basic knowledge and skills required to effectively carry out independent custody visits.
- *Continuous* training builds on previously acquired knowledge to address practical issues that emerge during and after the visiting process.
- *Evaluation* training involves a self-assessment conducted by police authorities on the effectiveness of the previous training.

Training for visitors normally takes place in the evenings or on weekends and police authorities reimburse travel and other out of pocket expenses, which may include childcare costs. ICVA has trained thousands of volunteers in the United Kingdom, the European Union and other places. It estimates that at least 50% of its trainees are women.[3]

ICVA attempts to ensure that gender issues are addressed in independent custody visiting. Examples of this include:

- In the initial and continuous training programmes ICVA explores the needs of female juvenile detainees held in custody. One training scenario portrays a visitor who receives a complaint from a female detainee claiming to have been assaulted by a male officer whilst in custody. ICVA shows volunteers how to respond to such scenarios as well as the response that should be expected from police working in the custody area.
- Through training, volunteers learn how to assess whether custody areas are providing appropriate items for women in detention, such as appropriate supplies of replacement clothing and sanitary-ware.[4]
- Independent custody visiting is always conducted in the presence of one female and one male visitor so that detainees may discuss matters with a visitor of their same sex.

ICVA covers human rights issues, cultural awareness and diversity in all its training. However, because of time constraints, it has acknowledged it is not in a position to provide in-depth coverage of these subjects.[5] To remedy this gap, ICVA has produced a separate half day training course dealing with cultural awareness and diversity, and is also developing a module on human rights.

Independent Monitoring Boards

By law every prison and immigration removal centre (IRC) in England and Wales must have an Independent Monitoring Board (IMB). IMB members, currently totalling over 1,850, are volunteers who act in a personal capacity. The Home Secretary appoints volunteers to their local prison or IRC, following an interview by two members of the local board and an independent panel member from another IMB. IMB members have the right of access to every prisoner, their prison records and every part of the prison or IRC.[6]

Each IMB reports annually to the Home Secretary on how well the prison or IRC they monitor is meeting standards and requirements and what impact these standards and requirements are having on the detainees in custody. The Prisons Minister (who is responsible to the

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3   Correspondence with Ian Smith O.B.E, Chief Executive ICVA, March 3, 2010.

4   ICVA, Annual Report 2007-2008, available at http://www.icva.org.uk/_source/downloads/annualreports/AR-0809.pdf (accessed January 27, 2010).

5   Correspondence with Ian Smith, March 3, 2010.

6   See IMB website: http://www.imb.gov.uk/faqs/index.html (accessed February 10, 2010).

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Home Secretary) responds to these IMB annual reports with feedback as to the measures taken to respond to any identified irregularities contained in the reports.

In order to reinforce the independent nature of IMBs, an Association of Members of Independent Monitoring Boards (AMIMB) was formed in 1980. The aim of the AMIMB is to maximise the effectiveness of its members by providing training in prisons for IMB members; best practice advice on the treatment of people in custody and on the administration of prisons; and relevant information on developments in penal affairs. A prominent instrument of the AMIMB's work is their *Practical Guide to Monitoring Prisons*.[7] This Guide contains 900 questions that help IMB members in assessing whether detainees are being treated humanely and are living under appropriate conditions; it also serves as a reference for preparing IMBs' annual reports.[8]

The *Practical Guide to Monitoring Prisons* contains 28 questions concerning women prisoners and eight questions concerning mothers and babies. For example, IMB members are asked to monitor whether two female officers are always present during a strip-searching of a female prisoner; whether there are appropriate ratios of female to male staff; and whether there is evidence of sexual abuse or harassment of women by prisoners or officers and, if so, how the prison is dealing with such problems. If a female prisoner has a baby with her in prison, IMB members are asked to observe who cares for the child during the mother's absence from the unit and what practical support and guidance mothers receive to help them care for their babies.

In March 2009, ICVA, the IMBs for England and Wales and the IMB for Northern Ireland were (with others) designated members of the United Kingdom's National Preventative Mechanism to support the implementation of the United Nations *Optional Protocol to the Convention Against Torture*. The National Preventative Mechanism is mandated to carry out a system of regular visits to places of detention in order to prevent torture and other cruel, inhumane or degrading treatment or punishment. Members of the National Preventative Mechanism make recommendations to the government and relevant authorities for improving the situation of persons deprived of their liberty, taking into consideration relevant international norms. This mandate thus reinforces the obligation of members of the National Preventative Mechanism to address gender issues in their detention visiting activities.

► The importance of integrating gender into civil society oversight of the security sector is discussed in section 3 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

► Ways of integrating gender into civil society oversight of the security sector are discussed in section 4 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

► Ways of ensuring that oversight and complaints mechanisms address gender in prisons are discussed in section 4.2 of the *Civil Society Oversight in the Security Sector and Gender Tool.*

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7   AMIMB, Practical Guide to Monitoring Prisons, February 2005, http://www.amimb.org.uk/docs/Amimb%20practicl%20 guide%20final1.pdf (accessed January 27, 2010).

8   IMB, Annual Report Template & Guidance, January 2007, http://www.imb.gov.uk/docs/IMB_Annual_Reports_Template1.pdf (accessed January 28, 2010).

Additional training resources

Amnesty International and Council for the Development of Social Science Research in Africa, **Monitoring and Reporting Human Rights Abuses in Africa: A Handbook for Community Activists,** 2002.
http://www.hrea.org/erc/Library/display_doc.php?url=http%3A%2F%2Fwww.hrea.org%2Ferc%2FLibrary%2Fcommunity-handbook-en.pdf&external=N

Cole, Eden, Kerstin Eppert, and Katrin Kinzelbach, **Public Oversight of the Security Sector: A Handbook for Civil Society Organisations,** DCAF and UNDP, 2008.
http://www.dcaf.ch/publications/kms/details.cfm?lng=en&id=95396&nav1=5

Family Violence Prevention Fund, **Toolkit - Working with Men and Boys to Prevent Gender-Based Violence** (website): http://toolkit.endabuse.org/Home.html

Global Facilitation Network for Security Sector Reform, **Topic Guide: Civil Society and Security** (website): http://www.ssrnetwork.net/topic_guides/civil_soci.php

International Alert and Women Waging Peace, **Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action,** 2004.
http://www.international-alert.org/publications/pub.php?p=41

Wassenaar, Nicolien, **Incorporating Gender Into Your NGO,** 2006.
http://www.kubatana.net/docs/resour/gender_ngo_060501.doc