

Networking and network-building in support of women, peace and security

Experiences from the Western Balkans

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October 2011

This report was researched and written by Martha Stickings, International Consultant, under the coordination of Flora Macula, who provided input and support throughout the project. Erika Kvapilova, Amna Muharemovic and Magnea Marinosdottir also made valuable contributions by sharing their expertise and skill. I would like to extend particular thanks to the members and representatives of partner organisations who made time to speak to me about their collaboration with UN Women; their willingness to share their experiences enriched this report considerably.

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Introduction

This report captures experiences, lessons learned and examples of good practices from initiatives that have supported networking and network-building during UN Women's project on implementing UNSCR 1325 in the Western Balkans. The project *Women Building Peace and Human Security in the Western Balkans Phase II 2008-2011* builds on prior UN Women work in support of conflict resolution and peacebuilding in the region, and has two main components: support to gender-sensitive security sector reform processes, and support for women's/women's organisations' engagement in peace processes at all political and social levels. The project sought to implement these two components at the regional level, as well as at the national and local level, predominantly in Kosovo, Bosnia Herzegovina (BiH) and Serbia.

During the period of project implementation, a variety of approaches were used to support networking and network-building among women, women's organisations, security actors and other relevant national and international stakeholders on gender equality and women's security. Different strategies were used in each country, and across different government and civil society levels and institutions. The experiences captured in this report demonstrate the richness of networking and network-building as a tool, and their importance in developing the inclusive processes necessary for sustainable peace and security. They also demonstrate the challenges faced when building and supporting networks in post-conflict situations where women have frequently been excluded from decision-making and peacebuilding.

This knowledge product sets out in practical terms the strategies used – and challenges faced – when supporting networking and network-building among women's and human rights organisations and other relevant stakeholders aimed at implementation of UNSCR 1325. It focuses particularly on women's role and leadership in peacebuilding, in ensuring women's security and in decision-making in post-conflict contexts. The report mainly targets two groups: women's organisations and development practitioners. The first group is understood broadly to include civil society activists, women's networks, NGOs, think tanks and academics, all of whom are promoting women's human security in their countries and regionally, and want to establish and be part of networks as a means to achieve gender equality. Development practitioners include representatives of development agencies, international organisations, and multilateral and bilateral donors, who are in a position to support and promote human security and women's equal rights.

This report assumes a basic understanding of issues related to women, peace and security, and therefore does not present a description of relevant theoretical concepts and tools. Instead, it illustrates how these concepts can be applied in practice, based on the experiences of UN Women and its partners in the Western Balkans. The first chapter focuses on the various types of collaboration that can be developed with different stakeholders and presents some of the common approaches to networking in support of UNSCR 1325 implementation. The second chapter describes specific network-building initiatives undertaken by local, national, regional and international partners with support from UN Women, in the form of 10 case studies. These case studies are not an exhaustive list of all initiatives and activities that have taken place under the framework of the project, but the experiences presented here reflect the general themes and lessons learned arising from its implementation, and draw on other activities that are not presented in detail.

Initiating networking and network building

This chapter looks first at the steps that are taken to identify partners for cooperation and collaboration, focusing on the various forms of partnership that can be developed with different stakeholders in the area of women, peace and security. It then identifies some of the common approaches that are employed to develop and support networks and network-building in the context of UNSCR 1325 implementation.

Why networking and network-building in post-conflict contexts?

Since the end of the Balkan wars, all countries in the region have embarked on post-conflict peacebuilding and reconstruction. At the outset of this process women's views and needs were largely neglected by policymakers who failed to recognise the importance of involving women in security issues, and left almost no place for women to be involved in peace negotiations and institution-building. There was thus a pressing need to make space for women's voices to be heard and for women's advocates to influence national and regional policy. Fostering networking and network-building between women, women's organisations, security actors, and national and international stakeholders mark an essential part of this process. Indeed, it is as a consequence of these activities that there is now a women's rights agenda in the Western Balkans.

Past experience has indicated that the region's most intractable problems cannot be successfully tackled without developing wide-ranging networks between the many actors involved in post-conflict reconstruction. In the absence of the inclusive processes that are the consequence of network-building, peacebuilding will lack the ownership and broad-based support that are the foundations of its sustainability. Particularly in post-conflict situations characterised by distrust on all sides, this means incorporating organisations, policy-makers and activists at all levels of government and civil society, and especially across often long-standing dividing lines. Involving, coordinating and mobilising a range of stakeholders increases knowledge sharing, and creates communication channels and joint channels to increase the implementation of government commitments on gender equality and women's empowerment.

Already, women's organisations and networks have been at the forefront of efforts to initiate cooperation and restore mutual trust within and among communities and between countries. Women have long been building relationships across ethnic, religious and political lines, both across borders and within individual countries, a process crucial to the achievement of long-term peace and stability in the region. However, while women's NGOs increasingly play an important role as partners in mediating and negotiating peace, in searching for justice, in fostering reconciliation, in supporting disarmament and demobilisation, and in rebuilding national institutions, at the national level they are still vastly underrepresented in the majority of security, peace and governance processes. As such, although the precedent set by the women's movement in the Western Balkans highlights the importance of ensuring the involvement of women in peacebuilding and stabilisation processes, there is still a need to further empower women as rights activists and gender equality advocates.

A huge challenge remains in terms of the accountability of elected representatives to their constituents, and to women in particular, as well as the weak power of voters to demand

accountability. Without creating a situation in which women are empowered to influence the political agenda to affect real change, the Western Balkan's public officials and the region's fledgling democratic institutions risk further eroding popular support. Networking represents the surest way to bridge the gap between civil society and the centre of power and decision making, opening up avenues for women to directly influence policymakers and ensure that their voices are heard. As the approaches and case studies discussed below indicate, how to create such bridges and ensure that there are people in positions of power that are ready to address the concerns of women remain the key issues at the heart of UNSCR 1325 implementation.

Although UNSCR 1325 provides a powerful tool to address the needs of women for protection from and prevention of gender-based violence, and involvement in decision-making, the prevention and resolution of conflicts and peacebuilding, it risks remaining a largely abstract concept without active networking in support of implementation on the ground. The mandates of the international community in the region add another layer to the political landscape, making it difficult for the population to pressure their governments for responsible and accountable politics. Against this backdrop, empowering women's groups to take the challenge of UNSCR 1325 and a gender-equality agenda to policymakers takes on an added imperative, with advocacy at all levels a crucial tool.

Without networking and network-building any effort to restore peace and security to people's everyday lives will ultimately prove unsuccessful. Mobilising women to foster the commonalities that build bridges between people and make their voices heard at the highest level of decision-making is thus essential if the Western Balkans are to move from a post-conflict situation to one characterised by accountability, human rights and meaningful peace and security.

How to identify partners?

Strategically identifying potential partners is a crucial first step in devising networking and network-building initiatives to support the implementation of UNSCR 1325, enhance women's role and leadership in decision making and make gender equality a reality. Selecting partners is a challenging process that requires extensive preparation and analysis of the context and needs of the project on the one hand, and the capacities, resources and role of potential partners on the other.

Throughout the process, it is crucial to be aware that different types of partnerships are likely to produce different results, and require diverse forms of engagement. Whereas some collaborations may be based primarily on facilitation or financial support to well-established organisations, others require a much more hands-on approach, as developing the capacity of the partner organisation becomes a central element of the cooperation itself. All, however, have as their central purpose building alliances between women activists and political decision-makers to increase women's role and leadership in peacebuilding and ensuring women's security.

To ensure a spread of different actors from across the spectrum of stakeholders in women, peace and security, UN Women employed the following strategies for selecting partners.

New and old partnerships

Especially in more established contexts, where previous projects have involved the development of strong and productive partnerships, it can be tempting to select existing partners to implement new

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interventions. Certainly, this should not be excluded from the wider networking strategy; renewing past relationships with partners is an important part of any networking plan, and can yield very successful results. Following up a flourishing partnership is likely to be based on productive working relationships with key figures in the partner organisation, which has proven its expertise and abilities in the required area. In addition, in these cases UN Women is already aware of the capacities of the partner, with expectations of results, and awareness of what is required to deliver them known on both sides. Renewing partnerships is also likely to support the sustainability of partners, allowing them to build on past results and further develop their capacity.

However, it is important to balance these existing partnerships with the development of new networks. For UN Women, engaging with new organisations will bring new skills, competencies and perspectives on the situation of women in the Western Balkans, helping to ensure the widest possible understanding of the challenges confronted in the implementation of UNSCR 1325. It also supports the diversification of both financial and technical resources, ensuring that these are spread across a range of recipients. Mixing old and new partners is likely to counter any accusation of favouring particular NGOs or parts of civil society, which could otherwise have a damaging impact on UN Women's standing among the wider pool of actors on gender equality issues.

In turn, as UN Women supports women and women's organisations to implement their agendas, new partners – particularly from the civil society sector – will benefit from increased capacity. As well as having the opportunity to carry out larger-scale interventions than previously possible, partners will be supported to develop skills in the more technical elements of project management, including reporting and monitoring and evaluation. They will also in many cases be given new opportunities to engage with a wider range of actors, with partnerships with UN Women likely to open the door to greater contact with government ministries and agencies, as well as international organisations and bilateral donors.

New partnerships with government, UN agencies and other international organisations help women to foster joint efforts towards a comprehensive approach to responding to women's security needs, with the inclusion of diverse actors supporting the mainstreaming of gender across government authorities. Moreover, new partnerships can reduce the risk of overlapping interventions, helping to synergise activities to promote women's rights, and enabling learning between different actors.

Established and emerging partners

A balance should also be struck between established and emerging partners. More capable partners, which are well-established and have their own, self-determined agenda are likely to operate more independently and may require less hands-on project management during the implementation phase. Furthermore, having already determined a mandate and area of work, these organisations may be better placed to develop strong partnerships with other NGOs and CSOs, as the risk of competition is smaller.

However, these partnerships should be complemented by networks with smaller, newer or other less established organisations. As mentioned above, this allows new organisations to benefit from the mix of financial and technical support, opportunities for high-level advocacy, and national and regional networking that engagement with UN Women can provide. It can also help to promote the sustainability of emerging women's organisations, as the bidding and budget preparation skills

developed in the course of the collaboration are likely to leave the organisation in a better position to bid for further implementation contracts with international organisations and donors.

Furthermore, partnering with emerging partners can help to close the capacity gap with their more established peers. Across the region, there is a cleavage between highly organised NGOs in the capital that are driven by well-known leaders and that have access to government institutions through their staff, and grassroots organisations from rural areas that have little capacity to prepare fundraising proposals and network to sustain and promote their work.

Finally, when developing a networking strategy, a valuable asset is to mix stronger and weaker NGOs/CSOs in the networks, which allows the smaller or weaker partners to benefit from their sister agencies as they participate in complex processes and grow professionally and organisationally.

Spread of different actors

Building effective networks for an issue as wide-ranging and complex as women's human rights and gender equality necessarily requires developing partnerships with a spread of different actors. Aside from the new/existing, and established/emerging mixes discussed above, networking strategies should also include a spread of partners along horizontal and vertical axes. While establishing a mix of partners within, for example, the CSO sector, is important, this should be complemented by the selection of NGO, government, UN and other international stakeholders to ensure that the different layers of policymakers and activists are included in partnerships. Similarly, developing networks with organisations at the local, national and regional level enables a wide range of voices to be heard, and the development of interventions that target results at all levels of women's rights activities.

Instituting partnerships with a wide spread of actors should also ensure that no particular groups are excluded. For example, Kosovo Serb women's NGOs face problems implementing activities at the local level because they struggle to cooperate with local leaders who do not understand the role played by the NGO sector. Another issue is that they often have to decide whether or not to cooperate with Kosovo's local and central level institutions, a dilemma that is frequently connected with the pressure they face from local community leaders. UN Women supports such organisations to mediate between these competing pressures and to establish partnerships with Kosovo Albanian authorities, allowing them to develop important links outside their communities.

This also applies geographically, where the concentration of actors in the capital can result in the 'obvious' candidates for partnerships being selected. Women's NGOs based away from the capital and the donor community based there can miss the chance to learn more about funding opportunities and to apply for the funds that are available from different organisations. Donors can sometimes not pay enough attention to the needs of these NGOs (who frequently represent the interests and needs of the most vulnerable groups of women), or visit more remote areas with the frequency required to do a proper assessment of their capacities and needs.

Involving non-traditional actors

Part of the process of engaging with a spread of actors is involving non-traditional partners such as ministries of interior, defence and finance on the government side, and from civil society organisations representing boys and men. In addition to promoting the diversity of organisations, experience and expertise discussed above, cooperation with non-traditional partners can open up

new ways of implementing the principles and practices enshrined in UNSCR 1325. For instance, the Kosovo Women's Network (KWN) used its advocacy capacity to meet with high-level decision-makers, and was able to mobilise other NGOs and individuals to carry out public awareness campaigns. The partnership between the Kosovo Police, women's organisations, representatives of line ministries, municipal centres for social assistance and Gender Equality Mechanisms at central and local level supported a comprehensive approach and response to the needs of women victims of violence. This was a crucial tool in translating the resolution into a real-life document which could have a profound impact on people's lives in the local context.

Moreover, working with non-traditional partners helps to move a holistic concept of security from principle to practice. This concept envisages security not just as encompassing the traditional elements of national and local security structures, but a much wider spread of issues that stretches beyond the manifestations of insecurity to their root causes. If networking activities remain focused solely on security sector and women's rights organisations, they are unlikely to capture the full range of actors involved in promoting human security in everyday life. This can mean failing to address some of the basic concerns that leave women feeling insecure on a daily basis, such as sexual and gender-based violence. The innovative partnership between UN Women, Žene Ženama (ZZ), the European Union Police Mission (EUPM), the European Union Force (EUFOR) and the police in BiH reflects this comprehensive approach to women's security needs by organising discussions and trainings between security actors and citizens on how to help the police to fulfil their role in a way that ensures inclusiveness and accountability towards women's security needs.

In practice, this strategy means building on successful partnerships while seeking out new and non-traditional partners. Alongside women's NGOs, gender equality advocates and mechanisms in government, UN Women engages with mainstream human rights, youth, security and other relevant policy think tanks and networks, as well as other UN Agencies in promotion of UNSCR 1325 implementation.

Establishing strategic partnerships

All partnerships should be developed with a view to fulfilling a strategic aim and supporting a wider programmatic outcome that responds to the assessed needs and articulated demands. While the day-to-day elements of a working partnership will be based on achieving project results, this should be supplemented by a longer-term approach, which directly ties the networking to the furthering of women's human rights and gender equality. This means thinking about what results can be delivered as a consequence of developing the partnership itself – as opposed to the results achieved through it – whether in terms of capacity building, creating advocacy opportunities or sharing experiences, good practices and lessons learned. For example, in a number of the collaborations described in the case studies below, the very process of establishing and maintaining a partnership, and working together to plan, implement and record activities, is a central deliverable of the cooperation.

Within a spread of network-building activities, some partnerships play a particular strategic role, in terms of establishing coordination with actors that are likely to play a crucial role in the future, or who are proving particularly important in decision-making processes. Two cases in point are the Security and Gender Coordination Group (SGCG) in Kosovo and the Coordination Board in BiH, both of which have a diverse membership from government, civil society and international organisations, and are discussed in chapter 2. Being in a position to identify these groups and organisations

requires a strong baseline assessment both of the context of project activities and relevant actors working in the area (for more on establishing baselines, see the issue box below). Moreover, in fast-moving and frequently unstable post-conflict situations, these baseline assessments must be regularly updated to ensure that networking and network-building is carried out on the basis of a thorough and dynamic understanding of the local, national and regional environment.

Strategic partnerships are also particularly important with other UN agencies. As well as helping to avoid any overlap, these partnerships can ensure that the full weight and advocacy power of the wider UN can be brought behind initiatives in support of women's human security. Furthermore, UN Women can use such collaborations to support gender mainstreaming in other UN bodies, and to provide input and expertise into the development of their projects and programmes. This helps to promote a holistic view of gender issues in post-conflict situations, which emphasises that integrating a gender perspective is not just about women but promotes the security of the entire community.

Lessons learned

Many of the specific lessons learned related to identifying partners are set out in the common approaches and case studies below. At a more general level, the following can be identified:

- While engaging with well-connected partners helps to build important links with policymakers and create advocacy opportunities, it is essential to take into account the sometimes tense relationship between women's organisations and government. Partners that maintain strong links with ministerial bodies can leave other civil society organisations feeling that the process is too close to government institutions. This can lead to the organisation being perceived as not sufficiently oriented towards the equal inclusion of grass-roots women's networks.
- Supporting the coordination of women's networks with national and sub-national institutions is an essential advocacy tool if women's rights issues are to be taken to the highest level of policy-making. However, to avoid accusations of promoting a 'closed shop' in which certain prominent women's organisations and government institutions mutually reinforce each other's work, these activities should be balanced by supporting watchdog networks.
- To balance civil society inputs and feedback on national processes, it is important for UN Women to provide support to forums that have a watchdog function. Particularly for the diversification of civil society engagement in Serbia and BiH, this would complement the current approaches. In Kosovo, KWN and Kosovo Gender Studies Centre (KGSC) already fulfil a double role and have sufficient professional capacities to pursue a watchdog function as well as to collaborate on major political processes.
- Ensure support to major regional networks is not too one-sided and focused on longstanding partners, but balanced with the involvement of new partners or initiatives.
- With regard to identifying catalytic agents for networking, a major return on investment has resulted from meso-level CSOs that are tasked with the coordination of networks and whose organisational assets drive the implementation of networking activities. Their capacities to reach out to the macro level as well as access to the micro level made them excellent connectors between the two levels.
- Establish or strengthen umbrella networks of women's associations at the local level, which can improve consultation and coordination between different women's groups, and empower women vis-a-vis local authorities.

- Networking activities should support CSOs to monitor the implementation of duty bearers' commitments on gender equality and women's empowerment.

ISSUE BOX: Understanding the context and establishing baselines

Before networking and network-building activities can take place, it is essential to develop a full understanding of the local, national and regional backdrop in which interventions will be implemented. Without this preparation, there is a risk of establishing misconceived or unbalanced partnerships, and of failing to address the most pressing women's security-related needs.

Part of the process is maintaining a fully updated context analysis for each country, including information on gender-based violence (GBV), security and security-sector performance, access to justice, political participation and civil society. The analysis should provide references to assessments, surveys, studies and other documentation that has been prepared in the course of the project, including reports by partner organisations. This would help to bring other national processes into the picture, such as the implementation of national strategies against GBV, that need consideration in view of the strong hinge that GBV represents for project activities.

Complementing any context analysis should be a baseline assessment of relevant actors working in the field of women, peace and security. This requires mapping not just the more obvious institutions and structures, but gaining a full understanding of the spread and diversity of groups and organisations active in the area, as well as the extent of their engagement in women's security issues. Such a process will reveal the most pressing needs and challenges faced in implementing UNSCR 1325 in the long- and short-term. For instance, Žene Ženama's 2007 *Monitoring Report on SCR 1325* noted that in BiH "NGOs today are essentially divided into service-providers or development NGOs, substituting for the state in services it is unable or unwilling to support – and democracy NGOs striving to advance the political agenda and inform policy and decision-makers." Understanding the divisions between relevant actors in such a way allows UN Women to target its networking activities to deliver the best results and outcomes.

One example of a mapping of is the SGCG's *A Mapping of Security Sector Actors in Kosovo and Gender-related Policies, Practices and Strategies*. The baseline was designed to identify the extent to which a gender perspective has been integrated into security policies, operating procedures, programmes and activities, including through reference to the participation of women in security institutions and their role in decision-making. It maps the key international and national gender and security actors operating in Kosovo; identifies where and to what extent a gender perspective has been integrated into security-related policies, operating procedures, programmes and activities; highlights existing challenges to the integration of a gender perspective; and offers several tracking measures to evaluate future progress in engendering the security sector. The exercise provides a snapshot of the current opportunities and challenges that international and national gender and security actors face in integrating a gender perspective. During the preparation of the mapping, the dominance of the state-centred approach to security became apparent, as did the lack of a comprehensive approach to, and resources for, gender in the security sector.

A second notable baseline exercise is the Kosovo Police (KP)'s *Report on the position of women in the Kosovo Police* which analyses the factors impacting women when they carry out their professional duties. The first part of the report maps and examines relevant national laws and operating principles within the Police that aim to provide an environment of equal opportunities. Based on an analysis of the statements of 350 policewomen that had previously resigned from the KP, as well as interviews with current female staff, the second part of the report identifies some of the main problems women face while carrying out their duties. These include: low salaries, particularly for

women with children who must employ childminders; working conditions, such as night shifts for breastfeeding women; maternity leave that is too short; a long commute to work; and societal prejudices which can make it difficult for women to get their family's support for their occupation. As a result of the mapping, the Kosovo Police has taken steps to address some of the women's concerns, including introducing the opportunity to work part-time for 6 months following maternity leave, and altering their duty police station to one closer to their family.

Common approaches to networking and network-building

Once potential partners have been identified, specific networking and network-building interventions can be initiated. Each partnership includes a variety of practical steps and activities, and differs in terms of the leading institution, scope, focus and achieved results. The specifications of these will be dealt with in the case studies presented in the next chapter. However, there are commonalities that stretch across all networking activities and which are presented here.

1. Ownership (and sustainability)

The principle of establishing ownership by local organisations of the partnership, its activities, outcomes and results is perhaps the guiding principle driving all of UN Women's networking activities. It runs through all the other common approaches explored here, and is a feature of each of the case studies described in chapter 2. However, ownership is not just an end in itself, but a necessary precondition for rallying the support of women's organisations to carry out projects and advocate for concrete changes in policies, laws and societal norms. Ownership is also inextricably linked to a second key principle of networking: sustainability. Put simply, without ownership, interventions will not prove sustainable in the long term, as women and women's organisations lack the incentive to take on the challenges of continuing and developing the project's activities.

Given the centrality of ownership, UN Women's networking activities all included strategies to promote ownership by partner organisations and their members. This means making sure that women's rights advocates and their organisations are at the forefront of interventions to improve the security situation for women, that they have a stake in all policy decisions and project activities, and that partnerships respond to the needs and challenges they face in their day-to-day work.

One strategy to promote ownership is the domestication of UNSCR 1325. Numerous networking activities supported by UN Women have focused on making the resolution meaningful to women and men in their everyday lives. One option, which is already underway, is the process of developing national action plans for its implementation. By including women's NGOs in a process that involves ministries from across government, the security sector as well as international actors, this helps to embed a sense of ownership of the resolution amongst the key actors. Similarly, using the resolution as a framework to discuss concrete security-related concerns with women in discussion groups and training sessions is one way to proceed with advancing implementation by making UNSCR 1325 real and meaningful at the local level.

Another example of a strategy used to improve the level of local ownership is to integrate international organisations into long-term national activities in support of women, peace and security. This comes both in terms of setting up and facilitating structures which formalise the relationship between international actors, government institutions and civil society – such as the Security and Gender Coordination Group in Kosovo or the coordination between Žene Ženama and

its partner CSOs, EUFOR and EUPM in BiH – and in undertaking activities to mainstream gender into the set up and policies of international organisations. Such a strategy helped to give civil society representatives a stake in the work done by international organisations, reducing the perception of outside actors dominating the domestic landscape.

While ownership of the process is crucial, UN Women also takes steps to ensure ownership of the result, whether this be awareness raising, enhanced capacity or revised laws and policies. For example, in 2002 UN Women facilitated women to develop the first gender equality strategy in Kosovo. The National Action Plan for the achievement of gender equality succeeded in bringing together women from politics, government, civil society and the media. International organisations and international representatives of women's organisations were invited to be resource persons as experts. However, international representatives not involved as Kosovo women developed their own draft National Action Plan, ensuring that women's groups had a stake in the event and were in full ownership of the draft document.

By giving women from politics and civil society the opportunity to think about one another's work and how they approach similar issues, the meeting increased mutual understanding between women from different sectors and established collaboration between them, as well as mobilising them to advocate together on women's needs. In addition, all groups were able to think about strategies for mobilising women, and how to think strategically to produce an end product. This event was successful because Kosovo women had full ownership of the draft, meaning that they were able to go to the government with a fully-fledged document to be approved. The same methodology was replicated in Serbia, Montenegro, Albania and Macedonia, where with UN Women's facilitation strategies and action plans for gender equality were developed between 2005 and 2007.

Lessons learned

- The key for the maintenance of lasting peace and security is the nurturing a 'culture of prevention' and a 'culture of peace' from the foundations up, as well as from the top down. This requires a sense of ownership of issues of women, peace and security across all levels of actors, from small civil society organisations to regional networks of activists, government ministries, security sector institutions and international organisations.
- Ownership must not just be about process, but also outcomes: the laws and policies which guarantee and promote women's equal rights need to reflect local ownership. To be sustainable, the machinery of post conflict must be built on the basis of local voices.
- Without ownership, women will walk away.

ISSUE BOX: Men as champions of gender equality

Despite all of the existing actions to implement UNSCR 1325 and its commitment to gender equality, women continue to be excluded from negotiations, treaty-making, interim and transitional governments, the planning and implementation of humanitarian aid, post-conflict reconstruction planning and policy-making. On the whole peace processes remain a male endeavour where men negotiate power, and largely set the post-conflict agenda. In order that the principles of democracy and good governance take root in countries that are coming out of conflict, it is vital that both women and men have equal opportunities to participate in the on-going processes.

One key strategy evident in all of UN Women's partnerships is to work with men and involve them in networking and network-building activities. For example, in both the Coordination Board in BiH and the Security and Gender Coordination Group in Kosovo, male representatives make up a significant proportion of members. When they advocate for women's human security, it tends to have a different impact and reinforces the idea that gender equality involves everyone and is not just an issue that women talk about, and campaign for, amongst themselves. Another option is to initiate partnerships with men on other issues that are not explicitly linked to gender. Once they are able to see that your organisation is knowledgeable in areas that affect them, they are likely to take you seriously when advocating for them to incorporate women's human rights into their work.

Men as champions of gender equality are particularly important in military and police institutions, which remain male-dominated. While encouraging women to enter these professions remains an on-going challenge, the presence of men at the head of such institutions creates the possibility of having high-profile men advocate for women's human rights. For example, in EUFOR and EUPM, the highest-ranking officers frequently speak about gender issues in public to audiences including decision-makers in the national police and military, using their prominence to raise awareness of women's security needs. As well as spreading knowledge amongst their peers, this helps to make taking about women's security needs 'acceptable' for security sector providers, helping to dispel lingering perceptions that security is primarily a male issue.

Furthermore, men advocating for gender mainstreaming in their own security institutions can have a powerful effect. In Kosovo, the Deputy Director of Police was involved in UN Women's activities from 2002 onward, attending a three-week course on gender and legislation, and later completing the training of trainers on gender equality. He became a trainer on UNSCR 1325 and was the chair of the police's Gender Board, signifying that women's security needs were taken seriously at the very highest level. Moreover, in the Kosovo Police, having the male gender advisor recommend changes to working conditions to reflect women's particular needs gave the suggestions added weight.

2. Bringing diverse actors together

Nearly all networking activities are based on bringing diverse actors in the area of women's rights together. By mobilising 'human power' through collaboration, it is possible to build trust and strengthen local social networks, in turn creating the 'social capital' which will facilitate peace and development in the future.

A number of strategies were employed to promote collaboration between diverse organisations. For instance, UNSCR 1325 or GBV provide a platform for bringing actors together that would otherwise face extreme difficulties in engaging with one another, by offering a common tool and set of principles around which to build activities and identify outcomes. However, while using the ideas contained in the resolution is an important tool for establishing common ground on women's rights principles, it is important to transfer this into partners' everyday work. Awareness raising and professional training on UNSCR 1325 therefore need to be connected to the establishment of an actionable programme. This means making space in discussions for the identification of next steps, future engagement, action points and the on-going responsibilities of each participant.

A second strategy is based on initiatives that take into consideration the multiple identities within Western Balkan societies that can be seized as entry points to promote peace and rebuild trust, including – besides gender – age, religious, cultural and ethnic identity, and socio-economic status. These issues can also act as a common platform for inter-ethnic dialogue and peacebuilding by offering areas for coordinated action into which specific issues related to women's human rights can

be introduced. In particular, activities to constitute networks of CSOs of different ethnic backgrounds were a cornerstone of UN Women's work. With regard to the establishment and use of women's networks for peace and security, the approach was extremely supportive of laying the foundations for more substantive collaboration. Examples of those mixed networks benefiting from confidence building include ZZ and the Trans-Cultural Psychosocial Education Foundation (TPO) in BiH, and the Coalition of Kosovo-Albanian and Kosovo-Serbian NGOs in Kosovo.

While crucial, bringing together actors with diverse backgrounds and varied working styles carries inherent challenges. For instance, tensions between government institutions and some of the engaged women's organisations have to be managed at important stages of the process. One key strain is between the NGO sector and politicians who are perceived as not understanding their work. This can be both at the local level – where local leaders feel challenged by the presence of vocal NGOs putting forward new ideas – and at the national level where structures do not allow for the systematic presence of NGO voices. Building trust and understanding between civil society and government authorities therefore becomes a key part of networking interventions.

Another challenge is that NGOs themselves are not a homogenous group, but can have different aims and agendas. In Serbia, some civil society organisation had different stances regarding the National Action Plan development process. Despite the effort made by UN Women to facilitate the process of involving wider CSOs, some decided not to participate while the government and others carried on the process. Moreover, women's NGOs are often competing for the same funds. This can prevent them from seeing each other as allies who should be working together, as each organisation needs to take credit for their work to justify receiving donor funds and can therefore be reluctant to share successes. Such 'donor dependency' can create barriers to the development of solidarity and joint action between women's organisations.

Finally, especially when partnerships involve the participation of smaller CSOs, a major obstacle can be societal prejudices. Stereotypical perceptions of men's and women's roles in society continue to hinder many women from voicing their needs and claiming the rights that are guaranteed by the constitution and other legislation. Particularly in BiH, the transition from socialism and the civil war, including the post-Dayton political structure, contributes to the highly politicised nature of certain gender issues, such as state intervention with respect to women victims of sexual violence during the civil war, which can impede the work of women's NGOs.

Lessons learned

- Coordinating actors from government and civil society in an environment where the terms of collaboration still need to be worked out presents a particular challenge. One strategy is to involve parliament, as was done in Serbia in support of the National Action Plan 1325.
- UN Women's approach to creating networks of women's organisations with mixed capacities and diverse ethnic backgrounds has increased dialogue and bridging, which strengthens civil society's resilience to conflict.
- To be efficient and have an impact, the development of capable networks needs to be connected to partnership building with governance institutions. This establishes spaces where the networks can feed their information into policy and implementation processes. However,

- not all women's organisations and movements feel comfortable engaging closely with government or in related forums.
- Sharing the same experience and using GBV as a platform for seeking joint solutions can be very useful for improving communication and collaboration between different ethnic groups.
- Interethnic dialogue between different groups can sensitise the overall community and decision-makers to how women can contribute to the peacebuilding process.

3. Acting as a facilitator

Bringing actors together is only the first stage of successful networking and network-building, and must be complemented by active facilitation of dialogue and collaboration once links have been established. The key challenge faced by the projects is that there is often little dialogue between the local population and local authorities due in part to mistrust between communities and police and armed forces, and in part to the absence of a culture of collaboration. Women's organisations in particular highlight a deep mistrust between security sector institutions and NGOs/CSOs, who do not perceive each other as partners in a process.

Against this backdrop, one of UN Women's core strategies has been to promote trust and understanding between different partners. As the absence of trust takes many forms, this requires a multi-pronged approach. One issue is that civil society representatives can feel that their contribution and participation could be used to justify political processes within security sector institutions beyond what they understand as the goal of the collaboration. In part this can be prevented by setting out clear parameters for the relationship, its aims and outputs. However, it also requires proactive facilitation to manage moments of tension and balance competing demands before they lead to a breakdown in trust. In some cases, involving parliament can be important, as it can act as a connector between government and civil society.

Another factor undermining trust is mismatched expectations, or a history in which one partner has felt that another has not fulfilled its responsibilities or prior commitments. To counteract this risk, continuous efforts have to be made by all facilitators – whether UN Women itself or other implementing partners – to manage expectations and respond to the sensitivity of the collaboration. While this again comes back to a properly thought out project design, it also means working to reduce differences in perception of each other's roles. It is therefore important to dispel misconceptions about partners from the start, and to ensure that everyone is on the same page as regards their roles and what the joint effort is trying to achieve.

Furthermore, there must be space within the initiative for all partners. Civil society partners, especially, must be empowered to find their place in the proposed process. One way to achieve this is to make sure that meetings are used as a place for constructive debate, rather than to focus on the shortcomings of the process. Moreover, particularly from the perspective of NGOs, it means making sure that they feel involved in all stages of the process. The success of the projects discussed here relies on their inclusion of women NGOs as an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres.

Finding space for all partners also means understanding the incentives they had to get involved in the partnership in the first place. A pre-assessment of civil society capacities and the mapping of

how the different civil society organisations place themselves with regard to their desire to engage with government or primary watch-dog functions are therefore required.

Lessons learned

- Facilitation must take account of the needs and expectations of all partners. Powerful actors, in particular, must feel that they have a stake in the process, while less prominent partners need to feel they have sufficient space to be heard. Without sensitivity to these issues, engagement can lose momentum.
- Supporting dialogue is vital to ensuring the transparency of processes linked to women's security needs. Transparency in turn promotes active listening, allowing all partners to feel equal, and that their opinions are reflected in decision-making.
- It is important to focus capacities and support on accompanying the process at the civil society end, to avoid frustration and disappointment over unmet expectations, and to open ways for alternative engagement.
- Trainings, seminars and forums serve as a venue where international actors and local NGOs can share their experiences and work conditions, allowing for a better understanding of the position of women and the existence of inequality on all levels.
- UN Women can use its prominence to act as a 'door-opener' facilitating direct meetings between women human rights advocates and high-level decision-makers, and involving authorities in discussions with women in different forms of meetings such as roundtables, conferences and debates.
- Collaboration means opening up your ways of working to the scrutiny of others, and can therefore be hampered by a resistance to 'outsiders' for fear of criticism. Facilitation should focus on positive examples and areas for cooperation, rather than on the shortcomings of an organisation or the process, or it risks alienating partners.
- Facilitation should aim to reduce the use of jargon by all sides when talking about their own area of work, as this can exclude others. Partners talking 'different languages' can be a major impediment to network-building.

4. Advocacy

Networking activities are unlikely to have significant impact on the situation of women's security on the ground if they do not contain a strong advocacy element, which enables activists to take their message from rights holders to those who make policy. To support the understanding of gender equality and influence policy-making at the international, national and local levels, all UN Women's network-building activities have included advocacy work. For example, UN Women has supported the Regional Women's Lobby's (RWL) advocacy activities to strengthen the inclusion of women in peace negotiations and peacebuilding throughout the region. The chair of the RWL is now leading technical dialogue between Pristina and Belgrade on how to move forward their relations, ensuring that women participate in the negotiations. What is more, based on RWL's lobbying, UNSCR 1325 was included in the new UNSCR resolution on Kosovo.

As is explored in the case studies, advocacy takes many forms, including awareness-raising, involvement in conferences and discussion forums, leaflets and other publicity material, proposing policy solutions and calling for greater participation of gender experts, as well as direct meetings with and lobbying of decision-makers. However, bringing about successful advocacy presents a

number of challenges. One reoccurring obstacle is that while women often organise the promotion of peace at the grass roots level, their access to formal peacebuilding processes continues to be limited, including in terms of peace agreements and their implementation, constitution drafting, security sector development or reform, democratic governance and legal reform measures.

As a result, more cooperation and networking among international actors, regional women's NGOs and national security sectors to promote advocacy channels is essential. This is a strategy that UN Women has strongly pursued, by creating multi-stakeholder networks which give an opportunity for women's organisations to advocate directly with decision-makers across government ministries, the security sector and international organisations (for more information on taking advocacy to the highest level, see the issue box below). By focusing on bringing actors together in forums where women's voices can impact national planning processes, stakeholders can be supported to collaborate towards a comprehensive and long-lasting peace.

Another, often complementary, strategy is to tap into and further develop existing advocacy networks. Women's advocacy groups and national women's machineries within the region have been active in translating the resolution into action over the last decade, and have gained considerable experience of their own in terms of the challenges faced in pushing women's rights issues up the political agenda. In particular, they have advocated for greater participation of women in decision-making, as well as preparing women to take part in the development of programming and political participation. Rather than looking to compete with these established networks, UN Women's activities in support of advocacy have supplemented these efforts, by helping to build capacity and expanding existing lines of communication to open new avenues for lobbying.

In addition to lobbying activities aimed at other organisations or institutions, UN Women has also supported internal advocacy efforts within its partners. By working with gender focal points in governmental and international organisations to promote awareness of women's security needs and the importance of engaging women in long-term peacebuilding processes, UN Women has been able to promote gender mainstreaming in the institutions responsible for maintaining security. For example, UN Women's partnerships with EUPM, EUFOR and the Kosovo Police have helped to raise awareness of women's rights issues within these organisations, enhancing the profile of UNSCR 1325 and highlighting the institutional adjustments that are required to ensure that it is implemented not just within these organisations' operations, but within their internal structures.

In terms of project management, one strategy is to develop an advocacy framework, which outlines the tools that will be used to empower women and support the national advocacy agendas of governments and civil society. This is important to ensure both that different advocacy activities are integrated, and that advocacy work serves local needs and is adapted to the particular context. Moreover, it enables UN Women and its partners to better distinguish the target audiences, keep a clearer peace and security focus, and assess overlaps with advocacy efforts in other programme areas such as combating violence against women.

Lessons learned

- Progress on advancing the women, peace and security agenda cannot be made unless there are individuals in positions of power ready to listen to women's voices and address their concerns. Women have to be able to influence the political agenda by taking their message to the heart of

power or they will remain on the periphery of policymaking. Advocacy must therefore focus on building bridges between civil society and people in positions of political power.

- Most progress was made at the level of network coordinators. Meso-level organisations managed to instigate formal government and non-government coordination boards and groups relevant to the implementation of UNSCR 1325, where they provide technical inputs on women's security and broader human rights issues, representing their constituents from civil society. Their impact resulted in substantive contributions to national consultation processes, and the inclusion of women's concerns in national debates and planning processes.
- The lobbying of top decision-makers by women's organisations is essential if women's security needs are to be incorporated into policies, dialogues and institutions.
- The capacity of NGOs and CSOs to engage in informed dialogue with state authorities increases with their degree of professionalization, and is thus closely linked to capacity building.
- While pursuing advocacy initiatives helps to open space for public discussion, they need to be complemented by an actionable advocacy agenda. Establishing such an agenda can help to target advocacy and create synergies between advocacy work in different parts of the region.
- Supporting advocacy groups at the local municipality level is very important, as the vast majority of human rights are realised, violated or enjoyed in the place of residence. Moreover, supporting women's associations at the local level constitutes part of a strategy to enhance local ownership of gender equality legislation and policies by localising them and expanding the circles of those involved in their implementation.
- Advocacy should be closely tied to research studies and data collection, which can provide important evidence to back up advocacy activities and campaigns. Similarly, advocacy-oriented assessments or research projects can be valuable tools, and potential advocacy use should be an important consideration when designing and carrying out research-related products.

ISSUE BOX: Taking advocacy to the highest level

Women's voices and concerns have often been excluded in decisions that affect the economic and power structures of post-conflict reconstruction, from land and property rights, access to education and healthcare, to legislation issues, disarmament and reintegration, and the status of internally displaced persons. To remedy this situation, and help ensure the involvement of women that is essential to sustainable peacebuilding, UN Women has sought to take advocacy to the highest level of policy making.

As an example, with UN Women's technical and financial support RWL organised the *Regional Conference on Women and Peacebuilding in the Western Balkans* in Skopje in June 2010 with the aim of sharing best practices and lessons learned on UNSCR 1325 implementation. More than 90 delegates from government, civil society and international organisations including security actors attended the conference. As well as a number of prominent speakers, RWL members met with high-level politicians such as the Deputy Prime Minister of FYR Macedonia and the Minister of Labour to lobby for a start to the UNSCR 1325 NAP process. The conference produced several informative documents for progress on monitoring and advocacy on UNSCR 1325 in the region, including a comprehensive background paper on the state of implementation of the resolution in the region.

Moreover, the Global Open Day, a UN global initiative to open a dialogue between women leaders and high-level representatives to discuss women's peace and security and the implementation of UNSCR 1325, took place in Kosovo in early June 2010. Women leaders and advocates voiced concerns for women's peace and security in different areas, which were followed by active

discussions among the participants. The Special Representative of the Secretary General in Kosovo, who was present at the reception, committed to relaying the concerns of the advocates to the Security Council session in November 2010. Subsequently, these recommendations were included in the special UN publication *Women Count for Peace: The 2010 Open Days on Women, Peace and Security*. During the meeting, UN Women conducted three interviews with women advocates which were recorded and submitted to UN Women headquarters. The interview with the Chairperson of the RWL and Minister of Public Administration of Kosovo, Edita Tahiri, was selected as one of six interviews at the global level and broadcast on the UN Women communication You Tube website (www.youtube.com/watch?v=jPci7bRWVmY&feature=iv&annotation_id=annotation_826718#t=12s).

Taking advocacy to the highest level also requires awareness of relevant policy processes taking place within key international actors. By following discussions ahead of important decisions, UN Women can open space to push a gender equality message at the highest level, in turn influencing the policy and normative frameworks within which field missions operate. Becoming part of important policy developments then allows for proactive cooperation with international security actors at the country-level, creating synergies which allow all partners to take advantage of favourable external environments to push forward the women's rights agenda.

For example, to celebrate the tenth anniversary of UNSCR 1325 in Kosovo, the EU Special Representative's Office, together with EULEX and the EC Liaison Office organised an event in late 2010. SGCG members and UN Women supported them through the provision of materials for advocacy and brainstorming at SGCG meetings. UN Women prepared a speech for the UN Development Coordinator to address the further need for a comprehensive and holistic approach to advancing the implementation of UNSCR 1325 through the development and implementation of a National Action Plan. The Kosovar President and representatives from the EU Offices made a strong commitment for implementation of UNSCR 1325 and commended the work of the SGCG.

5. Awareness-raising

From the very start of engaging in networking and network-building activities, UN Women has sought to raise awareness of UNSCR 1325 and its implications for women, peace and security in the Western Balkans. Nonetheless, awareness-raising activities have presented major challenges. A general obstacle is different levels of awareness of UNSCR 1325 in different countries. To build awareness, UN Women has supported a two-stage awareness-raising strategy, beginning first with women themselves, and then moving on to the national agenda. This is exemplified by the Kosovo Women's Network, as discussed in the case study below.

Until recently, there was a low level of awareness about UNSCR 1325 at the national level within relevant government agencies, departments and line ministries. Instead, awareness often rests primarily within that part of the women's movement that has the capacity to be engaged regionally and internationally. While this presents a challenge of how to expand this knowledge within government, it reiterates the importance of NGOs in increasing the profile of women's human rights, and gives them a clear role to play in pressing state authorities to learn more about the resolution. As the case studies demonstrate, NGO-led networks have been particularly successful in raising awareness of UNSCR 1325 in the region.

Even where some awareness exists at the national level, another challenge is dealing with where responsibility for implementation of UNSCR 1325 is placed. In BiH, for example, UNSCR 1325 implementation falls under the line minister responsible for gender. This can be problematic in two

ways. Firstly, as set out in the various national action plans, the resolution commits far more government agencies, departments and line ministries than those directly addressing gender and women's human rights. Secondly, within BiH national machineries for gender mainstreaming and women's security typically lack resources and cross-cutting influence at the national level. UN Women's strategy to overcome this challenge has been clear: in both Kosovo (in the form of the SGCG) and BiH (with ZZ, EUPM and EUFOR, and the Coordination Board), it has supported the development of multi-stakeholder groups, including a number of ministries and gender equality agencies, as well as NGOs. These groups provide a forum for different ministries to discuss their respective responsibilities regarding UNSCR 1325, and for gender mainstreaming organisations to make the most of their resources by reaching different stakeholders at one time.

Despite the challenges, networking and network-building activities in support of UNSCR 1325 implementation used a variety of awareness-raising strategies for each intervention. Underpinning all these approaches is a focus on making the content and meaning of the resolution real for the local population by translating it into the local context and the issues that matter for men and women in their daily life. Without a solid grounding in real life, awareness-raising activities are unlikely to have a long-term impact. Building on this central theme, the following practical approaches have been taken to raise awareness:

- ❖ **Launch publications to coincide with major outside events.** International Women's Day 2010 was marked with the launch of the baseline study mapping national and international security actors on gender issues in Kosovo. Over 70 people from government, civil society and international organisations participated in the presentation followed by active discussions on the status of women, peace and security. On the occasion of the 16 Days Campaign to Eliminate Violence Against Women in 2010, the UN Women project office in BiH conducted a public awareness-raising campaign on Facebook and Twitter accumulating in an Electronic Book in English and local languages on 16 topics related to gender equality, discrimination and security.
- ❖ **Take a lead in organising major events involving other international actors.** In BiH, on NATO's initiative an Information Sharing Forum on Gender and Security was hosted in March 2011 by UN Women, NATO HQ Sarajevo and the Agency for Gender Equality (AGE). Participants representing government, civil society and the international community, including donors, were invited to learn about the goal of the Action Plan, and inform each other about their work in the area of gender and security. The outcome of the forum was a decision for the AGE to construct a 1325 Gender and Security Web Portal with funding from the Multi-Donor Fund for the Implementation of the Gender Action Plan. In Kosovo, UN Women took a lead in organising the Global Open Day on Women, Peace and Security jointly with the SGCG, which offered an opportunity for dialogue between women peace advocates and representatives from the EU, UN and OSCE. A set of recommendations from the event have been conveyed to New York and was included in the Open Discussion publication.
- ❖ **Use international and regional events to promote key messages.** UN Women (in partnership with UNFRA) provided support to the chair of the Association of Concentration Camp Torture Survivors (Women's section) to take part in a event on war-related sexual violence hosted in connection with the 55th Session of the Commission on the Status of Women in New York in March 2011. She gave a presentation following the screening of the documentary *Bosnia: Healing the Wounds of War*, which records her story. The screening and presentation were followed by a panel discussion including the Permanent Representative of BiH to the UN. UN

Women also invited 20 CSOs representing survivors of war-related sexual violence or working on their behalf in BiH to contribute by providing a brief statement outlining recommendations for actions that should be taken to ensure access to justice and provide reparations for survivors, which were forwarded to the event's organisers.

- ❖ **Use roundtables at the local level.** Under the project implemented by Zene Zenama and the Agency for Gender Equality in BiH, 10 local workshops were hosted to raise awareness of UNSCR 1325 and the Action Plan, to discuss how the goals relate to local concerns and needs, and to formulate recommendations on how to implement the resolution in a way that leads to an improvement in the lives of men and women at the local level.
- ❖ **Share experiences with partners elsewhere.** Members of UN Women National Committees (NC) visited Kosovo and BiH in 2010 and met with UN Women and its implementing partners to exchange views on women's concerns and monitor the results of their contribution. After the visit, the NC of Japan donated funds to UN Women's UNSCR 1325 regional project, and two of UN Women's partners in BiH, TPO and 'Medica' Zenica, were invited by the NC of Iceland as guests of honour at its second campaign to raise funds for the UN Women Core Fund. They gave interviews to the highest circulation newspaper in Iceland and on state television, met with staff of the Ministry of Foreign Affairs, and gave presentations at two high-level meetings.

Lessons learned

- While both thorough and large-scale training and awareness-raising have been carried out by UN Women's partners, for many recipients the resolution remains an abstract concept. Some organisations struggle to specify how far their learning on women's human rights and security has changed their approach to their work. This reiterates the importance of translating UNSCR 1325 into the local context.
- For an efficient response, and high impact, common understanding of what everyone is working towards with their awareness-raising activities needs to be increased. Preparation of an advocacy agenda is one potential tool that can help to clarify the goals of awareness-raising projects, assign responsibilities, avoid overlap and maximise synergies.
- Putting awareness-raising projects into practice within government requires thorough analysis of the responsibilities of different state institutions and the substantive areas of UNSCR 1325 they cover. This enables awareness-raising to be targeted to their work, and serves to identify those ministries and bodies that should be prioritised by gender mainstreaming interventions.
- Television and electronic media are important tools for raising awareness among a broader audience, and any awareness-raising strategy should consider whether they can be used alongside more traditional activities to engage the general public in gender equality. Employing newer forms of communication is particularly important when working with youth to increase awareness of women's security issues.

ISSUE BOX: Using the media

One way of reaching many people – and particularly local people, who can sometimes be excluded from traditional awareness-raising activities targeted at governments, NGOs or international organisations – is to use the media.

An obvious way of attracting media attention is organising and participating in high-profile events which include well-known or prominent speakers and guests. These occasions are likely to draw

interest from both print and visual media, thereby creating initial awareness of the issues raised. However, a more proactive approach to engaging with the media can ensure that this process becomes more sustainable, by using such events as a springboard to launch other awareness-raising activities that go into more depth about issues of women's security and human rights.

In some cases, the mere fact of the topic being taken up by the press constitutes an achievement in itself, and opens public space for discussions that would otherwise not have taken place. For example, BIRN organised 20 public roundtables in Kosovar municipalities where a well-known TV moderator facilitated controversial debates with mayors, municipal representatives, representatives of women's groups from some municipalities and the public. The debates focused on the political commitments of the mayors and the status of women's security and women's rights in the respective municipality, with the aim of illustrating political accountability and publicly obtaining the officials' commitment to improving particular areas of concern. The debates were broadcast by the public broadcaster RTK at prime time and viewed by a quarter of the population.

Clearly the collaboration with BIRN opened up unprecedented public space to issues such as the absence of women in decision-making positions and the lack of municipal programmes to address women's needs. Moreover, the debates contributed directly to shifts in policy at the local level. Some of the municipalities taking part eventually allocated budgets to respond to some of the issues raised during the discussions. Indeed, the importance of the debates was such that during the November 2009 local elections, many mayors referred to the importance of gender equality, which is considered a huge step forward in putting women back on the public agenda.

However, there are potential risks to this type of public debate that must be borne in mind, mainly related to the controversial and provocative format of the roundtables, which reflected the style of the well-known moderator. For example, such an approach raises the risk of triggering anger in officials who may be exposed for unprofessional or unlawful behaviour, or for not having lived up to pre-election commitments. As such, it is important to focus the thematic spread of the roundtables on specific questions related to the outcomes of the project, namely women's human rights and peace. Similarly, non-provocative formats should be used, which create space to discuss challenging issues in open terms, but minimise the risk of discrediting political figures on non-related issues.

The media can also be an important tool for sharing best practice and reaching out to new groups. If media channels present one project, others can be made aware of what is happening, and either take part or seek to emulate or replicate their activities. This occurred in the case of the TPO, which UN Women supported to design a training manual on gender equality to build the capacity of local NGOs, and then to hold pilot trainings of NGO staff using the manual (see case study below). The media attention generated by the project created interest in the training within BiH, but also elsewhere in the sub-region, with requests for trainings received from CSOs in Croatia and Serbia.

6. Capacity development

A key strategy in capacity development interventions is to focus on building capacity to implement and to bring about change, not just to participate in discussions. As such, UN Women programmes help to develop women's – and their organisations' and networks' – capacities to advocate for an increase in women's participation and influence in peacebuilding efforts. Support is not limited to building women's capacities to *participate* in peace negotiations, status talks, constitutional revisions and, where possible, transitional justice processes, but will include positioning gender equality advocates to *monitor* political processes and to lobby for effective *implementation* of these agreements. This ties in with an emphasis on building accountability systems that ensure that power holders are answerable to women for the agreements made on their behalf.

With government and international partners, a key approach is to build their capacity to mainstream gender within their organisations, so that gender considerations run through all their work and are reflected within internal structures. This can take the form of trainings or trainers, and the drafting of training modules or other training materials. As a result of UN Women's partnership with the Kosovo Police, gender equality and women's human security issues are mainstreamed in the KP academy and training on gender is a mandatory part of the curriculum; police officers receive five days training on these issues from the Kosovo Police Academy training unit.

Another core element of building capacity is creating a multiplier effect, whereby developing the capacity of a direct partner in turn allows them to enhance the capacity of their own partner organisations, or to develop new partnerships and networks through which they can share their learnings. Moreover, this can help to raise awareness of the partner's own capacity, bringing its work to the attention of other national and international actors, which may result in it being asked to implement other projects, helping to support its sustainability. Reflecting this, in terms of return on investment, there is a clear value in the catalytic functions of meso-level NGOs and institutes such as TPO, ZZ, KWN and KGSC which have capacities to reach out to the macro level as well as access to the micro level, and therefore represent excellent mediators between the two levels. When supported, these networks are then able to organise interventions at all levels.

Identifying where the focus of capacity-development initiatives should lie, and monitoring the connection between inputs and outputs is crucial. Project documentation should offer insight into the rationale for selecting partners. Beneficiaries of trainings should be detailed in the capacity development plan that supplements the project results framework and indicates the expected output. Documenting the chains of results enables an assessment of whether other decision-making partners need to be included, or whether resources need to be added to make the process successful.

Also from a project-management perspective, an important strategy is to specify a capacity development framework for the project that relates partnerships and partners to their capacities to support the project outcomes. The capacity development framework should distinguish partnerships in view of their contributions to outcomes and outputs of the project and, based on this, specify what kind of capacity development will be supported for which partners. This supports the move away from incidental trainings and similar inputs, and connects any kind of capacity support to institutional change and performance-based results.

One recurring challenge was the weak reporting capacity of some NGOS, and the significant time required to support them. This was sometimes due to high turnover of staff in partner organisations, but also reflected their lack of resources and facilities. To work with partners more efficiently, one option is to provide capacity building sessions on results-based management and reporting, which can in turn lay the foundations for more women's rights-based or advocacy-based capacity building. For example, UN Women supported the RAE Network by organising mentoring and coaching on computer skills, finance and administration procedures, and drafting project proposals, as well as English language lessons. On the basis of these skills, the Network has been able to formulate a medium-term advocacy strategy and develop relationships with donors.

Lessons learned

- Any capacity development provided should be clearly linked to a chain of results that establishes how the beneficiary of capacity development will better deliver on their institutional mandate and how this delivery will impact the target population.
- Results indicators for trainings have to be set in the future and be connected to a rationale for capacity development for the respective institution. There should be no training without longer term engagement, and which is not embedded in other measures that will further support the work towards the same goal.
- At the local level, the impact of networking activities has mainly been felt by the partner organisation that received training and engaged in the organisation of, and participation in, roundtables and consultations. The greatest progress can be observed in meso-level organisation such as ZZ, KWN, KGSC and RWL that have managed to bring themselves into institutionalised forums where they are consulted for their technical inputs on women's security and broader human rights issues, and have representative functions. This has resulted in feedback on national consultation processes, and the inclusion of women's concerns in national debates and planning.
- It is important to develop the capacity of non-traditional partners, particularly through training of trainers courses. This serves to increase capacities and raise awareness of women's human rights, UNSCR 1325 and gender equality within these institutions, as well as giving their staff the tools and skills to apply their commitments in practice to respond to women's needs.
- Capacity development of partners needs a comprehensive approach, where results provide the rationale for needs, and support focuses at different levels. Conferences, trainings, and workshops are examples for inputs to projects, but do not contribute to change in institutions unless they are connected to wider processes of organisational development.

ISSUE BOX: Supporting strategic thinking

A specific element of capacity building, particularly for more established partners, is support to develop strategic thinking. Starting to think in a strategic way helps an organisation to move away from short-term project or finance related development, to identify longer-term objectives and aims. This can help it to identify particular goals, and to build a body of activities that work towards their realisation.

One possibility is to include training in strategy development in broader capacity building activities. This can involve helping NGOs to formulate long-term goals, and to set them out in a clear way that can be easily communicated to other organisations, whether women's organisations or potential donors. The second part of training can then focus on identifying strategies for how to reach these goals, and designing a framework into which all subsequent projects and interventions should fall. In this case, training will focus on the development of an agenda for the implementation of UNSCR 1325. Developing strategic thinking means assisting local partners to elaborate on the connection of their work to the resolution and translating this into an actionable agenda.

An additional way to support strategic thinking is to make use of assets or resources across countries. While many partners are engaged in regional networks, have partners in other countries, or benefit from other points of access in their regional networks, there is scope to extend programmatic collaboration across borders. One option is to bring partners together with the specific goal of identifying long-term aims, and how they can support each other to meet them. Another is to further develop knowledge management, and to create a common platform where material and resources, as well as best practice, can be exchanged.

For example, UN Women provided technical and financial support for the RWL Steering Committee Strategic meetings held in Istanbul in 2007 and Tirana in 2010. The main objectives of the meeting were to discuss organisational and structural issues and plan upcoming activities. Plans were finalised for the organisational structure of the Lobby, an organogram was developed and plans for the annual conference hosted by RWL were initiated. By formalising its structure and processes, the RWL has created the practical basis on which to develop longer-term strategic programming. Indeed, with UN Women support, the Lobby developed an action plan and concept for 2011-2013.

7. Identifying needs

Closely tied to capacity building and advocacy is the importance of identifying the needs of partners. Although UN Women and other implementing partners have their own strategies, objectives and outcomes to fulfil, these must take into account the needs of other collaborators. Put simply, if network-building activities do not correspond to their needs, they are unlikely to elicit wholehearted engagement, have a lasting impact, or further implementation of UNSCR 1325.

The key precursor to needs-based programming is understanding the local context and current situation of local actors, their areas of work and organisational capacity (see issue box). Effective and appropriate interventions to support women and girls affected by violent conflict continue to be hampered by a general lack of reliable information and analysis regarding their situation, although some inroads are being made into this information gap. For example, in 2005 UN Women with its partners identified how the four main areas of obligation set out in UNSCR 1325 related to the situation in the Western Balkans. This process then informed the preparation of monitoring reports on UNSCR 1325 implementation by ZZ in BiH and the KWN in Kosovo, which highlighted particular areas where implementation remained weak. Nevertheless, concerted efforts at the international and national level are needed to stimulate research and knowledge that will be shared in the field of women, peace and security to inform policy and programme interventions.

Having a clear overview of the situation prior to an intervention enables projects to be targeted where they are likely to have the greatest impact. Moreover, it means that outcomes can be designed with the specific needs of the partner in mind, thus helping to support their organisational development alongside furthering implementation of UNSCR 1325. For example, UN Women supported the Kosovo Police to organise roundtables in 5 regions with Serbian NGOs, the Serbian community and with stakeholders at the central level. These meetings enabled the police to identify women's security needs and gaps in the existing services provided to victims of violence.

Frequently, these baseline studies reveal that, among NGOs in particular, the most acute needs are for basic trainings and skill development. For example, the mapping of Kosovo Serb women's NGOs identified the importance of professional capacity development, such as more advanced trainings in the areas of project management, language skills, computer skills and business planning. Developing network-building activities that do not acknowledge these requirements is likely to overburden the partner, and could result in unmatched expectations on both sides.

Lessons learned

- Needs identification should be a multi-stage process. First, the needs of women, activists and women's organisations at the grass roots level should be identified. Next, the responsiveness of relevant institutions and stakeholders within the security sector to these needs and concerns

should be assessed. On this basis, it is possible to identify what policy changes need to be made, and the support and/or capacity development that institutions require in order to make them.

- While thorough and large-scale training and awareness-raising have been carried out by UN Women's partners, for many stakeholders UNSCR 1325 remains an abstract concepts. Local organisations, in particular, suggested that while they are in a better position to explain to their constituents what their rights are, they need to explore the possibilities of this knowledge and find avenues to draw conclusions for their work.
- Undertaking to support the mobilisation of women will have to work simultaneously on external conditions that impact negatively on the formal organisation of women and the process of catalysing the civil engagement of women.

ISSUE BOX: Engaging with men and youth

A holistic approach to women's security operates on the premise that any positive change towards gender equality can only occur through the collaboration between all parts of society, including men and youth, which must share in the responsibility of care-giving and be accountable for behaviour that disrespects and demoralises women. Any effort to implement the gender equality principles enshrined in UNSCR 1325 must include activities that reach out to engage with men and youth.

One particular strategy for engaging with youth is to focus on violence against girls and boys in school. By concentrating on an aspect of insecurity that is commonly experienced in everyday life, interventions can open up space to discuss issues of women's rights and gender equality more broadly. For example, once conversations related to school violence have begun, it is possible to introduce questions related to the perception of the roles women and men play in society, what makes youth feel secure and insecure, their own experiences of rights violations and what they think would help to improve social cohesion, which provides an important foundation for peacebuilding, social integration and resilience to conflict. Moreover, introducing the concepts enshrined in UNSCR 1325 at an early age is crucial if the wider process of changing societal perceptions of women is to be a success.

More broadly, UN Women could consider developing partnerships with academia and the education system, including both schools and universities. In universities, one option would be to support partners engaged in developing relevant courses, which could be taken either as a gender studies degree, or as modules that could be integrated into other studies. At the secondary school level, a possibility is to work with partners to develop educational materials related to women, peace and security issues. These should be focused on translating the principles set out into UNSCR 1325 into the local context, and can use issues such as GBV, religion or ethnic identity to prompt discussions of how women's human security is experienced in everyday life. Another option is to use materials such as TPO's book on female winners of the Nobel Prize, or on local heroines of peacebuilding as catalysts for conversations about women's role in decision-making.

A strategy for engaging men in gender equality is to hold workshops for men from various backgrounds, including community-based groups, NGOs, religious groups, youth, and security personnel, to stimulate and examine their own ideas about gender and how their individual actions impact on women. The workshops should approach gender as a holistic issue that affects whole communities, in the hope of creating a social movement of men working for gender equality and an end to violence against women. As a result, men can be prompted to undergo a dramatic individual change with new attitudes and values. Moreover, workshops seem to have a very positive impact on youth in particular, and are also successful when there is collaboration with leaders of faith-based organisations which have wide influence throughout the region.

Implementing initiatives to support networking and network-building

This chapter describes specific initiatives undertaken by local, national, regional and international partners with support from UN Women, each of which showcases different aspects of the approaches to networking and network-building set out in chapter 1. The chapter is divided into three sub-sections: networking of women's groups, engaging government stakeholders in women's security, and multi-stakeholder groups. Case studies illustrating the different interventions are included in each sub-section.

Networking of women's groups

UN Women has supported women's groups to develop women's capacities to build peace at all social and political levels. To this end, initiatives have focused on expanding the constituencies that support gender equality in peace and democratisation processes. This involves strengthening coalitions for women's engagement in peace processes, as well as enhancing their participation and influence in political decision-making and facilitating their access to power brokers in international organisations.

CASE STUDY 1: Regional Women's Lobby (RWL)

Background

Established in 2006, the RWL is an advocate and lobbyist for women, peace and security in Southeast Europe at local, national and regional levels. RWL members are prominent and influential women in politics and women's human rights activists from Albania, BiH, Croatia, Kosovo, FYR Macedonia, Montenegro and Serbia. The network sees itself as established and disposes of organisational assets and capacities that allow for self-initiated, high-level engagement to support women's human rights.

UN Women has been an instrumental partner for the establishment and development of the work of RWL from the outset. The network is entering a phase of maturity where in addition to its past engagements in advocacy, new project ideas are emerging which will help to further anchor the work of RWL in engagement on peace and security in the Western Balkan region. In this regard, UN Women's collaboration with the Lobby represents a model of strategic partnership with a well-established network of prominent activists to pursue advocacy and awareness-raising, as well as an example of an organisation bringing together women from civil society and politics.

What was done: key strategies and challenges

The dominant strategy running throughout in this partnership is to use the existing capacity of RWL members to take advocacy to the highest level. All the women that are part of the network are leaders with high visibility and credibility in their home countries and regionally, allowing them to leverage off their own organisations to further RWL's action plan. They include decision-makers or those who have access to decision-makers at high levels through their respective professional networks. The benefits of this type of forum are clear: it enables rapid, even same-day, sharing of information regarding on-going events within each country, as well as giving members access to

information across a wide range of topics that is usually not shared outside of closed circles.

These assets have allowed RWL to advocate at the international and supranational level with the UN, EU and other actors. Between 2007 and 2010, the Lobby used its access to key international security actors to advocate for the inclusion of women in decision-making in the region, particularly peace processes. For example, the Lobby met with the UN Secretary General's Special Envoy on the Status of Kosovo, Martti Ahtisaari to press him to reflect women's security needs in his decision making, and lobbied ambassadors to the Security Council to engage women in their negotiation processes. This resulted in the inclusion of an article on UNSCR 1325 and women's participation in peace talks in the new draft resolution on Kosovo developed by the Security Council in New York. Moreover, the RWL released statements on a variety of regional phenomena impacting women's human security, including elections, corruption, violence and freedom of movement.

With UN Women's technical and financial support, RWL organised a Regional Conference on *Women and Peacebuilding in the Western Balkans* in Skopje in June 2010 with the aim of sharing best practices and lessons learned on UNSCR 1325 implementation. More than 90 delegates from government, civil society and international organisations attended the conference. As well as a number of prominent speakers, RWL members met with high-level politicians to lobby for a start to the UNSCR 1325 National Action Plan process in FYR Macedonia. The conference also produced several informative documents for progress on monitoring and advocacy on UNSCR 1325 in the region. Subsequently, RWL Advisory Board member Elisabeth Rehn presented a list of recommendations from the Regional Conference to Catharine Ashton, the EU's High Representative for Foreign Affairs and Security Policy, during a meeting between EU officials and the UN's Civil Society Advisory Group (CSAG) on UNSCR 1325. The CSAG also took RWL's recommendations into account when formulating its report to the Security Council on the tenth anniversary of UNSCR 1325.

As a self-organised organisation of prominent activists, RWL does not require traditional capacity building or awareness-raising support. Rather, UN Women's key role is to facilitate both internal communication and external advocacy efforts. To complement RWL's existing capacity, one of UN Women's key contributions has been to fund a coordinator to facilitate regular communications among the members, develop common advocacy structures, maintain the RWL website, and draft statements, press releases and policy briefs. One of these policy briefs on gender and corruption in SEE was published as an advocacy piece in a leading European foreign affairs journal in March 2010. In addition, five press statements on women's peace and security issues in the region were released through the media and the RWL website in 2010, each of which was republished in regional media. The RWL coordinator is also repeatedly contacted to provide input on women and peacebuilding for various publications. This demonstrates the importance of becoming recognised as experts, publicising the network's knowledge and then inputting into international advocacy and decision-making processes.

Despite the capacity of its members, successful networking at this level also requires a clear vision of the organisation's goal and a strategic plan for how to achieve it. With UN Women support, the RWL sets out its strategy every two years by evaluating what it has been able to achieve, what has not taken place, and key action points for the near term. For instance, UN Women provided technical and financial support for the RWL Steering Committee Strategic meeting, which was held in Tirana in March 2010. The main objectives of the meeting were to discuss organisation and structural issues and plan upcoming activities. At the meeting, members agreed on the organisational structure of the Lobby, an organogram was developed and plans for the annual conference were initiated.

While the RWL's key strength, the diversity and prominence of its membership remains a challenge, as it can be difficult to build consensus amongst the group. To overcome this, each participant must be cautious in the way they articulate their views, understanding that while it is easy to break up a meeting, it is much harder to reach consensus and then undertake advocacy activities. Having a clear

vision of what the organisation wants to achieve is crucial if members are to feel they have a stake in the process and that the efforts required to achieve progress are offset by meaningful results.

Linked to this is the challenge of being a largely online network that only meets rarely in person. This can lead to a lack of cohesion and to slower progress in achieving the organisation's aims, as when members meet they focus on restoring the ties between the group rather than on its activities. Although this is likely to remain a challenge, it reinforces the importance of finding innovative ways to stay connected and maintain effective lines of communication between members. The UN Women-supported coordinator, who acts as the organisation's secretariat, plays a crucial role in collecting and disseminating information within the Lobby. Nevertheless, coherence requires members to show commitment and a willingness to be proactive in sharing their work and ideas.

Results

- ❖ RWL is recognised as a strong lobby group for women, peace and security by international, regional and national governments. It is a model that shows it is possible for women to be involved in peacebuilding at the highest level, and that women can come together even in the aftermath of war and conflict. The Lobby offers a real-life example of women contributing to a new vision for their country and region by taking part in decision-making and peace processes.
- ❖ The RWL offers a forum to share experiences and know-how of how to shorten the time required to empower women and increase their participation in decision-making.
- ❖ RWL's events attract high-profile participants from across the region and internationally. They are frequently covered by the media, promoting awareness of the organisation and its message.
- ❖ The Lobby's recommendations are included in global agendas on women's peace and security, as well as contributing to the implementation of UNSCR 1325 in the region.
- ❖ Feedback from the Lobby's chair indicates that its current active status can be largely attributed to UN Women's support, which concentrated on vital elements of the network, including the position of a coordinator, and inputs into formative events such as strategy and planning, as well as engaging events, such as regional conferences and media coverage.

Lessons learned and best practices

- Networks work best when they are supported to identify both short- and long-term objectives, and then develop strategies to achieve them. The RWL began by concentrating on post-conflict reconciliation, before moving its focus to fostering sustainable peace and stability, and promoting European integration.
- Building common values in situations characterised by past animosity requires focusing on commonalities to break lingering mistrust and ethnocentrism. This means acknowledging that post-conflict reconstruction is a mental process that involves reshaping public opinion, rather than just progressive legislative moves.
- Bringing diverse women together enhances understanding between members, and allows them to see a more complete reality. A multi-perceptive approach helps to build bridges between communities, which can then reform political and economic systems.
- With networks of high profile activists, UN Women's support should be focused on facilitation and providing logistical services to the group. This enables individuals spread across the region to remain in close contact and gain experience from the struggles of other women to achieve their goals.
- Maintaining such a network requires time and effort on behalf of all members, and ad hoc reactions require a very strong communication and coordination body.
- Regional organisations are costly as it is expensive to gather members from seven countries together for joint activities. The need to contain costs reinforces the importance of finding imaginative ways to maintain communication, which is essential to energise members and coordinate activities.

CASE STUDY 2: Kosovo Women's Network (KWN)

Background

The Network is an established and self-managed organisation with a self-set agenda and a wide range of members within Kosovo. Programmatically independent from external support, KWN is able through its outreach to collect and analyse information relevant for women's security, women's human rights and peacebuilding, which is an important asset for security sector monitoring and public oversight.

This case study showcases the importance of engaging with meso-level NGOs which have the capacity to simultaneously take advocacy to the highest level and engage with community level women's groups. The wide range of activities undertaken by KWN demonstrates what can be achieved by an established organisation benefiting from its own broad networks of contacts, considerable existing capacity and a clear strategic framework.

What was done: key strategies and challenges

At the local level, the key strategy was to raise awareness of women, peace and security issues. From September 2009 to April 2010, UN Women partnered with KWN to increase awareness of gender equality mechanisms and relevant laws for the realisation of women's human rights and human security in 22 municipalities. KWN mobilised a number of NGOs and individual supporters and carried out Kosovo-wide public awareness campaigns on topics such as women's participation in politics, women's health, violence against women, trafficking, and the applicability of the Kosovo Programme on Gender Equality, UNSCR 1325 and relevant domestic laws. Throughout the campaign, UN Women's previous publications *Know your rights* and the pamphlet on domestic violence were used, as were leaflets on UNSCR 1325 and KWN newsletters. The campaign helped to increase local awareness of relevant legislation as well as how to realise their rights under these laws.

Moreover, the KWN was able to use its own experience to support 15 Serbian women's organisations to form their own network, the Kosovo Serb Women's Network, within KWN. This marks a powerful demonstration of the potential multiplier effect that can be achieved through long-term support to an established network: the Network was able to make use of previous capacity building support given to it by UN Women to itself assist in the creation and development of a sub-network. UN Women, KWN and its member NGOs have also undertaken efforts to support, empower, and involve Serb women in realising their human rights as per UNSCR 1325.

At the government level, advocacy was the dominant theme, with the focus first on ensuring that the necessary legal frameworks were in place, and secondly on pushing for their implementation. With support from UN Women, in 2002 KWN collaborated with women from politics, government, other CSOs and the media to advocate for a National Action Plan for the achievement of gender equality (NAP). Once the NAP had been developed, the process of jointly advocating for its endorsement by government, which occurred in 2004, led to the construction of a wider gender machinery structure in Kosovo, notably the drafting and passing of the Gender Equality law and the setting up of the Agency for Gender Equality. UN Women's initiative to bring together women from different sectors to develop the NAP and, through the process, to establish and strengthen their collaboration was crucial to the success of the advocacy work.

Subsequently, the Network set up meetings to discuss ways of putting pressure on the Kosovar government to implement gender mechanisms. KWN had 8 meetings with international and national decision-makers such as the representative of the International Civilian Office, Special Rapporteur of the EU for Kosovo, the Women's Caucus in parliament and the Head of the AGE to discuss how to push the government towards better implementation of the NAP, relevant laws, and the UNSCR 1325. Moreover, by building relationships over a long period of time with government security

sector actors, such as the Kosovo Police, KWN was able to advocate for gender mainstreaming and training on gender equality for key figures in these organisations.

Another key activity is to extend networking across the region, notably through the Women's Peace Coalition – a network of women's organisations from Kosovo (under the leadership of KWN) and Serbia (under the leadership of Women in Black) – and the RWL (see below). Many of the women involved in these organisations knew each other from pre-war networking, so already had strong relationships based on trust, and were able to translate these personal links into cross-border advocacy networks. Membership of the Regional Women's Lobby allows the KWN to take what it has learnt through its own advocacy activities and apply it at the regional level by engaging in international networking and conflict management. Moreover, since RWL is a collection of well-positioned and influential individuals rather than an organisational structure, membership has helped KWN to further develop its implementation capacities, as it is national networks such as the KWN that can put the RWL's strategies into practice.

Particularly at the international networking level, a crucial element of UN Women's support is to facilitate access for the KWN to international policy makers, whether by inviting the Network to high-level meetings or by demonstrating its work as an example of best practice. Here UN Women played a major role in building links between the KWN and major international actors such as DPKO in New York and the European Parliament in Brussels; UN Women could use its institutional recognition and prestige as a way to open doors for KWN to have access to relevant decision-makers on women's peace and security issues in international organisations. In this regard, the importance of UN Women's support is to give women's organisations a political voice, and to form part of the bridge between capable and well-institutionalised civil society networks and those in positions of governmental or intergovernmental power.

Given the wide scope of the KWN's activities, another important supporting role for UN Women was to build the Network's capacity to develop its organisational structures, think strategically and identify longer-term goals. Essential here is developing processes through which the KWN is able to engage with its member organisations and give them a stake in the Network's overall direction and activity plan. With UN Women's support, every year KWN updates its strategy by analysing what it was able to implement and what challenges it faced over the previous twelve months. After discussing new issues and ideas originating from the membership, the new strategy is decided upon, and all subsequent activities fit into this framework. As well as giving an overall coherence to the Network's activities, this ensures that despite its international renown, the KWN remains firmly rooted in its local membership.

Results

- ❖ Increased awareness among citizens and local and international decision-makers on relevant laws, as well as how they can be realised.
 - ❖ KWN and its members are international known as advocates for UNSCR 1325. Often viewed as a model for women's organisations looking to advocate for implementation of the resolution, they are frequently invited to other countries to speak about their experiences and to share their knowledge and lessons learned.
 - ❖ Serbian women's organisations play a full role in the network, increasing inter-ethnic dialogue and enhancing joint activities to built peace and security.
 - ❖ The Network has an image as a group who will campaign robustly for women's rights and as being a strong voice for gender equality in Kosovo.
 - ❖ KWN has a strategic plan, enabling it to develop a programmatic agenda independent of donor support, enhancing both local ownership and sustainability.
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Lessons learned and best practice

- Strengthening relations between women's umbrella networks and gender mechanisms at the local level is essential if women are to influence the political agenda, and the policy-making and planning of local authorities.
- Working directly at the local level has significant value. Being in direct contact with women through the 22 meetings meant the KWN could listen to their needs and problems, and respond to them.
- Pre-election periods present a major challenge for awareness-raising activities as attention tends to be directed towards the campaign. However, they do create an opportunity to find ways to communicate with political party leaders about women's needs and priorities.
- Networks of women's organisations and activists play a particularly important part in the development of smaller or new NGOs, as they can support some of their activities, as well as providing a forum to share information and experience.
- Successful advocacy requires identifying the individuals who will be most responsive to your message and able to affect change within their own institutions.
- It is important to work with government from the start of the advocacy process. By initially contributing to the development of a National Action Plan for the achievement of gender equality, KWN – as part of the advocacy group on the NAP – was able to play a catalytic function in the passing of the Gender Equality law and in the setting up of the Agency for Gender Equality. Together, these institutions, through the gender mainstreaming they promote, are the engine driving implementation of UNSCR 1325 in Kosovo.
- Working with men is crucial. No network can bring changes in communities – where women experience insecurity and violations of their human rights – unless men are onside. The KWN used the same language when engaging men, thereby emphasising that gender-based insecurity is an issue that affects the whole community, not just women.

CASE STUDY 3: Kosovo Gender Studies Centre (KGSC) and the Network of Roma, Ashkali and Egyptian Women's Organisations in Kosovo (KRAEWN)

Background

The collaboration between UN Women and the KGSC was initiated in 2006 to support the organisational development of the RAE network. This case study showcases how a long-term partnership can turn an informal gathering of NGOs into an independent and institutionalised awareness-raising and advocacy network through prolonged, step-by-step capacity building.

One of the key strategies underlining the partnership is to initiate a long-term engagement and investment in citizens that are subject to exclusion and marginalisation and for whom education and professional organisation are part of the excluding structures. Especially in work with international organisations, the building up of local structures is an investment that is rarely being made as pressures to deliver are high and developing local structures takes time, a lot of resources and does not show macro-level results during the life-cycle of regular development projects.

What was done: key strategies and challenges

At the beginning of the collaboration, the key challenge was providing a forum in which diverse women could come together to raise and discuss issues of common importance. KGSC supported KRAEWN to organise regular – and well attended – meetings of member organisations and activists, which were used to share information, coordinate regular activities, report on KRAEWN's management of the flow of project activities and discuss fundraising possibilities.

Once the members of the nascent networking had decided that they wanted to make the KRAEWN more formal, the main process of capacity building could begin. Capacity building took a number of forms: mentoring and coaching on technical, institution building, trainings on issues such as English language and computers, publicity and research. Daily on-the-job training for Network members' staff in finance and administration management was also carried out, with the prime focus on fundraising skills such as joint project proposal writing, advocacy, and meeting and contacting potential donors. As a result of practice in filling out application forms, and preparing logical frameworks, budget projections and reports, KRAEWN staff are better placed to fundraise. By responding to women's need both to discuss the security challenges they face on a daily basis and to learn the practical skills required by an emerging network, the partnership was able to create new activists aware not only of their rights, but of how to present themselves to make them a reality.

Alongside technical training, another strategy was to support the KRAEWN to develop its knowledge of the RAE communities, which allowed it to identify the communities' most pressing needs. The KGSC guided and supported Network staff to design and carry out research into the position of RAE women in all areas of life including education, health, their position in the family, domestic violence and politics and the public sphere. Under the leadership of the KGSC researcher, the KRAEWN developed the questionnaires and conducted interviews in their communities. By working together throughout the process, the research team ensured ownership by the KRAEWN rather than established KGSC researchers.

In line with KGSC's strategic approach of ensuring the future sustainability of the Network, KGSC and KRAEWN undertook a Kosovo-wide research mapping of KRAEWN's member organisations, informal RAE community groups, international donor organisations and governmental institutions working with and for RAE women in Kosovo. During the first phase, KGSC worked in close cooperation with KRAEWN and used its own library to help guide the preliminary research. KGSC searched and selected the donors supporting gender issues with a focus on RAE women, and used this information to create a database, methodology and research instruments. In the second phase, KGSC and KRAEWN staff developed the final draft methodology, designed to better understand and present the achievements of RAE women's organisations, the obstacles they face during their work, and their missions and visions for the future. The mapping is used by the KRAEWN membership and staff for fundraising purposes, and by donors for information regarding key RAE actors on the ground.

UN Women and KGSC signed a six month contract in May 2010 to further support the strengthening of the institutional capacity of the KRAEWN, and the development of an exit strategy and action plan that would allow KRAEWN to become an independent and sustainable organisation. The exit strategy planning workshop was prepared by KGSC and attended by board members of the KGSC and the KRAEWN, members of the KRAEWN, UN Women representatives, donors, women's organisations and governmental representatives. By developing an organisational strategy and presenting it to its main stakeholders, the Network has set out a sustainable framework for action, which is a major landmark on the road to becoming a self-sufficient organisation.

In this type of partnership, both UN Women and established international Women's NGOs can act as 'door openers', putting the KRAEWN in contact with international actors and donors, and drawing attention at the international level to their work. For example, UN Women organised different events which allowed the network to meet and build relationships with other organisations carrying out similar activities in the region, as well as members of the CEDAW committee. In addition, Kvinna til Kvinna invited the Network to accompany it to meetings as a partner, giving KRAEWN the opportunity to advocate to a wider audience.

Results

- ❖ KGSC built up the capacity of the KRAEWN through technical assistance, mentoring, coaching,

and trainings on advocacy, finance, project management and fundraising.

- ❖ KRAEWN is now at a point where it can be run without major external support.
- ❖ KRAEWN has been able to establish partnerships with Roma networks in the region, as well as collaborate with international and national organisations to implement small projects.
- ❖ The development of action-oriented research projects that will influence policy creation, and analyses that will impact RAE women's position in Kosovan society. KRAEWN is part of the government working group charged with identifying a strategy to promote RAE integration.
- ❖ Strengthening grassroots RAE women's organisations, including members of the Network, which will contribute to KRAEWN's sustainability and impact in the community.

Lessons learned and best practice

- Ownership needs to remain in the hands of the local organisation at all times. It should be the local NGO that identifies a need to be addressed, with partners providing support but remaining on the outside: activities must be designed and implemented in a way that does not interfere with this ownership.
 - Capacity building is a long-term engagement that doesn't necessarily involve organising specific trainings with outside instructors, who can be viewed as patronising. Much success derives from 'learning by doing' through one-to-one mentoring during working hours over a long period of time. The coaching and on-the-job training developed during this project is an effective way of developing the capacities of the Network's coordinators.
 - Training should focus on 'administrative' as well as 'substantive' skills. Finance and accounting courses are crucial for the future sustainability of the network.
 - The more developed partner needs to know when to scale back support and let the new organisation carry out activities independently. Carrying out tasks alone is crucial if people are to build their confidence and self-esteem.
 - Priority needs assessments provide a crucial foundation for subsequent work. The identification of specific, concrete needs for capacity building enabled well-targeted trainings that gave members the skills they need for their daily work.
 - Networking and regular communication with potential donors led to successful fundraising, contributing to the Network's sustainability.
 - Achieving successful outcomes in such a project requires: the involvement of key stakeholders in respective fields; ownership of the project; cooperation and work with experienced consultants and experts; and follow-up of the project.
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CASE STUDY 4: Kosovo Lawyers' Association (NORMA) as coordinator of the Coalition of Kosovo-Albanian and Kosovo-Serbian NGOs

Background

As part of its partnership with UN Women, from 2005 NORMA supported a coalition of NGOs from different Kosovan communities with the aim of strengthening ties between Albanian and Serbian communities. The Coalition is made up of six Kosovo-Albanian and eight Serbian women's organisations, which mainly work on support to women victims of violence, access to legal advice and related areas.

The political context in northern Kosovo continues to hamper concrete solutions for women of minority communities, despite a general consensus in favour of normalisation. NGOs play a crucial role in advocating and bringing forward issues to decision-makers, enhancing community integration and promoting joint problem-solving for the concerns of women. Against this backdrop, this case study showcases how to bring diverse actors together to tackle common security issues of concern.

What was done: key strategies and challenges

Given that the member organisations of the Coalition previously had little or no contact, the key strategy for this partnership was to create avenues for dialogue and to begin the slow process of establishing stable cooperation. The first year was a question of breaking the ice, as post-war there were major divides between nationalities. NORMA went to the communities in which women NGOs – and particularly Serb women – live and work, to gain direct knowledge of the problems they face. NORMA then supported women from different communities to meet together, and promoted dialogue between Kosovo Albanian and Kosovo Serbian women NGOs by encouraging discussions on topics of common concern. By focusing on commonalities, women from the different communities were able to focus on the shared challenges they face, and to begin planning joint activities and advocacy work to tackle them.

In addition, Serbian NGOs were empowered to travel to Pristina to meet with government representatives on issues of particular concern to Serbian communities. Based on these concerns they met relevant government authorities including ministries and local authorities. Coalition members stress that the technical support provided by NORMA and the coordination of meetings to get to know each other, as well as the exchange on common areas of interest, have greatly contributed to changed perceptions among the partners.

Building on UN Women's support to the Coalition's facilitation of dialogue between Kosovo Serbian and Kosovo Albanian women and international institutions during 2009, NORMA requested that UN Women support a follow-up project to address the inadequate social inclusion of women in the Serbian community in the Mitrovica region. Two meetings between UN Women representatives and women from North Mitrovica and NORMA were held to plan a strategy for the dialogue. The project addressed the lack of knowledge on human rights and legal rights amongst Serb women and the systematic deficiencies of knowledge among Kosovo institutions on women's rights.

NORMA selected five Kosovo Serb and five Kosovo Albanian women's NGOs, and organised four workshops on focused topics. The meetings served as forums to raise concerns and to seek further solutions specific to the minority communities living in North Mitrovica. The meetings resulted in tangible recommendations and helped to open channels to formalise and create networks to show that women's interests and issues transcend the boundaries associated with community belonging. In addition, as some of the issues raised require political solutions at a higher decision-making level, NORMA supported NGOs to voice their concerns. Three meetings were held in Mitrovica North, demonstrating the readiness of women from South Mitrovica to support the integration of Serbian women and their communities into Kosovo society.

The workshops started by explaining the gender equality principles set out in international and Kosovar law, and that the Constitution fully guarantees the equal rights of women. The lack of proper implementation, partly due to a lack of political will and a shortage of financial means, but also due to prevailing traditional practices which tend to place the man as the head of the household, was also discussed. Women further identified common concerns and needs, on which prompted them to develop joint activities with the aim of building bridges between the two communities. Based on the discussions, recommendations were made and sent to relevant institutions such as the Agency for Gender Equality, Municipal Gender Officers and Communities Officers, Victim Support Unit, Kosovo Police Units, Municipal Gender Officers, NGOs which deal with victims' protection, the Municipal Property Registrar and other relevant institutions.

As a final activity, NORMA organised a public debate in Gjilan/Gnilane, one of the newly created municipalities with a Serbian minority. The debate was attended by 20 participants, made up of representatives of women's NGOs from Albanian, Serbian and RAE communities who have taken part in the previous meetings. The debate gave them the opportunity to raise the issues identified

during the workshops with local leaders and officials including Serbian and Albanian representatives of municipality assemblies, the office for gender equality within the municipality assembly, the municipality office for human rights and the community office. This served to create a bridge between rights holders and duty bearers.

Much of the Coalition's strength lies in its members collaborating to take action on common problems. By focusing on the challenges facing women from all ethnic backgrounds – such as domestic violence – it opens up concrete areas for coordinated activities. In all the meetings, women from both Albanian and Serbian NGOs articulately voiced their concerns and demanded their rights. However, the NGOs will need further formal support to raise their concerns with the institutions responsible, especially in terms of follow-up and monitoring.

Results

- ❖ The Coalition has expanded from 7 to 16 NGOs as a result of the project's activities in the Mitrovica and Gjilan regions.
- ❖ Women from different communities are becoming more aware of their rights and are jointly seeking the realisation of their common goals through cooperation and joint advocacy.
- ❖ There is enhanced inter-ethnic dialogue between Kosovo Serbian and Albanian women. Frequent meetings between Albanian and Serbian women NGOs helped to identify issues of concern, and have built and further enhanced mutual trust between the groups.
- ❖ Women travel alone to Pristina and Mitrovica, and have enough trust in Kosovo's institutions to get identity documents and passports.
- ❖ Confidence is built up in the Serbian NGOs to travel to Pristina and meet with government representatives about the concerns of Serbian communities. The visit to Pristina to meet government officials resulted in a joint deed of commitment for increased collaboration. Subsequently, relations between Serbian women's organisations, municipal authorities and government authorities in Pristina developed.
- ❖ Meetings have increased public awareness of the concerns of the Kosovo Serb community and added to rising public trust within these communities. Knowledge of women's human rights and the availability of tools and mechanisms to Serb women has increased.

Lessons learned and best practice

- Building women's trust is an essential precursor of networking with communities that have felt disassociated from, and mistrustful of, local and national institutions and service providers. When women see that organisations such as NORMA are ready to do something concrete to find out about and meet their needs, they start to develop trust and confidence not just in the partner, but in institutions more generally.
- Capacity building should focus not just on raising awareness about women's rights and the laws in place to protect them, but how to use these laws. In most parts of the region gender equality legislation has been passed, but the challenge remains to ensure it is implemented. Women's NGOs have a key role to play holding governments and institutions to account.
- The more informed women are, the more they will feel able to challenge the injustices they face. For example, awareness of laws to protect inheritance and property rights can empower women to claim these rights.
- Building relationships across long-standing divisions takes time, and project timetables should reflect the need for long-term engagement.
- The project showed that women are truly interested in building bridges between women of majority and minority communities. Women NGOs involved in the project have been very helpful in this regard.
- The workshops served as channels to support communication and cooperation between women from North and South Mitrovica, creating forums to advance interethnic relations.

CASE STUDY 5: Trans-Cultural Psychosocial Educational Foundation (TPO)

Background

The TPO is a think tank with a mandate to undertake adult and academic education on gender-related issues. Based in Sarajevo, it has outreach to partners in different areas of the country, and maintains close links with academic figures and structures throughout BiH and internationally.

The key part of the collaboration between UN Women and TPO was the development of a training of trainers (ToT) module using UNSCR 1325 as a framework for dialogue on citizenship and religion.

What was done: key strategies and challenges

The key strategy in this case was to translate the resolution into the local, everyday context. To do this, TPO created a methodology for women to learn about the resolution at the same time as thinking about what difference it could make for their lives if put into the local context and applied to one of the central facets of social life in BiH – religion and religious culture. Given the growing entrenchment of ethnic and religious divides, this strategy facilitates a discourse for positive change, which is more accessible for many people than a technical discussion on the UNSCR 1325. TPO developed training materials that explain the background of international civil rights frameworks, CEDAW, UNSCR 1325, the constitution of BiH and existing gender laws, and used these together with supportive interpretations of norms on women's rights and freedoms from Islamic and Christian scripts to propose ways to transform traditions and customs and increase freedom for women. By focusing on translating the content and meaning of UNSCR 1325 into the local context, the methodology allowed women of different backgrounds to learn about the resolution, but also what difference it could make for their daily lives.

The main strategy for taking this message to women was through trainings and workshops, which TPO devised on the basis of its manual and book on religion and women's human rights. Women from both secular and religious organisations attended the first seminar, allowing them the opportunity to become aware of other traditions. One strategy here is to focus on mutual challenges, such as gender-based violence, and discuss how women's human rights principles can be used to empower women in these situations. This is likely to be particularly effective in rural areas where there is frequently a lack of knowledge about legal gender equality provisions, and religious divisions are often more entrenched.

The partnership with TPO provides an excellent example of sustainable project development, in which the focus on local ownership leaves the CSO with the capacity to develop similar projects independent of support from UN Women. For example, following the collaboration, TPO made plans for two projects directly related to further educational work on women's leadership in peacebuilding, namely an assessment of women's contributions to peacebuilding in BiH, and a book presenting the life stories of women peacebuilders and human rights defenders to encourage women's civic engagement and provide positive role models.

The trainings also brought TPO into contact with both new and old partner organisations, instigating collaborations that will last beyond the duration of this project. As well as creating burgeoning locally-created networks of women organisations – a crucial step for promoting local ownership of women's rights activities – this helped to bring TPO to the attention of donors as an implementing partner capable of working with other organisations in a project. Following the inter-faith dialogue final public event, TPO was asked to implement a project to raise awareness of the importance of women voting in upcoming elections, for which it decided to partner with Foundation Čure from the ToT project.

The main challenge throughout this partnership was how to avoid provocation and conflict with

religious communities, who are very sensitive to any criticism and tend to close ranks if they feel their ideas and beliefs are being challenged from outside. TPO was careful always to be constructive rather than critical, and to use the same arguments as those put forward by religious authorities, but in a way that promotes women's rights. The consequence was a reduction in the animosity sometimes shown by religious authorities towards women's organisations, which are mostly secular.

Results

- ❖ Organisations participating in the ToT confirmed that the training had been very useful and would enhance the quality of the work they would be able to deliver on women's human rights and interreligious dialogue. They also reported that they would take up the subject of the training in planned projects, but also in new collaborations with TPO and other partners.
- ❖ The media attention generated by the project created interest in the training within BiH and elsewhere in the region, with requests for trainings from CSOs in Croatia and Serbia.

Lessons learned and best practice

- The inter-religious dialogue developed by TPO is an excellent example of an action-oriented translation of what UNSCR 1325 can represent in a local context.
 - The development of a religion-based dialogue allowed TPO to engage a much wider public than a purely rights-based dialogue around UNSCR 1325. Since religion is a significant part of the identity of most of the population, it is essential to engage with religion if UN Women is to help connect women's human rights to people's everyday lives.
 - Supporting and empowering organisations to develop additional partnerships and project ideas has a multiplier effect, increasing the impact and sustainability of an intervention.
 - It is essential to develop partnerships with various actors in the local community and not just those in one particular field. Women can act as a bridge between faith-based organisations and women's groups.
 - Avoid conflicts with religious groups by using similar arguments, but in a different way. This can help to send a different message about religion that is not associated with conflict.
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Engaging government stakeholders in women's security

Improving communication and understanding between security providers and the local population is essential if the trust lost during conflict is to be rebuilt. UN Women has supported both national and international security sector actors to mainstream gender in their organisational structures, and to ensure that the security sector's activities reflect the needs of women in their communities. The dialogue between women and security sector agents that ensued from local consultations was stressed to be a major achievement for civilians and security personnel engaged in these projects.

CASE STUDY 6: Kosovo Police (KP)

Background

Work with the police was the main focus of UN Women's work on gender mainstreaming in the security sector in Kosovo. Work with the police includes efforts to change the gender profile of the police (who the police *are*), as well as working with the police to improve responsiveness to violations of women's rights, notably in the areas of gender-based violence and sex trafficking (what the police *do*). This partnership demonstrates how to create a gender structure from scratch within a post-conflict security institution.

What was done: key strategies and challenges

This case study demonstrates the importance of raising awareness of gender issues and UNSCR 1325

within post-conflict security sector actors, and of building their capacity to institutionalise gender equality within their own processes. At the outset of the partnership, UN Women's support mainly consisted of supporting the KP to understand the concept of gender equality and women's human security, and of offering UNSCR 1325 as guidance for the KP's work. This meant meeting on a regular basis to discuss concepts and issues, and identifying relevant documents and material on gender equality, as well as being available by phone and email to talk through any challenges. From this basis, the KP was able to incorporate gender into its structure, setting up a Gender Unit (with the support of the UNMIK Police gender advisor), Gender Advisory Board and Gender Focal Points in regions and individual police stations.

The second stage was to build and upgrade skills related to gender equality. With the involvement of the training department within the KP and UN Women, the Gender Unit organised meetings and drafted a curriculum for the training that focused on the national and international legal framework. Initially, training activities focused on the training unit itself, with 'training of trainers' (ToT) courses to enable the unit's members to deliver gender equality training throughout the KP. Importantly, those receiving training included the management of the KP, which helped to sensitise them to the concept of gender equality. This meant that key decision-makers were quickly brought on board, a crucial precursor to ensuring that gender mainstreaming became an institutional priority.

Based on the ToT curriculum, the KP and the Kosovo Centre for Public Safety, Education and Development developed a five-day training module on gender, women's rights and women's security, which covers main approaches to, and concepts of, gender and women's security and relates these to the practical work of different law enforcement agencies. This course is now part of the standard training curriculum at the Police Academy, and in 2010 eight five-day courses took place at the KCPSED, attended by 190 police officers. Moreover, of the 40 hours of training that all police officers receive during the year, seven are dedicated to gender and women's human rights.

The collaboration also emphasised the importance of engaging with the community at a local level, both in terms of bringing diverse actors together and identifying the most pressing needs of the population. As part of dialogue campaigns, in 2009 the police organised six public roundtables in different municipalities to hear about women's concerns about safety and security. The roundtables were mainly comprised of municipal representatives, judges, prosecutors, local police and civil society. Notably, three meetings took place in Serbian municipalities between Kosovo Police and Serbian and Albanian women's organisations, during which the first communication between Serbian village leaders, local KP and the KP gender unit was established. These meetings helped to identify very concrete concerns such as the need to have women police officers available in domestic violence cases, and the importance of police patrols in areas with poor street lighting. Discussing the issues in a multi-ethnic environment marks a major step in the integration of the Serbian population in Kosovo.

To follow up recommendations from the roundtables, UN Women supported the KP to establish an inter-institutional GBV working group. The group is comprised of relevant institutions such as the Ministries of Justice, Internal Affairs, Health, and Labour and Social Welfare, the Agency for Gender Equality, and three units of the KP (the domestic violence, anti-trafficking and community police units), as well as some women's NGOs that run shelters for women GBV victims. To develop strategies for inter-institutional cooperation, UN Women supported the KP in organising a strategic planning workshop in June 2010 with the participation of 19 working group members. During the workshop participants carried out stakeholder analysis at both the central and local level, follow-up discussions from the roundtables, and problem analysis, which led to the drafting of a strategy within a logical framework action plan.

As well as building capacity internally, the KP has been able to apply its skills externally, a good example of how building the capacity of one partner can have a multiplier effect as it uses its skills to

train others. Drawing its own experience, the KP has helped other institutions, such as the Agency for Gender Equality and the Kosovo Protection Corps, to draft administrative regulations regarding gender equality. Nonetheless, while sharing experience is beneficial to all partners, it is essential to ensure that lectures on how to set up such structures at the local and national level always take into account the varying responsibilities and tasks of different organisations.

One of the obstacles to the success of the partnership at the beginning was a societal mentality which viewed policing as a ‘male profession’ unsuitable for women. The solution to this challenge reflects the importance of UN Women’s role as a facilitator that can help to put national security sector actors in contact with their peers elsewhere. By building up links with international police services, members of the KP were able to share experiences and to see in practice that police women can fulfil the same roles as their male counterparts.

A second persistent challenge has been recruiting and retaining women police officers. Supported by UN Women, the KP prepared a research report on the *Position of Women Police* (see Issue Box above). By generating a better understanding of the obstacles faced by women working in the KP, the report allows the KP to formulate strategies and principles to support women to fulfil their roles.

Results

- ❖ Significant improvement in the KP’s ability to deliver security as a public service. This has been achieved through the establishment of a gender unit and focal points, putting a major focus on the integration of training units, as well as through the institutionalisation of gender trainings and feedback mechanisms between training institutions, government offices, national and local level police officers, and civil society representatives.
- ❖ On the basis of its capacity on gender issues and the findings of the roundtables in different regions, the KP contributed to the drafting of the Domestic Violence Law.
- ❖ Courses at the Police Academy are attended by more than 97% of trainee police officers, as well as by other security sector agents, such as border police.
- ❖ The KP, Serbian women and Serbian community representatives now meet together once a month, a considerable achievement given that external pressures have impeded recognition of the KP by Serbian communities. By providing a pragmatic atmosphere, KP and Serbian women can identify local problems and issues on which they can collaborate. Moreover, by following on with the meetings after the project had been completed, this marks an excellent example of sustainable project design.
- ❖ The gender equality training for the KP made a significant impact on key actors’ attitudes to dealing with GBV. The municipal roundtables organised by the KP improved the prospects for close collaboration between security actors, local authorities, judges, prosecutors and women’s NGOs, helping to ensure a proper community response to women’s security needs.

Lessons learned and best practice

- Having a legal framework for gender equality in place is an essential precursor to gender mainstreaming activities. If, as in this case, such legislation is yet to be passed, it is important to focus first on drafting suitable laws, and then to design activities to implement them.
- Senior decision-makers within the institution should be amongst the first to be trained on gender equality. If management does not believe in the concept, very little can be achieved.
- With public institutions that are in daily contact with the general population, it is essential to network and build partnerships with all relevant stakeholders, including community leaders, women’s NGOs and activists, local and national government, security sector representatives and international organisations.
- The selection of beneficiaries for trainings should be reflected in the capacity development plan and needs to supplement the project results framework by indicating an expected output, e.g. based on their training in women’s human rights and security, Police Academy trainers will be

able to revise training curricula.

- Documenting the chains of results is important to assess whether other decision-making partners need to be included or whether resources need to be added to make the process successful, such as assisting with translation of training materials.
 - External factors, particularly ongoing instability, represent a major challenge as they can distract key figures from their gender mainstreaming work. While UN Women's call for the Director of the KP to strengthen the Gender Unit by appointing an assistant to the gender officer was positively received, the position has not been realised.
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CASE STUDY 7: Kosovo Judicial Institute (KJI)

Background

This collaboration began when UN Women supported the KJI to conduct research on women and minority participation in the judicial system, and to organise five roundtables with judges and prosecutors in different regions in Kosovo. During a major conference to present the findings of these activities, the key recommendation was to increase judges' knowledge of women's human rights issues. As a follow up, UN Women and the KJI signed a memorandum of understanding which agreed on cooperation in the area of capacity building of judges and KJI staff, development of a manual for the implementation of gender-related legislation for judges and prosecutors, and the inclusion of women's human rights and women's human security into their Annual Curriculum for the Training programme of Continuous Legal Education of Judges and Prosecutors.

What was done: key strategies and challenges

This project exemplifies the practice of identifying a partner's needs when instigating a collaboration. At the outset, the KJI set out its needs and worked with UN Women to draw up an agreed project plan that could best meet them. This underlies the key principle that the partner will never understand the aims of the project if they are not their own. In this case, KJI identified a two-stage training-based partnership to start with raising internal awareness of the relevant gender equality laws and concepts, before moving on to enhancing the specialisation of members of the security sector on the implementation and interpretation of the law.

Advanced ToT on women's human rights for judges and KJI trainers/staff was held in October 2010 with the participation of 25 judges and 4 programmatic staff. The preparation and design of the training programme were done by KJI with the support of advisors from UN Women, the OSCE and EULEX. The overall aim was to develop participants' knowledge on international and national human rights instruments with a focus on women's human rights and gender equality, and to enhance both judges' and trainers' knowledge of the challenges women face in the Kosovo judicial system. The training also focused on the technical skills required to improve their approach in dealing with these issues, and train them as trainers of such sessions for other legal professionals. Since the ToT, the trained judges have prepared five different one-day training modules and have themselves conducted training for judges in five regions of Kosovo.

Needs identification runs through all activities. The KJI sought to identify the needs of potential recipients by holding meetings with senior figures to find out the most pressing challenges they face and the main gaps in their capacity. Having drafted the training programme on the basis of these findings, the Institute then communicated the curriculum to the recipients and encouraged them to apply for trainings. Once the courses are completed, recipients then evaluate the training and make suggestions and recommendations for future capacity building activities. This ensures that the curriculum remains dynamic and is able to change to reflect the priorities of its recipients.

In addition to training, UN Women also supported the KJI's awareness-raising activities, notably in the form of a brochure, entitled *Guide on protection of victims from domestic violence* designed for judges, prosecutors, police, social welfare and victims of domestic violence. The brochure provides information for all actors involved in domestic violence, including the rights of victims under national and international law, the roles of different elements of the security sector and how to implement the domestic violence law in practice. It will be launched in November 2011 on the occasion of the 16 Days of Activism Against Violence Against Women, demonstrating the power of using major events to publicise new information.

A repeated challenge in designing trainings is the diversity of professional opinions regarding what techniques work best, and what the focus of training should be. One strategy to overcome this is to ensure that preparatory discussions take place on the basis of a clearly defined aim. If all participants focus on the goal of improving the implementation of gender equality legislation and women's human rights, it is possible to promote an atmosphere of cooperation where all contributors feel free to both give and receive suggestions.

Results

- ❖ The institutionalisation and inclusion of the gender equality training supported by UN Women into the KJI's mandatory training curriculum is a major achievement.
- ❖ The KJI's internal capacities have been built up, with staff fully trained on gender equality issues and women's human security. Practical training on how to develop and conduct their own training sessions on gender equality means staff can mainstream gender throughout their organisation, and with partners.
- ❖ The brochure will increase awareness of specific issues related to domestic violence amongst judges and a wide range of security sector actors.
- ❖ The ToT for judges is spreading gender sensitivity among justice service providers. Moreover, the trainings open up a dialogue with justice professionals on how to improve access to justice for women, which provides important technical inputs to the judicial reform process in Kosovo.

Lessons learned and best practice

- Such partnerships require a step-by-step approach that focuses first on internal capacity building before engaging stakeholders in training. Here, the KJI first increases the internal capacity of staff who will work on the project before identifying the most important needs of outside beneficiaries of training and the potential pool of recipients. It then communicates and coordinates with the responsible individuals within key stakeholders to agree procedures for the training. Finally, once the training is over, evaluation mechanisms allow lessons learned to be fed back into curriculum development.
- There should be a combination of both local and international trainers who can bring a wide range of different experiences. Local trainers are essential as they can bring international law into the local context, and make it relevant to everyday situations.
- Gender equality ToT for judges showed that the law itself doesn't have any real impact unless it is applied by the key actors in the judicial system. If the judges do not understand and do not correctly implement the legal provisions linked with their work, the law remains something vague, and gender equality and victim protection remain abstract concepts.
- It is essential to build the confidence of both the supporting and implementing partners in the cooperation. This allows activities to be implemented in the shortest possible timeframe, and supports the exchange of ideas for future stages of the project.
- ToT for judges and KJI staff has been widely commended by the participants for its depth of information and the combination of technical and issue-based training. Other stakeholders in the Ministry of Justice and Victims Unit in the KP have already requested similar trainings.
- Results indicators for trainings must be set in the future and connected to a rationale for capacity development. Training should be part of longer-term engagement and be embedded in

other measures that will further support work towards the same goal.

Multi-stakeholder groups

One of the core strategies running through UN Women's network-building work is to bridge the gap between civil society and decision-makers in government and international organisations. Multi-stakeholder groups, which link policy makers to security service providers and women's activists, are one way to achieve this. These case studies indicate how to bring together different actors under the umbrella of one goal: women's empowerment and gender equality. They are based on the belief that coordination and a comprehensive approach lead to greater results, as when more activists and decision-makers are mobilised, their impact will be greater.

CASE STUDY 8: Security and Gender Coordination Group

Background

The UN Women-chaired Security and Gender Coordination Group (SGCG) is composed of representatives from Kosovo institutions (Kosovo Police, Agency for Gender Equality, Ministry for the Kosovo Security Force, Office of the Prime Minister, Office of the Deputy Prime Minister), women's organisations (Kosovo Women's Network which has recently withdrawn, Kosovo Gender Studies Centre and Kvinna till Kvinna), international organisations (EULEX, EUSR, OSCE, ECLO, NATO, UNMIK and nine UN Agencies: UN Women, UNDP, UNFPA, OHCHR, UNICEF, UNOPS, UNHCR, WHO, UN Habitat).

The aim of the group is to enhance coordination and information sharing between local and international organisations engaged in security issues and to promote joint strategic actions aimed at increasing women's safety and security in Kosovo. All the members have organisational assets that can impact on the situation of women's security and peacebuilding in Kosovo.

What was done: key strategies and challenges

The core element of this partnership is bringing local and international decision-makers, and women's activists together to advocate as one voice for women's human security. Meetings of the group, which occur at regular intervals throughout the year, allow participants to facilitate the sharing of information, to develop common strategies and actions, to discuss security challenges in Kosovo and the region, and to strengthen the capacity of the SGCG members both as individuals and as a group to deal with security challenges from a gender perspective. UN Women chairs the meetings, serves as the secretariat, drafts the documents, shares information and produces communications on behalf of the SGCG, in cooperation with other partners.

In the middle of 2010, a Joint Action Plan was drafted by the members of the SGCG to facilitate joint events to contribute towards women's peace and security. As well as highlighting areas where the Group can use its collective resources to advocate for change, the plan helps actors to avoid overlapping activities. Some of the concrete joint actions were: advocacy for the inclusion of gender experts in the Kosovo Security Council through a joint letter to the Prime Minister of Kosovo; organising the Global Open Day for Women, Peace and Security, marking the tenth anniversary of UNSCR 1325; marking the 16 Days of Activism Against Violence Against Women; and initiating the development of the National Action Plan on UNSCR 1325.

Speaking with one voice through the SGCG has been particularly successful in promoting engagement with legislators. In 2009, the group was invited by the Kosovo Security Council Secretariat to contribute to the Kosovo Security Strategy. The group prepared recommendations on

the implementation of local and international legal frameworks and human rights instruments, including UNSCR 1325 and women's security. Moreover, meeting with the chairpersons of the Committee on Security and Committee on Human Rights and Gender Equality, Missing Persons and Petitions enabled the members to stress the importance of involving women from different arenas in their committee discussions to bring in outside perspectives. As a result of these meetings, they promised that the SGCG representatives would be invited to joint committee meetings in the future.

Given the SGCG's diverse make up, creating space for members to air their views and identify common goals is crucial. When finalising its Action Plan, the group ensured that all proposed activities went through a SWOT analysis¹, which helped to promote common agreement. In subsequent meetings, the group has sought to hear all members' views on a new proposal before seeking the best solution through discussion and consensus. All members are involved and informed in the discussion, helping to keep the decision-making process transparent. This consensual working style has meant that when, for example, meeting with the Parliamentary Commission for Security, the SGCG is able to attend as a group presenting a single set of concerns, giving them added weight.

The success of the SGCG depends not only on its joint activities, but the extent to which its members take the issues discussed back to their organisations, and lobby for change within them. The easiest way to ensure that the SGCG becomes a vehicle for gender mainstreaming amongst its membership is for its individual participants to be decision-makers within their own organisations. They are then in a position to make the institutional changes required to achieve the SGCG's goals. Where this is not possible, it is necessary to put in place channels through which representatives can relay the SGCG's discussions and actions to the highest decision-making levels in their institution.

Since women's organisations joined the SGCG in 2009, one persistent challenge is striking a balance between the different types of actor represented in the Group. Several representatives from the civil society sector report that international actors tend to dominate local organisations, and that more could be achieved if the participants were more equal. One possible solution is to review the composition or mandate of such networks after they have been operating for a certain period. This would allow all participants to evaluate what elements have worked well, and where there is room for improvement, and to amend institutional procedures as necessary.

Linked to this, there is a tension between the different organisational processes in place at the local and international levels. Local NGOs often want to respond quickly to ad hoc requests or situations, but find that the Group is restrained by the operational procedures of international members, which stipulate that a series of approvals must first be obtained from their own organisations. In addition, different rules and regulations are in place within the various international organisations, resulting in different timeframes between the inception of an idea and its implementation. A strategy to overcome this challenge is to focus on activities that need time to plan, and which can therefore better reflect the Group's strengths as a coordination body with considerable organisational assets.

Moreover, particularly the international organisations that convene under the SGCG do not have the most supportive institutional umbrella for cooperation as mission mandates and agendas do not always reward coordination. There is scope for individual organisations to step back from particular activities that could come into conflict with their mandate, although care must be taken that this does not result in a split in the Group where some members become more active than others.

Results

- ❖ The SGCG has allowed various stakeholders to work together to advocate and lobby for women's human rights. It creates new opportunities for different actors to share information,

¹ A strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Risks involved in a project or activity.

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- discuss relevant issues and carry out joint activities, while avoiding overlap. As a result of the group, events such as International Women's Day and the 16 Days of Activism Against Gender Violence are organised as joint events with all members participating.
- ❖ Members feed information received through the SGCG back into their organisations' coordination forums and into programmes under their respective responsibility. Information received from partners in the forum has led to changes in project-related decisions, including on the selection of beneficiaries and collaboration with local bodies.
 - ❖ The SGCG made a joint input into the Kosovo Security Strategy, and met with the Parliamentary Commission on Security to advocate for its points to be included. Several of the Group's recommendations were incorporated the final document, particularly in relation to encouraging women to be involved in questions affecting them.
 - ❖ Members can use the networks and contacts of their counterparts in other organisations.

Lessons learned and best practice

- SGCG has a comprehensive approach to security and gender issues which shows that joint advocacy has more impact than acting individually when contributing to security results.
- Widening the involvement of stakeholders in the SGCG to include civil society brought in wider perspectives and more active interactions between the actors at different levels.
- Groups bringing together government actors need to be interest-driven and substantively oriented to avoid being just another coordination body.
- Organisations with different mandates acting as one can cause a challenge. It is necessary to be clear about what each organisation can do, and not let the restrictions of one hold back the entire group. A clear terms of reference is needed, as well as open and regular communication. Even in situations where one organisation cannot act due to its mandate, it can still offer support and expertise to the other group members.
- Civil society members can keep all members up-to-date with local events, helping the Group to be more proactive. Each month, local organisations that monitor the situation on the ground can bring areas of concern to the Group and discuss whether there is a role for it to play.
- It is essential to have strong civil society representation, and all members recommend that the role of local stakeholders be strengthened. However, it is a challenge to encourage local organisations to participate when the Group lacks any funds of its own and works on a voluntary basis.
- It is important to remember that the SGCG is not a joint project, as does not form part of its members programme activities or mandates. Members have their own projects and responsibilities within their respective organisations, and attend the Group on a voluntary basis to share information, advocate and plan joint activities. As a result, it is crucial to manage expectations of what the SGCG can achieve.

CASE STUDY 9: UN Women, Žene Ženama (ZZ), EUFOR and EUPM

Background

This quadripartite network built on the previous collaboration between the European Union Force in BiH (EUFOR), ZZ and UN Women, which worked on women's security, and supported trainings with participants from civil society, EUFOR, European Union Police Mission (EUPM) and the police.

A MoU was signed between UN Women, EUFOR and EUPM on 23 October 2008 regarding cooperation in a project implemented by ZZ with the aim of involving women's NGOs and international and national security forces in joint action to integrate gender equality principles into peace and security policies, thereby improving responsiveness to women's security needs. This

followed up on the 2007 Monitoring report which concluded that state institutions, international organisations, and UN missions in BiH had not paid enough attention to UNSCR 1325, and that there was a lack of a gender perspective within their structures. The project was also supported by the BiH Ministries of Defence and Security, and entity ministries of the interior.

What was done: key strategies and challenges

At the outset, the key strategy in this collaboration was to promote gender mainstreaming within the international security institutions. Given the strict hierarchies in place in such missions, where no activity can be pursued without the will of the commander, it is essential to adopt a top-down approach. A way to sensitise the command structure is to focus on the intrinsic links between gender awareness and situational awareness. Once it is understood that a thorough understanding of the situation – the basis of successful operational outcomes – is impossible without being aware of women's security needs, there is likely to be strong support for gender-based activities.

Following ZZ and UN Women's catalysing support, the position of national gender advisor was institutionalised within EUFOR, a significant improvement on the previous situation of an international gender advisor and national assistant focal points. This was replicated in the extended partnership with EUPM, where UN Women's support helped to catalyse internal action to engage in institutional gender mainstreaming. EUPM now has gender focal points in each section of the mission and a gender coordination board that is directly responsible to the head of mission.

The experience of mainstreaming gender internally in EUFOR and EUPM was of great importance for the promotion of UNSCR 1325 in other security organisations in BiH. By affirming their commitment to promoting gender sensitive policies within their own missions, EUFOR and EUPM helped to inspire national security forces to develop programmes to integrate a gender perspective into their policies and standard operating procedures, and involve a greater number of women in peacekeeping missions and in top leadership positions. Particularly significant is EUFOR and EUPM's willingness to speak at high-level meetings and conferences about the importance of UNSCR 1325. This can have a big impact, as these events are attended by the heads of security sector organisations, meaning that EUFOR and EUPM are publically addressing decision-makers regarding women's human rights.

A second element of external awareness-raising was to create space for discussions between security sector actors and citizens on human rights and civic duties, as well as the positive duty of the state to provide protection from and prevent violence and human rights violations, the roles and responsibilities of police officers in that regard, and how to help the police to fulfil their role by sharing information and reporting on human rights violations. This was done by developing training materials, selecting partners at local level and conducting trainings with different constituents from the civil society sector, EUFOR and its liaison and observation teams (LOTs), EUPM, government ministries and the police. Already well-established in BiH with field offices across the country, EUFOR and EUPM's existing relationships with local counterparts and decision-makers created a ready-made network of potential recipients of training. Moreover, as a consequence of the training, new networks are being formed. National police are starting to speak to women's organisations about issues such as human rights, gender equality, the lack of representation and sexual harassment.

The case study highlights the benefits of working with CSOs as implementing partners. A crucial element of the project's success was ZZ's ability to respond on a continuous basis to the situational context of implementation, adapting its activities to the varying needs of different partner organisations and local settings. By keeping in mind the objective of the programme – securing partners' contributions to advancing the implementation of UNSCR 1325 – the preparation of the trainings allowed for in depth discussions on gender equality, the present human rights and security situation of women, and how to ensure women's security within each community or group.

This collaboration also illustrates how awareness-raising and capacity building are mutually

beneficial processes. Here, ZZ and other partners from civil society were able to develop EUFOR and EUPM's knowledge of gender equality and women's human security issues. Meanwhile, civil society was able to learn about the specific processes in place in security organisations, and how they approach and carry out their responsibilities, building trust and confidence as a result. Empowering civil society to become familiar and adapt to the organisational structure of the international missions will give them the skills to instigate more collaborations in the future.

One particular challenge to the project is the rotation of staff in the international missions, who can spend as little as six months at a time in BiH. This poses three problems: firstly, the mission can lose particularly committed and proactive staff; secondly, new personal and professional relationships have to be established between the partners; and thirdly, recently deployed personal must be informed as to the status of the project. One solution is to make sure effective handover procedures are in place, so that the transition between different staff is as smooth as possible. In addition, it is important to keep detailed written records of what is being done and the stage that different elements of the project have reached, so that new arrivals are able to inform themselves quickly.

Results

- ❖ EUPM: a gender coordination board was established and is now institutionalised as a body that reviews recruitment procedures, standard operating procedures, and functions as a channel for gender-specific concerns. Affirmative recruitment procedures were put in place, all missions are required to have a gender advisor or focal point, and pre-deployment training on gender and UNSCR 1325 has been developed.
- ❖ EUFOR: a national gender advisor position was established and the standard operational procedures guiding the LOTs when collecting information about the security situation in their areas of operation were revised. Training for newcomers was revised to integrate perspectives on gender and the security needs of women and girls. Working relationships were established with NGOs working on women's security issues, thereby generated more trust between the security providers and women in general.
- ❖ The engagement with security sector actors meant that by the time the Action Plan (AP) on 1325 was agreed in mid-2010, they already had knowledge of women's human security issues and had the capacity to start implementing the Plan immediately.
- ❖ Through the trainings, knowledge on UNSCR 1325 has been transferred to professionals from the security sector and women activists.
- ❖ Increased trust from the local population, which will make it easier for international actors to collect information at the local level. The project itself and its awareness of gender perspectives contributed to the credibility of the international missions among the local female population.
- ❖ Established lines of communication among participants including women NGOs, BiH Ministry of Defence, Ministries of the Interior, FBiH Police Department, BiH Ministry of Security, Gender Equality Agency, the 1325 AP Working Group, and international actors.

Lessons learned

- Particularly when working with other international actors, it is important to be aware of policy processes taking place which may impact upon the policy direction or strategy of partners. If shifts in policy at headquarters or changes in personnel at the field office level create a more conducive environment, it is important for UN Women to be in a position to grasp the opportunity to enact positive change.
- The MoU should have included ZZ as a strong sign that civil society partners take part on an equal basis with others. By not including ZZ, the international community unintentionally took ownership of the partnership, when it was ZZ that implemented the project and was the key facilitator linking EUFOR and EUPM with the local population.
- International missions should, as in this case, leverage off their high profile to raise awareness of gender issues in the media. EUPM and EUFOR are covered regularly, and use this exposure to

discuss their work on women's human rights. Moreover, this also helps to increase awareness of civil society partners, who might otherwise struggle to draw attention to their work.

- Civil society can act as a bridge between international organisations and the local population. EUFOR considered itself a visible organisation, but realised during the course of the project that it had to change its approach to contacting the community, namely by working closely with NGOs and women's activists.
 - The engagement of civil society organisations in the training of security forces has clear limits. To ensure the institutionalisation and pre-empt liability issues or formal concerns, there is a need to assess partners at governmental level that can play this role, with civil society participating as a source of information and needs-analysis.
 - Raising awareness within international security actors of UNSCR 1325 is a crucial precursor to programmatic partnerships on women's rights and women as peacebuilders.
 - From a project management perspective, it is important to back up the facilitator role with strong participation in networking and network-building activities. Being absent from important meetings and trainings can be perceived by partners as a lack of interest.
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CASE STUDY 10: UN Women, Žene Ženama (ZZ), the Agency for Gender Equality (AGE) and the Action Plan 1325 Coordination Board

Background

The Action Plan (AP) to implement UNSCR 1325 was adopted by the Council of Ministers of BiH in July 2010, making BiH the first Balkan country adopt an AP. The plan was developed by a working group led by the Agency for Gender Equality (AGE).

Since the AP was adopted, the working group has been transformed into a Coordination Board (CB) appointed to oversee the implementation of the NAP. Chaired by the AGE, it consists of 19 members representing the Ministry of Defence, Ministry of Security (including state police services), Ministry of Finance, Ministry of Foreign Affairs, and the Demining Centre at state level; the Ministry of the Interior (under which the police services fall) and the gender centres at the entity level; and civil society, represented by ZZ.

What was done: key strategies and challenges

To advance the implementation of the AP on UNSCR 1325 in BiH, UN Women supported ZZ and the AGE to work on integrating gender politics in the security sector, and the three partners signed a memorandum of understanding in October 2010, which outlines the respective roles and responsibilities of their cooperation. The key vehicle for the project is capacity building of the CB. This represents a very powerful implementation mechanism, as all the most important government actors in the field meet in one place, and are given support by relevant international organisations.

This UN Women/ZZ/AGE collaboration employs three main strategies to achieve its aims of strengthening the CB, integrating gender awareness into the security sector, creating a linkage between the state/entity level and local level authorities and CSOs, and raising public awareness on UNSCR 1325 and the AP:

1. Capacity Building – trainings and seminars:

- a) Members of the CB: ToT for members of the CB is an investment in the instrumental role of the CB in the implementation of the AP, and reiterates the strategy that gender mainstreaming must take place internally before members can advocate outside their own organisations. The ToT is designed to advance the understanding of CB members about gender, with particular reference to UNSCRs on women, peace and security. The training also

consists of learning training techniques to build the CB's capacity to engage with others – including within their own organisations – on these issues. In addition, regular meetings of the CB are held to facilitate coordination, information sharing and cooperation amongst the responsible state and entity institutions.

- b) Security sector institutions: the aim of seminars for security sector institutions is to strengthen capacities to implement UNSCR 1325 by means of training on gender, including the different security needs of men and women. The seminars address the operational advantage of women's inclusion in the armed forces and police services, as well as the issue of equal representation of women and men in management positions. In addition, seminars focus on linking the activities of security sector institutions at state and entity levels to facilitate joint planning and implementation of activities relevant to the implementation of UNSCR 1325.

2. Strengthening partnerships between government institutions and NGOs – workshops:

The second strategy focuses on localising UNSCR 1325 and making its provisions relevant to the security needs of women in local communities. Working together as trainers, ZZ and the CB cooperate with 10 local CSOs in workshops on gender equality and women's human security carried out in 10 local communities. This contributes to the continuation of cooperation on the implementation of UNSCR 1325 that ZZ has had with NGOs at the local level since 2003.

Engaging members of the CB as trainers at the local level provides them with an opportunity to learn about the needs and concerns of women on the ground. Moreover, the partnership between the members of the CB and CSOs facilitates the interaction of institutions at the state and entity level with local authorities and CSOs. This, in turn, will strengthen cooperation between institutions at different levels by opening up lines of communication, enhancing joint efforts to implement UNSCR 1325. By means of this interaction, the AP – and hence implementation of UNSCR 1325 – is brought closer to its beneficiaries at the local level.

3. Raise public awareness – information dissemination and media promotion:

The final part of the project is to reach out to the general public by means of information dissemination and media promotion to raise awareness about women's security and the AP. One strategy is to use the media interest in international organisations to draw attention to the CB's work. For example, EUFOR, the EUPM and NATO have run serials in newspapers promoting high-ranking female officials. Another activity is workshops for the media organised by AGE which offer training on how to report on UNSCR 1325 and related issues.

The key input from UN Women in this partnership was to finance a coordinator for the CB within AGE. As well as helping to overcome the challenge of maintaining regular communication and meetings between members, the coordinator acts as the Board's proactive force, preparing agendas, disseminating information and shared experiences and organising external trainings and workshops. All members of the CB reiterate the importance of having one 'conductor' on the Board, which acts as the main coordinator. In addition, a chair organisation can prevent competition between different actors, and makes members more open to sharing their knowledge and experience.

Moreover, chairing the CB has considerably empowered the AGE. By acting as the central force behind joint efforts, and demonstrating its organisational capacities, its cross-cutting influence at the national level is enhanced. This indicates the major success in terms of the sustainability of an intervention that can be achieved by supporting an institution to take on a challenging role. In addition, funding of the coordinator creates staff capacity to improve coordination between donors and the agency, in turn helping to deepen the collaboration between UN Women and AGE.

In post-conflict situations, networks such as the Coordination Board are pioneers, setting out to achieve a degree of collaboration that has been lacking previously. As such, a final key element of UN Women's support has been facilitating contact with similar actors and stakeholders in other

countries, which can share their experience of working across government, and between government and civil society actors. In this regard, having UN Women has a partner can open doors to regional and international networking. Furthermore, UN Women's global prominence can add to the credibility of the Board, particularly amongst other international actors.

Results

- ❖ Capacity has been built up within the CB to implement its mandate and to make the security sector more accountable to women.
- ❖ CB members and security sector actors have been trained on gender and human security issues, and how to mainstream gender within their own organisations and externally.
- ❖ Links have been developed between state and entity level institutions, local women's NGOs and other stakeholders, which now work together to implement UNSCR 1325.
- ❖ Members of the CB uses their organisational capacity to raise awareness of issues related to women, peace and security amongst the general public and within their own institutions.
- ❖ Different ministries and agencies are aware of one another's activities, particularly in respect of gender and human security issues, allowing for increased coordination and collaboration. Ministries can share each other's experiences, capacities and knowledge, for example about how to push gender mainstreaming across all departments in the ministry.
- ❖ The CB opens up 'unofficial' lines of communication, with members building relationships across government.

Lessons learned and best practice

- Multi-stakeholder networks require careful management that takes into account the government body's status as part of the democratic system. It is necessary to establish clear working relations between the different types of partner – potentially by drawing up of a memorandum of understanding – which clarify organisational procedures.
- The CB's strength lies in bringing together decision-makers in ministries who together share the responsibility for implementing the AP. By drawing together both those who develop policies, and those tasked with implementing them on the ground, the CB is able to promote a holistic approach to women, peace and security issues. In this regard, involving the police and security sector actors such as the border police is crucial, as they have vital concrete experience.
- It is essential to have a coordinating member, such as the AGE, which acts as a catalyst and driving force behind the Board's activities. As well as providing the framework for discussions and drawing different ideas together, the AGE mobilises other members by being proactive.
- It is essential for all relevant actors to be members of such a coordination network. In this respect, the CB could look to include representatives of the media and academia in the future.
- To ensure ownership, the idea and initial impetus for the coordination network needs to come from its prospective members in government or civil society. This ensures that it remains a domestic initiative, not one imposed from outside.
- A good tactic can be to organise meetings and trainings outside the capital city. This ensures that members are distanced from their daily tasks and are able to devote all their attention to the issues at hand during the event. Another option is to organise a retreat or a workshop, which provides more time to discuss issues in depth and plan future activities.