



# A Women's Guide

to

## SECURITY SECTOR REFORM

*Megan Bastick & Tobie Whitman*





# A Women's Guide

to

SECURITY SECTOR REFORM

*Megan Bastick & Tobie Whitman*

 The Institute for  
Inclusive Security



DCAF

a centre for security,  
development and  
the rule of law

## Acknowledgements

The authors thank the members of the Advisory Council, who provided invaluable feedback and suggestions on drafts: Ruth Gibson Caesar (National Focal Point, Mano River Women's Peace Network, Liberia); Wazhma Frogh (Co-founder and Executive Director, Research Institute for Women, Peace & Security, Afghanistan); Alaa Murabit (Founder, The Voice of Libyan Women, Libya); Jessica Nkuuhe (Deputy Director, Femmes Africa Solidarité, Senegal); Bandana Rana (Executive Director, Saathi, Nepal); and Sonja Stojanović (Director, Belgrade Center for Security Policy, Serbia). We also thank Mo Poole for her contributions.

The authors are also grateful to those who agreed to be interviewed to support the development of the guide's case studies: Zorana Antonijević (OSCE Mission to Serbia), Majda Becirevic (Atlantic Initiative), Maja Bjelos (BCSP), Radenka Karajica (Women's Association Nada), and Ivana Radovic (Astra Anti-Trafficking Action).

Further thanks are due to the DCAF research assistants who supported the guide: Noemi Helfenstein, Caroline Pradier, and Veerle Triquet. The authors also appreciate the contributions of DCAF gender and security team colleagues, Daniel de Torres, Anike Doherty, Anja Ebnöther, Karin Grimm, Aiko Holvikivi, Kathrin Quesada, and Kristin Valasek; colleagues at The Institute for Inclusive Security, Michelle Barsa, Sarah Chatellier, Shereen Hall, Jaime Horn, Jacqueline O'Neill, and Angelic Young; as well as Lorelei Kelly.

*Editing by Catherine Mayhew. Graphic design by Shelli Martinez.*

*Women judges taking part in a workshop on advocacy skills in Vlačić, Bosnia and Herzegovina, in June 2012, organized by DCAF and the Atlantic Initiative.*

 *Photo credit: DCAF*



## DCAF

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading institutions in the areas of security sector reform and security sector governance. DCAF provides in-country advisory support and practical assistance programs, develops and promotes appropriate democratic norms at the international and national levels, advocates good practices and conducts policy-related research to ensure effective democratic governance of the security sector.

DCAF's gender and security programme works through research, policy and technical advice, and regional projects to support the development of security sectors that meet the security needs of men, women, boys and girls, and the full participation of men and women in security sector institutions and security sector reform processes.

Visit us at [www.dcaf.ch](http://www.dcaf.ch)  
Contact us at [gender@dcaf.ch](mailto:gender@dcaf.ch)

## The Institute for Inclusive Security

The Institute for Inclusive Security's bold goal is to change the international security paradigm. Just and lasting peace is possible only when policy shapers include women and other key stakeholders in the prevention and transformation of violent conflict. Guided by this belief and vision, The Institute for Inclusive Security, a program of Hunt Alternatives Fund, supports women's leadership as an essential tool to prevent violence, stop war, and restore communities after deadly conflicts by:

1. Strengthening the will and capacity of those who shape peace and security policy;
2. Providing research on why inclusion matters and guidance on how it can be achieved; and
3. Equipping women to contribute effectively to peace processes and building coalitions of diverse leaders who offer practical solutions to intractable conflicts.

Visit us at [www.inclusivesecurity.org](http://www.inclusivesecurity.org)  
Contact us at [info@inclusivesecurity.org](mailto:info@inclusivesecurity.org)

---

© DCAF & Inclusive Security, 2013. The use, adaptation and copying of this guide is encouraged. We do, however, ask that you acknowledge and cite all materials used.

Please get in touch with us if you would like to translate this guide.

ISBN: 978-92-9222-226-0

Cite as: Bastick, Megan and Tobie Whitman. *A Women's Guide to Security Sector Reform*. Washington, D.C.: The Institute for Inclusive Security and DCAF, 2013.



***Aisha is grateful that civil war in her country is over.***

Fighters are being disarmed and returning to their communities with some money and supplies from the National Disarmament Commission. Yet, the money gets spent quickly on alcohol, and no one knows how to act around these “returnees,” especially those who may have committed atrocities in the war.

***Maria learns that there is a new national security strategy under development.***

When she checks to see if it will be debated in parliament so she can get more details, she hears that a secretly selected committee representing the military is drafting it without any public input.

***Tovian feels angry about the amount of domestic violence perpetrated in her community,***

but she has been even more frustrated by the local police response. On numerous occasions, her neighbor has complained to the local police about her husband’s violence, but male officers told her that they do not get involved in family issues.

WHAT DO THESE WOMEN HAVE IN COMMON?

**A lack of security is shaping  
their daily lives.**

# Introduction

---

The purpose of this guide is to engage you and other women from civil society in transforming the security sector in your communities and countries. It encourages you to be part of dialogue and decision making, and to be involved in security sector reform (SSR). Ultimately, you will help to develop a security sector that is effective and accountable to the people.

This guide is written for women who have not formally studied security or worked with the security sector. If you are already familiar with SSR issues, we hope this guide inspires you and gives you some new ideas. Regardless of your background, you understand your community's needs and desire to make the security sector serve you better.

Women's experiences of security matters are often discounted or overlooked. Your community may have endured armed conflict and you may have organized political movements as an activist. You may have maintained the community by running schools and hospitals, and kept your own family together as the head of the household. You may have built peace by urging dialogue and an end to the use of violence. Even if your community has not experienced armed conflict, you have considered security risks for you and your family. You know what streets are not safe at night, why young men get in trouble with the police or gangs, why girls are being exploited.

The Geneva Centre for the Democratic Control of the Armed Forces (DCAF) and The Institute for Inclusive Security wrote this guide for women because women are often excluded from SSR, despite their important perspectives, strong community networks, activist experience, and ability to shape attitudes. Often women in civil society find themselves outside of discussions about security because they are not sure how they can engage. Reforming the security sector is a growing area of focus for many countries, international organizations, and donor governments. The international community recognizes the important role women have to play via United Nations Security Council Resolution (UNSCR) 1325, which mandates women's participation in all aspects of peace and security. But without know-how, women in civil

society risk missing out on opportunities to define security for their communities and to ensure that women, men, girls, and boys get the security services they need. Those who provide security services miss out on the opportunity to become more effective and responsive.

This guide provides essential information and tools for action. It draws on the rich and varied experiences of women in civil society from across the world and shares examples of practical, and sometimes innovative, actions.

Both DCAF and The Institute for Inclusive Security work to promote the inclusion of civil society, and particularly women, in the security sector and in security decision making. DCAF has worked with civil society organizations (CSOs) from Asia, the Balkans, the Middle East, and West Africa to encourage their involvement in SSR. The Institute for Inclusive Security promotes women's inclusion broadly in peace and security issues and facilitates coalitions of women to create policy change. External review by civil society security experts from Afghanistan, Liberia, Libya, Nepal, Serbia, and Uganda helped strengthen and validate this guide.

This guide is a starting point; it is not all-inclusive. It cannot be complete without the thinking and doing of women like you who can adapt the content to their specific context. Hopefully, it inspires you to engage in shaping security in your community, province, or country, and to encourage others to do so too. Your participation is desperately needed!

This guide includes three sections:

## **SECTION 1: Understanding Security**

Introduces key concepts in security, explains SSR, and discusses why women's contributions in civil society are vital to transforming the security sector.

## **SECTION 2: Get Involved**

Includes six concrete ways in which you can engage and influence reform, from research to planning and advocating to maintaining ongoing involvement with the security sector.

## **SECTION 3: Tools for Action**

Presents an array of practical activities and tools for you to take action.

# Contents

## Section One: Understanding Security

What is security?	4
What is the security sector?	5
What is security sector reform (SSR)?	5
What kind of activities can transform the security sector?	6
Who plans and implements SSR?	6
Civil society's roles in SSR	7
Women's roles in SSR	8
What legal standards provide for women's participation in SSR?	12
What challenges exist for women in civil society to participate in SSR?	12

## Section Two: Get Involved

Research security issues	14
Form a coalition	18
Plan for action	19
Develop recommendations	21
Advocate for change!	22
Target your advocacy	23
Engage with the security sector	31

## Section Three: Tools for Action

### RESEARCH SECURITY ISSUES

#1 Types and sources of information for desk research	36
#2 Discussion questions	37
#3 List of free online training courses on SSR and related issues	37
#4 Security glossary	38
#5 What roles do major security sector actors play?	40
#6 Regional and international laws and instruments related to SSR and women	44

## FORM A COALITION

#7 Stakeholder mapping exercise	45
#8 Sample invitation to join a new coalition focused on involving women in SSR	46
#9 Sample meeting agenda for the first meeting of coalition	47

## PLAN FOR ACTION

#10 Questions to ask when planning for action	47
#11 Template for an action plan	49
#12 Sample of an action plan	50
#13 Sample agenda for a two-day action planning workshop for a coalition	52
#14 Group exercise for determining priorities	53

## DEVELOP RECOMMENDATIONS

#15 Developing recommendations worksheet	54
#16 Recommendation examples	55
#17 Recommendation template	56

## ADVOCATE FOR CHANGE

#18 Sample letter to senior security official asking for a meeting	57
#19 Tips for working with the media	58
#20 Press release template	59
#21 Framing your message: Talking points on security	60
#22 How to counter the skeptics	61

## ENGAGE WITH THE SECURITY SECTOR

#23 Sample agenda for a two-day gender and SSR training	62
Endnotes	64
Acronyms	66
Additional Resources	67

# Section One: Understanding Security

## What are security, the security sector, and security sector reform?

---

### What is security?

Security is the state of being free from danger or threat. With security, your rights are enforced and you are treated fairly by state institutions. Security is more than the absence of armed conflict; it is an environment where individuals can thrive. It requires access to education and health care, democracy and human rights, and economic development. It means you are safe to walk in the streets, have enough to eat, have opportunities to support your family, and can send both your sons and daughters to school. Creating security is a continuous process in which the government, security sector institutions, and communities, including women, all play an important part.

Security means different things to different people and institutions. Governments often focus on what makes the state secure—strong borders, a fierce military—but most people focus on day-to-day security for themselves and their families. Can you be treated in the hospital if you are sick? Do the police assist you without being bribed? Justice is an important part of security: If someone commits a crime, are they held responsible?

In any community or country, every person experiences specific security threats and has different security priorities. A person's gender (along with other characteristics, such as age, class, ethnicity/clan/tribe/caste, and sexual orientation) plays an important part in his or her own experience of security.

---

**WHAT IS GENDER?** GENDER REFERS TO THE SOCIALLY CONSTRUCTED ROLES, IDENTITIES, AND RELATIONSHIPS OF MEN AND WOMEN. GENDER—ALONG WITH ETHNICITY, AGE, CLASS, RELIGION, AND OTHER SOCIAL FACTORS—DETERMINES THE ROLES, POWER, AND RESOURCES FOR FEMALES AND MALES IN ANY CULTURE, AND THE POWER RELATIONS BETWEEN MEN AND WOMEN. WHILE “SEX” REFERS TO THE BIOLOGICAL DIFFERENCES BETWEEN FEMALES AND MALES, “GENDER” IS NOT DETERMINED BY BIOLOGY; IT IS LEARNED. FROM AN EARLY AGE, BOYS AND GIRLS ARE TAUGHT DIFFERENT ROLES AND WAYS TO BEHAVE BY THEIR FAMILIES AND CULTURES. THESE ACCEPTED ROLES AND IDENTITIES MAY DIFFER AMONG COMMUNITIES OR COUNTRIES AND MANY MAY CHANGE WITH EACH GENERATION.

Women, men, girls, and boys often have different security needs. Worldwide, they have different experiences of sexual violence, trafficking in human beings, gang violence, robbery, dowry deaths, abduction, and honor killings, to name only a few. For example: Over 90 percent of deaths related to firearms are male,<sup>1</sup> whereas in most countries one-quarter to one-half of women experience physical violence from their husbands or boyfriends.<sup>2</sup> Around the world, women, men, girls, and boys also have different access to resources such as land, money, education, healthcare, and political power. Women own less than 15 percent of land worldwide and only 2 percent in the developing world.<sup>3</sup>

Women, men, girls, and boys also have different perceptions of safety and levels of trust in institutions. In the Democratic Republic of the Congo (DRC), women in the Kivu region identify sexual violence, including rape, as a primary security threat, while men are predominately threatened by gun violence and forced recruitment into armed gangs.<sup>4</sup> Research on the impact of small arms in West Africa reveals that while men feel more secure possessing arms, women regard them as a threat in their homes.<sup>5</sup>

Women and girls in Palestine said male harassment in the streets is their most common form of insecurity. Public streets are perceived as a “male only” space and, thus, associated with fear, intimidation, sexual harassment, and lawlessness.<sup>6</sup>

The services provided by security sector institutions, such as the police and the courts, must take into account the different needs, perceptions, and experiences of women, men, girls, and boys. For example, the police should have training and procedures to respond to the different forms of violence that men and women typically encounter, and special procedures to respond to children.

The different needs, perceptions, and experiences of each gender must likewise be taken into account in SSR processes. Security sector institutions often exclude perspectives of local populations. They rarely discuss or assess what security means at the level of the community,

family, or individual. Women's and girls' participation in SSR is often overlooked, even though they are 50 percent of the population. The challenge and the opportunity are to build security for all individuals.

## What is the security sector?

Now that you have a sense of what security can be, you need to know the different actors who provide it. Knowing the different players—and their jobs and priorities—helps you to understand who is responsible for making the changes you would like to see.

Broadly speaking, the security sector is composed of all institutions and other entities with a role in ensuring the security of the state and its people. These include:

- **STATE ARMED AND SECURITY FORCES:** armed and defense forces; police; gendarmeries; paramilitary forces;<sup>7</sup> presidential guards; intelligence and security services (both military and civilian); coast guards; border guards; customs authorities; reserve or local security units (civil defense forces, state militias).
- **STATE OVERSIGHT AND MANAGEMENT BODIES:** the executive branch, national security advisory bodies, parliament; ministries of defense, internal affairs, foreign affairs; financial management bodies (finance ministries, budget officers, financial audit and planning units); civilian review boards; public complaints commissions and (some) ombudspersons.
- **INDEPENDENT OVERSIGHT BODIES:** civil society organizations (CSOs), including media, think tanks, and professional associations; human rights commissions; (some) ombudspersons.
- **JUSTICE AND RULE OF LAW INSTITUTIONS:** judiciary and justice ministries; prisons; probation services; criminal investigation and prosecution services; customary and traditional justice systems (such as elders, chiefs, traditional councils).

Independent, non-state armed groups (rebels, non-state militia, etc.) and private military and security companies can also be considered part of the security sector.

Tool 5 in Section 3 lists the roles of major security sector actors.

For security sector institutions to adequately serve the population, they must meet appropriate standards. There must be:

- **CIVILIAN CONTROL:** of all security sector institutions. This means ultimate responsibility for a country's strategic decision making is in the hands of the civilian political leadership rather than professional military or police;
- **ACCOUNTABILITY:** so that security sector institutions are held responsible for the actions they take and subject to the oversight of the judiciary, the media, and civil society organizations;
- **TRANSPARENCY:** so that parliament, civil society, and the population understand how and why decisions are made and actions are taken; and
- **RULE OF LAW:** so that no security sector institution can abuse its power or restrict the rights of individuals.

---

**WHAT IS RULE OF LAW?** THE TERM "RULE OF LAW" MEANS THAT THE SAME LAWS GOVERN AND PROTECT EVERYONE, EQUALLY. RULE OF LAW REQUIRES AN INDEPENDENT JUDICIAL SYSTEM THAT IS FAIR AND TRANSPARENT, PREVENTS THE GOVERNMENT FROM ABUSING POWER, AND HOLDS IT ACCOUNTABLE TO THE LAWS. IT ALSO REQUIRES THAT POLICE AND MILITARY FAIRLY IMPLEMENT LAWS AND RESPECT HUMAN RIGHTS.

---

## What is security sector reform (SSR)?

SSR is the process of reform (or transformation) that ensures security sector institutions are something people run *to* and not run *from*. SSR aims to increase a country's

*"The most important thing is introducing the definition of security from women's perspectives. It is not a man in a uniform standing next to a tank armed with a gun. Women have a broader term, human security, the ability to go to school, receive health care, work, and have access to justice. Only by improving these areas can the threats . . . be countered."*

 Orzala Ashraf, *Humanitarian Assistance for the Women and Children of Afghanistan*

ability to meet the range of communities' security needs in a way that is efficient but also consistent with the standards of civilian control, transparency, and the rule of law. SSR also works to ensure security sector institutions operate with full respect for human rights and do not discriminate against anyone.

An SSR process is an opportunity for you to enter into dialogue about what security is, how institutions can better function, and who should be part of the conversation. We know you should be part of the conversation! You need to convince the right people of that so that you can make an impact.

SSR sounds very technical, but it means making sure that the right systems and people are in place. The process should be transformational so that new attitudes, behaviors, and relationships are created among both the different security sector actors and the public.

The term SSR is most often used in post-conflict contexts, where the international community is involved in supporting a formal process of rebuilding or reforming the security sector. However, SSR also takes place in developing countries and countries in transition from authoritarian rule. Where it is only directed at the police or prisons, for example, it might be called police reform or prison reform. In fact, SSR is all of the ongoing attempts to reform the security sector and make it perform better and be more accountable and transparent. Sometimes SSR can be rapid. Sometimes it can be slow and gradual. But, whether or not your country has a formal SSR process, you can take action to make security sector institutions respond to your needs.

## What kind of activities can transform the security sector?

Here is a sample:

- **STRENGTHENING CIVILIAN CONTROL AND OVERSIGHT OF THE SECURITY SECTOR**

- Organizing public debates about why a civilian-controlled military is important
- Establishing a local civilian police board that includes men and women
- Engaging the media to report on reforms

- **MAKING SECURITY AND ARMED FORCES MORE PROFESSIONAL**

- Training the military and police to uphold human rights
- Vetting armed forces personnel by asking for civil society feedback on candidates

- **BUILDING PEACE**

- Creating programs to demobilize and reintegrate former combatants with the input and help of communities that will accept the returnees
- Involving CSOs in identifying and returning hidden weapons
- Providing assistance to victims through transitional justice mechanisms

- **STRENGTHENING THE RULE OF LAW**

- Ensuring judges are fair by cracking down on bribe-taking through media and CSO coverage of court cases
- Monitoring human rights abuses by police through local complaints boards

## Who plans and implements SSR?

If there is a formal, nationally-led SSR process, there are a variety of actors involved. While the number of actors can seem daunting, it also means that there are different entry points for you to engage and have influence. The list below gives you a sense of the different players who might be part of the process.

### *National actors*

National governments typically take the lead on (or “own”) official SSR processes. Typically, the ministry of defense or interior, or the national security council, is the part of the national government that coordinates the process. Any of the national government agencies and actors listed under “What is the security sector?” might be involved in SSR.

Additionally, national-level CSOs may offer expertise and connections to local communities. For example, in South Africa during the late 1990s, several non-governmental organizations (NGOs) played critical roles in transforming the security sector, both shaping ideas about security and organizing citizen feedback (including the Ceasefire Campaign, the Institute for Defense Policy, the Military Research Group, and the Black Sash).<sup>8</sup> The special roles of CSOs are discussed further below.

At times, a parliamentary committee made up of members of parliament, or a working group made up of people from different government ministries, is set up and might include representatives from CSOs.

### **Provincial/local security bodies**

Provincial and local security bodies may also participate in SSR processes. Examples of local security bodies include local policing boards, local security committees, and community watch groups. See Examples #9 and #10 from Bosnia and Haiti. Reforms can take place in local security bodies and services. Sometimes local security bodies also provide important information to the national SSR process.

### **International actors**

International multilateral organizations and donor governments often support SSR with funding and strategic and technical advice. They can be involved in, for example, facilitating discussions, drafting laws, advising ministries, and training police, military personnel, and parliamentarians. At times, they contract private military and security companies to advise or train armed and security forces.

International actors should ensure “local ownership” of the reform process. The reform of security policies, institutions, and activities should be designed, managed, and implemented by domestic rather than external actors. You can argue that involvement of women is a crucial part of local ownership. This can be a great opportunity for you to enter the conversation.

International NGOs can also support multilateral organizations, governments, armed and security forces, oversight bodies, and civil society in planning, implementing, monitoring, and evaluating SSR.

Some of the international organizations, NGOs, and donor governments involved in SSR are listed in the Additional Resources.

## **Civil society’s roles in security sector reform**

### **What is civil society?**

The term civil society is generally understood to encompass individuals whose activities take place outside of the state’s direct control. “Civil society

organizations (CSOs)” is the collective name for all kinds of organizations and associations that are not part of government, but that represent nonprofit interest groups, professions, and different communities within a society. It includes NGOs, community-based organizations, religious groups, women’s organizations, youth and student groups, trade organizations, professional associations, cultural societies, and academia. It can also include the media.

### **What roles does civil society play?**

Civil society plays a crucial part in overseeing the structures and practices of security sector institutions. The expertise and independent interests of civil society provide important checks-and-balances on the power of the state. While civil society usually provides oversight to the security sector by helping to control and monitor it, civil society can engage all the different security sector actors in lots of different ways.

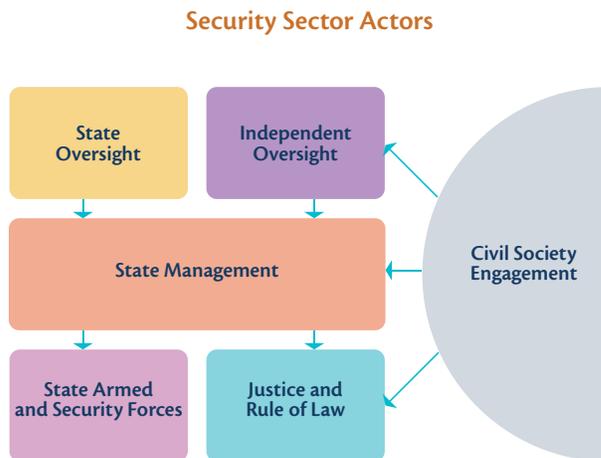
Civil society can:

- **OVERSEE AND MONITOR;**
- **HELP SHAPE POLICIES;**
- **GENERATE NEW PROGRAM IDEAS;**
- **TRAIN;**
- **INFORM OPERATIONS;**
- **PROVIDE SECURITY SERVICES WITHIN COMMUNITIES; AND**
- **FACILITATE DIALOGUE AND NEGOTIATION BETWEEN NATIONAL SECURITY SECTOR ACTORS AND LOCAL COMMUNITIES.**

---

**WHAT IS CIVIL SOCIETY OVERSIGHT?** CIVIL SOCIETY OVERSIGHT OF THE SECURITY SECTOR, INCLUDING SSR, INVOLVES THE ACTIVE PARTICIPATION OF CSOS IN DEFINING POLICIES AND OVERSEEING THE STRUCTURES AND PRACTICES OF SECURITY SECTOR ACTORS. CSOS OVERSEE THE SECURITY SECTOR TO ENSURE THAT IT APPLIES THE LAW FAIRLY AND EQUALLY AND SERVES THE INTERESTS AND PRIORITIES OF COMMUNITIES.

Section 2 gives you guidance on how you can engage with each part of the security sector. The bottom line is **you can change all parts of the system.**



## Women's roles in security sector reform

### *How do women in civil society promote security?*

Women in civil society have important roles to play in fostering inclusive and lasting security. Your participation is critical not just because you are at least 50 percent of the population but because your involvement actually makes your community more secure for women *and* men. Ultimately, your inclusion helps achieve the fundamental objectives of SSR.

But, you may have to fight for your participation. Civil society's involvement in SSR does not guarantee that women will be part of it. The following points explain what women in civil society offer security sector actors. These explanations themselves can be useful as you advocate for inclusion.

**Women provide knowledge about security issues within their communities.** Too often SSR processes tend to focus on budgets and personnel numbers, as opposed to individuals and communities. Women's distinct experiences of conflict and violence and knowledge of community priorities can help SSR truly reflect local needs. For example, rural women's security committees in some of the border districts in Sierra Leone encourage discussions and share the community's

knowledge on security issues. They also inform security coordination bodies (the Office of National Security and provincial and district security committees) of security concerns and threats felt by the community. Women can also raise policymakers' awareness of these key security concerns and can promote policy change. For example, in Libya, CSO The Voice of Libyan Women (VLW) recently conducted an assessment on female security that received the attention of the Ministry of Interior and Defense. The Ministry followed up by inviting women from communities throughout the country to national planning meetings on disarmament, demobilization, and reintegration (DDR) and reconciliation. See Example #4, on a local gender and security needs assessment in Serbia, and Examples #9 and #10, on local security committees in Bosnia and Haiti.

**Women provide security.** Women can partner with the security sector to deliver integrated services. For example, women are often at the forefront of providing victims of violence services such as shelter, legal advice, and medical and psychological assistance. Women can also help implement SSR in their communities and have been vital partners in certain types of SSR programs, such as disarmament, demobilization, and reintegration of combatants, and controlling weapons in communities. In Liberia, CSO Women in Peacebuilding Network (WIPNET) played a critical role in disarming rebels when the UN system was overwhelmed. Due to trust in local women, many combatants chose to disarm to them. WIPNET also recommended extending the disarmament period, which the UN did. See the example of Maiti Nepal on page 11, as well as Example #11, on the Cambodian Women's Rights Monitoring Office and Example #12, detailing how the Yemeni Women's Union provides services to prisoners.

**Women increase buy-in and community support for SSR.** Women exercise strong influence within their families and community networks. Involving women in SSR can help bring credibility to new systems and oversight mechanisms as well as improve public perceptions of security sector institutions. See Example #1, which discusses how the participation of women's organizations in the 1996–1998 South African Defense Review process helped to build consensus and legitimacy for SSR.

## EXAMPLE #1: WOMEN'S ORGANIZATIONS AND THE SOUTH AFRICAN DEFENSE REVIEW PROCESS

---

The participation of women's organizations in the 1996–1998 South African Defense Review process is an example of how women's involvement can build consensus and legitimacy for security reform processes. The objective of the defense review was to outline operational details such as doctrine, force design, logistics, armaments, human resources, and equipment. At the insistence of women parliamentarians, the Parliamentary Joint Standing Committee on Defense called for a national consultation as part of the defense review process. A variety of measures were taken to ensure public participation, including using military planes and buses to transport religious and community leaders,

NGO activists, and representatives of women's organizations to meetings and workshops.

Grassroots women's organizations were vital in drawing attention to previously ignored issues such as the plight of dispossessed communities whose land had been seized for military use, the environmental impact of military activities, and the sexual harassment of women by military personnel. To respond to these issues, two new subcommittees were formed within the Defense Secretariat. After a two-year process, the participatory defense review had helped build national consensus around defense issues and generated public legitimacy for the new security structures.

---

Source: Sanam Naraghi Anderlini and Camille Conaway, *Negotiating the Transition to Democracy and Reforming the Security Sector: The Vital Contributions of South African Women* (Washington, D.C.: Initiative for Inclusive Security (now The Institute for Inclusive Security), 2004), 23–25.

**Women exercise oversight.** With unique experiences of conflict and strong networks throughout communities, women are well positioned to hold the security sector accountable. They do so through research, advocacy, and public-awareness campaigns.

**Women can help security sector institutions address gender issues.** Many security sector institutions are making commitments to “mainstream gender” into their work so that all programs and policies incorporate the particular needs and concerns of women, men, girls, and boys. To implement gender mainstreaming, and ensure that their policies and programs truly reflect the needs of each group, an institution needs to consult with and include women (as well as men). Women's CSOs can provide essential information about how programs and policies are impacting women and their families and assist in designing and implementing community consultation

processes. For example, they can provide suggestions for how to recruit and retain more qualified women.

**Women train.** Women in civil society can provide training and other forms of capacity building for security sector personnel, managers within security sector institutions, oversight institutions, parliamentarians, and journalists. Such training might address gender, diversity, human rights—indeed, any issue that women have expertise on. For example, in Kyrgyzstan, women in civil society developed curricula that they now deliver themselves at the police training academy, in partnership with the OSCE. In Nepal, a group of women from civil society developed a training manual on women, peace, and security for the Nepalese Army, in partnership with UN Women.<sup>9</sup> See also Example #4, on a local gender and security needs assessment in Serbia and Example #7, on “Women in Security” radio programs in Sierra Leone.

## EXAMPLE #2: WOMEN IN CIVIL SOCIETY PROMOTING SECURITY: THE CASE OF MARWOPNET IN THE MANO RIVER UNION (WEST AFRICA)

Throughout the 1990s, persistent violent conflicts affected the countries of the Mano River Union: Côte d'Ivoire, Guinea, Liberia, and Sierra Leone.

The Mano River Women's Peace Network (MARWOPNET) was created in 2000, when a group of women met in Nigeria to promote their participation in restoring peace in the Mano River region. MARWOPNET launched its first initiative in the summer of 2001, when both Sierra Leone and Liberia were experiencing civil wars and Guinea had mounting instability. MARWOPNET delegations met with each country's president to convince him of the need to increase regional dialogue and cooperation.

In Liberia, MARWOPNET mediated a cessation of hostilities between President Charles Taylor and the leaders of Liberia's rebel factions. As a result, the Economic Community of West African States (ECOWAS), which sponsored the peace negotiations between the Liberian Government and the rebel movements, initially granted MARWOPNET observer status at the negotiations. With the support of the international women's CSO Femmes Africa Solidarité, MARWOPNET members were trained on conflict transformation, conflict resolution, and negotiation techniques. In June 2003, MARWOPNET officially participated in the negotiations, and it was the only CSO that signed Liberia's peace agreement as a witness on behalf of Liberian women.

MARWOPNET's activities include a range of measures to support women's engagement in security. The following examples might give your own CSO some ideas to consider:

- MARWOPNET designed and implemented capacity building for women's groups in communities bordering Guinea and Liberia to enhance their understanding of conflict prevention and management, early warning systems, networking, advocacy, and community security. The women became more confident in their engagement with security sector institutions and more aware of the specific roles they could play (for example, in the recruitment of security forces). The women demanded representation on District Security Committees and participation on the Local Police Partnership Boards. For the first time, a woman was elected town chief, with plans to become a paramount chief, a position traditionally held by men.
- Cross-border commercial exchanges are part of the daily life of border communities in the Mano River Union region. After receiving complaints from businesswomen about security agents asking for bribes, MARWOPNET organized a variety of cross-border trainings to teach women about their rights and conflict resolution techniques.
- After the outburst of electoral violence in Côte d'Ivoire, MARWOPNET organized mass action activities that included fasting, prayers, and peace marches before the beginning of the peace negotiations between President Laurent Gbagbo and candidate Alassane Ouattara. They sent a delegation on a two-day assessment of the refugee situation along the Liberian border and designed a conflict-resolution activity to reconcile women leaders and build peace.
- MARWOPNET operates three community radio stations across Mano River Union countries to provide programming about women's engagement in security.<sup>10</sup>

## *How have women in civil society partnered with security sector institutions and been involved in SSR processes?*

**With armed and security forces.** In Nepal, CSO Maiti connects survivors of trafficking with border police as part of border surveillance teams that identify trafficked women and girls. Their collaboration with the border police has led to the identification of police corruption, the rescue of trafficked women and girls, and the creation of a policewomen's unit to work with Maiti's border surveillance team. Maiti Nepal also trains the police on anti-trafficking.

**With parliaments.** In the United Kingdom, CSOs have joined with parliamentarians and government officials to form an Associate Parliamentary Group on women, peace, and security. The Associate Parliamentary Group analyzes issues relating to UNSCR 1325 and focuses on encouraging the UK Government to promote this agenda. Parliamentary members publish the questions they ask in parliament and letters they write to ministers about women, peace, and security issues, and highlight relevant parliamentary debates. As well as helping to hold the Government accountable for its own National Action Plan commitments, the Associate Parliamentary Group helps to maintain productive relationships between Government ministries involved in UNSCR 1325 and the NGO community, and it increases Parliament's awareness of the issue.<sup>11</sup>

**With government ministries.** In Fiji, women's CSOs, working with the Ministry of Women's Affairs, met with the Government's National Security and Defense Review Committee as part of its 2003 review process. The meeting included discussions about how the review process was being conducted, who was consulted, the issues identified as security threats, and how international standards and norms (including UNSCR 1325) were being incorporated into defense programs. Women's groups

made two submissions to the Committee, including recommendations for the permanent appointment of the Minister for Women on the National Security Council and for the representation of women on provincial- and district-level security committees.

**With international organizations.** In Bosnia and Cambodia, women's groups partnered with UN Women to conduct training for community policing leaders so that they could better respond to the needs of women, making the units more effective at enhancing security throughout the community.<sup>12</sup>

## *How do women working within security sector institutions make a difference?*

Just as women in civil society make the security sector more effective, women working within security sector institutions help to make them more responsive to all parts of the community. You can be inspired by the roles that some women in uniform are playing. You can also see women within security sector institutions as potential partners.

Having more women in the police can improve responses to domestic and sexual violence, in particular. These are some of the most prevalent crimes in both post-conflict and non-conflict affected societies. There is overwhelming evidence—including from the DRC, India, and Sierra Leone—that female victims of sexual violence are more likely to report to a female police officer or to a women's police station than to a male officer at a regular police station.<sup>13</sup> Likewise, those traumatized by crimes during conflict are often reluctant to speak candidly with male officers but are willing to communicate with female officers. In Liberia, for example, establishing a Women and Child Protection Section within the police, staffed largely by women, led to women being more confident in reporting crimes, and it increased community awareness about women's rights and sexual violence.<sup>14</sup>

*"I have the strong impression that the future is in the hands of women, in the Mano River Region. . . women are the ones running the families, are the ones very engaged in community works and are the ones very engaged in finding peace for their countries...."*

 Colonel Birame Diop, Partners Senegal

Additionally, there is increasing evidence that uniformed women are more likely than their male colleagues to deescalate tensions and less likely to use excessive force.<sup>15</sup> Female police and border and military officers can also perform critical duties that may be difficult for men for cultural reasons, such as searching women at security checkpoints. Further resources about the roles of women within security sector institutions can be found in the DCAF, OSCE/ODIHR, UN-INSTRAW *Gender and Security Sector Reform Toolkit*.

## What legal standards provide for women's participation in SSR?

A number of resolutions, conventions, and agreements include reference to gender equality and women's inclusion in security. These laws, instruments, and norms establish specific responsibilities for the security sector and provide women with the RIGHT to participate in SSR processes.

### National

Many countries have national laws on gender equality that guarantee women's participation in public life and public institutions. These laws can be useful tools to argue for inclusion in SSR processes. Some countries have national action plans on violence against women or the implementation of UNSCR 1325 or both. Peace agreements and constitutions might include quotas for women's participation in specific government and security sector bodies. These instruments provide a framework for security sector institutions to work with women from civil society.

### Regional and international

Regional laws and instruments may set standards for women's participation and for the security sector's improved responsiveness to women's needs. African women activists often refer to the *Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa*, for example. A number of international instruments are essential for women making the case for their participation, most importantly UNSCR 1325 and the *Convention on the Elimination of All Forms of Discrimination against Women* (CEDAW). They have global support or "buy-in" and are standards against which national and regional laws and policies can be measured.

Tool 6 in Section 3 lists of some of the most significant laws and instruments that relate to women's participation in SSR.

## What challenges exist for women in civil society to participate in SSR?

- SSR is often considered a "hard security" issue to be dealt with (in secret) by "experts" (usually men).
- Women are assumed not to have security expertise.
- Many national security policies and reviews focus on foreign threats to the state instead of community safety, where women tend to be more involved.
- International and national SSR advisers often lack understanding of the importance of broad participation, and lack expertise in how to include men and women.
- SSR processes often have no budget for increasing the broad participation of men and women.
- Personal safety concerns can prevent civil society activists from speaking out (discussed in Section 2).
- There is mistrust between CSOs (especially women's organizations) and security sector institutions due to their very different cultures.



Although there are still challenges, there is increasing recognition of the value of women's inclusion in SSR. An ever-increasing number of laws and policies mandate women's inclusion and provide an entry point for those who want to participate. New UNSCR 1325 national action plans shift the responsibility of inclusion to national governments, where women like you have far more potential to have influence. This means you have a chance to engage in reshaping your ministries of defense, militaries, and police, and in creating better security structures at local and district levels. You have a chance to insert the real, daily needs of all parts of your community—women, men, girls, and boys—into the discussion. Never before has there been such a window of opportunity for women from civil society to help create more equitable and accountable security. Even if your country has not created an action plan or does not appear outwardly supportive of civil society's involvement, you can create change. The next section provides some guidance on how you can seize the moment!

*Kishwar Sultana discusses women's role in moderating violent extremism in Pakistan with senior security officials at a round table discussion in Washington, DC in 2010.*

*Photo credit: The Institute for Inclusive Security*



# Section Two: Get Involved

## How can you be involved in security sector reform?

Civil society has a vital role to play in the transformation of the security sector—from calling for reforms to serving as expert advisors. Civil society represents the interests of communities. As individuals and as members of CSOs, women offer different and important perspectives. This section focuses on practical ways you can be part of security processes.

You can see these as six different but linked activities:

- **RESEARCH SECURITY ISSUES:** Find out about the security concerns and needs in different communities, or how particular security problems are being addressed.
- **FORM A COALITION:** Develop partnerships with others interested in promoting a security sector more responsive to, and inclusive of, women.
- **PLAN FOR ACTION:** Create an action plan to achieve change in legislation, policy, or institutional practice.
- **DEVELOP RECOMMENDATIONS:** Formulate concrete recommendations for action, directed to specific security sector institutions.
- **ADVOCATE FOR CHANGE:** Speak to politicians, civil servants, and senior people in security sector institutions about the change you want to see, and raise public awareness of the need for change.
- **ENGAGE WITH THE SECURITY SECTOR:** Form new or join existing local security structures. Monitor them, offer training, or collaborate with security sector institutions in providing services.

You will likely be doing research and coalition building alongside advocacy, continuously feeding new information into your engagement with policymakers. Likewise, as you get to know more about the security sector, your recommendations will become more strategic.



**WHAT IS ADVOCACY?** ADVOCACY IS A PLANNED, DELIBERATE, AND SUSTAINED EFFORT TO ACHIEVE CHANGE. INDIVIDUALS AND ORGANIZATIONS ADVOCATE BY PROMOTING AN IDEA OF HOW CERTAIN THINGS CAN BE DONE BETTER. IF SUCCESSFUL, ADVOCACY PRODUCES CONCRETE RESULTS. HOW AND TO WHOM YOU COMMUNICATE THE INFORMATION YOU GATHER IS CRUCIAL.

### Research security issues

You may already be concerned about a particular security issue or issues. Even so, your first step should be to find out more about the security concerns of women and men in your community, province, or country. Doing research will allow you to have credible information to present. Undertaking research is also a way for you to talk directly with security sector officials, and to develop contacts and dialogue. Do not worry if you do not have many resources. You can conduct useful research even without access to computers, the Internet, or a lot of money.

## What to research

Your research can be broad or narrow. The following are some options to consider:

- Research women's and men's, girls' and boys' perceptions of security and security sector institutions. See Example #3 on a Libyan CSO.
- Investigate a particular security problem—for example, street violence, road blocks, or domestic violence.
- Examine a particular security sector institution—for example, how the police treat men and women. Consider using DCAF's *Gender Self Assessment Guide for the Police, Armed Forces and Justice Sector* as a guide to the process and for questions to ask.
- Conduct broad research that looks at the different security threats men and women face and how men and women are treated by different parts of the security sector. This can be done on a local, provincial, or national level. See Example #4 regarding a gender and security needs assessment in Serbia.

## How to research

How you do research will depend on your resources and how comfortable you are engaging with particular people and institutions (discussed below under personal safety). Remember that women's perspectives of security issues tend to be marginalized. Even a small piece of women-focused research can make a very important contribution.

Think about how to include marginalized groups in your research, such as ethnic, religious, and linguistic minorities; gay, lesbian, bisexual, and transgender people; people with disabilities; poor people and non-literate people. When such communities perform research themselves, it can be very empowering.

Below are a few ideas of how to go about your research:

**Use what is out there (desk research):** First, look for existing research by organizations or universities. Tool 1 in Section 3 contains a guide to types and sources of information for desk research, and the Additional Resources lists some specific sources of information on the security sector. Your own government, parliament, ombudsperson's offices, or Human Rights Commission may already have published reports and statistics that you can refer to (strengthening your arguments when advocating to your government).

**Interview people:** Make a list of people who will have different perspectives on the issue you are researching. On a community level, this might include other CSOs, religious leaders, young people, local council officials, and men and women working in the security sector. On a provincial or national level, you might approach government officials, parliamentarians, academics, journalists, and representatives of international organizations. In your interview, have a preliminary list of topics or questions you wish to address. Make sure you interview both men and women.

**Convene meetings with local women and men:** You will find out from talking to your community's women, men, girls, and boys about their security needs and what changes they would like to see. Plan your meetings carefully, so that women can fit them in with caring for families and other commitments. Think about whether you need to make special arrangements such as transport or childcare. You might also want to hold separate meetings with each gender. Ensure a space for open dialogue, where participants will not be afraid that what they say will be reported in a way that could harm them.

*"Without research we could not have been able to discover and bring to the negotiation table the warring parties involved in the Liberian war in 2003. In each step of the process, information and data shaped our decisions and actions."*

 *Ruth Gibson Caesar, MARWOPNET, Liberia*

**Hold focus groups:** A focus group is a discussion, led by a facilitator, with (ideally) 7 to 12 selected participants. It should last no longer than two hours. It collects participants' perceptions, opinions, beliefs, and attitudes about a topic. Focus groups can be a good way to explore the attitudes of minorities and other specific groups, or to collect information from a number of different communities. Consider whether you need separate focus groups with each gender to allow each group to express their views freely.

**Conduct a mini-survey:** A questionnaire with a small number of yes/no questions that is administered to 25 to 75 people is called a mini-survey. You might conduct a mini-survey with people who visit a police station, court, or victims' services. If the people you would like to survey use a computer, online survey tools such as Survey Monkey can be useful and help to protect the identity of participants. A mini-survey will not have enough responses to be representative of the views of the entire population, but it is useful information.

**Visit police stations, prisons, border checkpoints, etc.:** In some countries, members of the public are allowed to inspect police stations.<sup>16</sup> Additionally, women's CSOs are involved in delivering services and programs to women in prison. Example #12 gives an illustration of this from Yemen. You might be able to join such schemes, or work with the organizations doing them, to collect information about facilities and practices.

Many methodologies have been developed to involve communities in monitoring and evaluating their public services, such as "citizen report cards," "community score cards," and "community safety mapping/audit." This guide's Additional Resources suggests materials with these research techniques.

When collecting data, record whether the information came from a woman, man, girl, or boy, and their age group (i.e. collect sex- and age-disaggregated data) so that you can analyze the differences among the groups. This will allow you to speak confidently about the different needs and to develop gender- and age-responsive recommendations. Depending upon your context, it might also be important to record other characteristics, such as religion, language group, or ethnicity.

💡 *Consider doing joint research with academics, security-focused think tanks, or organizations providing services to victims of violence. Make a link between service delivery and policy. Often CSOs are involved in service delivery (for example, running shelters) but do not have the resources to collect data, analyze it, and develop strategic recommendations. CSOs can come together to pool resources, so that the insights gained by those providing services are turned into policy recommendations and presented to government.*

💡 *Look around for capacity-building opportunities to increase your own "security literacy" and advocacy skills. You can find a list of free online training courses in Tool 3 in Section 3.*

### EXAMPLE #3: POSTER SURVEYS IN LIBYA

VLW has used simple "poster surveys" to find out more about what people in their communities want. For two weeks in 2011, VLW set up booths in nearly every bazaar in Zawia and Tripoli and asked Libyan women and men of all ages to write their hopes for Libyan women. One poster survey in Tripoli found

that of 142 Libyan women surveyed, nearly 50 percent think improvement in the education sector is most important for the new Libya to address, with economic growth (24 percent), healthcare (9 percent), infrastructure (9 percent), and safety (4 percent) following.

Source: Voice of Libyan Women, *Annual Report 2011* (Tripoli: VLW, 2012).

## EXAMPLE #4: LOCAL GENDER AND SECURITY NEEDS ASSESSMENT IN SERBIA

The Belgrade Centre for Security Policy (BCSP), an independent research centre dedicated to advancing the security of citizens, observed that security problems affecting women were rarely taken into consideration at the local level. Local security sector institutions did not understand the specific needs of women, and members of the municipal bodies for gender equality did not know enough about the relationship between gender and security. In response, in 2011, BCSP undertook a local-level gender and security needs assessment.

BCSP's needs assessment included three components: data analysis, training and sensitization, and consultations. Four one-day consultations were held in various locations. They involved women's CSOs, local authorities, local security bodies, municipal bodies for gender equality, municipal boards, councils for safety and crime prevention, the police,

prosecutors, and the media. The consultations, which included a combination of training exercises and discussions, covered four aspects:

- The relationship between gender and security;
- Top threats to women in municipalities;
- The establishment of a partnership among municipal bodies in charge of gender issues and municipal councils for safety; and
- Good examples from other municipalities in Serbia.

The needs assessment provided a platform for dialogue between women's CSOs and security sector institutions. They strengthened the existing knowledge of all the participants on the links between gender and security, facilitated future collaboration between state authorities and CSOs and, moreover, provided a basic foundation for the implementation of the Serbian National Action Plan for UNSCR 1325.

Sources: Gorana Odanović and Maja Bjeloš, *Bezbednost i rodna ravnopravnost na lokalnu* (Belgrade: BCSP, 2011), <http://bezbednost.org/Sve-publikacije/4665/Bezbednost-i-rodna-ravnopravnost-na-lokalu.shtml>; interviews with Sonja Stojanović from BCSP, July 24, 2012; Maja Bjeloš from BCSP, July 24, 2012; and Zorana Antonijević from the OSCE, August 4, 2012.

### Access to information

In many countries, secrecy surrounds the security sector, so getting access to information can seem challenging. Government officials and security sector personnel may be reluctant to share information with CSOs—even information that is supposed to be publicly available—or may require authorization to do so.

Here are some strategies to help you get access to information from security institutions:

#### Invest time in securing support for your research.

At the beginning of your research phase, write letters to the senior decision makers in the security institution(s)

that you are researching. Explain your research and express a desire to cooperate. Meet with them and try to get formal authorization for you to approach others. This will show that you are acting in good faith and operating according to the institution's rules.

**Use informal approaches.** If you know anybody who currently works or previously worked in the security institution, ask him or her to help arrange meetings.

**Have informal conversations.** Talking over coffee with someone you know who works in a security sector institution can be a good way to supplement and check information you get from formal interviews and official documents.

**Offer to informally present your findings to the security sector institution(s) you are researching before they are shared publically.** Rather than giving them the draft report, consider holding a “validation workshop” where you present and discuss the main research findings. This can be a good way to check your recommendations and to test reactions.

💡 *Check whether your country has a law that guarantees access to information held by the government. If so, you might refer to this law or even make a formal claim under it.*

💡 *Using informal or personal connections to access people in positions of power can be a good strategy; however, you need to make sure that this does not undermine your own or your coalition’s integrity and independence. People who help you may sometimes assume that you owe them a favor in return, or that you will not be too critical toward their boss or institution.*

### Research ethics and personal safety

Research ethics require that you respect both your researchers and the participants in your research and that you take steps to minimize any harm that might result from your inquiries. Your research should be designed to maximize benefits to participants and communities. You must establish and follow rules. For example, will you share the names of the people you interview? Is it necessary that you record names only in code? Researching gender-based violence is particularly sensitive and requires careful attention.<sup>17</sup>

Unfortunately, in some countries, doing research and advocacy on security-related issues can be dangerous, and there might be threats against researchers, their family, and colleagues. You may risk endangering people who share information with you.

CSOs should think very carefully before undertaking any activities that may risk someone’s safety. In most cases, research or advocacy activities should be terminated immediately if there is any threat to someone’s security. CSOs should never take unnecessary risks or put their staff or research subjects in any danger without their explicit consent, and even then only after making careful risk assessments.<sup>18</sup>

Consider brainstorming sessions or workshops as safe places to explore security challenges, and to discuss strategies for staying safe. The most effective security

lessons may come from other activists— from their daily experiences and the tactics and strategies they develop. Share information with other women activists. In Afghanistan, for example, women activists are creating provincial alliances so that those who are at risk can take refuge in another part of the country and work there until the threat against them decreases.

The Additional Resources lists some guides to safety and security for women’s organizations and activists.

### Form a coalition

CSOs are more powerful when speaking with one voice. In many countries, CSOs create coalitions to work toward a common cause. Each continues to have its own identity and may do activities outside of the coalition, but as a group they work together to achieve specific goals.

Speaking as part of a coalition demonstrates the support for reform from a range of diverse groups in society, and it allows you to present a coherent message. Coalitions provide strength in numbers and can help protect individuals and individual CSOs.

A civil society coalition focused on women and security might include:

- Women’s organizations;
- Organizations providing services to victims of violence (e.g., shelters, legal advice);
- Human rights organizations;
- Women active in faith-based organizations;
- Female elders and tribal leaders;
- Research or policy institutes dealing with security or criminal justice;
- Individuals working on security issues in universities;
- Professional associations, such as women lawyers;
- Student groups;
- Journalists; and
- Men who support your cause.

It can be useful to do a mapping to identify other groups in your community that might be interested in being involved in your coalition. Tool 7 in Section 3 is an example of this. Tool 8 is a sample invitation to join a coalition, and Tool 9 is a sample meeting agenda for the first meeting of a coalition.

Focus on identifying a diverse group so that the coalition is as inclusive as possible. Remember—you do not have to agree on everything, just on the issues you are advocating for. The more diverse your coalition is, the more people you appear to represent, and the more powerful you are.

In many countries it may be difficult for CSOs to engage directly in national security issues because of a closed or even hostile political environment. Participation in security-related discussions at the regional or international level can exert pressure on policymakers at the national level. Networking with CSOs in other countries with SSR experience can help you build your capacity. Moreover, membership in regional and international women's networks or international partnerships can also lend credibility.

Your coalition can reach beyond other CSOs. For example, you could invite women from the military, police, or parliament to discuss security issues, create a common agenda, and strategize on steps to ensure women's perspectives are included in policymaking.

### *Tips for building coalitions*

- Define shared goals and objectives for your coalition. Having a clear, written purpose will make your coalition stronger.
- Determine the rules the coalition will work by: How are decisions made within the coalition? Who is its spokesperson or spokespeople?
- Put time and energy into the coalition's *process* for discussion, agreement on objectives, and action planning.
- Set up ways for the coalition members to communicate by setting up an email list, holding regular meetings, etc.
- Do not avoid difficult issues or possible obstacles—put these on the agenda and discuss them.

- Plan events that will bring coalition members together, such as watching a relevant video or collecting signatures on a petition.
- Keep all members informed about progress and changes of policy. This will maintain good relationships for the future.

### **Plan for action**

The best way to focus and organize your coalition's work is to develop an action plan. It will take some time, and you will probably need to set aside one or two whole days for your coalition members to work together. It may seem like a lot of time to invest in just talking, but it will put you on the right track—together.

It is especially important to ensure that your coalition's goals are reasonable, realistic, and achievable. As you develop your action plan, take into account how much time each person is able to spend on the work, as well as the particular skills and knowledge she brings.

### *What to include in your action plan*

Your action plan should include the following six elements:

**A Goal:** This is the overall result you want to see, or the coalition's mission in one sentence. Do not hesitate to make the goal ambitious and broad. It should also be action-oriented and focused on change. For example, "Our goal is that the police service becomes willing and able to meet the needs of women, men, girls, and boys."

**Objectives:** These are the approaches by which the goal will be achieved. Make your objectives as specific, concrete, and measurable as possible. Break the problem down into its different elements. For example, "Build the capacity of police officers to recognize and meet the specific security needs of women, men, girls, and boys."

**Activities:** These are the things your coalition will do to achieve each objective and contribute to achieving the overall goal. Your activities might include petitions,

*"Togetherness is power. If your voices are many, it is power. You will be heard. But if you talk alone...nobody will hear."*

*Mary Justo Tombe, Southern Women Solidarity for Peace and Development, South Sudan*

*Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.*

*Margaret Mead, Anthropologist, United States*

protests, community meetings, workshops, poster campaigns, meetings with policymakers, training, or radio shows. For the above objective, one activity could be to “Train senior police officers at the National Police Academy on the specific security needs of women, men, girls, and boys.”

Think about your target audiences, the people you most want to hear what you have to say. This could be any security sector actor (look back at the list in Section 1), the media, the public—anyone you think can help to make the change you want to see.

Identify potential partners or allies who might give advice, help spread your message, fund you, or work with you. Plan time to approach them.

As you plan each activity, think about the things that could prevent it from being successful. Plan to avoid these problems. For example, if your proposed activity is “Train senior police officers . . .” there is a risk that the senior police officers will not agree to attend the training. So, one activity might be to meet with the police commander to get him or her to agree that officers are required to attend the training.

**Responsibilities:** Your action plan must indicate who will do what and when. This helps everyone in the coalition know what she has agreed to do.

Map out the timing of activities—not just the activity or event but the preparation and follow-up required. Think about any key dates (e.g., elections). Consider whether some activities need to happen before others. Set deadlines and benchmarks. For example, a benchmark might be delivering the first training session for police officers by midyear.

**Resources:** Estimate the human, financial, and other resources you need for every part of every activity in the action plan. Human resources include time spent at an actual event and also the time spent in planning and preparation. Financial costs might include phone calls, transport, and venue rental. Other resources might include equipment and means of transport.

Your action plan can include activities to obtain more resources, such as fundraising and approaching other CSOs for assistance.

**Monitoring and Evaluation:** Think about how you are going to monitor your progress and evaluate the impact of each of your activities. This dimension of advocacy is often neglected, but if you do not do it, how will you know that your efforts are getting you any closer to your goal? It is also motivating for everyone involved in your coalition to see the progress and difference you are making.

Monitoring assesses your progress implementing your action plan:

- Whether the activities are carried out according to plan;
- If the budget is spent according to plan;
- Whether progress is being made toward meeting the intended goals; and
- What adjustments need to be made to ensure success.

You should monitor on an ongoing basis. For example, host a meeting to gather the coalition once every couple of months to discuss the status of your action plan.

Evaluation is where you reflect back on the effort and see what difference it has made. For example, imagine your initial research found that police did not respond well to the specific security needs of women. You then helped to develop and implement new training for police officers. You could now repeat your research to see if police responses have improved.

You can see a list of questions to ask when action planning (Tool 10), a template for an action plan (Tool 11), and an example of an action plan from a Liberian women’s CSO (Tool 12) in Section 3.

### *Ways to go about action planning*

Try to include all coalition members in your action planning, and consult as widely as possible with others. Making the process inclusive will strengthen it. Creating space for lively discussion about the plan increases participants’ commitment to it.

First, agree on your process for developing the action plan. Is everyone who needs to be consulted in the room? If not, how and when are these other people going to be consulted? Agree how often and when the plan will be reviewed.

Your research may have uncovered a long list of security problems. You need to narrow this down to a manageable set of issues. Try to choose those issues where your research gives you some fresh material to bring to policymakers' notice, and those where you think there may be opportunities to achieve change.

There are various tools that can help you prioritize and organize your ideas, such as a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and stakeholder mapping. The Additional Resources lists guides to these and other planning tools. Section 3 contains a sample agenda for an action planning workshop (Tool 13) and a simple group exercise for determining priorities (Tool 14).

 *Draft your action plan, pause, and then re-assess what is feasible. What needs to be cut? What should be prioritized? What can be deferred to a later stage?*

## Develop recommendations

To achieve change, you have to not only see problems but also present solutions to people who can solve them. Your solutions can be presented as recommendations for action. These recommendations will draw upon the research you have done on security, as well as the ideas generated in your coalition.

Here are five steps for developing recommendations:

**1. ANALYZE THE PROBLEM:** The first step is to think critically about the problem. What barriers and challenges exist? Why did the problem develop? If the situation has changed, why?

*Example: Women victims of domestic violence are not getting help. They do not go to the police station because the male police officers will not listen to them. In some places, where Family Response Units have been established and staffed by women police officers, things are better. But, it is hard to get women interested in joining the police because they do not know much about it, and their communities are likely to oppose it.*

**2. BRAINSTORM SOLUTIONS:** After analyzing the problem, think about what changes could improve the situation. Be creative. Define the problem narrowly to focus on the proposed solutions.

*Example: If there were more women police officers, especially more Family Response Units, women victims of domestic violence would get better service. To ensure there are women police officers in police stations across the country, we would need at least 10 percent of police officers to be women. To get more women police officers, we could show them and their families and communities that it is a respectable job. The women police officers we already have could speak to other women, and we could speak to community leaders.*

**3. IDENTIFY WHO CAN MAKE THE CHANGE:**

Determine who could take the actions that are needed—there is no point asking someone to do something that he or she has no authority to do. Identifying the right institutions, organizations, or people will require investigation.

*Example: The Ministry of Interior manages police recruitment, which is under the control of the government. An international mission, EUPOL, helps to fund police recruitment.*

**4. CREATE RECOMMENDATIONS:** Come up with recommendations to specific institutions, organizations, or people to take particular actions. Include actions that will allow you to monitor the steps taken and their impact.

*Example: The national government should expand strategies for women's recruitment into the security sector. Specifically, the Ministry of Interior and EUPOL should focus on women's recruitment into the police, targeting widows and victims of war. This can be achieved by:*

- *Creating open houses at which women police officers can share experiences with interested women candidates;*
- *Leading education campaigns in high schools and colleges;*
- *Establishing special recruitment campaigns targeting women who have not been accepted into universities;*
- *Introducing the broader concept of community policing, highlighting successes of Family Response Units;*

- *Establishing a quota of at least 10 percent women recruits in the police; and*
- *Engaging religious scholars and local shuras in establishing the legitimacy of recruitment efforts.*

This is one of a set of recommendations that were developed by a group of Afghan women leaders convened by The Institute for Inclusive Security in January 2008. It is a good list because it clearly addresses specific actors (the Ministry of Interior and EUPOL) and presents concrete targets (a quota of at least 10 percent women recruits) as well as several solutions.

To improve transparency and allow monitoring, you could add: *“The Ministry of Interior should include on its website annual reports of its strategies for women’s recruitment into the security sector and what percentage of security sector recruits and overall personnel are women.”*

- **5. TEST RECOMMENDATIONS:** Discuss your proposed recommendations informally with the people affected by the problem you are trying to address and people in the institutions the recommendations concern. Check that your recommendations are responsive to the needs of the community and that they can be implemented.

In Section 3 you will find a worksheet for developing recommendations (Tool 15), links to some other examples of recommendations (Tool 16), and a template for presenting recommendations (Tool 17).

## Advocate for change!

Now that you have your strategy and your recommendations, go for it! Your strategy might include advocating to particular individuals and institutions, mobilizing the public, and engaging with the media. You need to bring your key messages to the audiences that you identified in your strategy.

Below, we offer advice about how to approach particular audiences and also some general rules that will help you to get your message across effectively.

- **KNOW YOUR AUDIENCE:** If you have a meeting scheduled, learn as much as you can about the individuals you will be meeting with—what are their responsibilities, what authority do they have, what work have they done on this problem? If you are holding a community meeting, find out in advance about the

issues people are likely to be concerned about. What do they know already? Why will they care?

- **BE CONFIDENT:** Know how to introduce yourself in a way that establishes why they need to listen to you (and if you represent other women, reference them, too). Practice what you will say.
- **BE CONCISE:** Grab your audience’s attention, make your case, and leave them with a clear idea of what you want. Have three points in your message: problem, solution, and your recommended action. Tools 21 and 22 in Section 3 provide some talking points on security and some responses to common arguments against including women in security.
- **BE CONSTRUCTIVE:** Clearly define the problem you are concerned with, but focus on solutions.
- **BE COMPELLING:** You need your audience to be interested in and remember what you tell them. Be prepared with a brief story to illustrate and bring to life your point. Show them how the world would be different if your recommendations were implemented. If you can, share one or two easy-to-digest statistics.
- **LISTEN:** Provide an opportunity for your audience to engage with you—let them ask questions, provide examples from their experience, and agree or disagree with you.
- **HAVE AN “ASK”:** Know the very specific thing or things you want the listener to do. For example:
  - If speaking with a politician: “We need you to vote for a dedicated budget to fund the inclusion of civil society women in the SSR process.”
  - If speaking with members of the community: “We would like each of you to collect 50 signatures for our petition to ensure women’s inclusion in the SSR process.”
- **WHEN YOUR MEETING IS ENDING, FIND A WAY TO KEEP THE RELATIONSHIP GOING:** For example: With whom can we remain in touch in your office? Can we plan to come back and report on our progress? Should we make the appointment before we leave today? Could you please keep us up to date with next steps?

💡 *Use politicians’ and security officials’ correct titles and ranks. Do not be afraid to ask their assistants or secretaries what the proper form of address is, or ask “How may I*

address you?" For example, when you are writing a letter to a government minister or a parliamentarian, in many countries you write "the Honorable" before their name.

## Target your advocacy

The following are some tips on how to engage with particular audiences who might be part of your strategy, and some suggestions about what types of messages you may want to present.

### Government Ministers and their Ministries/Departments

#### Who to speak to?

- Especially if you live in a capital city, the government (provincial or national) is likely to be an important target for your advocacy. You will need to determine which ministries are relevant to your specific issues. Do not forget that the ministry responsible for women can be an ally.
- You may want to go to the top and advocate to the minister him- or herself, but you will likely first need to identify the specific office and the managers responsible for working on your issues.
- In some countries, particularly those in transition from conflict, there may be a formal SSR process underway. If so, find out what bodies have been established to manage SSR. It may be a parliamentary committee, an interdepartmental group, or a mix of parliamentarians and representatives of ministries and security sector institutions. There will likely not be much effort made to involve CSOs, so you will need to push to have your voices heard.

#### How to get to them?

- It may take several phone calls or meetings and some time to figure out who the relevant people in government departments are. Informal contacts might help you find out who is who and get appointments with them. Some ministries have a community liaison or outreach person. There might also be a formal or informal network of female staff.
- Then, you can request a meeting to present your research or ask to speak on behalf of your coalition. If one of your coalition members is a politician's

constituent (from the area they represent), it might be easier for him or her to get a meeting. Tool 18 in Section 3 is an example of a letter to a senior security official.

#### What to say?

- What you say will reflect the problems you are concerned with and the action plan and recommendations your coalition has developed. Here are a couple of approaches that can be useful for a women's organization:
  - Highlight your grassroots access—you can tell policymakers what people really think in communities.
  - Explain how engaging women will make reform processes more effective.
  - Connect the security issues you are concerned with to the regional or international standards that are considered important in your country. See the list of international norms and standards in Tool 6 in Section 3. For example, you could say, "UNSCR 1325 calls for the increased representation of women in mechanisms to prevent, resolve, and manage conflict. To meet this obligation, we ask that you include a representative of the Ministry of Women and a representative of women's CSOs in the SSR Working Group."
  - Push for ongoing, regular consultation by the government with civil society on security issues. These consultations should be public, open to lots of people, and have clear follow-up. Specifically, if there is any formal SSR process or national-security policymaking underway, pressure those in charge to include public consultation involving women from different parts of the country and community. See Example #5: Liberia's Civil Society SSR Working Group.

 *Caution: Be careful about taking politicians and appointed officials by surprise in public. Denouncing poor performance is one advocacy strategy, but public figures who feel abused or shamed will almost certainly be very difficult to work with in the future.*

*Women from all over Côte d'Ivoire gather to celebrate International Women's Day at the Palais de la Culture in Abidjan.*

 *Photo credit: The United Nations / Ky Chung*





## EXAMPLE #5: LIBERIA'S CIVIL SOCIETY SSR WORKING GROUP

In 2006, the Liberian National Law Enforcement Association facilitated the formation of the Civil Society SSR Working Group. Some 10 CSOs came together to monitor the SSR process, provide alternative policy options, and engage the government on SSR issues, including gender issues. Establishing the working group enhanced the joint visibility of the CSOs and resulted

in an invitation by the Governance Commission to participate in the formulation of the Liberian National Security Strategy. The Peace and Security Pillar of the Liberia Reconstruction and Development Committee also invited the group to attend its meetings and participate in its deliberations and decision-making process.

Source: Miranda Gaanderse, *Security for All: West Africa's Good Practices on Gender in the Security Sector* (Geneva: DCAF, 2010), 24.

### Members of Parliament

#### Who to speak to?

- Parliamentary committees tasked with oversight of the security sector are likely to be important targets for your advocacy. There may be other parliamentary groups dealing with issues that concern you. For example, in the Scottish Parliament there is a group to debate “men’s violence against women and children.”
- Female parliamentarians can be key partners, especially where there is a parliamentary women’s caucus. Look for any women on committees tasked with security matters. Male parliamentarians who support women’s participation can also be allies.

#### How to get to them?

- A parliamentarian might have a set time and place to meet with people. Or, you can invite a parliamentarian or a parliamentary committee to meet with your coalition. If you can present the meeting as an opportunity for them to build a mutually supportive relationship and look good in the eyes of the public (i.e., meeting the people, listening to them) they will be more likely to come. It may be easier to get an appointment with an individual parliamentarian if the request comes from someone in his or her region or electoral district. Again, informal networks in your coalition may be useful.
- Look out for any formal consultations on security issues, such as where a new piece of legislation is being

drafted. CSOs may be able to make written or oral submissions. There should be a secretariat within the parliament that can tell you when particular issues will be discussed. Some CSOs or coalitions have a staff member or volunteer whose job includes monitoring parliamentary proceedings. If your parliament has no such services and you do not have this capacity, try to find a supportive parliamentarian or parliamentary staff member who will keep you informed.

#### What to say?

- You can help parliamentarians write questions they could ask during parliamentary question time or participate in debates on security-related issues. This can help an issue get attention in the parliament and the media. You could propose topics for committee hearings, or for a special inquiry, and provide lists of women experts to testify. There may be specific legislation that you would like them to propose, support, or oppose.
- You might offer to do research the parliamentarian can present in parliament or to a committee.

### Security Sector Institutions

#### Who to speak to?

- All of the following may be a good first point of contact: a community liaison officer; women’s police stations; family violence/support units; local- or district-level community safety/security committees; internal gender or equal opportunities officer or focal

point; or a women's network, such as a women police officers' network.<sup>19</sup>

- You might simply approach the senior official at the office in your area—the commanding officer of a military unit, police chief, or senior judge.
- Sometimes newspaper reports identify a person in a security sector institution who is open to the issues you are advocating.

### How to get to them?

- You can write a letter asking for an opportunity to discuss your coalition's concerns. Ensure you have a follow-up strategy so that your letter receives a response. Alternatively, using informal contacts can be useful; have an elected official or a local community, tribal, or religious leader ask for an appointment on your behalf.
- Many police services have a public complaints process, a channel through which to raise problems. (But, by using it you risk being seen as confrontational rather than helpful.)
- If these approaches are not successful, consider more public ones. Go on the radio to ask for an appointment, and use the radio to keep the public informed of the outcome. Stage a sit-in on the main road leading to the office, and notify the press.

### What to say?

- In initial contacts, focus on establishing credibility for yourself and your coalition. Mention any positions you hold or academic titles you have. Introduce the members of your coalition and who you represent. Share the research you have done and the names of any other authorities you have already met with. Be ready to respond to challenging questions.
- Relate what you are saying to the mandate and roles of the security sector institution you are speaking to. For example, with the police, you might want to emphasize crime; with military, security, and judicial officials, justice. Remember that none of these people can change the law, but you can ask them to make sure the law is enforced properly or fairly.
- You may have the expertise to offer training to security sector personnel on issues such as human rights, domestic violence, sexual violence, human trafficking, or community safety. This can be an end in itself or an opportunity to get access for advocacy.

💡 Although it can be useful to use security sector actors' jargon, do not worry if you cannot. You may not understand their jargon, but they can certainly understand you. Tool 4 in Section 3 is a Security Glossary that explains some of the technical terms you might hear.

💡 You will need to have a basic understanding of the different ranks in the institution to know who has authority.

## Security Sector Oversight Bodies

### Who to speak to?

- Oversight bodies can be strong allies for CSOs, because they have special powers to access information and to issue recommendations to government and security services.

### How to get to them?

- Each oversight agency has a different way of listening to complaints from the public. Find out how to raise a problem with them by looking at their website, telephoning their office, or going to their office in person.

### What to say?

- You will need to find out what sort of complaints and problems the particular body can deal with, and what security sector institutions they have powers to consider (their jurisdiction).
- As well as being an audience for your concerns, a National Human Rights Commission might be a partner for research or advocacy. In many countries, especially where these types of oversight bodies are new or lack capacity, they have little understanding of the special features of the security sector. CSOs can help them to build their expertise.

## International and Regional Organizations and Peacekeeping Missions

### Who to speak to?

- International organizations may be important in funding and guiding SSR in your country. International personnel may be training and advising on the development of your armed and security forces.

### How to get to them?

- To contact international and regional organizations, try to find their local office or representative. For the UN, for example, look for your closest UN Women or UNDP office.<sup>20</sup> Where there is a UN peacekeeping mission, there may be a gender adviser, social affairs adviser, human rights or rule of law unit, community outreach team, or someone within the UN police contingent who can help you to make your concerns known.

### What to say?

- Again, relate what you are saying to the mandate of the mission or organization you are speaking to. For example, UN Police in Burundi are mandated to support the professionalization and capacity building of the Burundi National Police. You could raise concerns about how the police treat local communities by noting that it is an issue of professionalism and offer specific suggestions about how to improve their training.

## Donor Governments

### Who to speak to?

- Countries that act as donors to your government may be important in funding and guiding SSR. They can also exert pressure on your government to address specific issues.

### How to get to them?

- Foreign countries supporting initiatives in your country will usually be represented through an embassy or the country's development cooperation agency in the capital city. At times, the embassy will be in another country in your region, making it harder to contact. The ambassador is the most senior official, but your initial contact will likely be with a political officer or military attaché.

### What to say?

- If you are speaking to an embassy official, ask him or her what types of activities or services the country is funding, and focus on these. For example, if the country you are meeting with is funding justice reform,

## EXAMPLE #6: BRAZILIAN SOAP OPERA SUPPORTS CSOS' ADVOCACY

On September 14, 2003, Brazilian CSOs led by Viva Rio organized a march on Copacabana Beach to raise awareness of the impact of firearms and to support new legislation for stronger controls. Public mobilization received a boost from an uncommon source: TV. On *Mulheres Apaixonadas* (Women in Love), one of Brazilian TV's popular evening soap operas, the theme of armed violence was introduced when a stray bullet in a shootout between police and a bandit killed one of the main characters. This event had a strong emotional repercussion for residents of Rio de Janeiro, where at that time, on average, one

person died every six days from a stray bullet.

During the week that preceded the big march, characters from the TV program announced their participation in the march, and actually did participate, drawing many fans to the event. Close to 50,000 people participated in the "Brazil without Guns" march along Copacabana Beach. The march was shown in another episode of the soap opera. Fiction met reality, stimulating a national debate on gun control and drawing many people to the streets in support of the cause.

Source: Viva Rio Press Release, cited in Eden Cole et al., *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations* (DCAF and UNDP: 2008), 85.

## EXAMPLE #7: “WOMEN IN SECURITY” RADIO PROGRAMS IN SIERRA LEONE

The Women Peace and Security Network - Africa (WIPSEN) implemented a series of “Women in Security” radio programs in Sierra Leone. WIPSEN is a women-led, Pan-African CSO that promotes women’s participation and leadership in peace and security governance. The programs were in cooperation with the Ministry of Social Welfare, Gender and Children’s Affairs, and the International Organization for Migration.

The “Women in Security Hour” community radio programs were part of a six-month pilot project aimed at engaging women in civil society (as well as female security personnel) at the provincial, district, and chiefdom level in a dialogue on the SSR process. The programs sought to identify opportunities for women’s active involvement in security sector governance, conflict prevention, and peacebuilding. They were aired in three border communities:

Kambia, Pujehun, and Kailahun districts. Once a week, for three weeks, the radio programs included a panel discussion with selected guests from the community followed by a call-in session. The three programs introduced:

- “What is security?”;
- The Sierra Leonean security framework and possible entry points for women’s CSOs; and
- The women security committees that the project had trained to deal with local women’s security concerns.

The radio programs provided a means for women to engage in the security process by challenging local views of the security sector. They also facilitated information sharing and strengthened local knowledge on gender and security. Moreover, the radio provided an accessible, affordable medium of exchange between CSOs, women, men, and experts.

Sources: International Organization for Migration (IOM), *Progress Report to DCAF: Special Initiative to Promote Community Women’s Participation in the Security Sector Reform Process in Sierra Leone* (IOM: 2011); Women Peace and Security Network–Africa (WIPSEN), *Third Quarter Report, People-Centred Security Governance: Special Initiative to Promote Community Women’s Participation in the SSR Process in Sierra Leone* (WIPSEN: 2011), <http://www.wipsen-africa.org>.

staff will likely be most responsive to you talking about problems with the justice system.

- Some donor countries use private contractors to implement SSR activities. Dyncorp and Pacific Architects and Engineers (PAE), for example, provide “security assistance programs” for the United States Government. If you are speaking to a donor that is funding SSR, ask who is responsible for implementing the programs. If it is a private contractor, you can ask to be put in touch with someone from the company and for any publically accessible documents about their mandate.

### The Media

#### Who to speak to?

- CSOs can collaborate with the media to strengthen its awareness raising and advocacy. Recognize that the media influences public opinion and thus policymakers, such as politicians and security officials. Also, if you appear on a reputable program or in a respected newspaper, this can enhance your credibility as an expert.
- Media is often heavily politicized, especially in post-conflict situations. Select your media partners carefully.

- Try to identify journalists from local newspapers, radio, and TV who might be interested in what you have to say. Read in Example #6 how TV was an ally in Brazilian efforts to strengthen gun control.

### How to get to them?

- Press release: A press release is written as an actual news report and is sent to as many appropriate news outlets as possible. It begins with a lead (your strongest point), expands on the lead with supporting arguments, and continues presenting information in decreasing order of importance. Tool 20 in Section 3 is a template for drafting press releases.
- Press conference: To hold one, inform the press that you will make an important announcement at a specific time and place.
- Public events: A large, visual demonstration such as a rally, march, or street fair can attract great media coverage. When planning an event, choose a convenient location close to journalists' offices and send journalists a notification in advance. Early in the day is better for news events, because reporters write their stories later in the day. First, think about your own safety. You may need permission from the police to hold a demonstration, for example.

### What to say?

- Give news organizations interesting and accurate information. Highlight how it links to other important news issues. For example, if corruption is in the news, you could offer an interview about how corruption impacts women and men in local communities.
- See "Tips for working with the media" in Tool 19 in Section 3.

### The Public

#### Who to speak to?

- Raising awareness of security issues is often a first step to public debate and a means of fostering political and social change. Your strategy will point you toward which part of the public you most want to inform about your campaign. This might be people who share information in communities, such as community or religious leaders, elders, entrepreneurs, political

## EXAMPLE #8: USING THEATRE TO INFORM, EMPOWER, AND MOTIVATE IN THE DRC

Theatre can be an effective tool to spread a message and encourage dialogue on sensitive topics within a community. It is informal, adaptable to all ages, and offers communities the opportunity to actively reflect together, using the stage as a place to explore new ways of living and possibilities for change.

Search for Common Ground, a non-governmental conflict transformation and peacebuilding organization, uses participatory theatre to help to resolve local conflict in the DRC. Started in 2005, the project sends a theatre group into a community. The group listens, asks questions, and establishes what kinds of conflicts exist there. The actors then

develop a script that dramatizes the conflict in the community. The same day, they present a play, from beginning to end, in front of the community. Once the play is completed, they act the play again, scene by scene, and invite audience members to identify what went wrong where, what could have been different, and would have prevented a violent solution, encouraging the community to seek alternative solutions to their problems.

Audiences of participatory theatre are frequently left not only with increased awareness but also a greater belief in their ability to effect change in their own lives and the world around them.

Source: Search for Common Ground, *Participatory Theatre for Conflict Transformation: Training Manual* (Bakavu: Search for Common Ground, 2005), <http://www.sfcg.org/programmes/drcongo/pdf/Participatory-Theatre-Manual-EN.pdf>.

parties, or other CSOs. It might also be groups who tend to be ignored in policymaking, such as minorities and young people. Or, you might specifically want to focus on women.

### How to get to them?

- Who your audience is will determine how you get your message to them. Consider public awareness campaigns around key security concerns. You can use community-based radio stations, the Internet, billboard campaigns, parades, competitions, and theatre. See Example #7 of a community project in Sierra Leone using radio programs and Example #8 of community theatre projects in the DRC.
- Consider where your target audience goes: markets, schools, bus stops? In countries where women do not go out very much, creating shopping bags with your short slogan on them can be effective because women see and reuse them.

### What to say?

- Make people understand that decisions about the security sector have an impact on their lives. They have a right to have their security needs met. Invite and empower them to be part of your movement to make things better.
- Consider focusing on a particular event, such as a police station visitor week, Human Rights Day, or International Women's Day.

 Remember, advocacy is a planned and sustained effort to advance an agenda for change. Do not get discouraged if you do not see immediate action. You will likely need to try several strategies with several different people and organizations, and you might need to meet with them many times before you see some openness to your recommendations. Brigadier General Kestoria Kabia of Sierra Leone, one of the highest ranking female military officers on the African continent, commented about negotiating with the dominant male power structure: "I will talk to them until they agree with me!"<sup>21</sup>

### Engage with the security sector

Based on your advocacy, there are many concrete ways you can be involved with the security sector on an ongoing basis. The following are some ideas:

### Participate in formal security sector oversight bodies

Civil society can participate in a range of official security sector oversight bodies, such as civilian review boards, public complaints commissions, and independent monitoring groups. These bodies most commonly oversee the police and prisons.

If you can get a seat for your own civil society network on such a body, select a representative who is prepared to invest time advocating on behalf of the community. Your representative may need help preparing materials, studying the issues, and learning effective intervention and negotiation techniques.<sup>22</sup>

### Create or join local security forums

In many countries local security forums (perhaps called something else, such as a police liaison board, district/provincial security committee, or citizen security council) operate as a formal mechanism to share information between communities and security services. Ask your police service and local government officials if these exist and whether you could nominate a representative from a women's CSO. If not, consider establishing a forum yourself. Examples #9 and #10 are of local security forums that involve women's CSOs.

### Monitor the security sector

You may be observing and analyzing the security sector, but you may not yet see yourself as a "human rights monitor" or "security sector monitor." Monitoring is a planned and systematic examination of a specific institution or issue:

- Conducted over an extended period of time;
- According to transparent and consistent methodology; and
- Using explicit criteria, in the form of legal obligations and best practices, as benchmarks.

Monitoring seeks to document and analyze the impact of current governmental action and suggest ways to improve it. It involves the publication and promotion of a monitoring report that is used as an advocacy tool. The results of monitoring can not only be presented to government but also shared with the media and security sector oversight bodies.

You can find guidance on monitoring in *Public Oversight of the Security Sector: A Handbook for Civil Society Organizations* and *Monitoring and Reporting Human Rights Abuses in Africa: A Handbook for Community Activists*, listed in the Additional Resources.

## Train

You may be able to provide gender-awareness training or human rights training for those branches of security sector institutions most likely to come in contact with civilians (such as police, prison guards, border guards, and judges). Likewise, you could offer to provide training to participants in security sector monitoring bodies on how to monitor human rights violations against women and girls or how to be more accessible to civil society.

Providing training is not only a means to improve security sector institutions' behavior, but it can also help establish trust, respect, and a basis for future collaboration.

Here are some tips for training security sector personnel:

- Conduct a training needs assessment to identify gaps in current training and areas for improvement.
- Do not reinvent the wheel: Adapt and build on training materials that have already been developed.
- Look for opportunities to initiate or contribute to the development of standardized training modules (e.g., on gender, human rights) for new recruits and existing officers.
- Look for opportunities to integrate information into existing training materials and curricula on all topics. If there is a training module on stop-and-search

## EXAMPLE #9: PRIJEDOR SECURITY FORUM IN BOSNIA

Prijedor's Security Forum was established in 2003 to identify and resolve local security concerns. The forum offers a practical model of effective collaboration between 26 institutions including CSOs, local authorities (educational and health-care services), and security providers (the police and fire brigade). A core function of the forum is to draft a strategic plan that identifies a common vision of security for the town of Prijedor and establishes cooperation between key institutions and citizens in the field of security. The forum is also implementing specific projects, such as a shelter for female victims of violence and a system to video-monitor public spaces. Through media information campaigns, the distribution of leaflets, roundtable discussions, and visits to rural areas, the forum aims to encourage citizens to take an active role in addressing security issues in their communities.

The participation of women's CSOs in the forum has contributed to the adoption of a joint protocol on domestic violence and measures to support and protect victims. Local Police Commander Zoran Indic notes that an increase in the reporting of domestic violence demonstrates the positive impact of the forum's awareness campaigns and other efforts. More broadly, according to one of the participating CSOs, the Association of Women (NADA), the collaboration between institutions through the forum has resolved problems faced by citizens (both men and women), in particular returnees; supported the work of religious organizations; upheld the rights of minorities; and strengthened women's active participation in politics and public life.

Sources: PrijedorGrad, Forum za bezbjednost zajednice Prijedor (Prijedor: 2010); Majda Beirević, Željka Šulc, and Maja Šoštari, *Gender and Security Sector Reform in Bosnia and Herzegovina* (Sarajevo: DCAF, 2011), 100; Prijedor Forum, "Minutes of internal meetings/consultations," <http://www.opstinaprijedor.org/>; interviews conducted with Radenka Karajica from NADA, August 3, 2012, and Majda Becirevic from the Atlantic Initiative, August 6, 2012.

## EXAMPLE #10: LOCAL SECURITY COMMITTEES IN HAITI

In nine communities in Haiti, women's CSOs established local *comités de sécurité*, supported by a UN Women program, to promote women's involvement in community-level initiatives to improve security. These committees also include representatives from local government, police, judiciary, education, health, the church, and the voodoo community. Their role is to discuss

women's security needs, raise awareness about violence against women, and improve the responsiveness and accountability of local service providers (including police) as part of a community-level referral network. Initial results suggest that these committees play an important role in increasing confidence in police response to violence.

Source: Helen Spraos and Lyndsay McLean Hilker (2011, 2009), cited in the *UN Virtual Knowledge Centre to End Violence against Women and Girls*, <http://www.endvawnow.org/en/articles/1097-mechanisms-for-community-engagement-dialogue-and-outreach.html>.

procedures, for example, make sure it addresses how to conduct searches of women, girls, and boys, as well as men.

Tool 23 in Section 3 is an example of an agenda for a two-day gender and SSR training. Useful training resources include DCAF's *Tool on Gender Training for Security Sector Personnel* and *Gender and SSR Training Resource Package* in the Additional Resources.

💡 *A common challenge for CSOs is to get approval for personnel in the security sector institution or the relevant ministry to participate in your training. If you have built up your organization's credibility as having expertise on your particular topic, they may readily agree. Otherwise, partnering with another, more accepted, local or international organization might help.*

### **Look for ways in which your CSO can collaborate with the security sector to improve services**

Section 1 gave examples of women's CSOs working with security sector institutions to increase security in their communities. There may be situations in which CSOs are actually better able to provide services than the security sector institutions. For example, CSOs can provide safe houses to victims of human trafficking, training to former combatants, or education programs within prisons. In most such situations, a CSO will work

independently of the security sector institutions but will coordinate with them, share information about the challenges affecting the people they are working with, and communicate any concerns about the policies or practices of the security sector institutions.



Your security experiences and insights are important. World leaders are saying that women's voices must be listened to, and that women must participate in decisions about security. This guide gives you some of the tools to make your voice heard, whether you do this in your local neighborhood, province, or country.

This section of the guide highlighted the key activities by which you can identify, promote, and, we hope, achieve your goals for security: **research**, coming together to work as a **coalition**, strategic **planning**, developing **recommendations**, **advocacy**, and **engaging** with the security sector on an ongoing basis. If much of this is new for you, start a little at a time, and look for those with more experience to support you. If you are already experienced in these activities, we hope you have some new ideas for effective advocacy and engagement with the security sector. In the next section, we get even more practical. Read on!

## EXAMPLE #11: CAMBODIAN WOMEN'S RIGHTS MONITORING OFFICE

Cambodian human rights organization LICADHO monitors the treatment of female gender-based violence survivors. It uses international standards, such as CEDAW, as benchmarks against which to monitor the Cambodian Government. The Women's Rights Monitoring Office's activities include:

- Identifying violations of women's rights from victims, witnesses, and the media;
- Responding to these abuses by assisting the victim with legal intervention or referral, and coordinating the provision of first aid, counselling, and other basic material support for victims;
- Following up with authorities to ensure all relevant steps are taken to investigate and

prosecute the perpetrator;

- When necessary, appealing for action to the President of the Court or to higher levels such as the Ministry of Justice or the Supreme Council of Magistracy; and
- Strengthening focal points who educate communities on women's rights abuses, empower women to assert their rights, and provide support to victims at the grassroots level.

In 2005, 2006, and 2007, LICADHO issued reports on violence against women in Cambodia that analyzed whether Cambodian laws related to violence against women contradict CEDAW and the effects of these contradictions.

Source: Cambodian League for the Promotion and Defense of Human Rights (LICADHO), *Women's Rights Monitoring Office*, <http://www.licadho-cambodia.org/programs/womenoffice.php>.

## EXAMPLE #12: YEMENI WOMEN'S UNION PROVIDES SERVICES TO PRISONS

The Yemeni Women's Union is a CSO that works to strengthen women and girls' access to education, health care, and legal protection, and their economic and political participation. It has particular programs to support women prisoners and girls in juvenile correction centers. Its activities include:

- Working in five districts with 36 volunteer lawyers to provide legal support and counselling services

to poor women in prison (with the support of Oxfam);

- Running a safe house to accommodate ex-prisoners;
- Providing training courses to facilitate the re-integration of detainees into economic and social life; and
- Advocating for the rights of female prisoners.

Sources: Oxfam, *Yemen Program Overview*, [http://www.oxfam.org.uk/~media/Files/OGB/What%20we%20do/Countries%20we%20work%20in/Yemen/5158\\_meeecis\\_yemen%20PRINT2.ashx](http://www.oxfam.org.uk/~media/Files/OGB/What%20we%20do/Countries%20we%20work%20in/Yemen/5158_meeecis_yemen%20PRINT2.ashx); Yemeni Women's Union, *Legal Protection*, <http://yemeniwomen.org/our-programs/legal-protection/>.

*Zayneb Ashalalfeh, a young Palestinian civil society leader, brainstorms about women's contributions to security at a June 2011 advocacy skills training workshop in Bethlehem.*

*Photo credit: The Institute for Inclusive Security*



## Section Three: Tools for Action

Now that you have an understanding of the security sector and ideas for how to participate in SSR, the following section provides tools to get you started. While not exhaustive, these suggestions provide helpful tips and ideas for how to take action based on the activities outlined in Section 2. Please adapt as needed!

### Tool #1 - Types and sources of information for desk research

#### Types of information

- **Policy documents:** national security concepts or strategies; white papers; ministry and department strategy papers; institutional policies and procedures; political party platforms; mandates issued by the UN Security Council or other bodies.
- **Statements and reports:** statements, speeches, and reports by officials and parliamentarians; reports and statistics from government agencies; reports of the ombudsperson's offices or Human Rights Commission.
- **Media reports:** articles in the press, radio, television, and on the Internet.
- **Analytical studies:** previous research by CSOs and other local and international organizations, international bodies, academics, etc.
- **Opinion surveys:** sociological surveys that ask questions relating to women and men's perceptions and experiences of security.

#### Sources of information

- **The Internet:** websites of security sector institutions, CSOs, and other local and international organizations and bodies; online databases that group together relevant statistics and reports; journal articles.

- **Libraries:** reports and research articles, many of which are still published in hard copy only. (Libraries at universities and international affairs institutes may be particularly useful. Many CSOs also build up their own libraries.)
- **Personal contacts:** other people (especially those met during research projects) who often know what information is available and where to find it.

#### Institutions with access to relevant primary data:

- Regional and national government;
- Police and border authorities;
- Magistrates and prosecutors;
- Prisons and probation services;
- Private security companies;
- Social workers, counsellors, and shelters;
- Hospitals, clinics, and doctors;
- Civic organizations and trade unions; and
- Local and provincial councils.

## Tool #2 - Discussion questions

These questions can be used to help you gather your own thoughts or to generate a group discussion:

- What does security mean to you?
- What are the biggest security threats facing the women, men, girls, and boys in your family? Your community? Your province? Your country?
- What other groups in your community have particular security needs that are not being met?
- What particular knowledge, skills, and experience can women's CSOs bring to discussions about security and how security services are provided?
- How can security sector institutions like the police and courts better respond to the different security needs of women, men, girls, and boys?

## Tool #3 - List of free online training courses on SSR and related issues

- UNITAR's Introduction to Security Sector Reform course offers an overview of the concept of SSR, highlights the key actors and their roles, and outlines program implementation: <http://www.unitar.org/event/introduction-security-sector-reform-ptp201201e>.
- The Peace Operations Training Institute offers online training courses on implementation of UNSCR 1325 (2000) in Latin America, the Caribbean, and Africa: <http://www.peaceopstraining.org/e-learning/free-courses/>.
- The United States Institute of Peace provides online courses in conflict analysis, negotiation, conflict management, and interfaith conflict resolution: <http://www.usip.org/education-training/international/online-courses>.
- The Feminist Alliance for International Action CEDAW online course introduces participants to all aspects of CEDAW, including its history, its implementation, and the roles of governments and civil society: <http://www.fafia-afai.org/en/cedawcourse>.
- RESPECT Refugiados has an online training course on human rights for youth: <http://humanrightsfor youth.org/training-course/>.
- The Bangalore-based Public Affairs Centre and the Asian Development Bank have produced a Citizen Report Card e-learning toolkit: <http://www.citizenreportcard.com/#>.

## Tool #4 - Security glossary

The security sector uses many terms and jargon. Different organizations may adopt their own terms for the same things. For example, the EU refers to “battle groups” but NATO might use “rapid deployment teams.” As a member of civil society, no one expects you to know every word and acronym; however, some of the common terms below may help you confidently address and understand security sector actors better. Try to learn the terms used by the organizations you want to influence.

**Area (or Theater) of operation (AO):** A specific geographical area that a military force might work in. This can range widely in size. *Example: “The Provincial Reconstruction Team is focused on irrigation projects in its AO.”*

**Chain of command:** An organizational structure in which authority is passed down from the top, and each person in the chain is directly responsible to the person above. Armed forces have a clear and rigid chain of command. *Example: “The new officer had to get used to taking orders from her commander and working within the chain of command.”*

**Civilian control:** Ultimate responsibility for a country's strategic decision making is in the hands of the civilian political leadership rather than professional military or police. This promotes accountability and transparency within armed and security forces. *Example: “The new government showed its commitment to civilian control of the military by appointing a former member of parliament, rather than a general, to head the ministry of defense.”*

**Civil-military relations or operations:** Activities performed by the military to promote good relations with civilian populations. It has also come to mean collaboration or dialogue between the military and civilian communities. *Example: “The army is focused on civil-military relations to help improve its image with local communities.”*

**Code of conduct:** A code designed to promote a responsible and ethical work environment. It establishes guidelines on the expected ethical standards, legal

obligations, and roles and responsibilities of all actors involved in a common process. *Example: “UN peacekeepers are obliged to respect the standards set under the UN Code of Personal Conduct for Blue Helmets, which establishes a zero tolerance policy on sexual exploitation and abuse.”*

**Community-based policing (or community policing):** Efforts focused on making the police more accessible and visible at the local level, and establishing a closer relationship between the police and local security institutions and communities. *Example: “The town's new focus on community-based policing involved regular meetings between the police and local church, and women's and youth groups.”*

**Democratic control of armed forces:** The armed forces are controlled by democratically-elected civilian authorities and subject to the oversight of the judiciary, the media, and CSOs. *Example: “Democratic control of armed forces ensures that civilians determine the size of the military.”*

**Disarmament, demobilization, and reintegration (DDR):** A specific set of processes in a post-conflict, peacebuilding period. Disarmament is the collection, control, and disposal of small arms, ammunition, explosives, and light and heavy weapons in the possession of combatants and civilian populations within a conflict zone. Demobilization is the process by which combat forces disband their military structures or downsize, and combatants progressively return to civilian life. Reintegration is the process of ex-combatants and their families economically and

socially adapting to a productive civilian life, often into state security structures. *Example: "Women's roles as combatants are often forgotten by experts who plan DDR programs."*

**Force multiplier:** In military terms, a force multiplier refers to something that makes a given force more effective than it would be without it. For example, a particular technology or tactic that makes a force achieve its goals is a force multiplier. *Example: "Soldiers find that talking to the local population about security threats is a force multiplier through the unique information discovered."*

**Gender-based violence:** Any harmful act that is perpetrated against a person's will and is based on socially ascribed (gender) differences between females and males. This may include psychological abuse, family/domestic violence, trafficking for sexual exploitation, or forced labor, sexual violence, genital mutilation, and gang violence. *Example: "Gender-based violence comes in many forms but always harms families and communities as well as individuals."*

**Mandate:** A formal written order or authorization that informs security operations. *Example: "The mission's mandate included protection of civilians."*

**Mission:** Security and defense institutions use this term to mean a security activity or operation assigned by a superior. *Example: "The mission was to protect the women from sexual violence."*

**Operational effectiveness:** The level of efficiency at which an organization is currently operating; doing a task with a maximum outcome and minimal resources. *Example: "Doing tasks quickly and successfully enhances operational effectiveness."*

**Rule of law:** The same laws govern and protect everyone equally. Rule of law requires an independent judicial system that is fair and transparent and that prevents the government from wielding arbitrary power. *Example: "Respect for the rule of law is essential for people to feel they are safe and treated equally by their government and security actors."*

**Rules of engagement (ROE):** Directives that set out the

circumstances and limitations under which military personnel may use force and perform other aspects of their duties. Senior military officials determine ROE, and each soldier is supposed to know them. *Example: Rules of engagement for Operation Provide Relief in Somalia in 1992 stated, "You must not seize the property of others to accomplish your mission."*

**Small arms and light weapons (SALW):** Small arms are weapons designed for individual use. They include revolvers, pistols, rifles, and some machine guns. Light weapons are weapons designed for use by two or three persons serving as a crew. *Example: "The community is trying to control the flow of small arms and light weapons after the war."*

**Security sector reform (SSR):** The transformation of the security sector (including the armed forces, the police, intelligence services, relevant government ministries, the penal system, oversight structures, etc.) to ensure it delivers security effectively and efficiently, under conditions of democratic oversight and control. SSR may be a comprehensive and official process led by a national government or can refer to reform efforts in a specific sector (e.g., the police). *Example: "We want to be involved in the formal SSR process being implemented by our national government."*

**Train and equip:** Describes activities within international SSR program support that prioritize recruiting, training, and equipping personnel within a short timeframe. While important, these activities can often squeeze out important, longer-term reforms that may be more difficult to monitor. *Example: "While the focus on train and equip support to the police created new police barracks, it left out programs to develop a relationship of trust with the local community."*

**Vetting:** Assessing the background and integrity of individuals to determine their suitability for public employment. It ensures that applicants have no history of violence or serious crimes, including human rights violations or war crimes. *Example: "Vetting new police officers after a civil war helps prevent criminals from enjoying positions of power."*

## Tool #5 - What roles do major security sector actors play?

In order to approach the right security sector actors about the changes you want to see, you need to understand what job everyone is supposed to be doing.

The following table outlines some of the key functions of the major security sector actors and some of the key principles governing them. This is a GENERAL outline of some roles and relationships. Every country is different,

so you will need to find out how things work in yours. The Additional Resources lists organizations publishing research on the security sector and SSR. Some of these organizations may have published reports on your country.

### State Armed and Security Forces

Armed forces/Military/ Defense forces (may include gendarmerie)	<ul style="list-style-type: none"> <li>• The military's primary function is to protect and defend the state and its population from foreign aggression. Some armed forces also participate in international peace operations.</li> <li>• The military should be used for other internal security purposes only when civilian forces cannot respond effectively alone (emergency situations).</li> <li>• The military should be equipped to deal with a wide range of threats, capable of cooperating with different state and non-state actors, and respectful of human rights.</li> <li>• Civilian authorities should oversee the military's activities, expenditures, and processes.</li> </ul>
Border management agency	<ul style="list-style-type: none"> <li>• This agency focuses on the rules and procedures regulating activities and traffic across defined border areas.</li> <li>• Their task is the prevention of unlawful cross-border activities, the detection of national security threats, and the control of persons and vehicles at designated border-crossing points.</li> <li>• Border guards are usually under the authority of a civilian or paramilitary law enforcement service.</li> </ul>
Immigration and customs agency	<ul style="list-style-type: none"> <li>• This agency is responsible for enforcing entry and exit restrictions, ensuring the legality of travel documents, identifying and investigating criminality, and assisting those in need of protection.</li> <li>• Ideally, it should also improve the prevention and detection of human trafficking and smuggling, strengthen the protection and promotion of human rights, and enhance local ownership, oversight, and collaboration.</li> </ul>
Police	<ul style="list-style-type: none"> <li>• The primary function of the police is to provide local law enforcement.</li> <li>• The police focus on prevention and detection of crime, the maintenance of public order, and protection of property and the population.</li> <li>• Civilian leadership should oversee their activities, expenditures, and processes.</li> </ul>

## State Oversight and Management Bodies

Head of Government	<ul style="list-style-type: none"> <li>• This head can be a prime minister, president, or a monarch. The role, as it relates to the security sector, can vary from a ceremonial function, to chief of the army, to supreme commander in wartime.</li> <li>• Along with other agencies within the executive branch of government, he or she determines the budget, general guidelines, and priorities of the armed and security services.</li> </ul>
Members of legislatures/ parliament	<ul style="list-style-type: none"> <li>• Parliamentarians, or members of parliament, are responsible for initiating, debating, and approving or opposing laws.</li> <li>• They exercise oversight of policies, approve budgets, and can launch investigations.</li> <li>• Parliamentarians can hold public hearings, provide CSOs with pertinent information, and use town hall meetings to discuss government policy on security.</li> </ul>
Ministry of Defense	<ul style="list-style-type: none"> <li>• This ministry is responsible for managing and overseeing the armed forces, as well as setting and implementing defense policy.</li> <li>• The Minister of Defense is typically the principal defense advisor to the head of government.</li> <li>• The Ministry of Defense is distinct from the armed forces themselves, which are more operational.</li> </ul>
Ministry of the Interior	<ul style="list-style-type: none"> <li>• This ministry is generally responsible for policy, funding, and oversight of civilian law enforcement organizations, including police, border security, and special investigation units.</li> <li>• In some countries, the Ministry of the Interior can be responsible for prisons, immigration, and local governance, including provincial, municipal, and district administration.</li> </ul>
Ministry of Gender/ Women's Affairs	<ul style="list-style-type: none"> <li>• This ministry is responsible for providing guidance so that all government policies, structures, and programs meet both men's and women's needs.</li> <li>• It often focuses on integrating gender issues across government agencies as well as empowering women, in particular through dedicated programs and funding.</li> <li>• It can play a role in ensuring that SSR processes and security sector institutions are inclusive of women, and meet the needs of women and girls.</li> </ul>
National security council	<ul style="list-style-type: none"> <li>• This body is responsible for reviewing the national security policy, a framework for how the country provides security for the state and its citizens.</li> <li>• This group can be the permanent cabinet or an ad hoc committee that advises the head of government.</li> <li>• The national security council usually consults widely with governmental security actors and may also consult with non-governmental actors.</li> </ul>
Parliamentary finance/ budget committee	<ul style="list-style-type: none"> <li>• These committees have the final say on the budgets of all security sector institutions (in addition to possibly the public accounts committee, which reviews the audit reports of the entire national budget, including the defense budget).</li> </ul>
Parliamentary defense and intelligence committee	<ul style="list-style-type: none"> <li>• This committee gives advice and makes recommendations to the parliament concerning laws or decisions pertaining to national defense and intelligence.</li> <li>• It should focus on matters related to the size, structure, organization, procurement, financing, and functioning of the state actors mandated to use force and of civil management bodies that make decisions about the use of force.</li> <li>• All parliamentary committees should exercise broad oversight powers to investigate major public policy issues, defective administration, accusations of corruption, or scandals.</li> </ul>

## Justice and Rule of Law Institutions

### Ministry of Justice

- This ministry is responsible for organizing the justice system, overseeing the public prosecutor, and maintaining the legal system and public order. It normally has responsibility for the penal system, including prisons.
- Some ministries also have additional responsibilities in related policy areas, overseeing elections, directing the police, and law reform.

### Judicial system

- The judicial system is the law courts that administer justice and constitute the judicial branch of government.
- Judiciaries, prosecution services, and other dispute resolution mechanisms should be impartial and accountable.
- The judicial system plays a role in overseeing other parts of the security sector, when cases involving security sector personnel or institutions are brought before the courts.

### Penal system

- The penal system is responsible for executing the punishments or other measures ordered by the courts. The penal system includes prisons, but also alternatives to custody, such as systems for bail and community service orders, as well as (where existing) parole boards, probationary services and inspectorates, and traditional and informal sanctions systems.
- A functioning penal system should have sufficient staff that is trained and properly paid to avoid corruption; respect human rights and the different needs of women, men, boys, and girls; and provide rehabilitative and educational activities.
- Prisons should be monitored by independent groups/civil society to prevent abuse.

### Traditional authorities

- Customary, local authorities (such as village heads, chiefs, elders, and councils) can wield important influence over local attitudes, customs, and behaviors.
- They may play a significant role in dispute resolution.

## Non-State Security Sector Actors

### Private military and security companies

- These are for-profit companies that provide military and security services to a state.
- They perform duties typically similar to those of military or police forces, but often on a smaller scale. They may consist of foreign or local staff. They are often involved in running detention facilities and training security sector personnel.
- Notably, they are often not subject to the same degree of oversight and accountability as state armed and security forces.

## Independent Oversight

National human rights institutions, ombudspersons, and specialized oversight bodies

- These are established by law or in the constitution. They are permanent bodies, independent from government, but usually reporting to the parliament.
- National human rights institutions and ombudspersons exist in order to review the activities of government authorities, including the security sector (although the armed forces are often excluded from their jurisdiction).
- Other specialized oversight bodies may have a mandate to oversee either specific agencies or sectors (e.g., police, prisons) or thematic issues (e.g., corruption).
- In some countries, there are also specialized defense ombudspersons that are not independent from the armed forces. Likewise, police, prisons, and other security sector institutions may have internal oversight bodies (e.g., inspectors) that are not independent of the institution.

CSOs (e.g., human rights organizations, victims' assistance organizations, women's organizations)

- CSOs may monitor the security sector, conduct research, advocate for policy change, and provide services to the population around security issues.
- They often have strong networks in the population and among other CSOs.

Media

- The media can play a role in overseeing the public authorities and informing citizens about security risks.
- It can help raise public awareness and create support for SSR. It can have a negative influence if it is not independent from the state.

Think tanks

- Think tanks and public policy research institutes are a type of CSO that can influence policy through the provision of information, analysis, and advice.
- These security research and policy institutes can also help to inform the media and the broader public on policy issues.

## Tool #6 - Regional and international laws and instruments related to SSR and women

As discussed in Section 1, there are some important regional and international laws and instruments that reference the importance of women's and civil society's participation in peace and security issues. The following is just a selection. We recommend you refer to DCAF's compilation of *International and Regional Laws and Instruments Related to Security Sector Reform and Gender* for a more complete overview, including a description of each of the instruments.

### Europe

- OSCE, Decision No. 14/05 on Women in Conflict Prevention, Crisis Management and Post-conflict Rehabilitation (2005)
- Council of the EU's "Conclusions on Promoting Gender Equality and Gender Mainstreaming in Crisis Management" (2006)
- The EU's "Comprehensive Approach on UNSCR 1325 and 1820 on women, peace and security" (2008)

### Africa

- Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2003)
- African Union's "Solemn Declaration of Gender Equality in Africa" (2004)
- ECOWAS Conflict Prevention Framework (2008)
- African Union's "Gender Policy" (2009)

### Asia and the Pacific

- The Pacific Community, Revised Pacific Platform for Action on Advancement of Women and Gender Equality 2005 to 2015: A Regional Chapter (2004)
- The Colombo Declaration of the 15th SAARC (South Asian Association for Regional Cooperation) Summit - SAARC Social Charter on Women and Children (2008)

### The Americas

- The Organization of American States, InterAmerican Convention on the Prevention, Punishment and Eradication of Violence against Women (Convention of Belem do Para) (1994)

### Other

- Fourth World Conference on Women, Beijing Declaration and Platform for Action (1995)
- NATO's "Bi-Strategic Command Directive 40-1 'Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure'" (revised 2012)

### United Nations

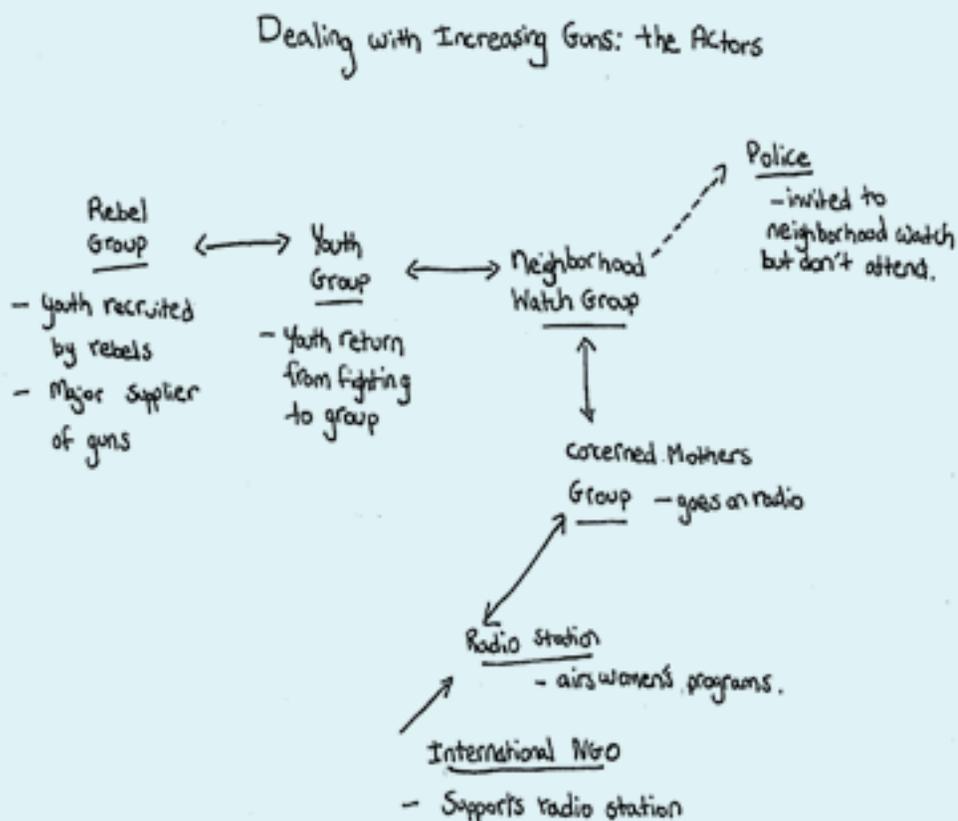
- UN General Assembly, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979)
- UNSCR 1325 on Women, Peace and Security (2000)
- UN General Assembly and UNSC, "Securing peace and development: the role of the United Nations in supporting security sector reform," report of the Secretary-General, A/62/659-S/2008/39 (2008)
- UNSCR 1820 (2008)
- UNSCR 1888 (2008)
- UNSCR 1889 (2009)
- UNSCR 1960 (2010)

## Tool #7 - Stakeholder mapping exercise

If you are concerned with a specific issue, “map” the relevant security sector actors involved.

For example, “dealing with an increasing number of guns” could be a topic around which to draw a map. Your map would likely contain symbols for major actors, such as militarized groups, victims’ groups, local CSOs, international organizations, churches, armed forces and police, criminal groups, and perhaps also the local newspaper, radio station, schools, youth

groups, mothers’ groups, and private neighborhood watch groups. You can use arrows and other symbols to indicate relationships between different groups and then develop an action plan involving as many of these actors as possible. A meeting exercise might be for small groups to map the relationships between the actors on flip charts and share with the larger group.



## *Tool #8 - Sample invitation to join a new coalition focused on involving women in SSR*

---

Your invitation could be an email or a flyer you put up where women in the community go (community center, water source, market, school, etc.). Use word of mouth to share news of the upcoming meeting and get a core group of your personal contacts to commit to attend.

**Do you want a new vision of security  
that puts communities first?**

**Do you believe true security requires the participation  
of many, including women?**

Then join us for a meeting of women interested in strengthening security  
in our communities through dialogue and engagement.

You may not think that you know much about security  
but actually you do! We all have important perspectives and ideas about  
what can make our communities safer. We are just beginning  
to organize and everyone is welcome.

Meeting information:

Join other interested women at  
[Insert location]  
on [Insert date]

If you have questions contact  
[Insert name and way to be in touch]

## Tool #9 - Sample meeting agenda for the first meeting of a coalition

- Welcome and explanation of why you called this meeting
- Brief introductions by each participant including their names and why they are here today
- Brainstorm on what the major security priorities are in the community. What do you care about changing?
- Brainstorm on what you could do to change those things
- Confirm who is interested in working together toward those changes and how often you would like to meet (discuss logistics of where)
- Confirm how everyone can be contacted
- Plan for the next meeting

## Tool #10 - Questions to ask when planning for action

- What is the end result that we want to achieve?
- What are the concrete changes that need to happen to get to that result?
- Who is able to make those changes?
- Who else can help the changes to happen, and who or what might stop them from happening?
- What are the key messages that we need to communicate to those able to make change?
- What types of communication and activities are most appropriate to reach those able to make change (in-person meetings, training workshops, petitions)?
- Are there important dates or occasions for particular communications and activities to occur, or times when it will not be ideal to do them?
- How much time and money will we need to budget for our activities? What skills, materials, and expertise are necessary?
- Who in the coalition will lead which tasks? What deadlines can they commit to? Have we chosen a realistic number of priorities?
- How will we monitor whether or not we are doing what we have committed to and making progress toward our end result?
- When and how will we assess the impact of our activities?

*Hasina Safi from Afghanistan shares Afghan women's perspectives on peace negotiations and the security transition during an interview at Voice of America in Washington, DC.*

*Photo credit: The Institute for Inclusive Security*



## Tool #11 - Template for an action plan

Name of your coalition  
Action Plan

Date:

To be reviewed on:

Goal:

Objective	Activity	Timeline	Responsible Person(s)	Partners	Resources	Monitoring	Evaluation
1.	a.						
	b.						
	c.						
2.	a.						
	b.						
	c.						
3.	a.						
	b.						
	c.						
4.	a.						
	b.						
	c.						

## Tool #12 - Sample of an action plan

### Security for Women through Advocacy Coalition (SWACO)

(names have been changed for privacy)

Objective	Tactic/Activity	Next Steps	Coordinator	Timeline
<i>Increased recruitment of women into the security forces</i>	Poster campaign showing positive images of women in security sector	Mary will coordinate design of posters with input from other members; each organization will print posters	Mary	Month of May
	Radio drama	Target parents and peer groups; use girls' stories who were discouraged by family and community but joined anyway; use contacts at Liberia Broadcasting System (LBS) and United Nations Mission in Liberia (UNMIL) for broadcasting	Jane	Six months, March– September
	Door-to-door and community forums	Each SWACO member conducts door-to-door mobilizing for community forums in their communities or the communities where their organizations work; 2 community forums in Monrovia and 2 outside; coordinate with US Embassy personnel and all-female Indian police unit	Francine	Six months, 2 in Monrovia between April and June
<i>Build capacity of security sector to engage with women in civil society and vice versa</i>	Provide input to Armed Forces of Liberia and Liberia National Police (LNP) training	Meet with private security contractor contact at Dyncorp; identify and meet UNMIL point of contact for LNP training	Amelia	Amelia will invite Dyncorp Point of Contact to next SWACO meeting by April 1

Objective	Tactic/Activity	Next Steps	Coordinator	Timeline
	Capacity-building workshop for all SWACO members on security sector	Develop SWACO's presentation on why and how women should be involved in security sector	Regina	First half of April
	Meet with Inspector General of Police and head of all-female Indian police unit	Explain how they can participate in door-to-door and sensitization campaigns; advocate for gender training for LNP	Francine	1st of April
<i>Ensure security policies and planning are reflective of women's priorities</i>	Meet once a month with UNMIL, US State Dept, Dyncorp, LNP, Ministry of Defense, Ministry of Immigration	Advocate for gender-sensitive policies; check on rules of engagement; ensure implementation of 20 percent women in security agencies; push for immigration to be fully included in SSR	Jane, Martha, and Ellen	Once a month starting in April
	Provide feedback on National Security Policy	Request a meeting with the parliamentary women's caucus and determine best course of action; Rep Xander aide will obtain copies of the policy and SWACO will meet and review (also coordinate with key female parliamentarian contacts)	Rep. Xander's aide	Copy of policy by March 7, meet with women's caucus by April 7

## Tool #13 - Sample agenda for a two-day action planning workshop for a coalition

### Day 1

09:00–9:45	<b>Welcome and introduction of participants</b> <i>Presentation of workshop objectives and review of agenda.</i>
9:45–10:15	<b>Introduction to action planning</b> <i>The facilitator will present the aims of action planning. Elements to be included: goal, objectives, activities, resources, monitoring and evaluation, etc.</i>
10:15–11:00	<b>Agreeing on the coalition's goal</b> <i>The facilitator will introduce the session, then participants will split into small groups (mixing up people from different organizations) to discuss what the coalition's goal might be.</i>
11:00–11:15	<i>Coffee/Tea break</i>
11:00–11:45	<b>Agreeing on the coalition's goal (continued)</b> <i>Each small group will share their ideas with the whole group. Facilitator will guide the discussion to help the group identify a shared goal.</i>
11:45–13:00	<b>Group exercise for determining priority objectives</b> <i>The facilitator will introduce the task and the exercise. Small groups brainstorm objectives that would contribute to achieving the agreed goal, vote on best ones, and discuss them within the group.</i>
13:00–14:00	<i>Lunch</i>
14:00–16:00	<b>Group exercise for determining priority objectives (continued)</b> <i>Each small group will share their ideas with the whole group. The whole group will vote on best ideas, discuss them, and keep voting and discussing until there are agreed objectives.</i>
16:00–16:20	<b>Day 1 closing remarks</b> <i>Short summary of what was achieved, overview of Day 2 agenda, confirmation of start time, etc.</i>

### Day 2

09:00–9:15	<b>Welcome and overview of Day 2 agenda</b>
9:15–11:00	<b>How the coalition will be organised</b> <i>Facilitated discussion on governance issues within the coalition, including membership, organizational structure, decision making, communications, interval at which action plan reviewed, etc.</i>
11:00–11:15	<i>Coffee/Tea break</i>

## Day 2 (continued)

**11:15–13:00**      **Agreeing on the coalition's activities for the next 12 months**  
*The participants will split into small groups to propose activities under each of the coalition's agreed objectives, starting to complete a template action plan with activities, timelines, and responsibilities.*

**13:00–14:00**      *Lunch*

**14:00–16:00**      **Agreeing on the coalition's activities for the next 12 months (continued)**  
*Bringing ideas together as a whole group, the coalition will agree on which of the possible activities to focus on. For these activities, the group will complete the action plan: timelines, responsibilities, partners, resources, and how the activities will be monitored and evaluated. The coalition will confirm the immediate next steps.*

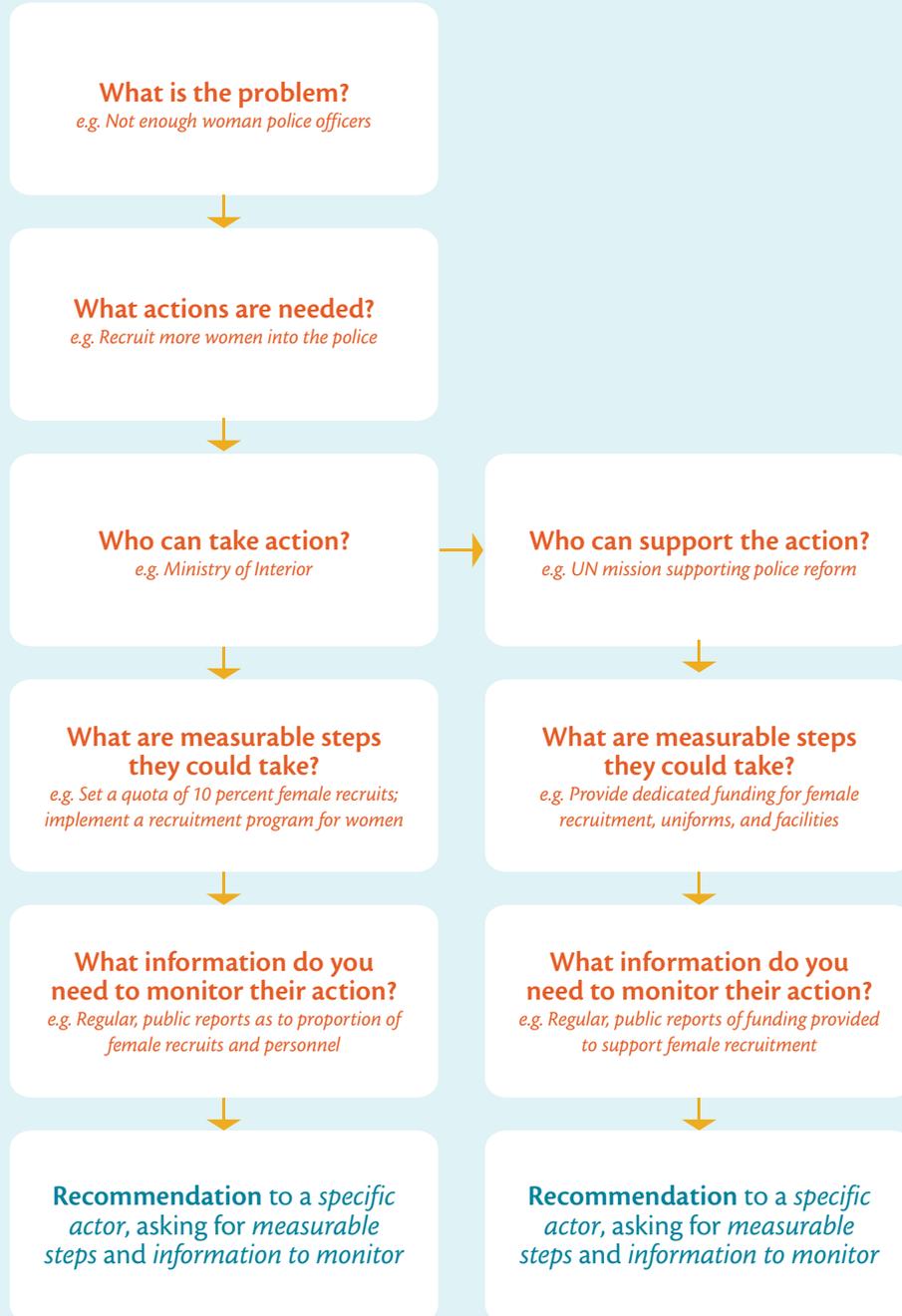
**16:00–16:20**      **Closing remarks and thanks**

## Tool #14 - Group exercise for determining priorities

- Ask a clear question. This could be, “What do we need to do to achieve our goal?” or “What activities should we do to achieve our objective X?”
- If there are more than six people in your group, split into smaller groups of three to six people.
- In each small group, have a big piece of paper and one person tasked with writing things down.
- Each small group together first “brainstorms” ideas to respond to the question. This means everyone shares all the ideas they have — not yet discussing or criticizing them. Unusual ideas are encouraged. The more ideas the better! All ideas are written on the paper (just a few words for each).
- Each group member is given three stickers. They put them on the paper next to the ideas they like best.
- Those ideas that are most popular are then discussed by the group.
- After discussion, the group again “votes” on the ideas they like best, using their stickers.
- These most popular ideas are then presented to the larger group (if there is one).
- This process of voting and discussion can continue until the group has a manageable number of ideas to shape into an action plan.

## Tool #15 - Developing recommendations worksheet

The following chart provides ideas for how to come up with specific and actionable recommendations. Start at the top and work your way down the chart.



## Tool #16 - Recommendation examples

### Weak recommendations (Vague, unspecific)

Security officials need more training on women's rights.

Security policies should mainstream gender.

The armed forces should have more female personnel.

### Good recommendations (Specific, time-bound, actionable)

The National Police Academy should develop and deliver a mandatory course on women's rights for all new recruits within the next year.

The National Security Council should require consultations with women in civil society in every province once a year to inform the development of the upcoming National Security Strategy. Consultations should involve at least 50 women and last a minimum of three hours.

The government should establish mechanisms to increase women's participation in security institutions, including:

- a. A quota of 30 percent women new recruits;
- b. Childcare; and
- c. Professional development services to encourage women's promotion to high-level positions.

### Examples of real-life recommendations for security sector actors that have been developed by women in civil society:

- Afghan Women's Network, *Women's Security and Transition in Afghanistan: Measuring the success of transition by lasting protections for women's security*, Kabul, May 2012, <http://www.inclusivesecurity.org/wp-content/uploads/2012/09/Position-Paper-Impact-of-Transition-on-Womens-Security-English.pdf>
- The Institute for Inclusive Security, *Recommendations of Amn-o-Nisa: The Pakistan Women's Coalition Against Extremism*, Washington, D.C., September 2011, <http://www.inclusivesecurity.org/wp-content/uploads/2012/09/Recommendations-for-PWCAE-FINAL.pdf>.

## Tool #17 - Recommendation template

This template can help you structure and present your SSR recommendations. It is focused on women's leadership and participation. Use it exactly or adapt it to create a template that works best for your coalition. Always remember to include a name and contact information (email or phone) for someone to follow-up.

### Recommendations to improve security

The following recommendations were developed by [INSERT YOUR COALITION NAME], a coalition of women focused on creating a more effective security sector, in [INSERT PLACE] on [INSERT DATE].

[INSERT SPECIFIC SECURITY TOPIC]

EX., RECOMMENDATIONS FOR INCREASING THE USE AND EFFECTIVENESS OF COMMUNITY POLICING

TO MAKE SURE POLICE RECEIVE APPROPRIATE TRAINING, THE MINISTRY OF INTERIOR SHOULD:

- 1.
- 2.
- 3.

TO ENSURE THERE IS ADEQUATE FUNDING, PARLIAMENT SHOULD:

- 1.
- 2.
- 3.

TO ENCOURAGE THE POPULATION'S PARTICIPATION IN COMMUNITY POLICING INITIATIVES, CIVIL SOCIETY ACTORS SHOULD:

- 1.
- 2.
- 3.

For more information contact [INSERT NAME AND CONTACT DETAILS]

## Tool #18 - Sample letter to senior security official asking for a meeting

[Date]

Dear XYZ [Title and name of official],

I am a resident of [your town] and grateful to you for the dedicated service you provide our community. [Insert any other personal information you can about how you might know the person, something specific you admire about them, or any detail that connects you to the security sector.]

I am writing on behalf of [your CSO] to request a short meeting with you to discuss some essential security issues currently facing our community. [Your CSO] is a coalition of women leaders dedicated to strengthening security through dialogue between security officials and local communities. Women can provide essential local knowledge about security threats and shape the attitudes of families and youth that are paramount to maintaining law and order.

We are eager to collaborate with your agency so that we can assist you in ensuring that true security is provided to all. Our coalition members have practical ideas and solutions for improving our response to [important security topic] issue, a topic I know that is of great concern to you and your agency. [Insert how specifically women in your community can help address this problem.]

Will you be able to meet on [Date and time]? I will be following up shortly with your office to discuss convenient times for a meeting. We look forward to seeing you soon.

Best regards,  
Your Name  
[Your CSO]

## Tool #19 - Tips for working with the media

As part of your work to engage with the security sector, you may seek media opportunities in print, the radio, or even television. The following suggestions may help guide your interviews with reporters and journalists.

### Tips for interviews

- Define and develop no more than three key messages that you want to convey.
- Consider when your comments will be published—Is the interview live? Will your comments be excerpted and published later that day, later that week, later that month?
- Direct your messages to your target audience.
- Refer to your company/organization by name (e.g., We at [your CSO] . . . [your CSO's] policy is . . . etc.).
- Organize the points you want to make. Use index cards for reminders if you need them, though it is better not to.
- Use conversational, straightforward language.
- Play it straight, be truthful. A minor misrepresentation can become a major problem.
- Any complicated explanations should be provided in written summaries of the issue.
- Give yourself a moment of reflection without creating an awkward pause by repeating or rephrasing the question before answering. Or, you may use hesitations such as *"I am glad you asked that . . . That is a good question . . . Your audience might be interested to know . . ."* etc.
- Offer to check with the appropriate source or conduct additional research if you need to, and advise the interviewer as soon as possible.
- Tell a reporter only what you want to see in print or on the air. Nothing is off the record.
- Anticipate the most difficult questions and practice your response.

- Speak in positive, active terms.
- If working in a coalition, ensure that all members understand the messages that are being communicated to the press, but nominate a spokesperson to streamline messaging.
- Always be 100 percent positive of the facts you mention.
- Bring a press statement with you that summarizes your main points.
- Be aware that media is often not neutral and they might follow a political agenda.

### How to handle challenging questions

#### Bridging

- Deal with the question honestly and briefly, and then move logically to your message. Before you bridge, you must answer the question. *Examples: "In addition . . ." "Let me explain . . ." "The situation is . . ." "The facts are . . ."*

#### Flagging

- Emphasize to the reporter what you want them to highlight—the one piece of information you want them to print or broadcast—by creating a "star" in their notebook. *Examples: "The most important thing is . . ." "This is the bottom line . . ." "The point is . . ." "If you remember one thing about the Women's Coalition . . ." "It is critical that your (readers/listeners/viewers) know . . ."*

#### Hooking

- You can prompt the next question you want asked by ending your response with a "hook." *Examples: "And that is just one possibility . . ." "We have done something no other organization has done . . ."*

## Tool #20 - Press release template

### PRESS RELEASE

[Your organization or coalition name]  
[Contact person and his or her info]

[Organization or coalition] announces [initiative, event, research, news, etc.]

(Or, if it is not an announcement, create a lead with a subheading such as:

Women of the world's newest country urge full participation  
in setting the security agenda for South Sudan

*Gender Symposium in Juba will contribute to the  
South Sudan International Security Conference)*

FOR IMMEDIATE RELEASE:

[City, State/Province, Country, Date]-[Organization] announced today [initiative, event, research, news, etc.]. It will go into effect on [date]. [Include here if there is a partner organization.]

Paragraph I:

[Initiative, event, research, news, etc.] is [define what the initiative is, why it is important, and why it is unique. If it is an initiative, outline its goal and objective.]

Paragraph II:

[Outline history of initiative, event, research, news, etc.]

[Quote from executive of your organization, organizer, or other notable person.]

Paragraph III:

[General language about your organization and partner organizations, if possible.]

## Tool #21 - Framing your message: Talking points on security

The following points can be useful for you in a variety of settings, from media opportunities to advocacy meetings. They distill complicated ideas into simple memorable statements. These are just examples; you may have your own that are better for specific contexts.

- “In security, women do not speak only for women; they speak for the whole community with a different voice, from a different perspective.”
- “Security is not only about tanks and soldiers; it is about the ability to go to school, to get help, to get food, to do business in the market.”
- “Lack of communication between civilians and security sector institutions is a missed opportunity. Civil society involvement strengthens security for communities. For example, community engagement:
  - Improves the quality of decisions through more input;
  - Minimizes costs and delays by troubleshooting with community members who have local knowledge;
  - Helps build consensus;
  - Makes security decisions easier to implement;
  - Avoids confrontations; and
  - Anticipates public concern about changes by sensitizing everyone involved.”
- “Spending more of the budget on security does not automatically lead to more security. The right people and procedures need to be in place.”
- “Civilian oversight of armed and security forces at the local level is critical to ensuring accountability of the forces to communities. We are the eyes and ears on the ground.”
- “Arguing for oversight of the security sector does not mean I am against our men and women in uniform. I want them to have the support of our communities and benefit from the knowledge we offer.”
- “Internationals say that our security sector reform should be nationally led, but who gets to be part of that? Women need to be part of the conversation.”

## Tool #22 - How to counter the skeptics

Here are some common arguments made against including women in security and responses that rebut them:<sup>23</sup>

*a. "First we have immediate security concerns to deal with, then we can involve women and civil society."*

Women and civil society are essential to dealing with those immediate concerns. They can help create smarter, more effective responses that will save money and time in the long run. Ignoring their input now can have negative consequences later because you will not have as complete an understanding of what's really going on, and what might actually work to change it.

*b. "As an officer, I'm here to save lives and protect our country. What is the evidence that involving women and civil society helps us do that?"*

Women in civil society can provide critical information about security threats in their local communities. They have been known to help identify weapons caches, illicit trading routes, and rebel activity. They can also ensure that security and armed forces are upstanding. Civilian oversight of security and armed forces at the local level is critical to ensuring accountability of the forces to communities.

*c. "We are already working with women and civil society."*

A random meeting here and there is not enough. For true collaboration between civil society and security sector institutions, lasting relationships need to be built and structures need to be put in place. Security is strengthened by regular communication.

*d. "There always seems to be fighting between these women's groups. The women need to organize into one voice."*

Women have created groups like our coalition to define and share our top priorities. But, you can not expect women to agree on everything all of the time. You wouldn't expect that of men, or of any other

group that includes such large numbers and diverse people. When they have diverse views, this is only a BENEFIT to security actors who can hear different opinions and perspectives.

*e. "We do not have the budget or mandate for this kind of thing."*

Many of the solutions we propose require almost no money at all. Others do not require new money, just the reallocation of existing funds. A discussion with women from civil society, visits by local police to where women congregate, or regular meetings at headquarters are cheap. Think of it this way: Failing to get the input you need costs money because programs are not using their funds in the best way possible.

*f. "There are not enough women with security expertise for us to talk to."*

While some women (and men!) might not understand military jargon or technical procedures, many women have experienced violent conflict and led their communities during war. Women have a firm grasp on the impact of violence on the lives of ordinary people and ideas about what security actors can prioritize to promote safety.

*g. "It is not appropriate for women to serve in the police, etc., in this country."*

Tell that to the women who want to be part of the forces! Done in the right way, their participation can be culturally appropriate. For example, women need to have their own uniforms and separate facilities. Many countries with strong social mores about gender roles have women in security forces; for example, some cities in India have a 30 percent quota for female police officers.<sup>24</sup>

## Tool #23 - Sample agenda for a two-day gender and SSR training

This is the agenda for a gender and SSR training delivered for civil society representatives and provincial and district security committees (PROSECS & DISECS), in Sierra Leone, in January 2012.

The Sierra Leone Ministry for Social Welfare, Gender & Children’s Affairs (MSWGCA), the International Organization for Migration, and DCAF implemented the training.

### Day 1

Time	Session
8:30–9:00	<b>Arrival and registration of participants</b>
9:00–10:00	<b>Opening session</b> <i>Welcome remarks</i> <i>Keynote address and official opening by the Provincial Secretary</i>
10:00–10:30	<b>Overview and objectives of the training</b>
10:30–11:00	<b>Participants’ introductions and expectations</b>
11:00–11:20	<i>Coffee/Tea break</i>
11:20–13:00	<b>Session 1: Gender and SSR</b> <i>This session will begin with an introduction of gender and SSR concepts and different entry points for integrating gender into the security sector.</i>  <i>This will be followed by group discussions on community women’s representation and participation in the security sector and key opportunities and obstacles to further engagement by community women in the security sector.</i>
13:00–14:00	<i>Lunch</i>
14:00–14:30	<b>Session 2: Legal and normative framework</b> <i>This session will increase the participants’ awareness and understanding of the different legal and policy instruments relating to gender and security and the relevance of these instruments as tools for advocacy and engagement.</i>
14:30–15:30	<b>Session 3: Sierra Leone security architecture</b> <i>This session will focus on understanding the national security architecture and specific entry points for community women’s involvement in the process.</i>

## Day 1 (continued)

15:30–15:45 *Coffee/Tea break*

**15:45–17:15 Session 4: How to practically integrate gender into SSR**

*This session will present participants with strategies for practical integration of gender into SSR with a group discussion exercise on applying SSR gender key recommendations.*

17:15–17:30 **Wrap up and closing**

## Day 2

Time	Session
------	---------

8:30–9:00	Arrival and registration of participants
-----------	--

9:00–9:45	Recap day 1
-----------	-------------

9:45–10:15 *Coffee/ Tea break*

**10:15–11:15 Session 2: The role of civil society in overseeing the security sector**

*This session will highlight civil society's role in overseeing the security sector.*

**11:15–12:00 Session 3: Identifying and addressing different security needs**

*This session will involve a group discussion exercise on identifying the different security needs and interests of women and men in their respective communities; the responsiveness and capacity of state institutions to deal appropriately with GBV and other violations of human rights; and possible ways through which civil society can help prevent and respond to GBV threats.*

12:00–13:30 *Lunch*

**13:30–14:00 Identifying and addressing different security needs (continued)**

**14:00–15:00 Session 4: Integrating gender into PROSECS & DISECS**

*This session will include a group discussion exercise on developing gender mainstreaming action plans.*

15:00–15:30 *Coffee/ Tea break*

15:30–16:00 **Evaluation and closing remarks**

# Endnotes

- <sup>1</sup> World Health Organization, "Small Arms and Global Health: WHO Contribution to the UN Conference on Illicit Trade in Small Arms and Light Weapons, July 9–20, 2001" (WHO: 2001), 3, [http://whqlibdoc.who.int/hq/2001/WHO\\_NMH\\_VIP\\_01.1.pdf](http://whqlibdoc.who.int/hq/2001/WHO_NMH_VIP_01.1.pdf).
- <sup>2</sup> Claudia Garcia-Morena, et al., *WHO Multi-country Study on Women's Health and Domestic Violence against Women* (World Health Organization: 2005), xi, [http://www.who.int/gender/violence/who\\_multicountry\\_study/Introduction-Chapter1-Chapter2.pdf](http://www.who.int/gender/violence/who_multicountry_study/Introduction-Chapter1-Chapter2.pdf).
- <sup>3</sup> United Nations Global Compact, *Snapshot of Women Worldwide: Facts and Figures* (UN: March 5, 2009), [http://www.unglobalcompact.org/docs/issues\\_doc/human\\_rights/Meetings\\_x\\_events/05Mar2009\\_PPT\\_Snapshot\\_Facts\\_and\\_Figures.pdf](http://www.unglobalcompact.org/docs/issues_doc/human_rights/Meetings_x_events/05Mar2009_PPT_Snapshot_Facts_and_Figures.pdf).
- <sup>4</sup> Eirin Mobekk, "Gender, Women and Security Sector Reform," *International Peacekeeping*, vol. 17, no. 2 (2010): 278–291.
- <sup>5</sup> International Committee of the Red Cross, *Addressing the Needs of Women Affected by Armed Conflict* (Red Cross: March 2, 2004), [http://www.icrc.org/eng/assets/files/other/icrc\\_002\\_0840\\_women\\_guidance.pdf](http://www.icrc.org/eng/assets/files/other/icrc_002_0840_women_guidance.pdf).
- <sup>6</sup> Stephanie Chaban, Reema Daraghmeh, and Garuna Stettler, *Palestinian Women and Security: Why Palestinian Women and Girls Do Not Feel Secure* (DCAF and AECID: 2010).
- <sup>7</sup> Here the term "paramilitary forces" is used to mean state security forces separate from military and police, such as customs services or prison guards. In some countries the term is used to mean "irregular" forces, such as an armed rebel group.
- <sup>8</sup> Sanam Naraghi Anderlini and Camille Conaway, *Negotiating the Transition to Democracy and Reforming the Security Sector: The Vital Contributions of South African Women* (Washington, D.C.: Initiative for Inclusive Security (now The Institute for Inclusive Security), 2004).
- <sup>9</sup> Bandana Rana, shared in written comments to author, August 13, 2012.
- <sup>10</sup> See [www.marwopnet.org](http://www.marwopnet.org) for more information.
- <sup>11</sup> See <http://www.gaps-uk.org/APG.php> for more information.
- <sup>12</sup> Ellen Johnson Sirleaf and Elizabeth Rehn, *Women War and Peace: The Independent Expert's Assessment* (UNIFEM: 2002), [http://www.unifem.org/attachments/products/217\\_chapter05.pdf](http://www.unifem.org/attachments/products/217_chapter05.pdf).
- <sup>13</sup> Megan Bastick, "Integrating Gender in Post-conflict Security Sector Reform," *SIPRI Yearbook 2008: Armaments, Disarmament and International Security* (Oxford: Oxford University Press, 2008), 163.
- <sup>14</sup> Laura Bacon, "Building an Inclusive, Responsive National Police Service: Gender-Sensitive Reform in Liberia: 2005–2011," *Innovations for Successful Societies* (Princeton University: April 2012, 15), [http://www.princeton.edu/successfulsocieties/content/data/policy\\_note/PN\\_id191/Policy\\_Note\\_ID191.pdf](http://www.princeton.edu/successfulsocieties/content/data/policy_note/PN_id191/Policy_Note_ID191.pdf).
- <sup>15</sup> National Center for Women and Policing, *Recruiting and Retaining Women: A Self-Assessment Guide for Law Enforcement* (National Center for Women and Policing: 2001), 22, <http://www.ncjrs.gov/pdffiles1/bja/185235.pdf>.

- <sup>16</sup> The Altus Global Alliance, a coalition of CSOs, organizes a global "Police Stations Visitors Week." In 2011, 4755 people visited 1044 police stations in twenty countries to assess the quality of services provided by police. Local citizens used a common protocol and scoring system called "Police Station Visitors Week Kit" (listed in the Additional Resources) developed by Altus and translated into local languages. For more information see <http://www.altus.org>. A different scheme operates in the United Kingdom to allow members of the local community to inspect police stations. See DCAF's *Gender and SSR: Examples from the Ground*, 82, <http://www.dcaf.ch/Publications/Gender-and-Security-Sector-Reform-Examples-from-the-Ground>.
- <sup>17</sup> See Mary Ellsberg and Lori Heise, *Researching Violence Against Women: A Practical Guide for Researchers and Activists* (Washington, D.C.: World Health Organization, PATH, 2005).
- <sup>18</sup> Eden Cole, Kerstin Eppert, and Katrin Kinzelbach, *Public Oversight of the Security Sector: A Handbook for Civil Society Organisations* (DCAF and UNDP: 2008), 68, <http://www.dcaf.ch/publications/kms/details.cfm?lng=en&id=95396&nav1=5>.
- <sup>19</sup> DCAF has developed a directory of female staff associations in the security sector, which may list contact details for associations in your country. Ruth Montgomery, *Inventory of Female Staff Associations Reviewed for the Occasional Paper "Female Staff Associations in the Security Sector: Agents of Change?"* (Geneva: DCAF, 2011), <http://www.dcaf.ch/Publications/Inventory-of-Female-Staff-Associations-Reviewed-for-the-Occasional-Paper-Female-Staff-Associations-in-the-Security-Sector-Agents-of-Change>.
- <sup>20</sup> Contact details are listed on their websites: <http://www.unwomen.org/about-us/contact-us/offices-worldwide/#liaisonoffices/> and <http://www.undp.org/content/undp/en/home/operations/contact-us.html>.
- <sup>21</sup> United States Army, "Sierra Leone and Brig. Gen. Kabia: A progressive voice for African military women," [www.army.mil](http://www.army.mil/article/39230/Sierra_Leone_and_Brig_Gen_Kabia_A_progressive_voice_for_African_military_women/), May 17, 2010. [http://www.army.mil/article/39230/Sierra\\_Leone\\_and\\_Brig\\_Gen\\_Kabia\\_A\\_progressive\\_voice\\_for\\_African\\_military\\_women/](http://www.army.mil/article/39230/Sierra_Leone_and_Brig_Gen_Kabia_A_progressive_voice_for_African_military_women/).
- <sup>22</sup> Huairou Commission, *The Local-to-Local Dialogue Resource Manual: A guide for grassroots women-led engagement with local government and decision makers* (New York: 2011), 107, <http://www.huairou.org/local-local-l2l-dialogue-resource-manual>.
- <sup>23</sup> This list was inspired by the "U.S. Civil Society Working Group Expert Statement for the U.S. National Action Plan on Women, Peace and Security," November 28, 2011, [http://www.usip.org/files/Gender/U\\_S\\_%20Civil%20Society%20Working%20Group%20Expert%20Statement\\_MASTER\\_COPY.pdf](http://www.usip.org/files/Gender/U_S_%20Civil%20Society%20Working%20Group%20Expert%20Statement_MASTER_COPY.pdf).
- <sup>24</sup> Ajai Areevatsan, "Policewomen number likely to go up," *The Hindu*, February 15, 2012, <http://www.thehindu.com/news/cities/chennai/article2893875.ece>.

# Acronyms

<b>BCSP</b>	<i>Belgrade Centre for Security Policy</i>
<b>CEDAW</b>	<i>Convention on the Elimination of all Forms of Discrimination against Women</i>
<b>CSO</b>	<i>Civil Society Organization</i>
<b>DCAF</b>	<i>The Geneva Centre for the Democratic Control of the Armed Forces</i>
<b>DDR</b>	<i>Disarmament, Demobilization, and Reintegration</i>
<b>DRC</b>	<i>Democratic Republic of the Congo</i>
<b>ECOWAS</b>	<i>The Economic Community of West African States</i>
<b>EU</b>	<i>European Union</i>
<b>EUPOL</b>	<i>European Union Police Mission</i>
<b>MARWOPNET</b>	<i>Mano River Women's Peace Network</i>
<b>NATO</b>	<i>North Atlantic Treaty Organization</i>
<b>NGO</b>	<i>Non-Governmental Organization</i>
<b>OSCE</b>	<i>Organization for Security and Cooperation in Europe</i>
<b>SSR</b>	<i>Security Sector Reform</i>
<b>SWACO</b>	<i>Security for Women through Advocacy Coalition</i>
<b>UN</b>	<i>United Nations</i>
<b>UNDP</b>	<i>United Nations Development Programme</i>
<b>UNSC</b>	<i>United Nations Security Council</i>
<b>UNSCR</b>	<i>United Nations Security Council Resolution</i>
<b>VLW</b>	<i>Voice of Libyan Women</i>
<b>WIPNET</b>	<i>Women in Peacebuilding Program of the West Africa Network for Peacebuilding</i>
<b>WIPSEN</b>	<i>Women Peace and Security Network—Africa</i>

# Additional Resources

## General

- Bastick, Megan. *Gender Self Assessment Guide for the Police, Armed Forces and Justice Sector*. Geneva: DCAF, 2011. [HTTP://WWW.DCAF.CH/PUBLICATIONS/GENDER-SELF-ASSESSMENT-GUIDE-FOR-THE-POLICE-ARMED-FORCES-AND-JUSTICE-SECTOR](http://www.dcaf.ch/publications/gender-self-assessment-guide-for-the-police-armed-forces-and-justice-sector).
- Bastick, Megan and Kristin Valasek, eds. *Gender and Security Sector Reform Toolkit*. Geneva: DCAF, OSCE/ODIHR, UN-INSTRAW, 2010. [HTTP://WWW.DCAF.CH/PUBLICATIONS/GENDER-SECURITY-SECTOR-REFORM-TOOLKIT](http://www.dcaf.ch/publications/gender-security-sector-reform-toolkit).
- Cole, Eden, Kerstin Eppert, and Katrin Kinzelbach. *Public Oversight of the Security Sector: A Handbook for Civil Society Organizations*. DCAF and UNDP: 2008. [HTTP://WWW.DCAF.CH/PUBLICATIONS/PUBLIC-OVERSIGHT-OF-THE-SECURITY-SECTOR](http://www.dcaf.ch/publications/public-oversight-of-the-security-sector).
- DCAF. *Gender and SSR Training Resource Package*. [HTTP://WWW.GSSRTRAINING.CH/](http://www.gssrtraining.ch/).
- International Alert and Women Waging Peace (now The Institute for Inclusive Security). *Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action*. Washington D.C.: 2004. [HTTP://WWW.SCRIBD.COM/DOC/101864251/TOOLKIT-FOR-ADVOCACY-AND-ACTION](http://www.scribd.com/doc/101864251/Toolkit-for-Advocacy-and-Action).
- The Institute for Inclusive Security. *Inclusive Security: A Curriculum for Women Waging Peace*. Washington D.C.: 2009. [HTTP://WWW.INCLUSIVESECURITY.ORG/EXPLORE-RESOURCES/TRAINING-SERVICES/CURRICULUM/](http://www.inclusivesecurity.org/explore-resources/training-services/curriculum/).
- Huairou Commission. *The Local-to-Local Dialogue Resource Manual: A guide for grassroots women-led engagement with local government and decision makers*. New York: 2011. [HTTP://WWW.HUAIROU.ORG/LOCAL-LOCAL-L2L-DIALOGUE-RESOURCE-MANUAL](http://www.huairou.org/local-local-l2l-dialogue-resource-manual).
- O'Leary, Renagh and Kalpana Viswanath. *Building Safe Inclusive Cities for Women: A Practical Guide*. New Delhi: Jagori, 2011. [HTTP://JAGORI.ORG/BUILDING-SAFE-AND-INCLUSIVE-CITIES-FOR-WOMEN-A-PRACTICAL-GUIDE/](http://jagori.org/building-safe-and-inclusive-cities-for-women-a-practical-guide/).
- Toiko Tonisson, Kleppe. "Gender training for security sector personnel: lessons learned and good practices." *Gender and Security Sector Reform Toolkit*. Edited by Megan Bastick and Kristin Valasek. Geneva: DCAF, OSCE/ODIHR, UN-INSTRAW, 2008.
- United Nations Human Settlements Programme (UN-HABITAT). *The Global Assessment on Women's Safety*. Nairobi: UN-HABITAT, 2008. [HTTP://WWW.UNHABITAT.ORG/DOWNLOADS/DOCS/7380\\_832\\_ASSESSMENTFINAL.PDF](http://www.unhabitat.org/downloads/docs/7380_832_assessmentfinal.pdf).
- UN Virtual Knowledge Centre to End Violence against Women and Girls. [HTTP://WWW.ENDVAWNOW.ORG/EN/MODULES/VIEW/13-SECURITY.HTML](http://www.endvawnow.org/en/modules/view/13-security.html).
- Willoughby, William, Radhika Behuria, and Nicola Williams, eds. *Women's Perspectives of Peace and Security*. N-Peace, 2012. [HTTP://WWW.N-PEACE.NET/SITES/DEFAULT/FILES/SITES/DEFAULT/FILES/UPLOADS/USER71/WPSCASESTUDIES.PDF](http://www.n-peace.net/sites/default/files/sites/default/files/uploads/user71/wpscasestudies.pdf)

## Research techniques

Altus Police Stations Visitors Week Kit. [WWW.ALTUS.ORG/PDF/KIT\\_EN.PDF](http://WWW.ALTUS.ORG/PDF/KIT_EN.PDF).

Amnesty International and Council for the Development of Social Science Research in Africa. *Monitoring and Reporting Human Rights Abuses in Africa: A Handbook for Community Activists*. Great Britain: Amnesty International, 2002. [HTTP://WWW.HREA.ORG/ERC/LIBRARY/DISPLAY\\_DOC.PHP?URL=HTTP%3A%2F%2FWWW.HREA.ORG%2FERC%2FLIBRARY%2FCOMMUNITY-HANDBOOK-EN.PDF&EXTERNAL=N](http://WWW.HREA.ORG/ERC/LIBRARY/DISPLAY_DOC.PHP?URL=HTTP%3A%2F%2FWWW.HREA.ORG%2FERC%2FLIBRARY%2FCOMMUNITY-HANDBOOK-EN.PDF&EXTERNAL=N).

Bennett, Gavin and Nasreen Jessani. *The Knowledge Translation Toolkit Bridging the Know–Do Gap: A Resource for Researchers*. Sage, India: IDRC, 2011. [HTTP://PUBLICWEBSITE.IDRC.CA/EN/RESOURCES/PUBLICATIONS/PAGES/IDRCBOOKDETAILS.ASPX?PUBLICATIONID=851](http://PUBLICWEBSITE.IDRC.CA/EN/RESOURCES/PUBLICATIONS/PAGES/IDRCBOOKDETAILS.ASPX?PUBLICATIONID=851).

Cole, Eden, Kerstin Eppert, and Katrin Kinzelbach. *Public Oversight of the Security Sector: A Handbook for Civil Society Organizations*. DCAF and UNDP: 2008, 53–73. [HTTP://WWW.DCAF.CH/PUBLICATIONS/PUBLIC-OVERSIGHT-OF-THE-SECURITY-SECTOR](http://WWW.DCAF.CH/PUBLICATIONS/PUBLIC-OVERSIGHT-OF-THE-SECURITY-SECTOR).

Ellsberg, M. and L. Heise. *Researching Violence Against Women: A Practical Guide for Researchers and Activists*. Washington, D.C.: World Health Organization, PATH, 2005.

Kumar, Krishna. *Conducting Mini-Surveys in Developing Countries*. USAID, 2006. [HTTP://PDF.USAID.GOV/PDF\\_DOCS/PNADG566.PDF](http://PDF.USAID.GOV/PDF_DOCS/PNADG566.PDF).

OMNI. *Toolkit for Conducting Focus Groups*. n.d. [HTTP://WWW.ROWAN.EDU/COLLEGES/CHSS/FACULTYSTAFF/FOCUSGROUPTOOLKIT.PDF](http://WWW.ROWAN.EDU/COLLEGES/CHSS/FACULTYSTAFF/FOCUSGROUPTOOLKIT.PDF).

Singh, Janmejya and Paramesh Shah. *Community Score Card Process: A Short Note on General Methodology and Implementation*. World Bank, n.d. [HTTP://SITERESOURCES.WORLDBANK.ORG/INTPCENG/1143333-1116505690049/20509286/COMSCORECARDSNOTE.PDF](http://SITERESOURCES.WORLDBANK.ORG/INTPCENG/1143333-1116505690049/20509286/COMSCORECARDSNOTE.PDF).

Start, Daniel and Ingje Hovland. *Tools for Policy Impact: A Handbook for Researchers*. London: Overseas Development Institute, 2004. [HTTP://WWW.ODI.ORG.UK/RESOURCES/DETAILS.ASP?ID=156&TITLE=TOOLS-POLICY-IMPACT-HANDBOOK-RESEARCHERS](http://WWW.ODI.ORG.UK/RESOURCES/DETAILS.ASP?ID=156&TITLE=TOOLS-POLICY-IMPACT-HANDBOOK-RESEARCHERS).

Tandon Mehrotra, Surabhi. *A Handbook on Women's Safety Audits in Low-Income Urban Neighbourhoods: A Focus on Essential Services*. New Delhi: Jagori, 2010. [HTTP://JAGORI.ORG/A-HANDBOOK-ON-WOMENS-SAFETY-AUDITS-IN-LOW-INCOME-URBAN-NEIGHBOURHOODS-A-FOCUS-ON-ESSENTIAL-SERVICES/](http://JAGORI.ORG/A-HANDBOOK-ON-WOMENS-SAFETY-AUDITS-IN-LOW-INCOME-URBAN-NEIGHBOURHOODS-A-FOCUS-ON-ESSENTIAL-SERVICES/).

University of Kansas. *The Community Tool Box*. [HTTP://CTB.KU.EDU/EN/TABLECONTENTS/INDEX.ASPX](http://CTB.KU.EDU/EN/TABLECONTENTS/INDEX.ASPX).

USAID Center for Development Information and Evaluation. *Performance Monitoring and Evaluation Tips: Conducting Key Informant Interviews; Using Rapid Appraisal Methods; Conducting Focus Group Interviews*. Washington, D.C.: USAID, 1996.

World Bank. "Citizen Report Card Surveys – A Note on the Concept and Methodology." *Social Development Note*, no. 91 (February 2004). [HTTP://SITERESOURCES.WORLDBANK.ORG/INTPCENG/1143380-1116506267488/20511066/REPORTCARDNOTE.PDF](http://SITERESOURCES.WORLDBANK.ORG/INTPCENG/1143380-1116506267488/20511066/REPORTCARDNOTE.PDF).

## Safety and security for women's organizations and activists

Barry, Jane. *Integrated Security: The Manual*. Kvinna till Kvinna, 2011. [HTTP://WWW.INTEGRATEDSECURITYMANUAL.ORG](http://WWW.INTEGRATEDSECURITYMANUAL.ORG).

Eguren, Enrique. *Protection Manual for Human Rights Defenders*. Front Line, 2005. [HTTP://WWW.PEACEBRIGADES.ORG.UK/FILEADMIN/USER\\_FILES/GROUPS/UK/FILES/PUBLICATIONS/FROTLINE\\_MANUAL\\_PDF.PDF](http://WWW.PEACEBRIGADES.ORG.UK/FILEADMIN/USER_FILES/GROUPS/UK/FILES/PUBLICATIONS/FROTLINE_MANUAL_PDF.PDF).

Macpherson, Robert and Bennett Pafford. *Safety and Security Handbook*. Care International, 2004. [HTTP://NGOLEARNING.ORG/COURSES/AVAILABLECOURSES/CARE%20SAFETY%20COURSE/SHARED%20DOCUMENTS/ENGLISH\\_CARE\\_INTERNATIONAL\\_SAFETY\\_AND\\_SECURITY\\_HANDBOOK.PDF](http://NGOLEARNING.ORG/COURSES/AVAILABLECOURSES/CARE%20SAFETY%20COURSE/SHARED%20DOCUMENTS/ENGLISH_CARE_INTERNATIONAL_SAFETY_AND_SECURITY_HANDBOOK.PDF).

## ***Organizations publishing research on the security sector, security sector reform, and security sector governance***

ACCORD, [www.accord.org.za](http://www.accord.org.za)

African Security Sector Network, [www.africansecuritynetwork.org](http://www.africansecuritynetwork.org)

Amnesty International, [www.amnesty.org](http://www.amnesty.org)

Arab Reform Initiative, [www.arab-reform.net](http://www.arab-reform.net)

Carnegie Endowment for International Peace, [www.carnegieendowment.org](http://www.carnegieendowment.org)

Conciliation Resources, [www.c-r.org](http://www.c-r.org)

DCAF, [www.dcaf.ch](http://www.dcaf.ch)

Facultad Latinoamericana de Ciencias Sociales (FLACSO-Chile), [www.flacso.org](http://www.flacso.org)

The Global Facilitation Network for Security Sector Reform, [www.ssrnetwork.net](http://www.ssrnetwork.net)

Human Rights Watch, [www.hrw.org](http://www.hrw.org)

The Institute for Inclusive Security, [www.inclusivesecurity.org](http://www.inclusivesecurity.org)

The Institute for Security Studies, [www.iss.co.za](http://www.iss.co.za)

Institute for War and Peace Reporting, [iwpr.net/report-news](http://iwpr.net/report-news)

International Alert, [www.international-alert.org/ourwork/themes/security](http://www.international-alert.org/ourwork/themes/security)

International Crisis Group, [www.crisisgroup.org](http://www.crisisgroup.org)

Kvinna Till Kvinna, [www.kvinnatillkvinna.se/en/security](http://www.kvinnatillkvinna.se/en/security)

The North-South Institute, [www.nsi-ins.ca](http://www.nsi-ins.ca)

Peacewomen Project (Women's International League for Peace and Freedom), [www.peacewomen.org](http://www.peacewomen.org)

PRIO, [www.prio.no/](http://www.prio.no/)

Saferworld, [www.saferworld.org.uk](http://www.saferworld.org.uk)

Security Sector Reform Resource Centre, [www.ssrresourcecentre.org](http://www.ssrresourcecentre.org)

SIPRI, [www.sipri.org](http://www.sipri.org)

Small Arms Survey, [www.smallarmssurvey.org](http://www.smallarmssurvey.org)

UN Department of Peacekeeping Operations, [www.un.org/en/peacekeeping/issues/security.shtml](http://www.un.org/en/peacekeeping/issues/security.shtml)

UNDP, [www.undp.org/content/undp/en/home/librarypage.html](http://www.undp.org/content/undp/en/home/librarypage.html)

UN Women, [www.unifem.org/gender\\_issues/women\\_war\\_peace/security\\_sector\\_reform.php](http://www.unifem.org/gender_issues/women_war_peace/security_sector_reform.php)

United States Institute of Peace, [www.usip.org/programs/centers/security-sector-governance-initiative](http://www.usip.org/programs/centers/security-sector-governance-initiative)

## *Examples of international organizations involved in SSR*

African Union

European Union (EU)

North Atlantic Treaty Organization (NATO)

Organization for Security and Cooperation in Europe (OSCE)

United Nations (UN), often, UN Development Programme (UNDP), UN Department of Peacekeeping Operations (DPKO), UN Office on Drugs and Crime or UN Women

World Bank

## *Examples of governments that provide international support to SSR*

Australian Agency for International Development (AusAID)

Belgian Foreign Affairs, Foreign Trade, and Development Cooperation Unit

Canadian Department of Foreign Affairs and International Trade and International Development Agency (DFAIT, CIDA)

German Development Cooperation (GIZ)

Netherlands' Ministry of Foreign Affairs

Norwegian Ministry of Foreign Affairs and Norwegian Agency for Development Cooperation (NORAD)

Swedish International Development Cooperation Agency (SIDA)

United Kingdom Department for International Development (DFID)

United States Agency for International Development (USAID)



