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Final Workshop Report on
Strategic Action for Reproductive Health Rights

Bucharest, Romania
June 24-28, 1997

Sponsored by

Promoting Women in Development (PROWID)

and

facilitated by

The Centre for Development and Population Activities (CEDPA)

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In particular, PROWID would like to thank Daniela Draghici, Imelda Feranil, Nadine Burton, Margaret Lynch, and the entire staff of the Policy Project of the CEDPA-Romania Office for their hospitality and technical assistance extended to CEDPA staff and the workshop participants. Many thanks go to Mihai Chebelev, our local logistician, and Marius Ienculescu, our rapporteur, for their competence and patience throughout the week. In addition, the success of many aspects of the workshop must be credited to Camelia Nastase for her long hours of preparation for the workshop and her skillful facilitation.

PROWID would also like to recognize the contributions of the women and men who participated so actively and so enthusiastically in *Strategic Action for Reproductive Health Rights*. The workshop discussions and outcomes were enriched by the wealth of ideas, experiences and concrete strategies they shared throughout the week.

A very special note of gratitude is extended to Randal Thompson of the USAID Mission in Bucharest for her insights into the reproductive health situation of women in the region, and for her support and participation during the workshop and its activities.

Last, but certainly not least, PROWID and CEDPA would like to offer its appreciation to the Office of Women in Development of the United States Agency for International Development (USAID) for its financial support of the PROWID project.

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EXECUTIVE SUMMARY

CEDPA hosted its third regional workshop in Bucharest, Romania, June 24-28, 1997. PROWID staff members Trish Ahern and Julia Masterson attended the workshop and served as co-facilitators and organizers. The workshop, entitled *Strategic Action for Reproductive Health Rights*, brought together fourteen (14) women from six countries, including: Albania, Bosnia, Bulgaria, Croatia, Moldova and Romania. Participants represented a variety of non-governmental organizations (NGOs), trade unions and other groups that seek to promote women's rights and provide: reproductive health services, legal counseling, domestic violence intervention, media campaigns on behalf of women, training to increase women's participation in decision-making, and monitoring and advocacy activities based on national legislation.

The goal of the 4 and 1/2-day program was to strengthen the capacity of women activists and reproductive health and human rights organizations to respond to the demands and challenges of social, economic, and political change. The workshop concentrated on providing the acquisition of new knowledge and skills in strategic planning for advocacy and proposal development, with a focus on reproductive health and human rights. The specific objectives of the workshop were:

- To introduce the basic elements of strategic planning and advocacy to enable participants to clearly define their organizations' vision, mission, and objectives, and to develop effective strategies for change.
- To enhance participants' skills in identifying and analyzing issues and problems that will constitute the focus of their advocacy.
- To strengthen regional networking and share experiences and strategies for addressing gender and reproductive rights issues from a political perspective.
- To develop strategic options based on organizational strengths, weaknesses, opportunities and threats.
- To formulate alternative advocacy strategies and develop an advocacy plan that will effectively address existing needs.
- To translate strategic planning activities into improved proposal development skills and to provide participants with basic fundraising techniques and resources.

The workshop was facilitated by Dr. Camelia Nastase and PROWID staff. A medical doctor by profession, Dr. Nastase has worked since 1993 in a Romanian family planning clinic. At the same time, she also serves as a volunteer for the non-profit organization, The Society for Education on Contraception and Sexuality (SECS), which provides sexual and reproductive health information in several Romanian cities. She has extensive experience in adult education methodology and training, and she is a former CEDPA alumna.

Beginning with discussions on what "politics" means and what the definition and uses of "advocacy" are for the region, participants went on to analyze their own organizations' visions and missions. Participants then collaboratively identified three issue areas on which to base future discussions and activities such as problem analysis and defining objectives. The issues were: reproductive health; violence against women; and political participation. Participants also

used a variety of case studies from within and outside the region to practice environmental assessments. The workshop culminated in a final afternoon briefing in which participants presented their recommendations (1) for meeting women's needs in the southern European region and (2) for future NGO collaboration. Attending the afternoon session were staff of the USAID Mission and the Policy Project of Romania, as well as several representatives from Romanian radio stations and print media. The final morning of the workshop was devoted to discussions on project proposals, participants' experiences with fundraising, and suggested methods for designing proposals for strategic resource development.

A participatory, experience-based approach to training was used throughout the workshop in order to develop critical thinking skills and encourage the application of new knowledge. Participants played an active role in the learning process using methods such as small group discussion, drawings, games, and group problem-solving exercises. This interactive format provided individuals the opportunity to build on the extensive knowledge and experience each had brought to the workshop, while learning from colleagues in a collaborative fashion.

Overall workshop evaluations indicated that participants found small group work and the opportunity to present the groups' findings in plenary to be among the sessions that provided the most information and were most useful. Participants also indicated that the participatory approach was not only one of the most enjoyable aspects of the workshop, but also vital in establishing an environment in which each woman felt comfortable in expressing her opinions and relating her own experiences. Lectures on theory and definitions were considered essential background information on which to base group work that was grounded in the needs and realities of the southern European region. The opportunity to learn more about their colleagues' work was considered to be a very important and enriching aspect of the workshop, and indeed, some participants asked for increased time for information-sharing. While some participants thought that the terminology and US-based planning frameworks presented in the workshop were not entirely applicable to country contexts, they agreed that the new concepts and frameworks had caused them to reconsider their own operations and had inspired them to be creative in adapting the new knowledge to be politically and culturally relevant.

In addition to the workshop's formal agenda, participants were also invited to a reception on the first evening of the workshop. There, they had the opportunity to meet and network with US Embassy and USAID Mission representatives, Policy Project and CEDPA staff, and persons representing a variety of international NGOs such as UNDP, UNICEF, UNFPA, and World Learning. Also in attendance were Romanian government representatives from the Ministry of Labor and Social Protection and the Parliamentary Commission for Equal Opportunities.

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Albania

Dr. Mirela Dibra specializes in general pediatrics. She works in the women's association, "Refleksione," where she is the coordinator for the division whose purpose is to promote breastfeeding. Ms. Dibra is active in helping breast-feeding mothers as well as in raising awareness on other women's issues such as violence against women and women's mental health.

Bosnia

Aida Bozuta is coordinator of the Marie Stopes International (MSI) emergency reproductive health program in Bosnia and Herzegovina. Ms. Bozuta has worked for four years with MSI where she is active in group therapy, family psychotherapy, medical education and medical assistance. She has a M.S. in medical science specializing in occupational diseases and acupuncture.

Bulgaria

Ekaterina Beneva, currently works with the Bulgarian Center for Human Rights (BCHR) in Sofia. The Center, established in 1996, monitors legislation and disseminates information on international human rights standards to ensure that domestic legislation and policies comply with international treaties. Ms. Beneva is simultaneously pursuing a degree in management of non-profit organizations at The Slavonic University in Sofia.

Radka Valkova is the coordinator of "Eliminating Violence through Research and Education," a project of the Gender Project Foundation located in Sofia. Her project includes raising awareness in Bulgarian society on the issues of violence against women and women in the media, and educating girls and boys on human rights. Ms. Valkova graduated from Sofia University where she studied English and philosophy.

Croatia

Vesna Kesic is the founder and coordinator of the women's human rights group, "Be Active, Be Emancipated" (B.a.B.e.) in Zagreb. Prior to founding B.a.B.e., Ms. Kesic was long active in her country working for women's rights as a journalist. More recently, she has initiated groups to provide material and psychological assistance to women victims of war. She is a graduate of Zagreb University where she studied sociology and psychology.

Slavica Radosevic is a development assistance specialist with the US Agency for International Development (USAID) office in Croatia. Prior to joining USAID, she worked for 10 years in the area of international relations. In her current work, Ms. Radosevic works to promote an independent media and to strengthen citizen participation through local, non-governmental organizations that emphasize women, peace and human rights initiatives.

Sanja Sarnavka is an activist currently working for the women's human rights group, "Be Active, Be Emancipated" (B.a.B.e.), where she manages a project concerned with women and the media. Before joining B.a.B.e., Ms. Sarnavka worked in the fields of journalism and education. She is a graduate of Zagreb University.

Moldova

Liudmila Zmuncila, currently serves as a member of the Executive Committee of the Family Planning Association of Moldova. Ms. Zmuncila holds an education degree from the State University of Moldova and is now pursuing post-graduate studies at the Moldova Academy of Sciences.

Olga Stratulat works with the General Federation of Trade Unions of Moldova where she is an expert on union issues concerning women, children, and youth. She is a graduate of the State University of Moldova and has participated in many education courses that have shaped her professional career.

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Mihaela Balasescu is the Executive Coordinator of "Youth for Youth Foundation," an adolescent reproductive health organization of Romania. In her career, Ms. Balasescu has participated in numerous courses on health education, sexual education, teaching methods and teenage reproductive health issues. She has a degree in engineering.

Gabriela Ilovan is the second editor-in-chief at "The Independentul" newspaper in Iasi and works with the organization "Sanse Egale Pentru Femei" (Equal Chances for Women), a women's organization which promotes equal opportunities for women in their professional, community and political activities.

Michaela Nanu is president of the Adolescent Association, an organization that provides general education, sexual education, and social services for underprivileged youth and adolescents living in orphanages. Dr. Nanu is a medical doctor of endocrinology and holds diplomas in health care from the Universities of Utrecht and Toronto.

Eva Stanescu has worked since 1991 with "FRATIA," the largest confederation of trade unions in Romania. She is an expert on union issues in the areas of education and women. Ms. Stanescu is currently a history and philosophy teacher.

PROWID Workshop Facilitator

Camelia Nastase is a medical doctor working in a Romanian family planning clinic since 1993. In addition to her clinic responsibilities, Dr. Nastase also serves as a volunteer for the non-profit organization, The Society for Education on Contraception and Sexuality (SECS), which provides communities with reproductive health information. Dr. Nastase is a qualified trainer on the issues of sexuality, family planning, and reproductive health and rights.

INTRODUCTION

CEDPA hosted its third regional workshop in Bucharest, Romania, June 24-28, 1997. PROWID staff members Trish Ahern and Julia Masterson attended the workshop and served as co-facilitators and organizers. The workshop, entitled *Strategic Action for Reproductive Health Rights*, brought together fourteen (14) women from six countries, including: Albania, Bosnia, Bulgaria, Croatia, Moldova and Romania. Participants represented a variety of non-governmental organizations (NGOs), trade unions and other groups that seek to promote women's rights and provide: reproductive health services, legal counseling, domestic violence intervention, media campaigns on behalf of women, training to increase women's participation in decision-making, and monitoring and advocacy activities based on national legislation.

- The goal of the 4 and 1/2-day program was to strengthen the capacity of women activists and reproductive health and human rights organizations to respond to the demands and challenges of social, economic, and political change. The workshop concentrated on providing the acquisition of new knowledge and skills in strategic planning for advocacy and proposal development, with a focus on reproductive health and human rights.

WELCOMING REMARKS

Strategic Action for Reproductive Health Rights began the morning of June 24, 1997. Daniela Draghici, Country Representative for The Policy Project of the CEDPA-Romania office officially welcomed participants and guests to the workshop and to Bucharest, and she briefly informed them of CEDPA and the Policy Project's activities in Romania. Ms. Draghici went on to relate that because of these continuing activities, the existence of strong women's organizations, and the enthusiastic support of the US Agency for International Development (USAID) Mission staff, CEDPA and PROWID decided to host its regional workshop in Bucharest. She then introduced Randal Thompson, Program Officer and Women in Development Representative for the USAID Mission in Bucharest. Ms. Thompson, in turn, welcomed participants to Bucharest and briefed them on USAID's activities in Romania. She continued her opening remarks by discussing the meaning of advocacy for women's groups, and concluded by urging women to be true to themselves, to look closely at the reproductive health models being offered in their countries, and to open their hearts and minds so that they may advocate and act in an informed fashion on behalf of women in the southern European region.

Patricia Ahern, CEDPA PROWID Manager, followed these opening remarks with a welcome on behalf of the Promoting Women in Development project (PROWID). She then delivered a brief presentation on PROWID's grant activities and explained to participants that by participating in this workshop, they would become members of a global network of PROWID workshop participants. This network, begun in Harare, Zimbabwe, and Kathmandu, Nepal, PROWID's

first two regional workshops, would be expanded to include participants of the Bucharest workshop, and would eventually include those participants taking part in workshops scheduled for 1998 in the Central Asian Republics of the former Soviet Union and the Latin America and Caribbean region. Ms. Ahern remarked that she was enthusiastic to learn about the participants and the work that they do, and that she expected very rich discussions and active partnerships to evolve over the next few days. For further information on the Promoting Women in Development (PROWID) project, please see Appendix 1.

SESSION I: PARTICIPANT INTRODUCTIONS

Workshop facilitator Camelia Nastase began the program by asking participants to introduce themselves by choosing someone they did not know and posing the following questions:

- *What do you value most about yourself, the nature of your work, and your organization?*
- *In what way does your organization help you to discover yourself and to use your abilities (capabilities, strengths, and creativity)?*

Each participant then introduced her partner to the group in plenary. Participants in the program represented non-governmental organizations (NGOs) and trade unions from six countries, and had varying backgrounds in medicine, journalism, reproductive health and family planning, human rights, democracy-building, education, and child rights. For more information, see Participant Biographies, p. 7.

SESSION II: PARTICIPANT EXPECTATIONS, WORKSHOP GOALS, OBJECTIVES, AND AGENDA

Participants were asked to individually write down three types of expectations they had for the workshop concerning **Content, Process, and Other**. A synthesis of the expectations recorded is as follows:

Content Expectations

- learn more about civil society
- learn about women rights global strategies
- skills in problem and need identification
- information on women's problems worldwide and ways to solve them
- proposal development skills
- learn about strategic planning
- strategizing for advocacy
- learn more about PROWID programs
- learn more about reproductive health & family planning in other countries
- gain experience in advocacy for reproductive health rights
- sharing of experiences
- skills in lobbying and advocacy
- increasing women's participation in society
- to find out other people's experience in this field
- improving women's health through NGO and government cooperation/networks
- improving government and decision-makers' responsiveness to NGOs
- strategies and advocacy for family planning

Process Expectations

- everyone's participation
- comparative discussions from country perspectives
- freedom to ask questions
- physical exercise
- dynamic group work
- meet new people and share experiences
- exchange opinions and obtain new information
- short speeches
- have a pleasant and enjoyable time
- hear from all women and have open, frank discussions
- find people and organizations dealing with domestic violence
- to get to know the workshop participants and exchange information
- few lectures and little facilitator intervention
- discussion time for specific country problems such as those of refugees and expatriates

Other Expectations

- fun and sightseeing
- free time for social events (visit of the city, for example)
- start the program at 9.00 a.m. each day if possible
- get participant contact information and keep in touch
- share experiences
- build a network
- make new friends
- bring back valuable information to my workplace through the women I meet
- meet interesting people
- make friends for a better future
- shorten the daily agenda to leave more free time
- learn about the countries I don't know

These expectations were then compared to the stated goal and objectives of the workshop and the agenda as presented below. The facilitators explained the participatory methodology that would be used in the workshop, and assured participants that the activities of the workshop would focus on interactive discussions, small group work and even games. Further discussion was conducted and, where possible, compromises and adjustments to the workshop agenda were made according to participant requests. For a complete workshop agenda, see Appendix 2.

Workshop Goal:

To strengthen the capacity of women activists and reproductive health and human rights organizations to respond to the demands and challenges of social, economic and political change.

Workshop Objectives:

- To introduce the basic elements of strategic planning and advocacy to enable participants to clearly define their organizations' vision, mission, and objectives, and to develop effective strategies for change.
- To enhance participants' skills in identifying and analyzing issues and problems that will constitute the focus of their advocacy.
- To strengthen regional networking and share experiences and strategies for addressing gender and reproductive rights issues from a political perspective.
- To develop strategic options based on organizational strengths, weaknesses, opportunities and threats.
- To formulate alternative advocacy strategies and develop an advocacy plan that will effectively address existing needs.
- To translate strategic planning activities into improved proposal development skills and to provide participants with basic fundraising techniques and resources.

SESSION III: WHAT IS POLITICS?

For people of various countries and backgrounds, the term “politics” has many different meanings— both denotative and connotative. To elicit workshop participants’ understanding of and feelings toward the term, and to attempt to come up with common definition on which to base future discussions, the facilitator introduced “The Ball of Politics.”

Activity I: Brainstorm—The Ball of Politics

Participants were asked to stand in a circle. The facilitator explained that she would begin by tossing a ball to someone in the circle. Upon catching the ball, the participant should say the first word that comes to her mind when thinking about “politics”. After saying a word, participants should then throw the ball to another participant who should repeat the task. A facilitator recorded the words as they were revealed, and the list was used for group discussion and definition.

1. *What are the thoughts that come to people’s minds when they hear the word “politics”?*

The following words were recorded:

- power
- idea promotion
- hate
- decision-making
- imposing ideas
- manipulation
- manner of acting
- common good
- abuse
- good
- inform
- affects lives
- democracy
- lies
- corruption
- ideals
- development
- equality
- confusion
- self-promotion
- corruption
- control
- money
- destruction
- criminal
- intolerance
- leadership
- tiresome speeches
- strategies
- prisons
- balance
- wars
- brainwashing
- authority
- famine
- efficiency/inefficiency
- changes

2. *What do these words tell us about how we think of politics?*

- Our image of politics is generally negative.
- We view politics as complex and difficult to comprehend.
- Politics is exclusively about the power of control, abuse, and money.
- Politics occurs exclusively in the realm of political parties and the State, and it is not the domain of ordinary people.

3. *Do donors give money to NGOs so that they can change the politics of a government?*

- One participant working with a family planning organization noted that often donors have certain conditions and restrictions on the use of their money. For example, family planning money which comes from the United States may not be used for advocacy or services on behalf of abortion. Generally, in Romania, family planning centers supported by foreign donors provide only contraceptive services and attempt to increase awareness on reproductive health.
- In Bosnia, donors stopped financing but sent other kind of assistance. The problem was that the donors did not ask the people their needs. The same thing happened in politics, where foreign countries have imposed conditions on aid and security, without accounting for the needs and opinions of the people. This can have good and bad consequences.

4. *Can we devise an alternative notion or definition of politics?*

- Some participants decided that politics should be about decision-making with a view towards development and democratic change for a common good.
- Others thought the definition should include references to resource allocation, access to information and accountability.
- Many felt that the aspects of authority and power must be a part of any definition of politics.

While no one, clear definition of politics could be determined that would suit everyone's experiences, it was generally decided that decision-making power and who holds that power, is information that is necessary to any discussion concerning politics and an essential ingredient in planning advocacy strategies. Participants also agreed that it is vital for women to become more active in politics in order to alter the design of development programs and influence their funding to ensure that those programs deal with systemic change for sustainable development. In approaching systemic change, it will be necessary to redefine our notions of politics, where politics takes place, and who is involved in politics.

SESSION IV: WHO MAKES DECISIONS?

Traditionally, women have not played a large role in politics and decision-making; for them, involvement in the political arena is relatively new. Despite difficulties, many women and women's NGO's have begun to challenge these traditional roles and have begun to assert themselves as policy advocates on behalf of themselves and under-represented constituencies.

Many women's NGO's that have come out of a development background lack a long-term vision of what they want to achieve. Accustomed to addressing one problem at a time, programs are often shaped by the availability of funds. Advocacy, on the other hand, is a never-ending series of activities aimed at influencing the political environment. If an organization is involved in advocacy, it is important to have a vision to be able to select which battles are important. Developing an organizational vision is also a critical ingredient of strategic planning, which seeks to make programs more sustainable.

As an introduction to the next group activity, institutions that influence politics and decision-making were identified. They were: government and lawmaking bodies, religion, media, the family, and the workplace. If women want to take on greater roles in politics and decision-making, they must begin to understand how the institutions listed above influence women's lives, create roles for them, and often limit their opportunities. This is an important starting point for developing strategies for advocacy.

Activity II: The Women's Map

Participants were divided into three groups and asked to determine concrete examples of how women may be put at a disadvantage by the identified institutions. They were asked to reflect on the following questions when determining their examples:

- *What is the role of women in these institutions?*
- *What teachings or beliefs that depict women's disadvantaged position in society are reflected in these institutions?*
- *How does the institution reinforce the women's disadvantaged position?*

Participants were asked to write their examples on paper and to place them on the "Women's Power Map" (of southern Europe). A representative of each group was responsible for explaining the examples to the group in plenary, and discussion followed.

The Family

- *Who has the power/authority to make decisions within the family?*
- *What are some instances during which such power/authority is exercised?*
- *How does the institution reinforce women's disadvantaged position in the family/home?*

In different families, there will always be different situations. One participant responded that she was the "boss" in her family. However, another participant said that in her country, religion has begun to play a much larger role in family structures and that this evolution has led to more conservative and traditionally patriarchal family structures. One example from Latin America was cited in which poor, rural families only allow girl children to eat after the father, the male children, and then the mother have had their fill. This manifestation of patriarchal authority in the family does not occur in southern Europe.

In general, it was determined that the family decision-making situations cannot be examined in isolation from the society as a whole. Participants decided that the institution of the family most often mirrors and reinforces the power structures present in society, which are presently and historically male-dominated.

The Church and Religion

- *What religious teachings and traditions do you think are disadvantageous to women?*
- *Do religious teachings and traditions uphold women's equality to men?*
- *Do religious sects/the church protect women from being sexually assaulted or abused by their husbands?*

The church has a great influence in making women subservient to men. In the case of Bosnia and in Albania, one can now see Muslim women covering their faces with veils, which was not the case in earlier times. Religious leaders now advocate more vocally that a woman's place is in the household, and therefore the woman has no real need for higher or professional education. The Catholic Church, too, creates an atmosphere in which women play a subservient role to men by forbidding the practice of divorce and the use of artificial contraception. These laws can place women in potentially dangerous situations rather than protect them from being sexually assaulted or abused by their husbands.

The trauma of war in the former Yugoslavia has created a situation in which people are vulnerable and easily influenced, and they seek comfort in religion. The newly-emerged Balkan states are relying heavily on churches and religion to aid people in creating an identity and ensuring homogeneity, but this, too, can be dangerous for women and their position in society.

In general, participants revealed that churches uphold a patriarchal system of decision-making that dictates a subservient position for women, and religious fundamentalism can dissuade people from trying to solve their problems and encourage them to accept their situation in life because god or the church has willed it.

School

- *Are parents more inclined to send boys or girls to school?*
- *Does the school uphold equality between women and men?*
- *How are men and women portrayed in school textbooks?*

In southern Europe, all children, regardless of sex, are sent to school. In this way, access to education is equal. However, there are subtle forms of discrimination that need to be addressed in the region. For example, school textbooks are filled with stereotypical images of women doing housework and caring for children, while men are depicted working at the office or reading newspapers at home. These learning resources reinforce traditional roles for girls and women and can discourage them from aspiring to leadership positions that can also be more financially remunerative.

In the teaching and administrative levels, equal opportunity for the sexes is tacitly observed. In reality, though, teaching staff are predominantly women, while the local and national administrative positions are held by men. Thus, men make the policy decisions, while women carry out the instruction and earn less pay. Even when women hold high-level positions, as is the case in Croatia where the minister of education is female, there is still a prevailing sentiment that her power is secondary to her male counterparts.

Workplace

- *What kind of jobs are usually given to women?*
- *Are women protected against sexual harassment by co-workers and superiors?*
- *Are married women readily employed?*
- *Are women receiving equal pay for work of equal value?*
- *Are women's particular needs such as paid maternity leave or separate bathroom facilities ensured by the workplace?*

In former communist countries, there are two distinct types of workplaces: the former communist form of state-owned companies, and the newly-emerging private ones. In general, women are employed in the education, health, manufacturing, commerce, and services sectors. Married women have a greater chance of being employed and holding on to a job in the state-owned companies, while the new private enterprises often require their female employees to be no more than 35 years of age, single, and without familial obligations. Private companies normally do not ensure that women receive equal pay for equal work, and there is little attention paid to special benefits for women such as reproductive health care and paid maternity leave. There are *de jure* protections against sexual harassment in the workplace, but in practice, legal procedures are so complicated that most women do not attempt to have the laws enforced

Community

- *What community traditions and beliefs do you think are disadvantageous to women?*
- *Do community beliefs and traditions uphold women's equality to men?*

Both rural and urban communities support the traditional beliefs that women are inferior to men and that their primary roles are as wives and mothers. In most cases, the responsibilities associated with child-rearing and running the household fall to women. Women do not receive adequate protection from the community in the case of rape or domestic violence, etc., and in many instances, women hide their problems for fear of being expelled from the community.

Media

- *How are women portrayed by the media?*
- *What roles do women usually play there?*
- *Do media messages uphold women's dignity and equality to men?*

Media often reinforce patriarchal systems through gender-stereotyped depictions of women. Women are portrayed in the media as beautiful sex symbols or as wives and mothers—images that limit women's roles to entertainers or nurturers. Print media representations are particularly degrading to women, extolling the virtues of physical beauty and quiet, agreeable temperaments. Advertisements for female escort and prostitution services abound in eastern and southern Europe.

In the media profession, it was noted that the editorial and journalist staff are generally comprised of women who are poorly paid and often put in dangerous situations; bureau directors and editors in chief are men.

Conclusions

There are numerous structural barriers that prevent women from fully participating in political and social life. A critical examination of these barriers is essential to determine the reasons for the constraints and to develop appropriate strategies to address them.

SESSION V: WHAT IS ADVOCACY?

Because advocacy can have many different meanings, the facilitator introduced an activity to elicit the different understandings of the term, and to begin to come up with a broad definition that would be useful for a common understanding.

Activity III: Brainstorm—The Meaning of Advocacy

Participants were asked to brainstorm on what is meant by **advocacy**. The following words and phrases were recorded:

- public speaking
- concern
- protection
- mass media
- power
- support
- needs
- interests
- representation
- in the name of
- on behalf of
- for or against
- judge
- government
- results
- rights
- education
- information
- basic statement
- criteria
- communication
- evaluation
- leader
- goal
- services
- murder
- campaign
- court
- community
- NGOs
- corruption
- network
- social worker
- volunteers
- monitoring
- lobbying
- teach/train
- change
- human rights

After the brainstorm, participants and facilitators discussed the term **advocacy** in comparison to the words and phrases recorded during the activity.

At times, advocacy can be defined as a lobbying process, focused directly on influencing policymakers. However, under different circumstances, it may mean an emphasis on the educational and empowering processes aimed at communities so that they can become more effective advocates and build stronger grassroots organizations. Advocacy depends on the individual concerns, values and problems faced by that group. Therefore, advocacy is a process of social change and transformation directed at making the relationships of power in society more democratic, assuring marginalized people a place in public decisions and making their lives and environment healthier, safer, and more productive. Approaches to advocacy must be rooted in the local context. Discussions raised the following points and issues:

- Advocacy is a process, and it should have concrete results.
- One of the most important things to do when planning for advocacy is to ensure that the planning and activities in the context of the groups being represented and what they want to achieve—involve the stakeholders.
- Many people think that advocacy means the same as lobbying, but lobbying is rather an activity of an advocacy strategy.
- Advocacy still has different meanings in different contexts. In Croatia for example, the term advocacy is related to the trial courts system, and, as such, has connotations of corruption. There, an advocacy campaign might be called something else such as a public interest campaign. For instance, a first step in a public interest campaign for Croatians would be to raise public awareness of a particular problem. Only in a second stage would the decision-makers be addressed.

- Many of the workshop participants have experience in advocacy and education campaigns. One group, for example, advocates on behalf of girls living in orphanages so those girls can have the right education and to access to reliable information on reproductive health. A distinction between an information, education and communication (IEC) campaign and an advocacy strategy was made at this time. It was pointed out that whereas IEC is primarily to influence behavioral change, advocacy is to influence a change in policy.

Four key concepts emerged as important for understanding what should be considered when devising an advocacy strategy. These key concepts are: power, legitimacy, credibility, and accountability.

- **Legitimacy** refers to who an organization represents and its relationship to them. An example of this concept would be to ask the question, “On whose behalf and with what authority does an organization speak?”
- **Credibility** refers to how much an organization can be believed or trusted and the level of confidence they enjoy among their constituents. What are the sources of credibility?
- **Accountability** refers to how to hold the different entities accountable or responsible so that the best interest can be served. There are two types of accountability: public and internal. In other words, groups should be accountable to the constituencies they serve, as well as to the members of their organizations, etc.
- **Power** refers to the control and use of resources (money), influence, and numbers of people, as well as the legitimacy and credibility derived from that power.

To synthesize the discussions, the facilitator presented some definitions of advocacy as defined by groups working in a variety of countries with different cultural backgrounds. This, along with the brainstorm activity and discussion, allowed participants to begin to define the meaning of advocacy for themselves and for its application in their own community contexts. See Appendix 3 for additional definitions of advocacy.

SESSION VI: STRATEGIC PLANNING FOR ADVOCACY: THE BASIC ELEMENTS

Effective advocacy demands good skills in strategic planning. Strategic planning differs from much of the project planning many NGOs engage in for several reasons:

- It involves a long-term vision for change.
- It requires a thorough analysis of one's environment and the causes of the problem one is seeking to address.
- It demands comparing alternative solutions and selecting the best approach based on external factors and organizational capabilities.

Activity IV: Defining a Vision and Mission

The basic foundations of strategic planning for any organization are **Vision, Mission, and Strategy**. [The following discussion is excerpted and adapted from *Strategic Thinking: Formulating an Organizational Strategy Workshop* (Facilitator's Guide), 1996, from the Institute for Development Research, Boston, Massachusetts.]

A **Vision** is an organization's ideal view of how it would like the world to be in the future; it is a hoped-for reality. Visions are expressions of ideals and may not be attainable in one's lifetime or even in many lifetimes. A shared vision can be the initial force that brings people together for collective action, and a clearly articulated vision can provide momentum and cohesion to individuals working in an organization or a network. It is a statement of social commitment and the starting point for maintaining an effective organization. An exercise in bringing together staff, board, and members to define a common vision can be vital to an organization's strength and capacity.

A **Mission** describes an organization's primary purpose for existence, given its vision of the future. A clear mission translates the vision into a practical, viable action. An organizational mission is essential for:

- guiding major policy decisions about alternative sources of action;
- prioritizing activities, demands, and use of resources;
- channeling collective action in one direction; and
- providing meaning and motivation to hard work that may produce few concrete results.

An understanding of the social and political context in which one operates is key to shaping a solid mission.

A **Strategy** is the set of goals and related activities that guide an organization to use its resources in order to accomplish its mission. A strategy answers the following questions:

- What is the nature of the problems the organization seeks to solve?
- How will the activities of the organization contribute to substantial and sustainable change of these problems?
- How can the organization use its strengths and avoid or remedy its weaknesses to accomplish its mission?

To begin the process of planning for advocacy, a well-defined organizational vision and mission should be determined. Participants were given a case study that was adapted from the Institute for Development Research's *Strategic Thinking: Formulating an Organizational Strategy Workshop* (Facilitator's Guide, 1996, Boston, MA). The case study focused on the hypothetical organization, the Women's Welfare and Health Organization (WWHO). Participants were asked to work in small groups to define the vision and mission of the organization and to tell whether and how the organizational characteristics had changed from the 1970s to the 1990s. A representative from each small group reported back to the plenary as follows:

Group I	1970s	1990s
Vision	Dictatorship; poverty; high maternal mortality rate; nutritional deficient women; obstetric complications; unwanted pregnancy; increased abortion rate.	Yes, the vision has changed. Now there is a new democratic context, economic growth, new and emerging diseases, and risky behavior such as prostitution and crime.
Mission	Providing information and health care services.	There should be a new mission to serve new problems. Need for advocacy for gender sensitive policies and policies to support integrated services for women.

The visions for both the 1970s and 1990s that the group presented are really more descriptions of the external situations they wish to address, not an organizational vision. The vision should not be a negative description of how life presently is, but rather how the organization would like life to be.

Group II	1970s	1990s
Vision	<ul style="list-style-type: none"> • To be useful • To help the poor • To make a better world 	The vision does not change because it is long-term.
Mission	To provide alternative health care services to millions of women all over the country.	The mission changes to advocacy and different types of health care services.
Objectives	<ul style="list-style-type: none"> • To run clinics • To provide family counseling services • To provide maternal and child health care 	The objectives change along with society (NGOs, political parties, etc.)

Participants agreed that the mission statement was too general and does not provide a clear purpose for the organization's existence. What does the organization advocate? What types of health care services does the organization provide? Who is the target of these projects? The facilitator suggested that when developing a mission statement within an organization, it is important to provide specific actions and to avoid jargon that does not provide clear information on the issues and policies to which the organization is committed.

Group III	1970s	1990s
Vision	To improve health care services all over the country, especially for poor, rural women.	The vision has changed due to the political, economic and social changes.
Mission	To provide alternative health care services and to run a national clinic and local clinics in the country, offering family planning services to poor women.	The mission has changed to advocacy for gender policies and projects targeting national and local legislators.

After the exercise and ensuing discussion, participants concluded that the vision of WWHO had not changed. Changes did take place at the levels of mission and objectives because, in the earlier stage, WWHO worked in isolation from outside forces. Witnessing changes in the political, economic and social climates, WWHO realized that it needed to cooperate with others for greater strength and to work at an advocacy level to influence policy and decision-makers.

In the process of reporting back, participants developed their own working definitions for the terms of vision, mission and objectives. At the end of the exercise, the following standard definitions summarized the work of the participants.

Societal Vision: The organization's view of how it wants the world to be - it is a hoped for reality, not the reality that is.

Mission: The organization's purpose or reason for existence or how, in general, the organization will contribute to achieving its societal vision.

Strategy: Concepts that guide an organization's use of its resources to accomplish its mission.

Advocacy Objectives: What you want to change, by how much and by when.

Activities: Specific activities conducted to achieve the objective.

Activity V: Organizational Visions and Missions

As an entertaining way to distinguish between a vision and a mission, participants were asked to make a pictorial representation of their organizational vision, and then the group in plenary would attempt to explain it. Key words from the discussions of each pictures were recorded, and participants found similarities in their visions as many of them contained elements of equality, peace and a sense of women as a collective throughout the world.

Participants were then asked to define their organizational visions, missions, and objectives, to record them on flipchart paper, and to share them with the group in plenary. The following organizational information was presented by the participants:

Youth for Youth, Romania	
Vision	Getting involved in the social life of youth by means of education, information on sexual issues, reproductive health, family planning, STDs (including HIV/AIDS)
Mission	<ul style="list-style-type: none"> • Education activities - teaching, training courses, leaflets • Information campaigns • Counseling for teenagers in need, for parents and teachers who are closely related to teenagers and have difficulty solving communication problems.
Strategy	Young boys and girls with similar thoughts, feelings, needs and concerns can help the adolescent community to communicate efficiently and to feel informed and confident in making decisions on sexual behavior and private life.
Objectives	<ul style="list-style-type: none"> • Meetings with students, teachers, parents • Research studies and questionnaires • Workshops, courses • Appeal to local authorities/government

Gender Project Foundation (GPF), Bulgaria	
Vision	Building a society of gender equality
Mission	Raising gender awareness in society; working for the elimination of violence against women; promoting women's participation in politics and business in order for them to achieve economic independence
Strategy	Building networks and partnerships, lobbying, advocacy, training and gender sensitization.
Activities	Training seminars, round tables, media campaigns, developing and disseminating brochures, research, developing curricula for high schools (on human rights)

CNSLR - Fratia Trade Union, Romania and Free Trade Unions of Moldova	
Vision	To improve the living standard of the union members and of their families in the difficult transition to a market economy.
Mission	<ul style="list-style-type: none"> • To fight for members' rights • Social protection • Better working and living conditions
Strategy	Forms of union struggle (from negotiation to strike)
Objectives	<ul style="list-style-type: none"> • To achieve a trade union policy • To close labor collective agreements • To change the legislation to the benefit of union members • To support the democratic reform but with as low social costs as possible
Activities	<ul style="list-style-type: none"> • General - from the strong ones (pickets, strikes) to negotiations within the tripartite system. • Specific - education, training of trainers, women, youth, children, retired persons

Equal Chances for Women (SEF), Romania	
Vision	A world in which women and men have equal chances in: rights, opportunities and achievements.
Mission	Persuade women to believe in their own strength and intellectual capacity and to enter in public life, politics, private businesses, to become opinion leaders.
Strategy	Meeting, conferences, seminars and workshops on specific subjects.
Objectives	Equal places with men in Parliament and local administration, in order to determine change

Be Active, Be Emancipated (B.a.B.e.), Croatia	
Vision	A society without gender discrimination, with equal opportunities and rights for men and women and for all minorities.
Mission	<ul style="list-style-type: none"> • Affirmation and implementation of women's human rights in the legal framework and everyday life • Lobbying and advocacy for lives free of violence; reproductive rights; health; and freedom of choice • Equal and full participation of women at all levels of society, including leadership and decision-making roles • Raising public awareness of women's human rights • motivating women to stand up for their rights
Strategy	<ul style="list-style-type: none"> • Working with media • Actions in public • Campaigning • Monitoring laws and criticizing legal practice • Building case studies • Strengthening women's organizations, networks, coalitions • Organizing seminars, workshops, conferences
Objectives	<ul style="list-style-type: none"> • To achieve legal reform (laws that protect women) - family law, labor law, reproductive rights law • To increase the number of women active in public life, offices, government, parliament, and local authorities • To increase the number of women active in women's organizations • To support women leaders • Education of police and public servants on violence against women (prevention, dealing with women who are victims of violence) • Elimination of stereotypes and sexism in media

Asociatia Adolescentul, Romania	
Vision	That all adolescent girls have equal opportunities for education, health care and job facilities, regardless of social and economic status
Mission	<ul style="list-style-type: none"> • To increase the educational level of marginalized teenager girls • To develop social and health services for adolescent girls with special needs • To advocate for the rights of marginalized adolescent girls
Strategy	<ul style="list-style-type: none"> • Education services and vocational training • Counseling of adolescents • Lobbying, media campaigning • Social assistance
Objectives	<ul style="list-style-type: none"> • To develop a life education program in 5 high schools in Bucharest • To develop a life education program in 3 orphanages in Bucharest • To develop a social service program in one high school in Bucharest • To provide information and social assistance activities • To develop a family planning service for adolescents in a poor community in Bucharest • To increase the availability of information concerning job opportunities in Bucharest • To facilitate special vocational training for adolescent girls according to their options and abilities • To increase awareness of the authorities on the problems faced by adolescent girls coming from families with a low economic level or without any family • To change the mentality of the society about institutionalized adolescents • To lobby for a new social protection law for the institutionalized adolescent girl
Activities	<ul style="list-style-type: none"> • To set up an educational curriculum • Weekly educational sessions and group discussions • Counseling sessions and social assistance for families • Advocacy: conferences, press conferences, media campaigns

Refleksione, Albania	
Vision	Equality for women - equal chances, no discrimination, no violence
Mission	<ul style="list-style-type: none"> • Improving the legal status of women • Participation of women in politics • Fight all forms of violence and discrimination against women • Women's mental health • Preservation of children's rights
Strategy	<ul style="list-style-type: none"> • Be reflective on modern reality • Analyze women's problems • Work with media • Conduct concrete actions
Objectives	<ul style="list-style-type: none"> • Raising public awareness on violence against women • Establishing the first counseling center for women • Providing information on health problems, breast cancer (self examination), breast feeding, mental health

Bulgarian Center for Human Rights, Bulgaria	
Vision	<ul style="list-style-type: none"> • European and world integration of Bulgaria • Respected human rights in Bulgaria
Mission	To operate as a national information center which disseminates knowledge on international human rights standards, and to bring domestic legislation to comply with these standards
Strategy	Lobbying and education
Objectives	<ul style="list-style-type: none"> • Building a documentation center • Implementation of international standards in Bulgarian legislation
Activities	<ul style="list-style-type: none"> • Issuing a quarterly newsletter • Organizing round tables and public lectures on human rights • Providing training courses for representatives of the legal system and NGOs • Participation in joint projects with Bulgarian and international organizations related to the human rights field

Marie Stopes International, Bosnia	
Vision	Improvement of quality of life of Bosnian women
Mission	To provide medical and psychological support to war-affected women
Strategy	<ul style="list-style-type: none"> • To apply for funding from various donors • To create a network of centers around Bosnia and Herzegovina
Objectives	<ul style="list-style-type: none"> • Help women overcome war traumas • Encourage women, through Marie Stopes programs, to return home and help them adapt to a new situation • Provide space where women can get psychological support, medical care, and access to social activities
Activities	<ul style="list-style-type: none"> • Organize occupational therapy and training programs for women (language, computers, typing, etc.) • Medical check-ups for women • Public education on reproductive health, STDs, adolescent and youth problems and other health issues

US Agency for International Development, Croatia	
Vision	Building democracy and a strong civil society
Mission	Increase citizen participation in the social and political spheres
Strategy	<p>To address:</p> <ul style="list-style-type: none"> • Centralized system that has no transparency or accountability • State controlled media • Rule of law - human rights and citizen rights and their violations • Controlled judiciary implementation of law/enforcement
Objectives and Activities	<ul style="list-style-type: none"> • Support changes of legislation - NGO, media • Increase lobbying and advocacy skills for NGOs • Strengthen independent media • Civic education in schools • Non-formal education through NGOs, TV • Support development of NGOs, labor unions • Build closer communication between NGOs and political parties • Organize training/education for NGO and media representatives.

Handouts referring to what strategic planning for advocacy means and the framework for it were given to the participants. The facilitator then presented a visual framework for strategic planning for advocacy. (See Appendix 4.)

SESSION VII: ISSUE IDENTIFICATION

Participants were asked to reflect individually on the reasons why many programs fail and to share their thoughts with the group. Some of the reasons recorded were:

- A group may not have correctly identified the root causes of a problem or issue.
- The target issue identified by an organization was not considered a problem by the community.
- The problem was identified to gain a particular donor's support.
- The program addressed a very small population.
- A clear message was not defined for an advocacy campaign.
- The real needs of a target group were not identified.

Many advocacy and development initiatives fall short of their goals or fail entirely because the problem they seek to address is not clearly defined or understood, may not be perceived as a problem by many people, and may have complex root causes that will not be addressed by the strategy that has been chosen.

There are a few predictable reasons why this occurs—and many persons involved in project development are guilty of these misguided practices.

- Often, programs and strategies are designed to respond to trends in donor spending rather than real needs assessments. In practice, the urban-based NGO staff puts together a project based on assumptions about the problems "poor women face" or "adolescents encounter", when, in fact, they may not be priority concerns of the affected population. (The facilitator asked the participants if they have ever developed a new project in this manner. Many participants agreed that they frequently had.)
- Even if the problem that is identified is perceived as serious for the affected population, project developers often fail to carefully analyze the root causes of the problem. Thus, the solutions we choose may address one aspect of the problem but fail to fully solve the problem. For example, for many years, development practitioners assumed that improving women's economic status would be sufficient to empower women. They did not take into account the social, psychological, and political barriers to women's equality. Thus, women may have earned income, but their husbands or fathers controlled it. Women may be productive, but violence in their homes can undermine their ability to use their economic success to expand their roles in society or improve their family conditions.

Consequently, the "problem statement", though the starting point or foundation of any solid project design, proposal, or advocacy strategy, is often the most neglected. For example, a proposal may state that women do not have "control over their reproductive health". This statement gives us a vague idea of what the project will be about, but means very different things to different social classes, ethnic groups, etc.

Lack of a clear definition and analysis of the problem being addressed can be disastrous in advocacy. Advocacy solutions demand precise policy action and clear messages for both the public and decision-makers. Advocacy requires a firm base of support—at the very least, the people affected by the problem that the advocacy seeks to address—in order to gain legitimacy in the eyes of those in power.

The answer to this common design flaw is the inclusion of a needs assessment or the integration of a participatory survey into the project design prior to the plan being fully developed.

Activity VI: Defining and Analyzing the Issue

For the purpose of activities to follow, participants, as a group, were asked to identify three primary issues of concern for the region. The following three were selected:

- Women's Reproductive Health
- Women's Participation in Politics and Public Life
- Violence Against women

Participants then divided themselves according to the issue they wanted most to work on, and the three groups were asked to answer the following questions in relation to the issues identified.

Problem Definition

- *What is the problem? Describe it.*
- *Who is affected by the problem?*
- *Who cares deeply about this problem?*

Problem Analysis

- *What are the economic causes of the problem?*
- *What are the political causes of the problem?*
- *What are the social and cultural causes of the problems?*

Women's Political Participation and Public Representation			
Problem Definition:	Problem Description	Who is Affected?	Who Cares Deeply?
	Because the ratio of women to men in the parliament, local administrations, government ministries, and political parties is extremely low in most countries, women are under-represented in decision-making positions.	Women and children are affected. When policies, legislation and the national budget are developed, social sectors such as health and education are often neglected. In the end, the entire population is affected by the lack of women in the political arenas.	Women care deeply, with the condition that there is awareness of the issue based on available and reliable information.
Problem Analysis:	Economic Causes	Political Causes	Social/Cultural Causes
	Transition: Growth of unemployment and competition which leads to a loss of social protections, primarily for women.	<ul style="list-style-type: none"> • A legal system that does not function in reality. • "False" protections for mothers which encourage women to stay out of the formal labor market. 	<ul style="list-style-type: none"> • Heritage of socialist system. • Male-dominated society. • Religion and the church.

Domestic Violence Against Women

Domestic Violence Against Women			
Problem Definition:	Problem Description	Who is Affected?	Who Cares Deeply?
	<ul style="list-style-type: none"> • Every form of discrimination should be equated to violence against women. • Domestic violence consists of physical, psychological and sexual abuse of women, regardless of their social status. 	<p>Those most affected are women, but children, families and the perpetrators of violence are also affected. In the end, it takes a toll on all of society.</p>	<p>Women's groups and NGOs.</p>
Problem Analysis:	Economic Causes	Political Causes	Social/Cultural Causes
	<ul style="list-style-type: none"> • Economic dependence on the perpetrator • Unemployment • Low wages • Limited access to property and employment 	<ul style="list-style-type: none"> • Most politicians are men. • Domestic violence is not acknowledged publicly as a problem, thus no legislation is in place for protections • No education on human rights and conflict resolution • Lack of governmental support for special services such as shelters, hotlines, etc. 	<ul style="list-style-type: none"> • Patriarchal tradition • Religions • Machismo • Issue is taboo

Reproductive Health			
Problem Definition:	Problem Description	Who is Affected?	Who Cares Deeply?
	<ul style="list-style-type: none"> • Large number of unwanted pregnancies and abortions • Lack of access to contraception, especially in the rural areas • Lack of information on family planning and new contraceptive methods • Large numbers of abortions among young girls 	Mothers and children	Women, girls, women's organizations
Problem Analysis:	Economic Causes	Political Causes	Social/Cultural Causes
	<ul style="list-style-type: none"> • Poverty 	<ul style="list-style-type: none"> • Conservative government and ministries of health who resist change • Leaders who insist on building up declining population numbers • Lack of cooperation between governments and NGOs 	<ul style="list-style-type: none"> • Churches and Religion

SESSION VIII: SETTING OBJECTIVES

Introduction

Project objectives are a series of specific accomplishments designed to address distinct issues and problems and lead to attaining a stated goal. An objective is an **endpoint**, not a **process**. It is a description of what will exist at the end of a project. The clearer the objectives, the easier it is to plan and implement activities that will lead to attainment of these objectives. More importantly, clearly written objectives make it easier to monitor progress and evaluate the success of projects.

Objectives must be **specific** (what and when) and **measurable** (how much) and must describe what is **desirable** (suitable and appropriate for the particular situation) and **obtainable** (realistic and rooted in the appropriate context).

A careful analysis enables one to choose exactly where an intervention will address a specific problem. Problems have many causes and many consequences. But analysis of the problem and understanding of the opportunities and constraints in the environment permits a strategic determination of the desired outcome. If the analysis is clear, then setting objectives will also be easier.

Setting objectives can be the most difficult aspect of planning. Objectives are the desired results produced by actions. **SMART-G** is an acronym that lays out the ideal characteristics of good objectives. **SMART-G** stands for **Specific - Measurable - Achievable - Realistic and Results-Oriented - Time-Bound - Gender-Sensitive**.

Specific - Is the objective clear in terms of what, when, how and where the situation will be changed?

- If a word is used that sounds like jargon or rhetoric, watch out. Examples of jargon that mean nothing but are frequently used are: sensitize, conscientize, mobilize, empower, etc. These words have very little meaning in action.
- If there is a word or concept that can be interpreted in a variety of ways, be careful. Some examples are: domestic violence, reproductive health, accountability, transparency, and democracy.
- Try to be specific about who, what, where, and when. Who is doing what to whom, when, and specify where. For example, many objectives state that they will "educate women about their rights" or "mobilize men to support an issue," and this is far too vague. One can't possibly mobilize or educate all men or impact all women.

Measurable - Are the targets measurable? (e.g., how many people, how much of an increase)?

- As mentioned above, be careful with words that reflect a state of mind or have to do with a process, like mobilize, sensitize, conscientize, or empower. When setting an objective, ask: What does a gender-sensitized person do? What does an empowered woman do? Imagine the reality that such vague words lead to. Ask also "To what end?" Being concrete in this way will dramatically alter planning, and activities will take more time.
- A good indicator for the process words above can be group formation or strengthened organizations and networks. Associations can be self sufficient and sustaining, and often a woman joining with others is a concrete sign of mobilization or empowerment. Try to find a quantifiable outcome for your objective.

Achievable - Is the objective specific about who, what, when and where and achievable in this context?

- The more concrete and specific about who, what, where and when, the more realistic the objective will be. Process goals, like empower, are long term and elusive. Imagine concrete signs of what an empowered woman does along the way to empowerment, and craft that into an objective.

Realistic and Results-Oriented - Is the project able to obtain the level of involvement and change reflected in each objective?

- Again, the key words to watch out for have to do with changing attitudes and behavior. The ultimate aim may be to empower women—but there are many smaller, more concrete results that can be used to measure progress along the way towards that empowerment.

Time-Bound - Does the objective reflect a time period in which it will be accomplished?

- There must be a time reference in the objective. In other words, when will the aim be accomplished? Two years? Five years? During the first quarter?

Gender-Sensitive Does the objective reflect the awareness of gender needs and differences?

- Make sure the aims reflect a clear analysis of how the problem to be addressed affects women and men. Objectives should specify different solutions for men and women. Avoid terms such as "gender-related" which are not clear for planning purposes.

Activity VII: Setting Objectives

Participant small groups were asked to:

- Revisit their problem analysis;
 - Determine what they would like to do to solve the problem; and
 - Develop three types of objectives (one for each category described below).
-
- **Policy change objective.** What laws, programs or policies need to be changed, enforced, better funded, etc., to begin to address the problem?
 - **Citizen participation objective.** Who will be needed to organize and educate to influence policy and ensure that changes meet peoples needs? At the end of the program or strategy, will organizations be strengthened? Certain communities educated? How will citizens be better able to ensure that the decision is enforced?
 - **Service or basic need objective.** If political or policy change is insufficient, a service may need to be created to address the identified problem. Examples of services to meet an immediate need could include distribution of condoms, legal aid, shelters, vaccinations, etc.

Women's Political Participation	
Strategy	Increase women's representation in parliament, government and political parties.
Policy Change Objective	<ul style="list-style-type: none"> • Laws - equal opportunities • Lobbying of political parties • Introduction of women to candidate lists
Citizen Participation Objective	<ul style="list-style-type: none"> • Media campaigns and training programs to educate the public and increase awareness among women. • Introduce teacher training so that idea of women as decision-makers is inculcated at the elementary and secondary school levels.
Service or Basic Need Objective	<ul style="list-style-type: none"> • Difficult to define, but want to help organize and promote female candidates, e.g. training, advice, and feedback on communication skills etc.

Domestic Violence Against Women	
Strategy	<ul style="list-style-type: none"> • Conduct research and publish a report on the problem leading to open discussion. • Build a network with other NGOs and volunteers to disseminate report information and increase awareness on the issue.
Policy Change Objective	<ul style="list-style-type: none"> • Force government to acknowledge problem and take concrete action. • Change existing legislation. • Change existing institutional practices among doctors and police, etc., encouraging the collection of statistics and reports of instances of violence. • Lobby decision-makers to have human rights education in schools.
Citizen Participation Objective	<ul style="list-style-type: none"> • Share information so that women know they are not alone. • Sensitize and educate both the media and public at large. • Have victims speak out so that others may know.
Service or Basic Need Objective	<ul style="list-style-type: none"> • Counseling centers and shelters • Legal assistance hotlines • Psychological support

Reproductive Rights and Health	
Strategy	To increase awareness of and access to reliable, safe reproductive health services.
Policy Change Objective	<ul style="list-style-type: none"> • By the end of 1997, achieve approval of the law on reproductive health. • The national family planning program should be extended to the entire country. • Hold the first national conference on family planning with citizen participation.
Citizen Participation Objective	<ul style="list-style-type: none"> • More courses on reproductive health for women and professionals. • Increased media (TV and radio) programs on family planning. • Introduction of reproductive health care curriculum in schools.
Service or Basic Need Objective	<ul style="list-style-type: none"> • One family planning center in every city. • Fifty percent increase in the number of family planning centers in rural areas.

SESSION IX: THE SWOT ANALYSIS

The **SWOT Analysis** is a critical element of all strategic planning. SWOT is a useful framework to help clarify an organization's **S**trengths and **W**eaknesses and the **O**pportunities and **T**hreats (SWOT) it faces in its external environment. It is a simple way of making choices based on an assessment of what an organization has to offer and what it may be able to accomplish within the context in which it operates.

Examples of the characteristics you might identify in a SWOT analysis are:

- **Strengths:** staff, links with community, strong funding base
- **Weaknesses:** staff, financial resources, internal squabbling, no constituency, no common vision
- **Opportunities:** upcoming elections, democratization, new policy initiatives, post-Beijing planning process
- **Threats:** repression, donors leaving the country, lack of coordination among NGOs

After discussing the key elements of the SWOT analysis, facilitator Camelia Nastase presented a case study of the organization for which she volunteers, **The Society for Education on Contraception and Sexuality (SECS)**. Ms Nastase first gave participants background information on the organization and its activities, and proceeded to conduct an analysis covering the internal strengths and weaknesses of SECS, followed by a discussion of what she considers to be its external threats and opportunities. A period of questions and answers ensued.

SESSION X: ALLIES, OPPONENTS, CONSTITUENTS AND TARGETS

In planning for a development or service program, the target population or beneficiaries is seldom specified. It is rare when other influential or potentially influential social and political actors that will shape the outcome of our efforts are characterized.

Identifying allies, opponents, constituents, and targets is critical to successful advocacy planning and can be incorporated into planning other types of interventions. The SWOT analysis is a first step to help characterize friends, foes, and supporters.

Allies

“Allies” refers to all those individuals and organizations that support one’s work or collaborate on that work. There are many different kinds of allies, and it is important not to lump them together. Some examples are listed below:

- Political allies are individuals who are prominent or influential in the political arena.
- NGOs, trade unions, and other associations are those groups that share one’s objectives, those that may be willing to work in coalition, and those that will merely support you.
- Churches and other social institutions.

Each type of ally can be involved and supportive in different ways with different outcomes. For example, a political ally may reach other politicians, but may never reach ordinary people the way a church can. The level of involvement also differs for different types of allies. If you expect an ally to collaborate fully, however, and not just support from behind the scenes, those allies should be involved in the planning of the advocacy strategy or the specific activity in which they will be involved. Allies must be constantly informed of the progress of the advocacy effort and consulted regularly.

Maintaining Allies

- Do not assume allies are interested; establish a relationship concretely.
- Allies must be respected
- Allies must be involved in decision-making and planning.

Constituents

What is a constituent for?

- **Issue advocacy?** Constituents are the communities, associations, and individuals most directly affected by the problem being addressed, and they therefore have a vested interest in the solution. Or, constituents are those who care most deeply about the problem.
- **Elections?** Constituents are all of the individual voters living in a given voting district.

Many development programs treat communities affected by a given problem as passive beneficiaries. Alternatively, effective advocacy requires the active endorsement and involvement of the beneficiaries for political clout and influence. Constituents are the base of support that gives political legitimacy to any issue.

The challenge is how to get constituents involved. People become actively involved when they are encouraged to speak out. Constituents, therefore, must be involved in defining the problem and the solution from the outset. This requires changing the way that women's NGOs plan and design their programs. Most advocacy efforts start with planning meetings with allies. It is rare to go "door to door" and hold community meetings to get people's experiences and thoughts. People who "live" the problems that are to be addressed will inform and strengthen a campaign.

It is important to plan actions that engage constituents in a dynamic way, giving them new opportunities to speak publicly, organize, and advocate for their own issues. This is empowerment. It is not sufficient for them to attend a meeting or a rally.

Opponents

Opponents fall into four categories:

- The dogmatic and "un-persuadable", e.g., Catholics or Muslims on the issue of abortion. It is important to understand their arguments and who they influence, but one should avoid engaging in direct conflict with them because influencing them is unlikely and may be a waste of time and resources.
- Those who are firmly against a position but may need something from an organization, and therefore may be persuaded not to oppose that organization's position.
- Those who oppose partially, but support some aspects of an issue.
- "Fence-riders" or those who could fall either way. These persons could be persuaded to provide support.

Tips on Opponents

- Anticipation is key to effective advocacy.
- Knowledge of an opponent, both personal and political, can be very useful.
- In politics there are usually no permanent allies and no permanent enemies.

Targets

Targets are decision-makers or influential leaders who are crucial to the policy change that is sought. The target is therefore the object of a message and many of the actions.

- A target is useful because it tells where "the buck stops". At times, the wrong target is identified because adequate analysis has not been conducted to determine who is crucial to decision-making on an issue.
- In many countries, parliamentarians are usually not the key decision-makers; the crucial decision-makers are more often ministers or highly placed officials in the ruling party.

Discussion and Comments

- In some cases an ally has a negative public image that may prejudice the campaign in question. A key question is whether an ally is prepared to promote the issue and down-play the image factors.
- Allies have to agree to disagree and work together on shared opinions.
- It is essential to know who makes up an institution. For example, many sectors of the church are conservative, but others can be progressive.

Activity VIII: Case Study on "Be Active, Be Emancipated" (B.a.B.e.)

To continue discussions on the external analysis of an organization, participants were asked to reflect on the elements of allies, opponents, constituents, and targets, while B.a.B.e., one of the groups represented at the workshop, presented a case study on its organization. B.a.B.e. was selected to make an individual presentation as it had recently conducted a campaign to increase women's political participation and get more women elected to office. During this campaign, B.a.B.e. worked with a coalition of Croatian organizations, giving B.a.B.e. a unique perspective on the benefits and constraints of allies, opponents, constituents, and targets. The following is a summary of B.a.B.e.'s presentation and the questions posed by the group.

B.a.B.e. Case Study

During the war, a group of women decided that shelter and psychological support services to women refugees and displaced persons were desperately needed, thus a center for women victims of war was founded. After some time providing services, however, employees of the center came to the conclusion that while meeting women's immediate needs was essential, those needs resulted from patriarchal violence, a root cause of many other problems women were experiencing. The organization could treat the symptoms of violence forever, but the real disease would have to be addressed for lasting change.

B.a.B.e. is a women's human rights group, one of the first of its kind in the former Yugoslavia. It began as a small offshoot of the original center for women war victims with the mission of enhancing understanding and fostering the spirit and principles of the Universal Declaration of Human Rights (UDHR) and the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). This mission is achieved through human rights education, monitoring of legislation, and policy advocacy.

-- Continued --

B.a.B.e. Case Study Continued

Once donor assistance was secured and the office was operational, B.a.B.e. began to recruit lawyers for a legal counseling/assistance hot line. The lawyers, in most cases, were allies and assets to the organization. But they were also problematic as many women were afraid of losing their prestige by being identified with a "feminist" organization—which in a Croatian context can be very derogatory. It took two years to hire approximately 5 counselors.

One of B.a.B.e.'s primary activities is to conduct workshops with women's groups in order to identify types of discrimination and to disseminate information about legal frameworks and national and international human rights standards available to address rights abuses. B.a.B.e. saw women's groups as both targets and constituents. They were targets of messages on human rights, but they were also constituents that might likely become allies. B.a.B.e. uses its workshops to increase women's participation at the local levels, and as an opportunity to increase its own outreach through the encouragement and creation of local networks. These networks can be called upon to assist in future campaigns and local action at the community, national and international levels.

Another of B.a.B.e.'s main activities is the Ad Hoc Coalition it coordinates. The coalition is comprised of 18 member groups and was formed to influence the elections held in Croatia. For the most recent elections, the coalition came together and identified issues deemed important by all, and they decided on slogans and local action strategies. While the decision was controversial, only women participated in the initial meetings. The thinking was that at that stage, women would feel freer to voice their opinions and express themselves without men present. The coalition hopes to later include men in its activities for greater impact and more equitable representation.

The organizational make-up of the coalition is decentralized which can be a strength and a weakness. Because many of the group members came from one original organization, there were good network contacts—but there was also the problem of internal jealousies and tensions that had to be addressed. Many of the coalition members also operate with volunteers whose participation is unpredictable. The potential loss of this personnel is a threat to the individual organizations; however, this is an unavoidable situation because a woman who works 2-3 jobs to earn a living for her family has very little discretionary time to devote to non-remunerative work.

Typical opponents to B.a.B.e. and the coalition's work have been the more traditional institutions. The government was a particularly opposing force in the 1993 elections, actually conducting "witch hunts" on outspoken women who supported a feminist agenda. Now, through careful cultivation of relationships with parliamentarians as targets, B.a.B.e. has found that some can be allies. The political parties can also be considered potential allies and potential threats. While some are receptive to embracing a women's issue agenda, many are still not. Those groups that may be influenced are targeted with education efforts. Those who are felt to be impossible allies, or "un-persuadable," are not addressed. The same is true of the trade unions. Where there is agreement on issues, the coalition will work with them, but where there is disagreement, the two sides part company.

Following the B.a.B.e. case study, other participants in the workshop were given time to present the work of their organizations and to network and share their experiences. A summary of the steps involved in strategic planning for change can be found in Appendix 5.

SESSION XI: DEVELOPING STRATEGIC ALTERNATIVES FOR CHANGE

Working in their selected issue groups, participants were asked to begin to summarize their efforts over the four days of the workshop and to identify key strategies and actions that could be implemented in the region to address their particular issues. The following questions were presented to guide the working groups in their task:

- *Identify key strategies around your issue (violence, health, political participation).*
- *What can we do in common in the region around these issues? (Specifics)*
- *How will you begin to apply the strategic planning for advocacy process to your NGO's?*

A representative from each issue group presented the group's discussions and conclusions to participants in plenary. The following summarizes the information presented:

Political Participation	
Key Strategies	To establish a strong regional network to empower women to public and political life.
What can be done in common in the region?	Establish a core group of regional representatives
How can you apply the strategic planning for advocacy process to your NGOs?	Through the organization of: <ul style="list-style-type: none"> • Education programs • Meetings with different NGOs/women in political life • Information-sharing through newsletters, bulletins and eventually E-Mail dialogues on women and politics

Reproductive Health	
Key Strategies	<ul style="list-style-type: none"> • Participatory action research • Training for specialists and animators • Education of target groups, e.g., adolescents, women, families • Provision of services • Publications • Advocacy and lobbying to increase media involvement; change laws; increase funding; and enhance decisionmakers' support • Fundraising
What can be done in common in the region?	<ul style="list-style-type: none"> • Conduct participatory action research to determine the problem of the specific target group • Conduct training using experiential methodologies for national and regional education workshops • Produce and share publications with other organizations • Advocate and lobby to garner mutual support and host press campaigns • Fundraise from foreign donors to achieve common goals
How can you apply the strategic planning for advocacy process to your NGOs?	<ul style="list-style-type: none"> • By improving alliances for better relationships and more effective actions • By giving women a sense of their own power concerning reproductive health through actions for information, education and communication • By increasing influence of NGOs and their access to policy- and decisionmakers

Domestic Violence Against Women	
Key Strategies	<ul style="list-style-type: none"> • Research related to violence against women on: victims; violence specialists; families; legislation; and perpetrators • Lobbying for legislative, attitudinal and policy changes • Education for unions/labor; families; media; lawmakers' policymakers; and schools • Provision of services to help women with their immediate physical and psychological needs
What can be done in common in the region?	<ul style="list-style-type: none"> • Share research methodologies • Prepare alternative reports (by NGOs) and present and disseminate results • Provide hot line services, shelters, counseling centers • Develop project proposals • Develop regional standards on violence against women • Develop regional network on violence • Hold workshops and trainings for counselors on violence

SESSION XII: STRATEGIES FOR WORKING WITH THE MEDIA

Based on the interest expressed by participants in the workshop, Daniela Draghici and Margaret Lynch of The Policy Project of the CEDPA-Romania Office were asked to present their experiences in advocacy and working with the media in that country. By offering concrete country experiences, the Policy Project was able to enhance participants' understanding of media as a tool for advocacy and provide information that could be adapted to the individual country contexts. A summary of the presentation may be found in Appendix 6 of this report.

SESSION XIII: BRIEFING ON RECOMMENDATIONS AND CONCLUSIONS

From the individual group work conducted in Session XI, participants began to note linkages and areas where work carried out on a regional basis could create additional impact and serve to unite the geographic region. The following conclusions and recommendations were offered by participants of *Strategic Action for Reproductive Health Rights* at a briefing to which Romanian media and embassy representatives from the participants' respective countries were invited. For a complete list of media attending the briefing, please see Appendix 7.

Strategies for Regional Change: Conclusions and Recommendations from Participants of *Strategic Action for Reproductive Health Right*

- To support regional networking to strengthen local organizational knowledge and capacity.
- To advocate for knowledge, understanding and implementation of international standards, conventions, and treaties on women and human rights.
- To establish regional standards on violence against women.
- To establish networks for regional information-sharing, education (workshops, training, IEC), conferences, and communication on a regular basis.
- To establish a core group of representatives whose mission is to contribute to the empowerment of women and to their involvement in public and political life.

SESSION XIV: THE PROCESS OF PROPOSAL DEVELOPMENT

One of the greatest challenges to NGOs is resource development. While it is of vital importance to an organization's sustainability, many NGOs lack adequate staff time and expertise to devote to proposal-writing and fundraising. Facilitators informally polled workshop participants to discover what elements of a resource development process they most wanted to address, and what skills they felt they needed in the mechanics of proposal-writing. Most participants felt comfortable with their writing skills, and instead, expressed a desire to discuss proposal-writing as one part in a more strategic proposal development process.

As a final session of the workshop, participants were asked to discuss in plenary their most recent proposal-writing experience by answering the following questions:

- *What was the first step you took in developing a proposal?*
- *How did you decide who would be a potential donor or target of your proposal?*
- *Was your proposal funded? Rejected? Why?*

By answering the three simple questions listed above, participants began to realize that their efforts to fundraise were often piecemeal and not strategically planned. Many admitted that one person in their organization was usually responsible for writing and submitting a proposal, and that proposals were, more often than not, developed in isolation from other staff members who could offer important expertise and insight. The majority also admitted that project proposals were frequently developed to satisfy a particular donor's needs, rather than based on an organization's vision and mission. Many did not know why their proposals were rejected because they did not follow up with the donor organization to discuss the outcome.

The facilitator then presented proposal-writing as part of an integrated process that includes not only the written proposal, but also the initial and follow-up elements that are essential to a strategic, proposal development plan. The main points are summarized below.

- First and foremost, a project proposal should be developed with all relevant program staff, and its objectives and activities should strive to achieve the organizational vision and mission. (This step requires that the organization have a clearly defined vision and mission. A strategic planning process similar to what workshop attendees participated in during this workshop could be helpful in determining the vision and mission.)
- Once a project proposal has been developed and written, funding sources should be researched and personal contacts made with appropriate staff. A donor organization that has a history of funding the type of proposed project, and one where personal contacts have been made, may be more likely to produce a funded proposal than organizations that have randomly been sent unsolicited proposals.

- Once the proposal has been submitted, continued contact with the donor organization and staff is advised. When the results are made known, attempts should be made to find out why the proposal was accepted or rejected so that the new knowledge and experience may be incorporated into future fundraising efforts. If the proposal was rejected, it should be determined whether or not the proposal may be re-submitted with revisions—as long as the revisions are in accordance with the submitting organization's goals and objectives.

During the discussions that ensued, participants were able to share the successes and shortcomings of their own fundraising strategies. Many agreed that proper research and cultivating personal contacts among donor organization staff provide clear advantages in the fundraising process—for immediate and future resource development efforts.

See Appendix 8 for handouts provided to participants on the proposal development process and definitions for suggested elements of the written proposal.

WORKSHOP EVALUATION

The final morning of the workshop was devoted to a comprehensive workshop evaluation. While participants had given daily written and oral evaluations throughout the week, the final evaluation was more in-depth and asked participants to share their thoughts and impressions on a variety of aspects of the workshop, including methodologies of instruction, relevance of topics and handouts presented, quality of facilitation, and satisfaction with the hotel and workshop site.

Overall workshop evaluations indicated that participants found small group work and the opportunity to present the groups' findings in plenary to be among the sessions that provided the most information and were the most useful. Participants also indicated that the participatory approach was not only one of the most enjoyable aspects of the workshop, but also vital in establishing an environment in which each woman felt comfortable in expressing her opinions and relating her own experiences. Lectures on theory and definitions were considered essential background information on which to base group work that was grounded in the needs and realities of the southern European region. The opportunity to learn more about their colleagues' work was considered to be a very important and enriching aspect of the workshop, and indeed, some participants asked for increased time for information-sharing. While some participants thought that the terminology and US-based planning frameworks presented in the workshop were not entirely applicable to country contexts, they agreed that the new concepts and frameworks had caused them to reconsider their own operations and had inspired them to be creative in adapting the new knowledge to be politically and culturally relevant. In general, participants were satisfied with their accommodations and the workshop location, and very pleased with the logistical support they received throughout their stay.

OPENING RECEPTION AND CLOSING CELEBRATION

Reception

In addition to the formal training agenda, participants were also invited to a reception hosted in their honor on the first evening of the workshop. Held in the gardens of the workshop site, the reception gave participants the opportunity to meet and network with US Embassy and USAID Mission representatives, Policy Project and CEDPA staff, local media, and persons representing a variety of international NGOs such as the United Nations Development Programme (UNDP), the United Nation's Children's Fund (UNICEF), the United Nations Fund for Population Activities (UNFPA), and World Learning. Also in attendance were Romanian government representatives from the Ministry of Labor and Social Protection and the Parliamentary Commission for Equal Opportunities. For a complete list of special guests, please see Appendix 9.

Closing Celebration

On the afternoon of the fourth day, participants took part in a closing ceremony to mark their week-long accomplishments and to celebrate new friendships, shared visions and new strategies. The women presented one another with certificates, signed by CEDPA President Peggy Curlin and PROWID Manager Patricia Ahern, indicating their participation in the workshop and their membership as CEDPA alumnae.

APPENDIX

"Promoting Women in Development" (PROWID) is a grants program conducted by the International Center for Research on Women (ICRW) and The Centre for Development and Population Activities (CEDPA) through a cooperative agreement with the Office of Women in Development (G/WID) of the United States Agency for International Development (USAID). This four-year program was established in October 1995 to: support cutting-edge *action research* related to women in development (WID); conduct and document innovative *pilot interventions* to determine ways to enhance women's economic, political and social status in a changing global context; and promote *advocacy* that draws policy attention to and continues to sustain focus on women in development. The program will generate a substantial body of WID knowledge across sectors, test practical strategies that can be replicated, and attempt to strengthen the constituency working to improve women's lives. Project activities can be broadly grouped into the following clusters:

- **Economic Growth and Development**

PROWID addresses women's participation in and contributions to economic growth through activities designed to improve their economic status. For example, PROWID projects address ways to improve credit delivery to women by testing alternative methods of credit distribution, enhancing NGO financial viability, and enabling illiterate women to assume leadership roles within microcredit councils. PROWID fosters women's economic leadership through projects which strengthen women's microentrepreneurial capacities and expand their input into development projects and decisionmaking. PROWID projects also work to build better links between vocational training for women and employment opportunities they confront in the wider economy.

- **Women's Rights and Political Participation**

Building upon international momentum in the human rights movement, PROWID projects strengthen women's voices within the context of local and national politics and civil society. Through education workshops and leadership formation programs, PROWID grantees advocate for women's human rights and gender-sensitive legislation reflecting the needs of all community members. Endeavors are underway to enhance women's political consciousness and equip them with the tools to participate in the political process as advocates and legislators.

- **Violence Against Women**

Widespread violence against women is a critical cause and consequence of women's subordinate status. Several PROWID projects address violence against women, touching upon issues of rights, reproductive health, and human security. PROWID grantees are working to document patterns of violence, identify "best practice" among responses to violence, educate the public on women's rights, and promote the application of laws designed to protect women from violence. The projects strive to incorporate community members in efforts to change cultural norms perpetuating violence and the practice of FGM.

- **Reproductive Health**

While much emphasis has been given to women's reproductive roles, particularly during pregnancy and lactation, less attention has been given to women's needs for sexual and reproductive health services. Through PROWID, NGOs work with women to inform them of their rights and provide advocacy tools needed to ensure those rights. Further, PROWID seeks to improve reproductive education, communication and services to resource-poor populations. Given women's multiple roles and time constraints, PROWID aims to promote opportunities to provide these services within an integrated service delivery framework.

- **Environment and Natural Resources**

Women engage in a variety of activities linked to the use, management and conservation of the environment. Their lives are affected by the norms and community constraints which govern women's access to "the commons," their capacity to draw upon the store of natural resources, and their participation in determining their use. PROWID seeks to identify and document the roles women play in relationship to the environment. Projects focus on testing interventions which promote women's involvement in sustainable resource utilization, non-traditional economic activities dependent upon sound environmental practices, and the gender-sensitive application of appropriate technologies to reduce environmental degradation.

PROWID in India

PROWID also is supporting two activities as part of the women's initiative undertaken by the USAID Mission in India. The first responds to the fact that despite rapid strides in the promotion of microcredit as an important component of the strategy to promote women's development, a critical bottleneck results from the limited capacity of institutions to sustain financially viable microcredit activities. Supported by a PROWID grant, Friends of Women's World Banking, India will address this critical gap through a three-year program strengthening the skills of its NGO affiliates in areas of financial management and business planning. The second PROWID activity focuses on domestic violence against women, a complicated issue of myriad dimensions. This project aims to provide sound and reliable information with which to replicate, expand and advocate for effective responses to violence against women occurring in the home. The multi-year, multi-state project will yield an annual progress report on domestic violence against women which will both assess the patterns and determinants of violence *and* identify "best practices" among responses by legal, medical and non-governmental institutions.

Regional Workshops

PROWID has conducted a series of regional training workshops involving researchers, women's advocates and NGO representatives. These workshops respond to the challenges of developing effective strategies to address women's needs and promote women's rights, taking into account the broader context of political, social and economic variables. The workshops are designed to build participants' skills in strategic planning, advocacy, project design and proposal development, and to facilitate information exchange and regional networking. As part of PROWID's practice to identify lessons learned and replicable approaches, workshop participants and grantees will be provided follow-up opportunities to collectively document successful practices and to share new information learned through the PROWID project experiences.

Dissemination of Results

The impact and results of PROWID activities carry implications for many beyond those directly involved and benefited by each project, by providing relevant information and replicable models for all interested in development. Through discussion fora, policy conferences, publications and electronic media, PROWID seeks to provide high quality information on women's economic, political and social status and the progress achieved through PROWID interventions to inform policies and programs.

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Or visit the PROWID web site on the ICRW Home Page at <http://www.icrw.org>

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WORKSHOP AGENDA

Tuesday, June 24, 1997

- 08:30 Welcome and Opening Remarks
Daniela Draghici, POLICY Project,
Romania
Randal Thompson, USAID-Romania
Trish Ahern, PROWID Manager
- 09:15 Participant and Staff Introductions
- 10:15 Break
- 10:30 Background of PROWID
- 10:45 Expectations of Participants
Workshop Goals and Objectives
Presentation of Workshop Agenda
- 12:30 p.m. Lunch
- 1:30 Energizer
- 1:45 What is Politics?
Exercise: The Ball of Politics
- 2:45 Who Makes Decisions?
Exercise: The Women's Map
- 3:30 Break
- 3:45 Women's Map Exercise Continued
- 4:45 Evaluation of Day 1
- 5:00 Close
- 6:00 p.m. Opening Reception

Wednesday, June 25, 1997

- 08:30 Feedback on Evaluation of Day 1
- 09:00 Ice-Breaker
- 09:15 What is Advocacy?
- 10:15 Break
- 10:30 Strategic Planning for Advocacy
Formulation of Vision, Mission
and Objectives

Case Study: The Women's Welfare
and Health Organization (WHHO)
Small Group Work and Plenary
- 12:30 p.m. Lunch
- 1:30 Energizer
- 1:45 Setting Objectives for
Strategic Planning
- 3:15 Break
- 3:30 Summary of Strategic Planning
Framework for Strategic Planning
- 4:45 Evaluation of Day 2
- 5:00 Close

Thursday, June 26, 1997

08:30 Feedback on Evaluation of Day 2
9:00 Ice-Breaker
9:15 Identification of Issues/Problems
for Advocacy
10:15 Break
10:30 Plenary on Issues/Problems
11:30 Advocacy Objectives
Small Group Work
12:30 p.m. Lunch
1:30 Energizer
1:45 SWOT Analysis
Presentation of Case Study and
Plenary Discussion
3:15 Break
3:30 Allies, Opponents, Constituents and
Targets
Presentation of Case Study:
B.a.B.e., Croatia
Plenary Discussion
5:00 Evaluation of Day 3

Friday, June 27, 1997

08:30 Feedback on Evaluation of Day 3
09:00 Ice-Breaker
9:15 Developing Strategic Alternatives
for Change
Preparing an Advocacy Plan
Developing Conclusions and
Recommendations
12:30 p.m. Lunch
1:30 Energizer
1:45 Strategies for Working with the
Media
2:45 Break
3:00 Preparation for Briefing
3:30 Briefing
5:00 Closing Ceremony

Saturday, June 28, 1997

08:30 Feedback on Evaluation of Day 4
09:00 Energizer
9:15 Final Evaluation
9:45 Developing Project Proposals and
Resource Development
12:00 Adjourn

What is Advocacy?

Definition

Advocacy is an action directed at changing the policies, positions or programs of any type of institution.

Advocacy is pleading for, defending or recommending an idea before other people.

Advocacy is speaking up, drawing a community's attention to an important issue, and directing decision makers toward a solution.

continued...

Definition

continued

Advocacy is working with other people and organizations to make a difference. (CEDPA, 1995).

Advocacy is putting a problem on the agenda, providing a solution to that problem and building support for acting on both the problem and solution.

Advocacy can aim to change an organization internally or to alter an entire system.

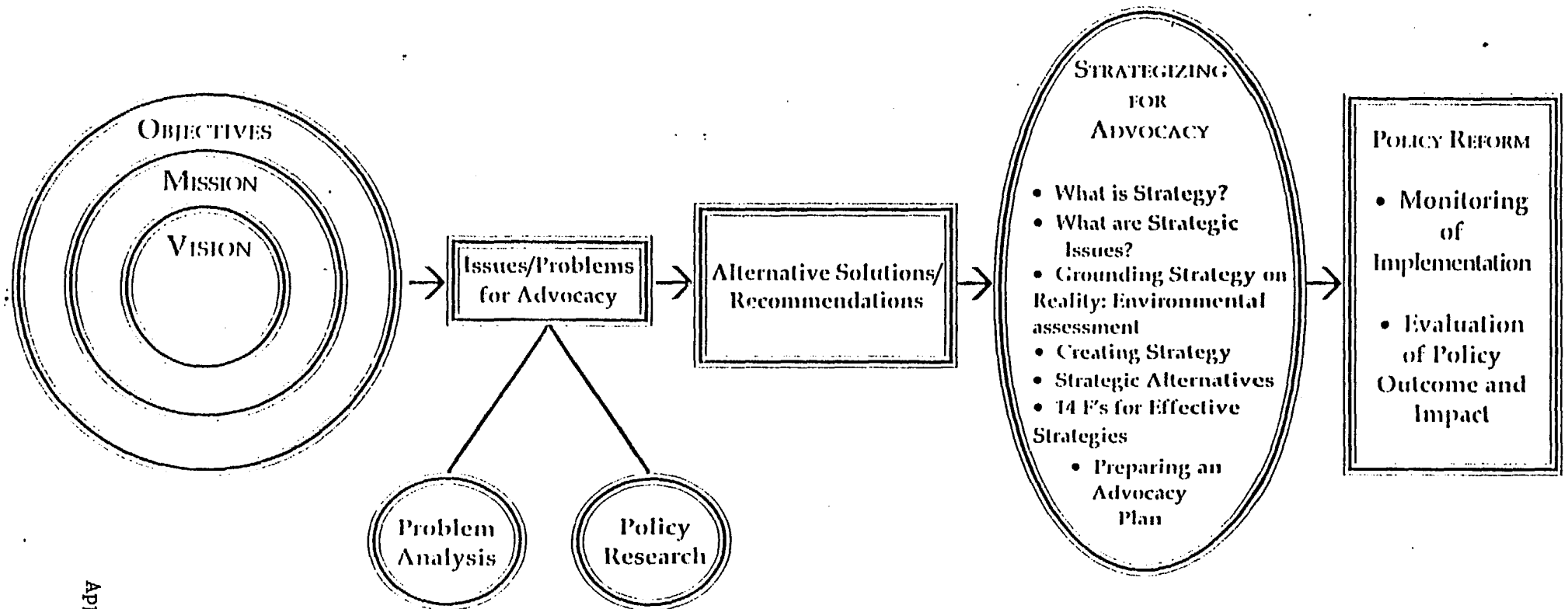
Advocacy can involve many specific, short-term activities to reach a long-term vision of change.

Advocacy consists of different strategies aimed at influencing decision-making at the organizational, local, provincial, national and international levels.

Advocacy strategies can include lobbying, social marketing, information, education and communication (IEC), community organizing, or many other "tactics."

Advocacy is the process of people participating in decision-making processes which affect their lives.

FRAMEWORK FOR STRATEGIC PLANNING FOR ADVOCACY

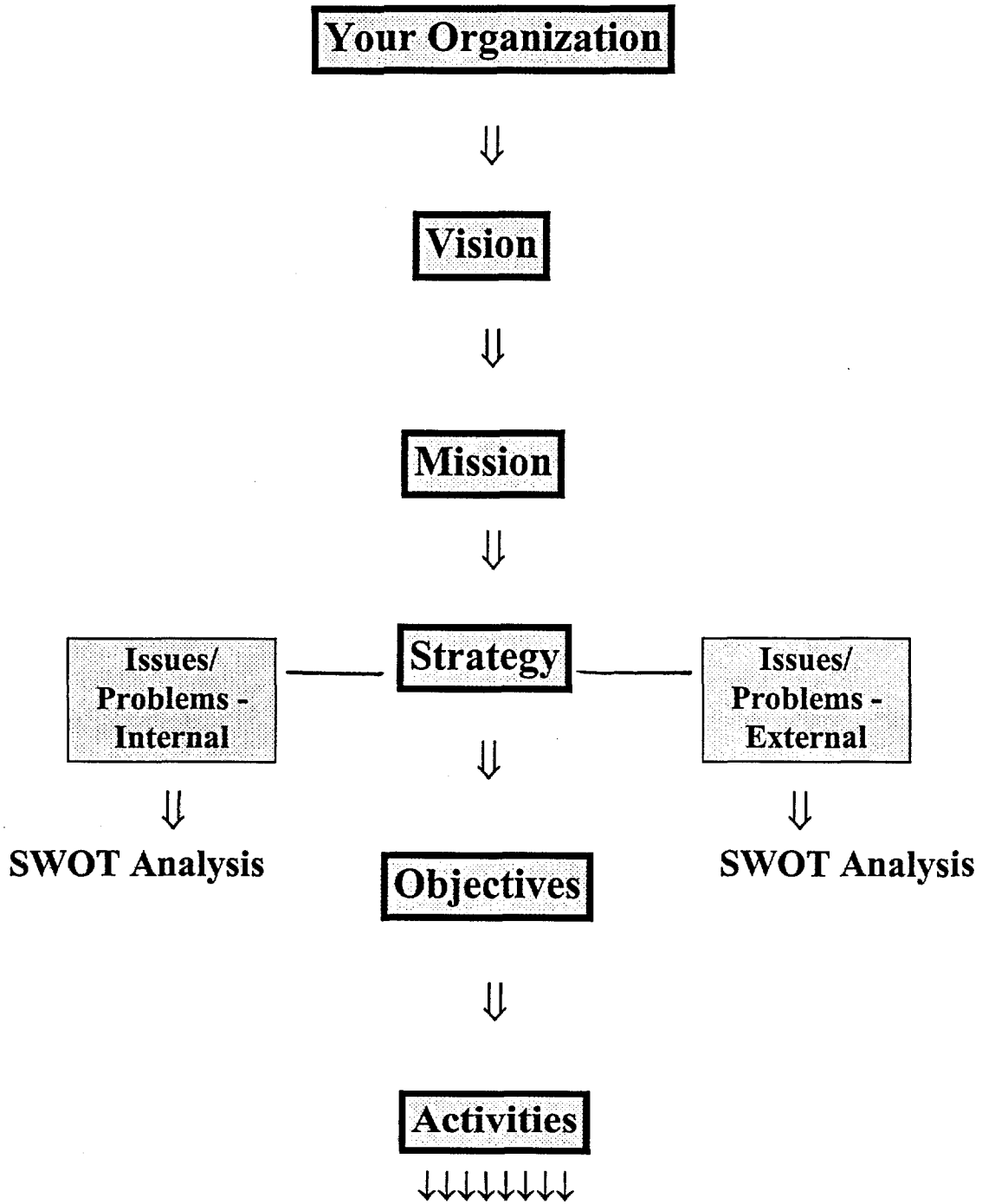


Appendix 4

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 THE CENTER FOR LEGISLATIVE DEVELOPMENT

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Strategic Planning for Change



Media Strategy

THE MEDIA CAN WORK FOR YOU BUT YOU MUST KNOW HOW TO WORK WITH THE MEDIA

The media can be effective conveyors of information to all sectors of society and can greatly help you in getting your information out to those who need it the most (your public/clients and/or decision makers). Therefore, what the press and broadcast media report and how they treat issues can influence both public opinion and the thinking of individual decision-makers. Media is really any organized system which delivers information to large numbers of people and can include radio, television, newspapers, magazines and newsletters.

Media relations take time and energy to develop. However, the benefits of having a media effort will greatly help your organization and issues get the deserved attention. Your organization should establish long-term relationships with people in the media, rather than one-shot transactions aimed at gaining short-term publicity. Establishing a relationship means you gain not just a friend, but even a partner and champion in the media. Remember....

***“If the media says your organization does good, then in the minds of people it does good,
If the media says your organization does bad, then in the minds of people it does bad.
But if the media says nothing about your organization, then in the minds of people it does nothing”***

(infoONG, April 1997)

Why do NGOs need a media effort?

- To influence public opinion
- To persuade opinion leaders
- To generate debate

I. Working with reporters

- Being familiar with your local media is the critical first step to getting news coverage of your issue.
- Learn about your local journalists. Know the names of local reporters who cover health, economic development, women's issues, or other relevant "beats" for the major media in your area.
- Reporters are interested in news and feature stories. Contact the reporters on you list regularly, especially when you want to disseminate some information.
- Contacts with reporters will be more successful if you respect journalists' deadlines and time constraints.
- Prepare several catchy sentences which summarize your message ("sound bites") that you can use in interviews with reporters.
- If you are talking to the media, present your agenda simply and directly. Provide journalists with sources for more information or contacts for personal stories.
- Do not answer a question if you do not know the answer. Never bluff. Tell the reporter that you will get back to them with the information right away. Always follow-up on your promise to call back with the information.

II. Your organization and the mass media

Your work makes you the expert. You have valuable information that should be conveyed so people will understand and support your programs and the changes you advocate.

Know that your work is important and when it is newsworthy. Among the reasons to contact journalists are:

- A new program you are launching;
- Action by the government on which you can provide a comment;
- Reports or studies you or others release on a topic relevant to your work;
- A woman with a compelling story that bolsters your position who is willing to share her story through the media;
- Visits by important officials to your project or facility;
- Meetings you would like covered; or
your attendance at major international meetings or training programs.

By keeping reporters apprised of critical issues and activities, you become a "source" for them and build a good relationships. This increase you chance to generate coverage on important issues.

III. Press Materials and Media Events

A. Press Release

A **Press Release** is the most frequently used vehicles for contacting reporters. A news release is a one to two summary of a newsworthy event, such as a press conference or the release of an important study. A news release must contain:

A short, concise, compelling headline;
The answers to the questions:

- **Who:** Who is the subject of the story? They should be identified and described. The "who" might be a person, group, event or activity.;
- **What:** What is happening that the media should know about? The goal is to get the reader's attention, so that your release will be read and your issue reported.
- **Where:** If it is an event or a press conference, where is it going to take place? Be specific about the address to the location - and include a map with directions.
- **When:** When will it take place? The date, day of the week, and specific time must be very clear. No approximations only specific information.
- **Why:** Why is this so important? The reason for your press release should be compelling. Be specific. Remember, the lead or headline should be written to hook the person into reading the rest of you release.

1. Remember that:

- An opening that is interesting and conveys the importance of the event;
- Quotes from you or another leader;
- Use short and clear sentences and paragraphs. You want the reader's eye to move quickly and easily down the page.
- Background information; and
- A contact name and telephone number reporters can use to follow up

2. When sending a press release you should:

- Know who decided what news will be covered and send it to them.
- If there is a reporter who specializes in your issue/field send it to them
- What time of day/week/month/are story decisions made.
- How far in advance of an event does the journalist need to be notified
- What type of material does the journalist like to receive with a release. Do they want background information, photographs, audio tapes, video tapes. What else would be helpful.

3. When sending the press release

- Fax it to the right people writing their name on the fax.
- Follow up with a telephone call to see if they received it. Ask if they have any questions or if you can supply an other information.
- Try to have a short conversation to gauge his/her reaction to the material you sent.
- If it is for a press conference or a media event, follow up with a reminder the day before the event.

B. Press Conference

A Press Conference is an event staged exclusively for the press. One or more spokespeople (but not more than four) read prepared statements and answer reporters' questions. Press kits are made available to reporters.

C. Press Opportunity

A Press Opportunity is an event that is not planned exclusively for the media, but which reporters may attend. Extra Activities, forums, symposiums, awards ceremonies, luncheons with speakers, and even performances can be press opportunities. Press should be notified by letter with a follow-up phone call to remind them of the event .

Information extracted from:

Centre for Development and Population Activities (CEDPA), "Cairo, Beijing, and Beyond: A hand on Advocacy for Women Leaders".

InfoONG, "Suplimnet relatii publice", Anul 11, nr. (3), aprilie 1997.

United States Information Agency, "A media Guide: Finding your Public Voice".

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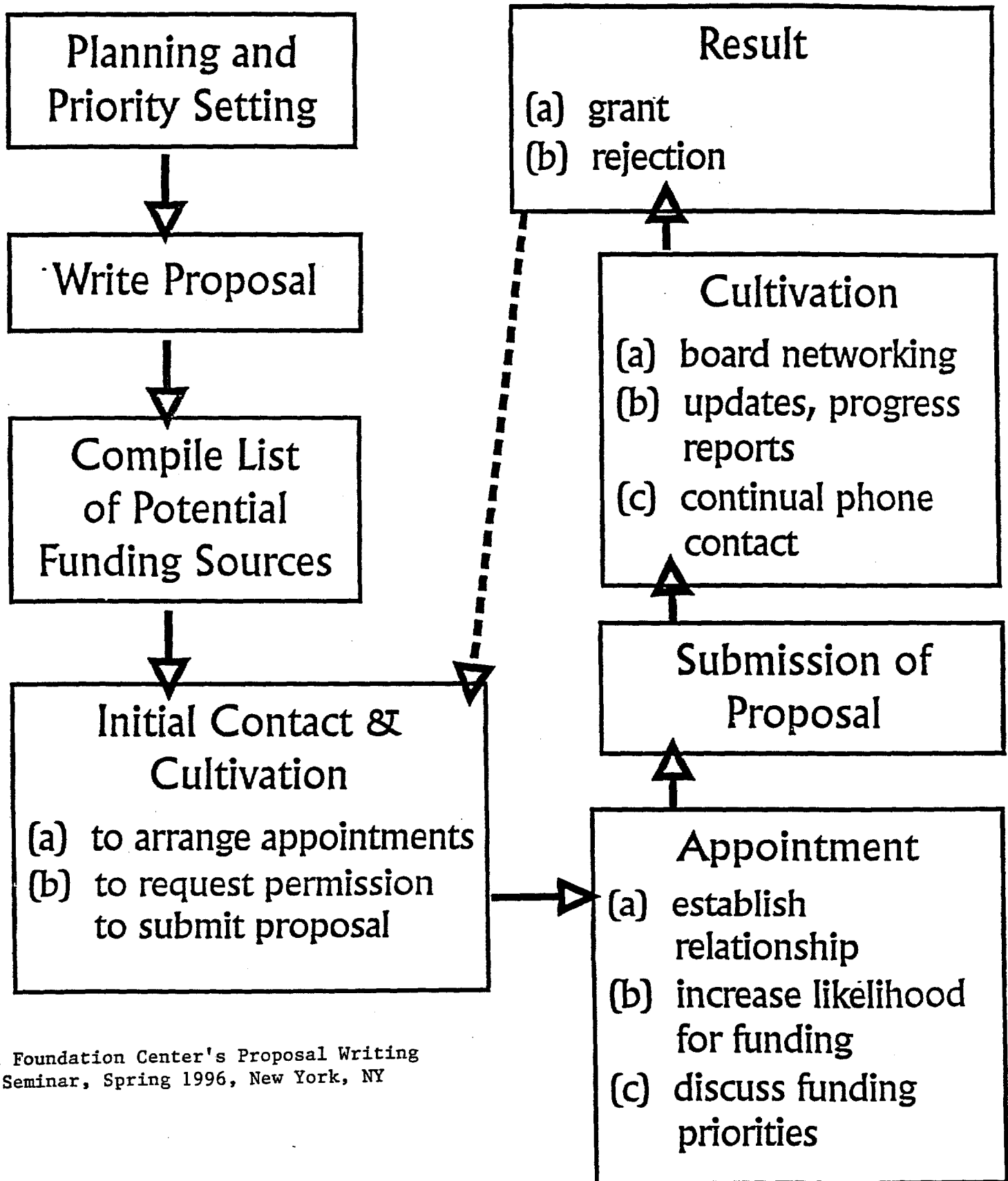
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The Proposal is Part of a Process



WHEN WRITING YOUR PROPOSAL:

- Before beginning, be clear about what you want to accomplish – your long-range plan, goals and objectives. The key to a strong proposal is one with which is likely to achieve its goals. Therefore result areas and measurement indicators must be clarified.
- Know your prospective funder – your organization/program must mesh with the funder's priorities. Research the funder's priorities, size of grants, deadlines, and appropriate program officer. Ask for funder's guidelines and follow these carefully when doing your proposal. Also, make sure that your organization, specific request, and amount requested are appropriate. (Don't waste time sending proposals to funders who are not appropriate.) Finally, communicate with program officer, if possible, before submitting proposal, to assure that your grant request is appropriate. (A 2-page concept letter may be the best first step, before submitting a full proposal.)
- When writing your proposal, be clear, concise, and descriptive (and honest) in portraying your organization and its work. Whether requesting general support or support for an individual project, spend time to create a compelling description of your organization (one that reflects your organization's stability and sound management). Include the following:
 - When did your organization begin? How is it managed/governed? What is its mission? How large is its staff? Exactly what does it do? Who are your beneficiaries? What is the environment (including special challenges) in which you work? You must be able to convey that your organization has the management capability to deliver a successful project.
- The need: Don't just tell the funder about the problem you intend to solve, substantiate the need for your services or project with statistics, case studies, testimony, or any other measurable data.
- If you are collaborating with another organization, be sure to emphasize this point, as well as your involvement with your community.
- Include supplementary materials (for example, annual report, organizational budget, names of board members, brochure) which will provide more complete information about your organization. Also, newsclips, human interest stories, and photos help to focus the funder's attention on your work.
- Keep in mind:
 - As important as your work is, you must be able to persuade others.
 - If you don't win support the first time, don't be discouraged. As with all things, fund-seeking improves the more you do. And lastly, remember that "*People give to people!*"

PROJECT PROPOSAL OUTLINE

- 1) **TITLE PAGE**
- 2) **TABLE OF CONTENTS**
- 3) **INTRODUCTION or EXECUTIVE SUMMARY (1 page)**
(Include description of your organization, project, goals, amount requested.)
- 4) **PROBLEM STATEMENT or STATEMENT OF NEED**
(Background why this project is needed, how problem impacts lives of people; social, economic, health conditions; involvement of your organization in answering needs. Include relevant facts and statistics.)
- 5) **PROJECT DESCRIPTION: GOAL, OBJECTIVES, ANTICIPATED OUTCOMES**
(Usually one goal, several realistic and quantifiable objectives.)
- 6) **IMPLEMENTATION PLAN (1-3 pages)**
(Who will carry out plan? How? In what period of time? Be clear.)
- 7) **PROJECT EVALUATION**
(Who is responsible for evaluation? How will evaluation be conducted?
Criteria for evaluation. When will funder receive report?)
- 8) **BUDGET**
(Show costs in dollars as well as local currency when funder is American.
Express budget on yearly basis. Subdivide expenses.)
- 9) **PROJECT SUSTAINABILITY**
(Many funders wish to know how you plan to sustain project. You may want to indicate any other sources of support.)

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Reception Guests

Erica Agiewich, US Embassy, Romania

Marina Brucher, Parliamentary Commission for Equal Opportunities

Nadine Burton, Futures Group International

Becky Davies, World Learning

Livia Deac, UNDP/WID

Daniela Draghici, CEDPA-Romania/Policy Project

Nicoleta Druta, UNDP/WID

Elizabeth Hawn, Futures Group International

Virginia Hristu, UNICEF

Margaret Lynch, Futures Group International

Brindusa Nicolae, "Priviera" Magazine

Clionadh O'Keefe, UNDP

Livia Pop, Radio "Tinerama"

Lewis Purser, UNDP

Irene Sadved, UNFPA

Liana Violet Soll, Policy Project

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and Department for Family Policies

Randal Thompson, USAID

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