Part One:

Capacity building for women’s political empowerment: Issues and lessons from the Highlands Region Women Candidate Training

By Orovu Sepoe - 27 February 2012

INTRODUCTION

The Highlands Region Women Candidate Training was held in Mt Hagen, Western Highlands Province from Monday 30th January to Friday 03rd February 2012. Initially, the Highlands WCT workshop was scheduled for the 06th to 10th December 2011. On the eleventh hour on Friday 04 February 2012, the event was confirmed to go ahead as planned.

Partnership in the Women Candidate Training Strategy

The primary role of CDI was to design and provide all relevant materials for the workshops and help facilitate each regional training workshop. However, CDI has assumed some additional oversight and accountability obligations as a result of agreeing to be a conduit for Aus-AID’s funding support to ODW/DfCD. This involved the almost daily advice, encouragement and assistance provided to ODW/DfCD for over 12 months, as well as managing relationships with CSO coordinators and partners and playing the liaison role between CSO partners and ODW/DfCD.

The CDI team working in support of the Women Candidate Training (WCT) Strategy included the following:

- Grant Harrison, Luke Hambly and Sheila Flores: Canberra-based staff responsible for WCT Strategy design and delivery;
- Dr Orovu Sepoe: a Special Adviser on WCT Strategy design and partner relationships.
- Dr Norm Kelly: an Associate responsible for developing and supervising the delivery of each WCT event
- Dr Lesley Clark: a consultant engaged to help supervise the delivery of the Highlands workshop.

The team from the Department for Community Development (DfCD) was led by the acting Director of Office for Development of Women (ODW), Brian Nakrakundi, with support from Jenny Kidu, acting First Assistance Secretary, Gender and Development/Human Rights Divisions in providing leadership to the logistics and administration of the regional workshops. When it became apparent in late 2011 that the ODW was stretched to its limit in terms of capacity to handle the WCT project on its own, other Divisions of DfCD were called upon to assist by the-then Secretary Joseph Klapat. Overall, the ODW maintained its role as the strategy leader. This meant that ODW would take ownership of the Strategy by assigning specific event delivery responsibilities to specific ODW and other DfCD staff to ensure that each regional workshop was delivered as planned. The DfCD team had assigned three of its senior officers as team leaders, and three to four other officers as the logistics team to share the workload. The ODW continued its role coordinating the delivery of strategy workshops and to work closely with and liaise with regional partners to ensure venue bookings, participant selection, travel arrangements and calculation and payment of allowances and other aspects of logistics were carried out.

The Highlands regional facilitators were Dorothy Kukum, Aga Irish, Arnold Mek and Steven Gari, all of whom were trained by CDI at the national Training of Trainers workshop in August 2011. A significant outcome of the WCT project was that it engaged male trainers or facilitators to support the broader goal of increasing women’s political participation and promoting gender equality.
Rebecca Piam started work as the SPSN-funded WCT Liaison Officer on the 12 January 2012. Her inclusion was an outcome of discussions held between Aus-AID’s staff formerly attached to the DfCD, Leonie Whyte and Strongim Pipol, Strongim Nesen’s (SPSN) Deputy Director, Dr Naihuwo Ahai. As a Liaison Officer, Rebecca’s role was to help coordinate workshop logistics with the ODW/DfCD team and liaise with Aus-AID and CDI on the funding aspect of the roll out of WCT events; ensuring that every detail of the Strategy events were being attended to.

**DELIVERY OF TRAINING**

The WCT program could easily be adapted and adjusted to suit the participants’ expectations. It created the opportunity for participants to share their views and perspectives about what they thought were important to prepare themselves for the 2012 election.

Adjustments were made to the content, especially for the mock election campaign sessions because it was simply too close to the 2012 election and the focus had to be on practical and real election issues. The program content, however, still delivered a full five days of useful and valuable materials for the candidates and campaign managers. The lead trainer Dr Norm Kelly reported that some adjustments were made to content during the delivery, and participants have been engaged and have found the material to be interesting and relevant. A participant I spoke to immediately after the workshop also mentioned that the content was flexible enough to accommodate issues that were specific to the Highlands context. On this note, the regional level workshops achieved one of its intended outcome; that is, to respond to regional contexts and the expressed needs of participants.

Dr Kelly also reported that over the course of the week the local facilitators have taken on more of a leading role and expressed confidence in at least 2 of the 4 taking the material to run similar events themselves. This is an important outcome of the WCT Strategy.

It was also reported that the Hagen Workshop, due to the lack of broad understanding of English, the sessions were delivered in *Tok Pisin*. In this instance the facilitators took on a more engaged role, and they responded well to the task on hand. This demonstrates the importance of engaging local facilitators with locally grounded knowledge of the needs of participants as well as election issues. The training teams were expected to meet in the afternoon or evening of their arrival to confirm roles, organise room set-up, and check that workshop materials were ready in addition to meeting briefly at the start and end of each day to check each other roles. The combination of experienced external advisers and local facilitators worked very well in the WCT strategy. However, there is still further room for improving and strengthening in-country capacity, at least to encourage sustainability after the current project life and to complement or align with similar initiatives undertaken by other programs, especially for the ODW/DfCD and civil society partners.

The PNG Electoral Commission was invited to contribute to the training by way of providing information as well as to answer any questions from candidates and campaign managers regarding election rules and procedures, and the limited preferential voting system. Given that the PNGEC officers in Mt Hagen were not available, Steven Gari who was knowledgeable with the topics proved to be an invaluable asset in the sessions on LPV.

The limited preferential system as well as strategies of using LPV, and working cooperatively with like-minded candidates, the importance of obtaining preferences from other candidates, and how this impacts on the elimination of candidates during the counting process were areas covered in the session. The other session requiring PNGEC input was electoral rules - covering electoral officials, voter registration, nomination and voting, counting and electoral offences. Although a mock election was part and partial of the training, this was omitted because of the need to focus on real issues rather than the mock scenarios, in view of the 2012 election not too far off.
As Simeon Namunu of Aus-AID observed, the workshop helped to identify and highlight critical issues and the immense challenges facing women candidates in elections in the Highlands. The culture of big-man politics, money politics, potential and actual violence, and insecurity are typical in the Highlands.

PARTICIPANTS

The registration form developed by CDI was clear in its intent and purpose which was to invite as many aspiring candidates as possible to submit their applications and then for the strategy partners (CDI, ODW and CSO Regional Partners) to collectively screen and select the most suitable participants (see appendix 1). Broader access and the issue of integrity in candidate selection were issues which Aus-AID had alerted CDI to during the project design and the process of funding negotiations. Therefore, as part of CDI’s technical input, a set of criteria was developed to ensure integrity in the process of candidate selection (see appendix 2).

It is important to highlight that the success of candidate identification, selection and the screening process was dependent on factors such as access to communication facilities such as email, fax machines and telephones as well as funds available to CSO regional partners. Fortunately, nation-wide coverage and access to mobile communication made it possible for names of participants to be submitted by SMS or verbally, but it also became apparent that where communication by fax and email was inaccessible, most regional coordinators overlooked or neglected the registration forms and the set of criteria for candidate selection.

Most women CSOs exist and operate without readily available funds or basic office equipments to work with but continue to operate because of the passion and commitment of individual leaders and members. This is another reality worth noting.

It is also important to recognise that the CSO regional partners or coordinators were expected and obliged to consult and coordinate with their respective partner organisations, with no advance funding from the WCT program for management and administration costs. Instead key individuals involved in the coordination process for the Highlands, namely Dorothy Kukum and Elizabeth Yama-Palme had no option but to meet the expenses from their own pockets. On this note, the Highlands regional partner and coordinators need to be applauded and appreciated for their self sacrifice and personal commitment to the program.

The CDI team also specified a limit of 20 candidates and 20 campaign managers for each regional workshop. Any more than 40 participants would be difficult for facilitators to give adequate attention to participants and for participants to be more engaged in the sessions. A total of 19 candidates and 19 campaign managers attended with two (2) CDI facilitators and (4) four regional facilitators contributing to the Mt Hagen workshop.

The selection process was intended to be inclusive of as many aspiring candidates as possible but as it turned out, the process was apparently hijacked by the Provincial Councils of Women, hence the poor quality of participants.

The CDI team also made constant requests to obtain the list of participants prior to the Friday before the workshop for the purpose of obtaining information on the names of candidates and the seats being contest as this was an integral aspect of the training but without much success. Instead the participant lists were made available on site at the workshop.

The number of staff and/or advisers from each of the strategy partners were determined and budgeted for. The budget was calculated to allow two (2) or three (3) DFCD staff and one (1) Joint Technical Working Group representative. The acting Director of ODW was required to attend and open the workshop and meet the participants before returning to Port Moresby to continue his role of
supervising preparations for other events. The attendance of a DfCD driver at the Mt Hagen workshop is clearly inappropriate. The principle underlying the use of WCT funds is clear and that is the officers of DfCD who attend workshops must carry out specific tasks to support the event.

Also in attendance at the Highlands Regional workshop as an observer was the Aus-AID representative, Simeon Namunu. It was important for Aus-AID to observe first-hand CDI’s approach to training as well as assess the value and relevance of training materials in meeting the needs of the target group – the intending women candidates. It was also important to observe first-hand the challenges encountered by all strategy partners, including CDI, ODW/DfCD, CSO partners, Aus-AID and SPSN in the implementation process.

By Friday 01st and Saturday 02nd February 2012, road transport arrangements for participants from Enga, Southern Highlands and Hela Provinces were still uncertain. However, based on local knowledge and experience, the regional coordinators played an important role in ensuring that all, if not most, participants arrived in time for the first day of workshop from locations as far as Komo-Magarima electorate in the Southern Highlands Province.

**Candidate Selection:**

Candidate selection by the Highlands regional coordinators was lamented as generally poor and biased. This was largely because seven (7) participants at the Mt Hagen workshop were Presidents of Provincial Councils of Women (PCW), including their respective vice presidents, and one was the Highlands regional Vice President for the moribund Women in Politics. The PCW Presidents appointed themselves and members of their cohort group (3 from most provinces) to attend the training. This is not surprising given that the National Council of Women (NCW) and its provincial network plus remnants of the Women in Politics (WIP) group often persistently claim ownership of gender and women-related programs. The comment Dr Kelly received from one PW C senior was that ‘women outside the NCW networks have their own resources, and should not be included in the training’. This is illustrative of the reality on the ground. It is, however, encouraging learning of new voices emerging from the Highlands; for example, the Rural Women’s Empowerment Association, the Jiwaka Ecumenical Foundation, the Women in Agriculture Association, Christian Apostolic Federation, the Lutheran Women’s Federation, amongst others.

It is important to acknowledge that the NCW network does include church women’s organizations. According to Dorothy Kukum, a regional coordinator/facilitator (herself associated with the Women in Agriculture Association), participants at the Highlands workshop are also affiliated to other CSOs including church organizations; for instance, Maggie Turwai, President of the Catholic Women’s Association for Southern Highlands Province; Cathy Pupu, Vice President of the Lutheran Women’s Federation and Rose Kundal who is Vice President of the Christian Apostolic Federation (see appendix 3).

Throughout the entire process of liaising with regional coordinators, namely Dorothy Kukum and Elizabeth Yama-Palme, it was repeatedly stressed that the participant list compiled hurriedly for the workshop scheduled for 06 to 10 December 2011 should be reviewed to give priority to open and regional seat candidates. However, the regional partners were quick to respond to this request by saying their candidates or participants were all contesting for the open and regional seats. I knew this was not true as I had listened to conversations about most of the women running for the women’s electorates (reserved seats) and I had my reservations about some candidates too. Even with this knowledge, I would not advice withdrawing, for example, Paula Mek (NCW icon) or Janet Koriama from attending the WCT workshop. Neither would ODW. To do so would have hampered relations and created more trouble for the WCT program. Being sensitive to such matters is important because it has everything to do with NCW’s claim to “everything women or gender”. This is a contentious issue amongst women’s organisations in PNG. Likewise, the Women in Politics group are also capable of making similar claims to the WCT programs. This explains why I was labelled a “foreigner” by WIP’s
dormant President when Aus-AID made the decision to direct funding for the WCT Strategy to CDI. This also explains why a media conference was held by certain leaders of WIP and NCW questioning Aus-AID’s decision on the strategy funding. On the whole, NCW’s claim to be the conduit for all gender-related and women’s programs for women CSOs has to be carefully considered with a view to being inclusive of all other CSOs.

Although difficult, the CDI team needed to keep pushing and reminding our partners that they had an obligation to canvass widely; distribute registration forms widely; to help potential nominees complete application forms; to nominate participants who were committed to contesting open and provincial seats; and to provide advice on the credibility and seriousness of potential participants. The ODW teams were also encouraged and expected to manage these tasks.

Unlike other regions where there was understanding about who would take on the role as regional partner in the WCT Strategy following the Lae consultative forum in March 2011, the Highlands region had requested a separate consultation, held in Goroka in August 2011, with a view to deciding which stakeholders will be engaged. Whilst the Goroka consultative meeting was intended for all relevant stakeholder CSOs in the region, it became apparent that the core group of would-be candidates also appointed themselves to be the regional coordinators and also nominated their choice of facilitators, including making requests to equalize candidate numbers and facilitators from each of the seven (7) Provinces. At this consultative meeting, all seven (7) PCW Presidents attended. These women leaders are the movers and shakers and their dominance was firmly established in the region. This preliminary wheeling and dealing, more or less, set the scene for what happened at the Hagen workshop. It was essentially a political process where the dominant group of women leaders stamped their authority and to justify their actions, echoed the-often quoted phrase, ‘NCW is the voice of PNG women’. However, it is widely known that this dominance does not necessarily translate into effective presence, performance and voice on the ground. Serious capacity and organizational strengthening for the NCW has been lacking for over three decades despite its legal and official status as a integral part of the so-called ‘Women’s Machinery’ for government and external funded programs.

Although by design, the WCT Strategy did make an effort to work around these entrenched interests, in the Highlands region it proved to be difficult to do so. One positive aspect of this situation was that some of the younger politically engaged women, who felt sidelined by the influence exerted by the NCW/PCW power-brokers, had an opportunity to express their dissatisfaction.

I was also privy to complaints from a faction of the Highlands Women in Politics group based in Port Moresby who complained about not being consulted by the PCWs in the selection process. The Highlands based WIP leader claimed to have their own list of women and claimed that these were more quality candidates than those appointed by the PCWs. This is illustrative of competing claims to leadership status and positions amongst women leaders in the region, and indeed nation-wide. This is another reality worth noting.

In relation to candidate selection, the CDI team had made every effort and spent ample time, via emails, phones, and face-to-face, talking to regional partners (during the development of the Strategy in March 2011, at the Highlands Consultation in July 2011, at the Training of Trainers in August 2011 and on many occasions during the workshop preparation) about the importance of vetting widely through their networks to identify genuine and credible candidates and to resist the temptation to nominate friends or acquaintances. We also clearly expressed a preference for candidates intending to contest open or provincial, rather than women’s electorates (reserved seats), at least for the first round workshops.

The importance of screening the nominations made by regional partners was that it was critical to the overall success of the WCT events in terms of reaching the target group. The regional partners were advised repeatedly about the importance of identifying potential candidates widely through their networks. The regional partners were also advised to identify genuine and credible candidates and to
avoid nominating friends or wantoks. The partners were trusted to be diligent and respectful of this process but obviously there were risks associated with this approach. The DfCD officers were also advised to be clear and direct in their communication with regional partners/focal points about DfCD’s expectations that credible candidates be nominated, and to ask regional partners to treat the process with respect and integrity. Although registration forms designed for the purpose of selecting quality candidates were sent out to all regional partners, these were obviously not utilized hence the outcome as encountered. The registration form designed by the CDI team was intended to standardize this process within and across all regions.

It is important to highlight that mobile communication helped immensely in the candidate selection process and overall logistics. However, there were still issues relating to how the registrations forms for candidates and campaign managers could be faxed or emailed to potential and interested women candidates in remote districts and then to have the completed forms returned to ODW and CDI teams. Appreciating the logistical difficulties associated with this process, the screening process was not expected to be 100 per cent perfect but by as much as possible, some degree of integrity was expected of the CSO regional partners and coordinators.

The inclusion of campaign managers in the WCT workshop added a new dimension to capacity building programs for promoting women’s political participation, thus enabling a genuine gender approach to the delivery of the strategy. Similar trainings in the past have not taken this important target group into account. The value in engaging with this group is that it opens up space for men, albeit with careful screening for genuine participants, to be involved in programs to promote women’s political participation.

**Workshop attendance:**

Workshop attendance is attractive in itself. For some, it is business and for others, it is simply ‘for the ride’ as Dr Kelly stated in his report. The benefits are daily allowances, paid airfares to travel, meals and hotel accommodation. Rebecca Piam is correct in highlighting that ‘the same women are always attending workshops’. These women have been around much longer; some for 20 years or more. It boils down to the issue highlighted above regarding the dominance of the NCW network plus rivalries over leadership and status amongst women. The politics of “who gets what and how much” has to change. This is why there were lots of complaints about allowances.

**LOGISTICS AND ADMINISTRATION OF THE WORKSHOP**

Commencing in December 2011 with the former Secretary for Community Development Joseph Klapat, the senior management in DfCD has been committed to the WCT Strategy but there were some signs that work was slowing down during the month of January 2012 due to the continuing impasse in relation to the position of Departmental head. It was therefore worth consulting with the Deputy Secretaries and informing them of the blockages being encountered and hopefully en-list their support to clear these blockages.

The workshop schedule had gone through a series of revisions during the period from October 2011 to January 2012 due to the delay in finalising the agreement between CDI and ODW/DfCD. According to the initial workshop schedule, the Highlands event was to be the last of the first round workshops but by default, it became the first event to be delivered. From the outset, the CDI team anticipated that the Highlands event would be the most difficult region to manage given the highly politicised environment concerning elections and election-related activities and, most significantly, due to inter-provincial and inter-group rivalries between and amongst women CSOs in the region. This is why a separate consultative and planning workshop was held in Goroka in August 2011.

The CDI team kept a constant check on logistics sometimes on a daily basis to get assurance of whether the venue and accommodation for participants and presenters in Mt Hagen were confirmed and paid
for. Without the confirmation, we anticipated possible cancellation of the workshop and alternative arrangements made as soon as possible if the workshop was deferred.

An issue of concern throughout the roll-out of the program was that of workplace culture; a constant factor beyond the control of the WCT strategy. This included travels to and attendance by DFCD/ODW officers at the workshop locations which had to be carefully assessed for its value in achieving the objectives of the WCT project. Whilst in Port Moresby the team of officers from DFCD led by Kolipyo Ima put their best efforts in to ensure logistics were in place for the workshop. On site in Mt Hagen, Rebecca Paim, the SPSN liaison officer, from verbal and written reports, held the fort on their behalf. Prior to the Highlands workshop, the acting Director of ODW and the SPSN liaison officer were subjected to an extravagant request to fund the Highlands workshop closing but this was rejected outright. In this regard, the CDI team also provided ample advice to ODW/DFCD and civil society partners about keeping to the budget which at some points were not received well.

A constant cause for worry was the fact that the only telephone in ODW which had access to outside lines was often inaccessible in a locked office occupied by the acting-ODW Director. Norma Aisi, who had been initially the key logistics staff of ODW for the WCT strategy and who worked extremely hard, had no access to a computer and telephone. The Strategy funding helped to alleviate this problem with the purchase of a computer, a power-point projector and a cordless phone.

In supporting ODW/DFCD, Rebecca Piam served as an effective point of liaison for all project partners. Evident from the first workshop in Mt Hagen, her support to the implementation of the WCT was remarkable. Although initially she had experienced slight hiccups with access to communication facilities (computer and email access) as well as having to cope with the work culture of some DFCD staff, in particular unexplained and unexpected absenteeism during working hours, she performed her liaison functions effectively.

**Funding:**
Aid-funds for the WCT Strategy were spent locally at the Provincial/regional levels and in-country through ODW/DFCD. This is a positive outcome of the WCT Strategy.

The WCT partnership agreement between CDI and DFCD specifies a schedule of three payments to cover all costs associated with the delivery of the Strategy, with a first trench payment that was to cover all of the first round regional workshops plus some administrative expenses for ODW. The first payment of these payments was released to ODW/DFCD on 15\textsuperscript{th} December 2011. This money was to cover all costs associated with each workshop. One such cost included payment of a management fee to each regional partner, in recognition of costs the partners incurred in providing logistical support for each workshop. The second tranche was scheduled for release on Monday 23\textsuperscript{rd} January 2012. Other aspects of the contracting arrangements were in place by early December 2011.

In spite of the availability of funds in the DFCD account, the roll out of the Highlands workshop encountered serious logistical difficulties. The need for DFCD to follow proper procedures for the release of funds was absolutely crucial however, its’ ability to ensure timely flow of funding to pay suppliers and service providers became a serious hurdle to the effective delivery of regional workshops. As a result, the initial workshop dates, programs and other arrangement had to undergo continuous readjustments.

The money flow problem resulted in lack of or limited supply of office stationary and consumables despite substantial funds made available in the first tranche payment for the purchase of office equipment and stationary supplies. It was very worrying to learn that suppliers for the Mt Hagen workshop were not paid, given that the Aus-AID funding had been provided to cover all relevant expenses.
The suspension of the Departmental Secretary and its’ aftermath was a situation beyond any strategy partners’ control, but had serious repercussions in relation to the work of the DfCD’s finance section and the overall implementation of the WCT strategy. The need to liaise with ODW and senior management of DfCD, especially the Deputy Secretaries Anna Solomon and Mollie Willie (Solomon being acting Secretary), was becoming more than urgent. Their involvement was necessary in regard to ensuring that the finance section processed invoices and payments in a timely manner, and recognize the urgency of delivering the workshop.

Up until the week prior to the Mt Hagen workshop, there had been no indication from ODW that there was any trouble with the funding arrangements. It seems WCT strategy partners were all misled about the full implications of the Secretary’s suspension on DfCD’s capacity to issue the cheques and ensure timely payment to suppliers and service providers.

Two weeks after the delivery of the Highlands workshop, the four (4) regional facilitators’ fees and the 6% management fee for the regional partners were yet to be paid. There were also questions raised about the rate of allowance paid to the participants and facilitators and these complaints were made in light of earlier relatively higher rates paid at the preliminary events such as the Lae Stakeholders consultative workshop and the Training of Trainers.

Materials:
All training materials for the WCT were developed by the lead trainer for the strategy Dr Norm Kelly. Dr Kelly diligently revised the materials each time the workshops were deferred and new dates set to ensure it was up-to-date and relevant. The materials included the Training Manual, the Facilitators Notes and the various Provincial Profiles of electorates where the women candidates were contesting.

Printing and transportation of these materials were the responsibility of ODW/DfCD. By Friday 27 January 2012, the authorization of payments to suppliers (including venue, accommodation and transport providers) and the timely processing of payment of allowances to participants including the supply and availability of basic stationary was of great concern and the likelihood of another cancellation was looming but fortunately a 11\textsuperscript{th} hour advice confirmed the workshop was to go ahead.

Resource materials provided to participants and campaign managers were the WCT Manual and relevant PNGEC documents and including upon request, power-points of topics presented by the lead trainer. PNGEC materials namely; \textit{Electoral Roll Procedures Manual Other Regions 2011, Limited Preferential Voting Training, and Awareness Manual 2011} were provided to the WCT participants.

The ODW team had gone ahead to Mt Hagen without the certificates. The certificates were still to be signed by whichever acting Secretary or Departmental Secretary was legitimate, and then later to be couriered to Mt Hagen. This did not happen despite assurance from ODW/DfCD.

LESSONS LEARNT

The WCT Strategy was about capacity building and strengthening, targeting women candidates and their campaign managers, as well as strategy partners namely ODW/DfCD and CSO regional partners. There are lessons to be learnt from the WCT strategy.

Candidates:
Altogether 19 women candidates attended. Dr Kelly’s discussion with each candidate revealed that of the 19 candidates, two have indicated they will not be contesting, in part due to a realisation of what is involved, especially in relation to resources for elections in the Highlands context. Dr Kelly reported that fifteen out of the remaining 17 intend to stand for a women’s reserved seat, one for an Open seat, and one for a Governor’s seat. Dr Kelly reports that if women’s electorate (reserved seats) do not eventuate,
13 will not stand at all whilst five will contest the Governor’s seats, and one for an open seat (see appendix 3).

It is reasonable to assume that the skills learnt by those opting out of the national election could be used in other ways such as supporting other women contesting the 2012 election and perhaps the 2013 Local Level Government elections, and/or to coordinate and facilitate future capacity building in the region.

**Campaign Managers:**
The involvement of campaign managers in the WCT was significant in that it provided space to engage men in women’s capacity building program and, at the very least, add to the increasing number of so-called male champions to support initiatives to promote women’s political participation.

**Role of CSO regional partners:**
The role of civil society partners in the WCT strategy was crucial in terms of developing their organisational capacity. The responsibility for coordination on the ground required effective communication and internal cohesion to handle the logistics and administration. The need to improve and strengthen the organisational capacity of women CSO and their ability to deliver programs effectively is a long standing need of women CSOs often overlooked by both government and development partners. The need to develop and strengthen democratic leadership styles in women CSOs is also critical.

**Managing relationships and sustaining partnerships:**
Managing relationships and establishing rapport with key individuals, groups and organizations involved in the Strategy was an integral part of my role as CDI’s Special Adviser to the WCT Strategy. This meant bridging local issues and contexts with best practices and procedures throughout the planning and implementation process. This was one area of potential risk to the WCT strategy. The Strategy had its share of critics and supporters but the demand from women for more skills training saw the unanimous support from regional partners and their respective network of CSOs in all four regions. It took a great deal of patience and understanding to ensure cooperation amongst different groups and individuals and to earn the respect of all stakeholders and partners.

Local knowledge about issues and potential risks to the WCT project was critical in managing relationships with stakeholders, partners and advisers in the strategy. Sensitivities had to be addressed with much caution with CSO partners and key women individuals alike. This sometimes required person-to-person conversations and defusing tensions between and amongst groups.

Forging new relationships, with the inclusion of new people and groups; managing relationships and strengthening existing relationships. The regional level workshops indeed brought to the surface issues with which women’s organizations have antagonized over for so long. The prevailing old order was challenged by the WCT initiative to bring forth new people and groups. Although there was some opposition from the NCW and Women in Politics groups, engaging with new regional partners, especially in the case of Soroptimist International for Momase and Papua Hahine Social Action Forum for the Southern regions, at least, opened up possibilities to engage new and emerging actors in future capacity building programs for women’s empowerment

**Leadership and Capacity of ODW:**
The need for strengthening of leadership in ODW and the division’s capacity is absolutely critical. The current establishment need to be reviewed to allow for efficient management and delivery of programs. It is important to acknowledge that there are officers in the DfCD who are capable of performing well and have the potential to lift the performance level of such an important Division such as ODW.
Political sensitivities:
Political sensitivities had to be treated with caution, for instance when the Governor for Western Highlands, Tom Olga was invited to close the Highlands workshop. The same could be said of the dominance of PCWs and a core group of women leaders in the selection of candidates and throughout the implementation process. Relationships with ODW/DfCD staff also received much effort in terms of respect for their role as the strategy leader which effectively meant supporting and reinforcing ODW/DfCD ownership of the WCT strategy. Maintaining good rapport and understanding with SPSN and Aus-AID were also crucial. With its role as technical advisers to the WCT Strategy, CDI was mindful of the need to keep its distance from internal and local issues, but nearer-enough to guide and support ODW/DfCD and CSO regional partners throughout the design and implementation of the strategy.

CONCLUSION

The current experience of WCT is, more or less, revealing the “bigger picture” of the women’s movement. Either we will have to learn to work with the challenges presented by the status quo, knowing the issues are bigger than the WCT program; or future capacity development initiatives have to first address the dominance of the NCW network and its outdated philosophy of being the ‘voice of women in PNG’.

Overall, the WCT Strategy, by design, chose to face the difficult challenges of capacity building in three respects. First, it took an enormous challenge to identify new civil society partners to work with; or at least, profile other CSOs as lead partners rather than the Port Moresby national executives of the National Council of Women, including its political arm, the Women in Politics Association. In this respect, the Papua Hahine for Southern region and Soroptimist International for Momase and at the sub-national level, the Namatanai Council of Women for the NGI region were identified at the stakeholders’ consultative forum in March 2011, with the exception of the Highlands region.

Second, the WCT Strategy also took the most difficult route to capacity building by rolling out the capacity building program at the regional level compared to the easy option of running one stop national level Port Moresby-based workshop, as it has been the practise in the past.

Third, it was inevitable to work with ODW and the Department for Community Development given its official mandate for gender-related policies or activities and their implementation. With very limited capacity to handle all the gender-related work, the WCT experience has revealed another “big picture” which external development partners and women CSO partners need to acknowledge and help address.

The delivery of the Women Candidate Training workshop is an Australian PM official announcement for Australian government Aid Program with the Government of PNG hence, the delivery of these trainings are important to Aus-Aid from this perspective. For the Centre for Democratic Institutions, the WCT training is important because it complements the Temporary Special Measure for 22 women’s electorates (reserved seats) being initiated by the Government of PNG and that such capacity development mattered. From ODW’s perspective as the Strategy Leader, it is an essential capacity building initiative to profile its’ key role as the leading government agency in developing gender policy and supporting the implementation of gender-related programs and initiatives. The civil society regional partners engaged in the WCT strategy expressed the need for such training and valued the opportunity for supporting and coordinating the program delivery at the regional and provincial levels. Not with-standing the difficult challenges encountered thus far, all partners therefore, had something to gain and lessons to learn from the experience of the WCT Strategy.
Appendix 1: Application Form

APPLICATION FORM
WOMEN CANDIDATES TRAINING - PAPUA REGION WORKSHOP
ALOTAU | 10 – 14 OCTOBER 2011

Please complete and return this form to xxregional partnerxxx as soon as possible and no later than 26 September 2011.
xxxxRegional partnerxxxx FAX: xxxxxxxxxxxxx EMAIL: xxxxxxx@xxxxxxxxx

IMPORTANT NOTES

- This training workshop is part of the Women Candidates Training Strategy developed by PNG’s Office for the Development of Women, Department for Community Development.
- The workshop is for women from the Papua Region who are intending to stand as candidates at the 2012 national elections.
- There are places for only 20 intending candidates at each regional workshop.
- Each intending candidate must be accompanied by their campaign manager. Intending candidates who do not have a campaign manager will not be accepted to attend the training.
- Intending candidates will be selected to participate in the training on the basis of this application.
- Participation in the training is at the discretion of the workshop organisers, based on advice received from regional partners.
- All travel, accommodation and meal expenses associated with participation in the workshop will be met by the workshop organisers.
CANDIDATE APPLICATION

<table>
<thead>
<tr>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
</tr>
<tr>
<td>☐ Mrs</td>
</tr>
<tr>
<td>First Name</td>
</tr>
<tr>
<td>Family Name</td>
</tr>
<tr>
<td>Date of Birth</td>
</tr>
<tr>
<td>Telephone</td>
</tr>
<tr>
<td>Mobile Phone</td>
</tr>
<tr>
<td>Current Position</td>
</tr>
<tr>
<td>Current Responsibilities</td>
</tr>
</tbody>
</table>

Which electorate are you intending to contest?

| Electorate Name |

Do you live in this electorate or do you know it well?

Will you be standing as an independent or party-endorsed candidate?

| ☐ Independent candidate | ☐ Party-endorsed candidate |

If party-endorsed, which party?

Have you been a candidate for election before?

| ☐ Yes | ☐ No |

If yes, which public office (eg, national or local level government, professional or community organisation) and when?

If yes, what lessons did you learn from the campaign?
<table>
<thead>
<tr>
<th>Why do you want to contest this seat?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What will be your biggest challenges in contesting this seat?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Why do you think you can win this seat?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>
# Campaign Manager Application

## Details

<table>
<thead>
<tr>
<th>Title</th>
<th>☐ Mrs</th>
<th>☐ Ms</th>
<th>☐ Miss</th>
<th>☐ Mr</th>
<th>☐ Prof.</th>
<th>☐ Dr.</th>
<th>☐ Other:</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Other Names</td>
</tr>
<tr>
<td>Family Name</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date of Birth</td>
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<td>/</td>
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<td></td>
<td>Telephone</td>
</tr>
<tr>
<td>Mobile Phone</td>
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<td>Fax</td>
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</tr>
<tr>
<td>Current Position</td>
<td></td>
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</tr>
<tr>
<td>Current Responsibilities</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Have you been involved in national or local level government election campaigns before?

- ☐ Yes
- ☐ No

If yes, which elections and which electorate?

What role did you play?

What lessons did you learn from the campaign?

Do you live in the electorate your candidate is contesting or do you know it well?

---

14
What will be your biggest challenges in managing your candidate’s campaign?

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
</table>

Please submit this Application Form to:

xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
via email (xxxxxxxxxxxxxxxxxxxxx) or fax (xxxxxxxxxxxxxxxxxxxxx)

as soon as possible and no later than **26 September 2011**.

If you have any questions do not hesitate to contact xxxxxxx via email or telephone on xxxxxxxxx.
Appendix 2: Participant Selection Procedures

Dear.............................,

During the recent Women Candidates Training Strategy training-of-trainers workshop (in Port Moresby from 15 to 18 Sep) we talked about the importance of consulting widely to careful select participants for the regional training workshops to be conducted in the coming months.

I am now forwarding some procedures to use in selecting workshop participants. These procedures will ensure that we are consistent in our selection and that we offer workshop places to women who will be credible candidates with a strong chance of performing well at the election. Use of these procedures will also help ensure that the training is offered to quality candidates and not just wantoks or friends.

WCT Regional Workshop Participant Selection Procedures

1. Participation in the regional workshops is at the discretion of the workshop organisers (ODW, UNDP & CDI), on the basis of nominations received from WCT Strategy regional partners.
2. Regional partners should consult widely within their personal and professional networks to identify intending candidates. Regional partners should also ask women candidates who performed well in the 2007 elections whether they are interested in participating in the workshop.
3. Intending candidates and campaign managers who wish to participate in the workshop must complete the attached application form.
4. Regional partners should assess all applications and consider whether applicants have the personal qualities, background and community profile to be credible candidates at the 2012 election.
5. After assessing the applications, regional partners shall nominate 20 intending candidates (and their 20 campaign managers) as workshop participants.
   Regional partners must make their nominations (and provide copies of all applications to the workshop organisers) no later than 2 weeks before the workshop.
6. Workshop organisers will make the final selection of participants based on nominee responses to the questions in the application forms.

Accordingly, could you now follow these procedures for the Papua Regional Candidate Training Workshop (to be held in Alotau from 10 October) and submit all completed application forms and the names of your nominees to me by no later than Monday 26 September.

Let me know if you have any questions or comments about these procedures.

Yours sincerely,

Orovu Sepoe
# Appendix 3: WOMEN CANDIDATE TRAINING - HIGHLANDS REGION PARTICIPANTS

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Province</th>
<th>Position and Organisation</th>
<th>Seat Contesting (Women’s Seats In Place)</th>
<th>Seat Contesting (No Women’s Seats)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maggie Turwai</td>
<td>WHP</td>
<td>President Catholic Women’s Association</td>
<td>Women’s Seat</td>
<td>Unlikely to stand</td>
</tr>
<tr>
<td>Paula Mek</td>
<td>WHP</td>
<td>President Provincial Council of Women</td>
<td>Women’s Seat</td>
<td>Not standing</td>
</tr>
<tr>
<td>Anna Minembi</td>
<td>WHP</td>
<td>Not indicated</td>
<td>Women’s Seat</td>
<td>Unlikely (possibly Tambul Nebilyer Open)</td>
</tr>
<tr>
<td>Gloria Rami</td>
<td>SHP</td>
<td>President Catholic Women’s Organisation</td>
<td>Women’s Seat</td>
<td>Not standing</td>
</tr>
<tr>
<td>Cathy Pupu</td>
<td>SHP</td>
<td>Vice President Lutheran Women’s Federation</td>
<td>Women’s Seat</td>
<td>Governor’s</td>
</tr>
<tr>
<td>Napi Limu</td>
<td>SHP</td>
<td>Women’s Representative Imbongu Electorate</td>
<td>Women’s Seat</td>
<td>Not standing</td>
</tr>
<tr>
<td>Jenny Gunure</td>
<td>EHP</td>
<td>Not indicated</td>
<td>Women’s Seat</td>
<td>Not standing</td>
</tr>
<tr>
<td>Julie Soso Akeke</td>
<td>EHP</td>
<td>President Provincial Council of Women</td>
<td>Women’s Seat</td>
<td>Governor’s</td>
</tr>
<tr>
<td>Eunice Hombonia</td>
<td>EHP</td>
<td>Not indicated</td>
<td>Kainantu Open</td>
<td>Kainantu Open</td>
</tr>
<tr>
<td>Cecilia Kimagl</td>
<td>Simbu</td>
<td>President Women in Politics Highland Region</td>
<td>Governor’s</td>
<td>Governor’s</td>
</tr>
<tr>
<td>Martha Kaiun</td>
<td>Simbu</td>
<td>President Provincial Council of Women</td>
<td>Women’s Seat</td>
<td>Governor’s</td>
</tr>
<tr>
<td>Elizabeth Yama Palme</td>
<td>Jiwaka</td>
<td>President (Founder) Jiwaka Women’s Micro-Finance</td>
<td>Women’s Seat</td>
<td>Possibly Governor’s</td>
</tr>
<tr>
<td>Joyce Kapak</td>
<td>Jiwaka</td>
<td>Questionnaire not submitted</td>
<td>Unlikely to stand</td>
<td>Unlikely to stand</td>
</tr>
<tr>
<td>Cecilia Kuman</td>
<td>Jiwaka</td>
<td>President Aviamp Il Women’s Association</td>
<td>Women’s Seat</td>
<td>Not standing</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Province</td>
<td>Position</td>
<td>Seat Status</td>
</tr>
<tr>
<td>---</td>
<td>--------------------</td>
<td>----------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>15.</td>
<td>Janet Koriama</td>
<td>Hela</td>
<td>President Provincial Council of Women</td>
<td>Women’s Seat</td>
</tr>
<tr>
<td>16.</td>
<td>Jenny Tangula</td>
<td>Enga</td>
<td>Provincial Coordinator St Polomina, Enga</td>
<td>Not standing</td>
</tr>
<tr>
<td>17.</td>
<td>Sabeth Yengis</td>
<td>Enga</td>
<td>Women’s Representative, Ambum LLG Provincial Council of Women</td>
<td>Women’s Seat</td>
</tr>
<tr>
<td>18.</td>
<td>Rose Kundal</td>
<td>Enga</td>
<td>Vice President- Christian Apostolic Federation</td>
<td>Women’s Seat</td>
</tr>
<tr>
<td>19.</td>
<td>Keplina Roa</td>
<td>Enga</td>
<td>Women’s Representative Provincial Council of Women</td>
<td>Women’s Seat</td>
</tr>
</tbody>
</table>

Adapted from Dr Norm Kelly’s Report with additional information obtained from Dr Orovu Sepoe’s Survey Questionnaires for Research on Nominated and Reserved Seats for Women in Papua New Guinea.