



CSSProject for Integrative Mediation

Report on Professional Training for Key Leaders of Rahovec/Orahovac Level 2

**Ohrid
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Integrative Mediation: Bringing Local Leaders Together

The CSSProject for Integrative Mediation evolved out of ten years of experience of the International Mediator in Bosnia and Herzegovina, Dr. Christian Schwarz-Schilling. The work of the Mediator started informally in 1992 and was formally mandated by the international community and the peoples of Bosnia and Herzegovina from 1995 to 2004. Upon request, the format and structure of mediations were conducted at the local level based on practical needs and local conflicts. The Mediator sought to increase dialogue and reduce tensions by finding step-by-step solutions to daily problems. The format of the process included information visits, mediations, follow ups and round table dialogues. In 10 years the Mediator conducted over 185 local mediations in 55 municipalities. The mandate of the Mediator was completed in December 2004.

Integrative Mediation seeks to apply lessons learned and to adapt the unique Bosnia model for possible use in other parts of South Eastern Europe. The mediation team developed a comprehensive approach to mediation by including various levels of responsibility, multiple actors and a variety of techniques. It combines six different conflict resolution activities, drawing on classical mediation and developing a holistic and decentralized instrument for implementation of agreements. The elements of Integrative Mediation are Grassroots Mediation, Self-Mediation, Negotiation Training, Problem-Solving Workshops, Reconciliation-building, and Research/Analysis. Throughout the process, it assists local actors to develop initiatives and to implement confidence-building measures. In addition, it helps to clarify to civil society why certain measures are needed, and enables communities to participate actively in the local peace process. Furthermore, it brings the general and hierarchical process of conflict resolution down to the local level.

Integrative Mediation does not seek to replace or remove ownership of the peace process. Instead, by complementing the peace process Integrative Mediation provides local parties with a conflict resolution framework that enables them to identify for themselves the obstacles to conflict resolution and reconciliation efforts. The main aim of Integrative Mediation is to leave decisions and solutions in the hands of local actors and to strengthen the work of local peace initiatives, thereby facilitating return, co-existence and re-integration at the local level.

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General Overview

CSSP has been actively involved in aiding conflict resolution in the municipality of Rahovec / Orahovac since early 2005. The municipality is predominately Kosovo Albanian with two Kosovo Serb enclaves (Upper Rahovec/Orahovac and Velika Hoča / Hoçë e Madhe). The diverse ethnicity of the population has brought several conflicts to the forefront. During the war in Kosovo, a particularly precarious situation arose when in 1999, the Kosovo Serbs withdrew from the town center to their enclaves, separating themselves from the rest of the population. A divided community was the result. This polarisation and lack of communication between Kosovo Serbs and Kosovo Albanians has greatly stifled the local capacity to resolve community conflicts and disputes. Due to the minimal interaction the two groups have with each other, they base their opinions on stereotypes and are in general unaware of each other's living conditions and interests.

The municipality of Rahovec / Orahovac faces multiple challenges. One such challenge is the high levels of unemployed Kosovo Serbs who refuse to work full time in the municipality for fear of retribution from Kosovo Albanians since unemployment in the region lies at about 60 percent. Only a few Kosovo Serbs are officially working in key positions, such as the Additional Deputy Mayor, Return Officers, Community Officer and members of the Communities and Mediation Committees. This lack of representation of the Kosovo Serb community has grave implications for the local peacebuilding process.

Another challenge is the actual and perceived lack of freedom of movement. Kosovo Serbs are afraid to travel throughout the region and therefore are restricted to specific areas where they feel safe to work. These conditions have caused tensions in the overall relationship between Kosovo Serbs and Kosovo Albanians in Rahovec / Orahovac that have hindered the community's social, economic and political development.

Other points of disagreement in the municipality are dual language use, the equal and fair division of resources, representation in and transparency of the municipal decision-making process and the strengthening of the rights of the community. All of these issues further complicate the already fragile environment in Rahovec / Orahovac. It becomes apparent that the municipality is in dire need of assistance in order to successfully resolve these potential conflict triggers and concentrate on consolidating peace at the local level.

CSSP became involved in Rahovec / Orahovac in September 2005, when it facilitated a joint meeting to discuss improving cooperation and reintegration in the municipality. In the beginning CSSP focused on mediating small disputes and encouraging both sides to improve their inter-community dialogue. As part of the Joint Conclusions reached in September 2005, CSSP agreed that key leaders of the municipality, both Kosovo Serbs and Kosovo Albanians, would participate in a three level problem-solving workshop on communication, political negotiation, and confidence-building. These workshops would provide a space for Kosovo Serbs and Kosovo

Albanians to interact and discuss issues that concern their municipality. While the training is carried out, the participants build a level of trust and learn to work together.

The Level 1 Problem-solving Workshop was held in Skopje in December 2005. Nine key leaders participated and logistical and financial support was provided by the OSCE. The trainings were conducted by CSSP together with its partner organizations Coaching Spirale and Vienna Partners. The skills that were addressed during the training were tailored to the needs and interests of the participants. Special emphasis is placed on using real examples from the municipality so that participants are able to relate to and identify with the subject matter. Due to the success of the workshop it was agreed to repeat the Level 1 workshop with an extended group of Key Leaders. Therefore from the 14th to the 19th of May 2006, CSSP and Vienna Partners led a second Level 1 workshop in Skopje, this time with 21 key leaders of the Rahovec/Orahovac municipality. Both groups of participants were invited to proceed to Level 2.

The Level 2 workshop took place from the 13th to the 18th of November, 2006, in Ohrid, Macedonia, and was financed by the Austrian Development Agency (ADA). Training focused on improving the participants' negotiation and problem-solving skills so that they would be better prepared to resolve disputes in their community constructively. The issue of gender awareness was also integrated into the program. The name of the training was changed from workshop to professional training because the term workshop changes its meaning when translated into Albanian.

Overview of Participants Level 2

The target group for the negotiation and problem-solving training included the key leaders from all communities in Rahovec / Orahovac who had successfully completed the Level 1 course. Special emphasis was placed on trying to have an equal number of Kosovo Serb and Kosovo Albanian participants, and have representatives from the other minority ethnic groups. Strong attempts were made to have an increasing number of women present. In order to reach this gender and ethnic balance, CSSP increased the number of participants. However, the professional training was threatened to have to be cancelled due to the sudden resignation of a number of Kosovo Serb and Kosovo Albanian local leaders. This jeopardized the entire project since its aim is to improve relations between the various ethnic groups in the region. The municipality did hire replacements for the officials who had resigned, but this decision was made too late to incorporate many of them into the Level 2 training. Those new leaders, who had been appointed earlier, like the Head of the Municipal Community Organisation, were able to participate and received an abbreviated introduction to the material covered in Level 1 during a special training provided by CSSP and Vienna Partners in September 2006.

The Level 2 Professional Training was further affected by the last-minute absence of key Kosovo Serb leaders after they had previously confirmed their attendance. This development shifted the balance of ethnic representation in favour of the Kosovo Albanians. It was unanimously decided

by the participants and the trainers that these individuals would not be eligible to participate in the Level 3 Training that will take place in June 2007. Regardless, some Kosovo Serb representatives were present at the Level 2 Training and in total there were 26 participants of whom four were Kosovo Serbs and one was a member of the Roma minority.

The training team made a variety of observations concerning the participants. There exists a general consensus among the trainers that a fundamental problem in the municipality is the division of the Kosovo Serb minority and the lack of Roma in leadership positions. The Serb IDPs have no representatives at the municipal level and are organizationally very weak. Therefore, CSSP is considering a specialized, condensed training in Rahovec / Orahovac to capacitate Kosovo Serb leaders in more effectively representing the needs and interests of their constituency. Furthermore, CSSP will make special efforts to identify leaders of the Roma community that could benefit from this training as well.

Another observation was that the increase in the number of women from the September 2005 has made a distinct qualitative difference in the level of discussions that are taking place on the different topics. However, more gender specific training is much needed for the women leaders in Rahovec / Orahovac. By this, it is not meant to do gender mainstreaming of the program, but rather to give specific leadership training to enable women to successfully represent their gender and find ways to promote a more gender equal atmosphere in their society. The current project unfortunately does not foresee this type of training, but it is imperative that this kind of activity is considered for the future.

It is important to note that this project has the full support of the municipal leadership of Rahovec / Orahovac, including the CEO and the Deputy President. The local leadership values the skills they acquire and find them very helpful in their daily work with the communities. Additionally, all the participants are enthusiastic and demonstrate a genuine interest in the material and the exercises.

Training Profile Level 2

The Level 2 five-day negotiation and problem solving training focuses on the development of conflict resolution methods and on raising self-awareness. Main elements include understanding the concepts of negotiation and problem-solving. An emphasis is placed on the role of gender in negotiation and becoming aware of stereotypes and deeply rooted perceptions. Throughout the training, all sessions are simultaneously interpreted into Albanian and Serbian and all written materials are available in those languages as well.

The format of the Level 2 professional training is similar to the one of the Level 1 component. It includes a variety of teaching styles, such as short lectures, role plays, case studies, plenary discussions, smaller working groups, and individual exercises, to provide the participants with the most well-rounded and participatory experience possible. All elements are supervised and

monitored by the trainer team and each trainer provides extra assistance in his/her field of expertise. Dr. Juan Diaz of CSSP leads the sessions on negotiation and problem-solving concepts and techniques. Sonja Rauschütz of Vienna Partners builds on the workshops about the Harvard Method from the Level 1 Training and uses local case studies to practice the implementation of the method. Dr. Diaz and Ms. Rauschütz co-facilitate the discussions on gender. Ms. Alexandra Schwarz-Schilling leads the sessions on awareness, team-building, and communication. The schedule of the training is always somewhat flexible to adapt to the needs of the participants without deviating from the objectives of the course. Throughout the training, participants are encouraged to contribute with their thoughts, opinions, ideas, experiences and suggestions.

After completing the professional training, all participants are awarded certificates of participation to confirm the additional conflict resolution skills they have acquired. An interactive evaluation of the course also takes place to determine what parts of the training can be improved and what aspects are especially successful. Participants are encouraged to suggest topics or issues they would like to see covered in future trainings.

Level 2, 13 November - 17 November 2006, Ohrid

The aim of the workshop was to further empower local key leaders from Rahovec / Orahovac to productively resolve the disputes and conflicts they face in their community with a respect for democratic principles and human rights. It focused on enhancing the negotiation and problem-solving skills of the participants and integrated a strong component that concentrated on introducing the topic of gender in negotiation and on becoming self-aware, recognizing one's own perceptions around the topic of gender. The training emphasized active participation of all participants and the themes and concepts, which are often abstract, were put into the local context to facilitate their understanding and to make them useful for the key local leaders. Frequently, actual examples from disputes and conflicts in the community of Rahovec / Orahovac were used during the exercises. Throughout the training, there was time allocated to allow informal and formal discussions among the participants. One of the main mottos of this training series is bringing local leaders together. Therefore, the time the participants use to interact outside the official schedule serves the purpose of improving relations between the two ethnic groups and between Balkan men and women. The training also provided as a safe space for Kosovo Serb and Kosovo Albanian leaders to interact, become aware of the others' perspective and work as a team on finding solutions for problems that are faced by the municipality. The location of Ohrid was specifically chosen to remove the participants from their ordinary environment and allow them to discuss and collaborate freely, as well as to reduce the cost of the training. Throughout the workshops, the participants were guided and observed by the trainer team: Head trainers Dr. Juan Diaz, Sonja Rauschütz, and Alexandra Schwarz-Schilling and Assistant Trainer Eva Malisius.

The overall reaction of the participants to the training was very positive and they accepted the values and concepts it promoted. All participants stated that they would be able to apply the skills the training addressed in their daily professional lives. Particularly the topic of gender was seen as a new territory not previously addressed. An increase of the awareness of gender in society and in conflict resolution was caused by the discussions and presentations during the course. All participants were committed to attending the Level 3 part of the professional training, and suggestions were made to hold it in Austria or Germany in order to give local key leaders from Rahovec / Orahovac the opportunity to meet other NGOs and key government officials who work in the region. This professional exchange would enable the local key leaders to observe the problem-solving techniques of their counterparts and the overall functioning of the local government system in another country. Potential international partnerships could greatly increase the capacity of leaders from Rahovec / Orahovac to continue their efforts to build peace at the community level. The possibility of this type of exchange depends on the financial support available. The Level 3 Professional Training is scheduled for June 2007.

Certain suggestions were made by the participants for the next training. The participants requested that at the Level 3 workshop, an additional gender component would be included to expand upon the issues they had discussed. They also brought forward the topic of religion and would like to have representatives from the different religious groups participate in the professional training. It was also mentioned to discuss the psychological preparations necessary to lead a mediation process and to receive an introduction into non-violent communication. All the participants proposed the idea of having the Level 3 training in either Austria or Germany, where they could have an exchange with their counterparts from those countries and learn from their experiences. These suggestions will be taken into consideration during the planning of the next training.

Important Topics and Issues

It is important to highlight specific topics and concerns that came up in the training sessions and in the discussions. This is valuable information that can help formulate suggestions for future projects and give an idea of where conflict resolution mechanisms are most needed. Furthermore, it can serve as a warning sign and point out areas or topics that could be sites for future conflicts.

During the discussions of the real case studies, several types of conflicts came to the forefront. One dispute experienced in Rahovec / Orahovac is between civil society organisations, the municipality, and the water supply companies. One community in the municipality has been cut off from water supply by a neighbouring community because of failure to pay for the service. The indebted village argues that it has no funds but has a basic right to access to water supply. The dispute has an ethnic component.

Another conflict focuses on the issue of property, specifically with returnees and within communities. This problem is very sensitive in the current political climate in Kosovo and all participants placed great urgency on the national and international leaders present in the country to resolve it. The issue of property rights and the controversy around it stifle the democratic political, economic, and social development of the region. It is accepted international policy that property rights are closely related to human rights and therefore finding a solution to this problem should be a priority.

A third type of conflict revolves around the actions of the Department of Urban Planning and openly discussing planned projects and changes to the local infrastructure. For example, the Kosovo Serb minority petitions for the paving of a certain road. The Kosovo Albanian majority rejects the petition arguing that it will only benefit a small number of people and therefore is not worth the financial investment. This problem has its roots in basic minority rights. It is important to keep these types of conflicts at the community level in mind when designing conflict resolution and other post-conflict reconstruction projects. The training that CSSP, Vienna Partners, and the Coaching Spirale conduct serves as a tool to better understand the local conditions and complexities.

The gender aspect of the workshop triggered many discussions and brought to the forefront a new set of challenges faced by the communities. The results from the different exercises demonstrate that much more programs focusing on gender equality and gender awareness in general are needed. Men often felt that women were reluctant to assume leadership roles and have their voices heard, while women stated that their issues were not taken seriously by male leaders. Participants encouraged men to promote the inclusion of women in decision-making and also asked women to be more pro-active in assuming leadership positions. One concrete problem that was mentioned was the lack of bathroom facilities for women in the public buildings of the municipality. This condition discourages women from applying for municipal jobs. The officials argue that funds are not available to construct bathroom facilities for women in the buildings. It is a circular argument that until now has not been resolved. There is a general agreement that still no equality, neither structural nor cultural, exists and much work is needed to improve this situation.

Another issue that surfaced was minority participation in community decision-making. This topic was highlighted by the unexplained absence of key Kosovo Serb leaders. It is of concern that many Kosovo Serb leaders had resigned from their leadership positions or were uninterested in participating because of the uncertainty of the future status of the region. Kosovo Albanians came forward to recommend additional Kosovo Serb colleagues who would like to be included in future professional trainings. Everyone agreed that a more diverse ethnic representation would make the training more beneficial and effective. It will also enable the community leaders to design solutions to local programs that would be acceptable to all ethnic groups.

Throughout the workshop, participants repeatedly emphasized the value of getting to know each other. They found that resolving conflicts was much easier and progressed with less tension when the two parties knew each other. This is a huge value to the professional training that will aid in making mediation and conflict resolution in the community more sustainable.

Conclusion

The training was successful in building on the knowledge of the Level 1 Professional Training, and continued to strengthen the relationship between the different community leaders. It also raised awareness of issues like gender, which are not commonly addressed in the community. The training allowed participants to be removed from their usual constraints and interact freely. This created a greater understanding among the different groups and lay the groundwork for building peace at the local level. The continuity between Training Level 1 and 2 was highly effective and the concepts and techniques that were taught were adopted by the participants and implemented throughout the sessions. Participants left with an increased confidence and enthusiasm about utilizing their new skills in their daily lives and recognized the importance of working together to find solutions acceptable to all. The Level 3 Training that will take place in June 2007 will focus on strengthening municipal leadership skills with a special emphasis on interethnic relations, gender, and interethnic team-building. By capacitating local key leaders to resolve their disputes democratically, with a respect for human rights, this training helps consolidate sustainable peace in the region.

APPENDIX

Trainer Team

Dr. Juan Diaz	CSSP	Trainer
Sonja Rauschütz	Vienna Partners	Trainer
Alexandra Schwarz-Schilling	Conflict Spirale	Trainer
Eva Malisius	CSSP	Assistant Trainer / Coordinator
Burcu Culpan Scherr	Vienna Partners	Coordinator
Javor Pobric	CSSP	Security / Logistics

List of Participants¹

No.	Name	Function/Position	Gender	Ethnicity
1.	Nahit Elshani	Deputy Municipal President	M	A
2.	Ibrahim Kryeziu	CEO	M	A
3.	Abdullah Kryeziu	Director of Agriculture	M	A
4.	Ali Hoxha	Director of Cadastre & Geology	M	A
5.	Bedredin Shehu	Director of Inspection	M	
6.	Beqir Haxhijaha	MRO	M	A
7.	Fadil Dellova	School Director "Bajram Curri"	M	A
8.	Fadil Sokoli	General Administration	M	A
9.	Fehmi Cena	Director of Health	M	A
10.	Fiknete Iska	Public Lawyer	F	A
11.	Habibe Haxhimustafa	Municipal Gender Officer	F	A
12.	Haxhi Hoxha	Handikos (Handicap NGO)	M	A
13.	Ibrahim Hoti	CC Member	M	A
14.	Ismet Berisha	MC	M	A
15.	Ismet Berisha	KPS	M	RAE
16.	Marjan Šarić	Director, MCO	M	S
17.	Nazife Hondozi	MC	F	A
18.	Nesim Mullaabazi	KPS	M	A
19.	Predrag Matic'	KPS	M	S
20.	Qamil Cena	Director of Economy, Planning, & Development	M	A
21.	Sadri Kastrati	Director of Finance	M	A
22.	Shani Sylka	Imam, CC member	M	A
23.	Slaviša Kolašinac	MRO	M	S
24.	Tatjana Kolašinac	Coord. of Reg. Ret. Off.	F	S
25.	Teuta Jaha-Hoxha	Director of Urbanism	F	A
26.	Xhemajl Durguti	Director KRS	M	A

¹ Zoran V. Grkovic, Bojan, Nakalamić, Ljubisa Djuricic, Jovan Lević, and Jovan Duricic, all Kosovo Serbs, did not attend the training, even though they had confirmed their participation. CSSP is following-up this incident to find an explanation for what occurred.

Results from the different Working Groups

Throughout the professional training, the participants were able to choose four different groups that focused on resolving the challenges their municipality faces around a specific topic. The first group focused on improving community relations. The second analyzed ways to strengthen civil society in Rahovec / Orahovac. The third group worked on promoting gender awareness and equality. The fourth group was made up of the Board of Directors and discussed how they could improve their skills and efficiency. The groups chose different formats of how to present their conclusions and recommendations. The results are presented below.

Group 1: How to improve community relations in Rahovec / Orahovac?

What?	Who?	When?
Publicly advertising municipal positions	CEO, MCO, Pers. Manager	Beginning of Nov. 2006
Design a 6-month Action Plan	MCO, Gender Officer	January – July 2007
Public meetings arranged by Director's office attended by entire communities	MCO, Gender Officer	Twice a month
Clean area around cemeteries	R/O: Dept of Urbanism OSCE	Until the end of Nov. 2006
Organize a sport festival	MCO	March 2007
Build 3 communities roads	Dept of Urbanism (donor), CEO, MCO	Middle of 2007
Fundraise for road project	CEO	Nov. 2006
Open a police sub-station (VH)	KPS HQ Comm (AK) MP	End of Nov. 2006
Improve electric power station	KEK R/O	Start in 2007
Police visit 2 Orthodox Locations every 8 hours (HM, R/O)	KPS	Throughout the year
Traffic competitions for youth – education in own language, joint test, meals together	MRO	Regularly Dec. 2006- May 2007
Joint field trips (primary schools)	MROs Dept of Education, ICMC, PROMOCOM, Min. of Return	May 25, 2007
Property – organize lectures in Islamic school about respecting property	Imam	Nov. 2006

Group 2: How to strengthen civil society in Rahovec / Orahovac?

What?	Who?	When?
Improve infrastructure – approve multiethnic road “Bekim Ismet” project	Board of Directors	Completed
Confirm decisions made by the Board of Director	Municipal Assembly	Nov. 2006
Confirm Funding; Determine ratio of contributions	OSCE? (40%) Municipality? (50%) Citizens? (10%)	After approval of Municipal Assembly
Organization of Council for 3 communities	Municipal Assembly	
Collect contributions from the 3 communities	Elected council	After Council has been established – Beginning of Jan. 2007
Issue permits and clarify procedures	Dept of Urbanism	Jan. 2007
Publicly announce projects for tenders	Municipal Assembly, Procurement Office	Middle of Jan. 2007
Nomination of supervisory board	Municipal Assembly	Middle of Jan. 2007
Contract Conclusion about money and transfer of money	Municipal Assembly, OSCE	20.Jan, 2007

Group 3: How can the role of women in the different spheres of daily life in Rahovec / Orahovac be improved?

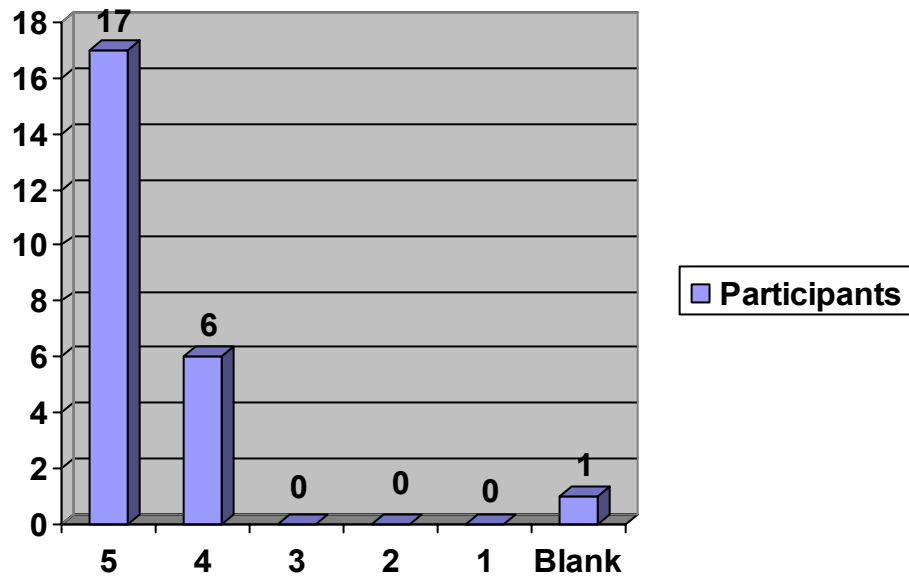
ISSUES	Option 1	Option 2	Option 3	Option 4
Employment of Women	Woman should be privileged (affirmative action)	Encouragement of women to apply	Preference of project if concerning women or women's employment	Creating working conditions favorable to women's needs (kindergarten nearby, etc)
Gender Equality	Same treatment in education – boys and girls treated the same way	Same and equal education	Division of work in the home	
Women's Role in Decision-making	Division of work in the home	Different commissions that promote the role of women in decision-making positions	Women should have high profile leadership positions such as Director of Schools	
Women's Right to Inherit	Respect/implementation of laws that allow women to inherit wealth/property	Change of traditional perception of women in society	Education regarding the traditional role of women	
Education of Women	Equal opportunities in all educational institutions	Support for women		

Group 4: What can the Board of Directors do to become more efficient and effective?

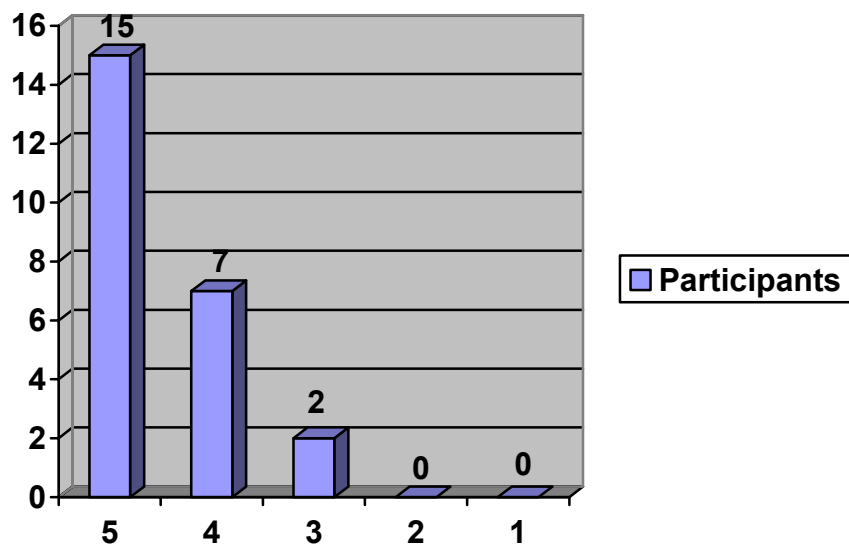
ISSUES	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Effective use of budget	Each B of D member review max output/min cost	Criteria for priorities	Citizenship participation in project review Transparency of budget	Transparency of budget		
Increasing income to better service	Saving energy Fundraising for sports sponsors	Less bureaucracy	Assess whether more inspectors are needed	Enforcement of penalties	Awareness in society of responsibility & benefits of paying taxes (incentives for early payment)	Fundraising for sports sponsors
Professionalization of staff	Lobby association of municipalities	In-house capacity-building and professional development	Increase responsibility of lawyer of the municipality	Increase the capacity of the staff	Rationalizing the staff with a management plan	
Integration of community into institutional life	Director work with staff on acceptance	Increasing junior staff	Increase communication with communities			

Participants' Evaluation of the Professional Training²

1. What is your overall impression of the course?
(5 – very satisfied to 1 – very dissatisfied)

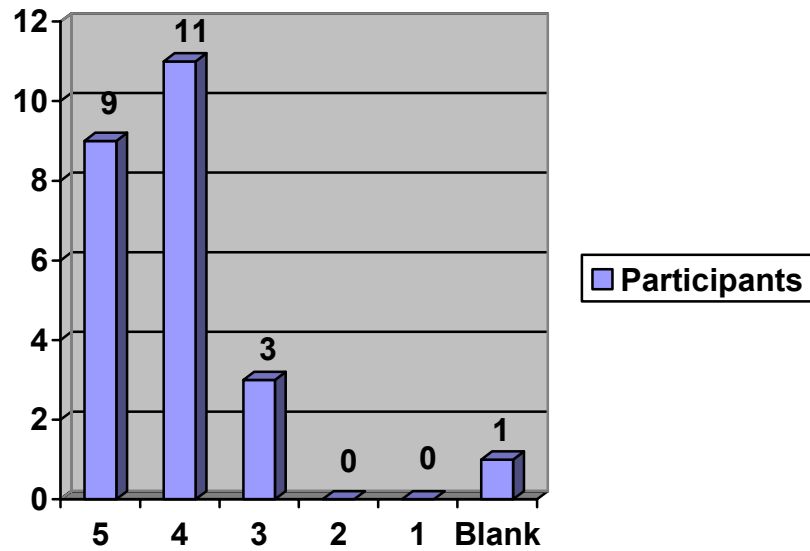


2. How well were your learning targets and expectations met?
(5 – very satisfied to 1 – very dissatisfied)

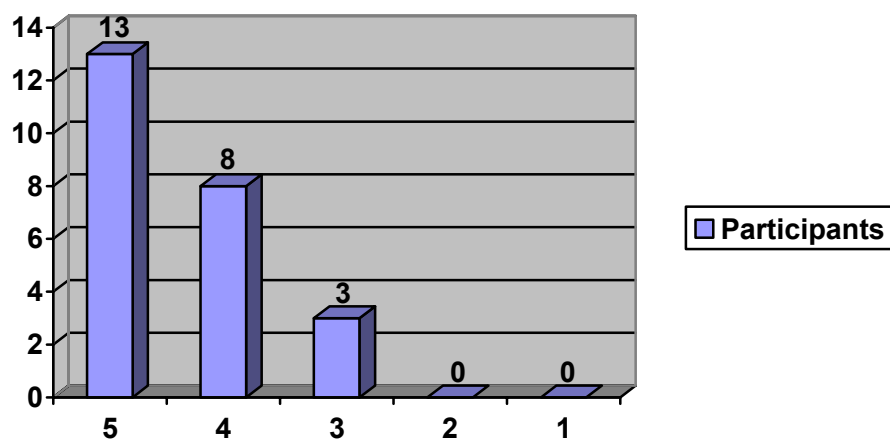


² Two participants were unable to complete the evaluation form and therefore only 24 participants answered the questions.

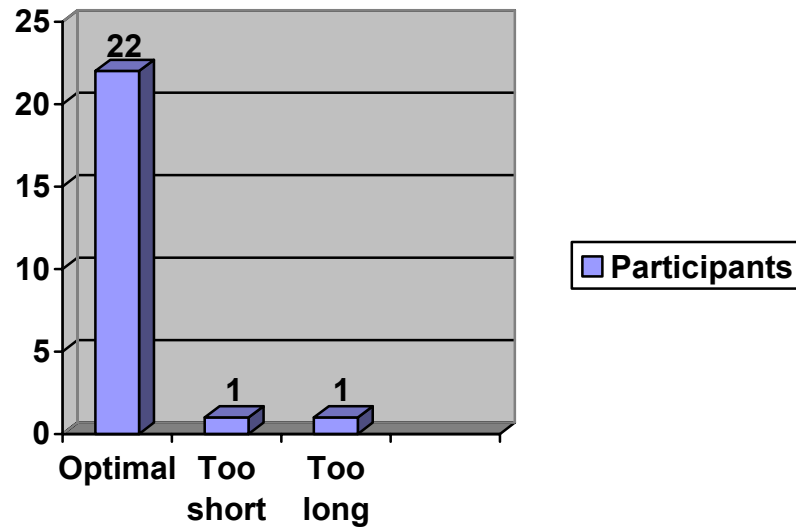
3. How well you think you will be able to apply it in practice?
(5 – very satisfied to 1 – very dissatisfied)



4. How was the proportion of theory to practice?
(5 – very satisfied to 1 – very dissatisfied)

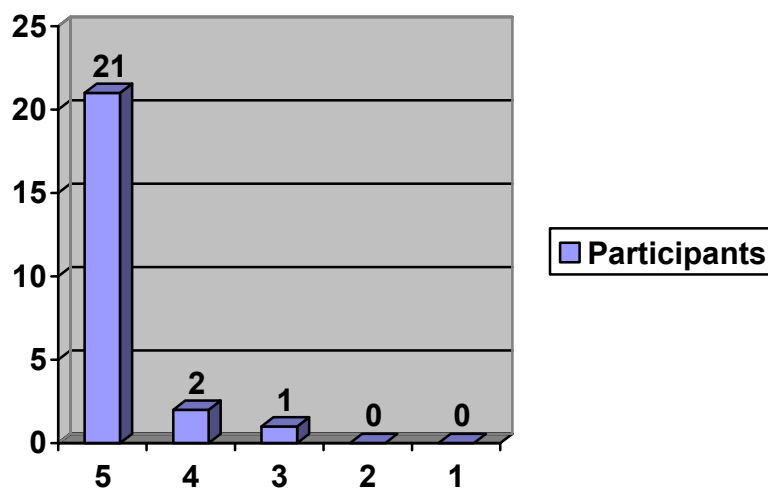


5. How was the length of the course?

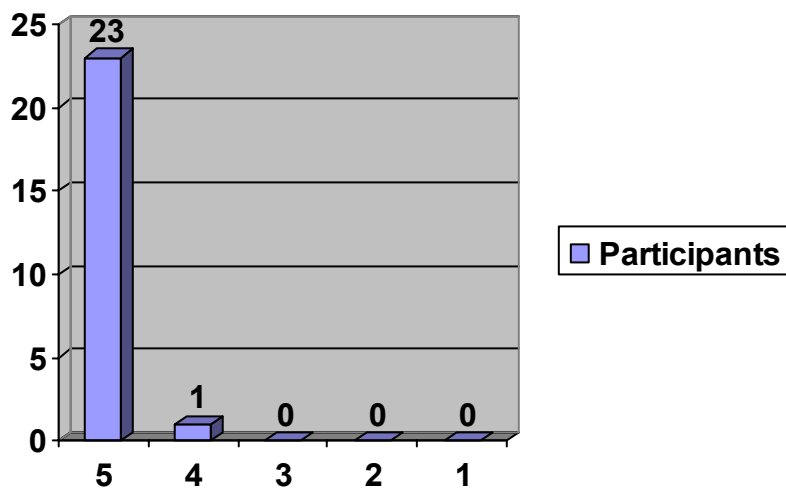


Participants' Evaluation of the Coordination Team

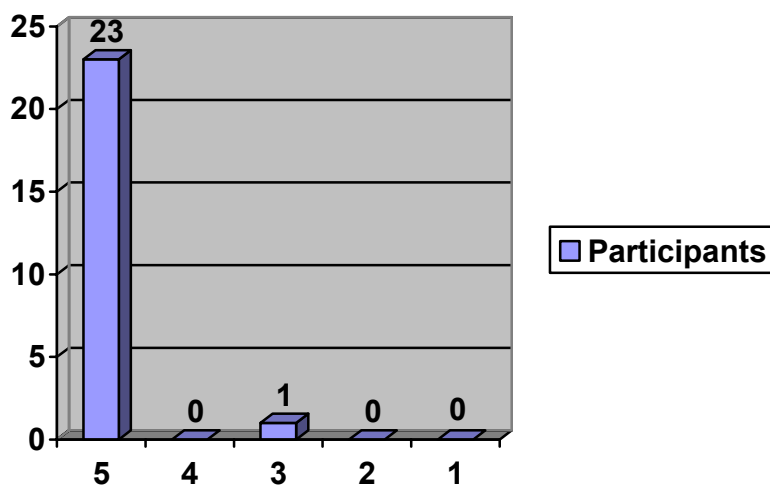
1. How easily available were they?
(5 – very satisfied to 1 – very dissatisfied)



2. How open to questions were they?
(5 – very satisfied to 1 – very dissatisfied)



3. How they organized logistics (transport, meals, etc.)
(5 – very satisfied to 1 – very dissatisfied)



What have you not understood? What would you have wished to be done differently?

.

About which topics would you like to learn more?

Did you feel understood and accepted in your role as a man / as a woman? Did you feel equally at ease with male and female colleagues and team members? Why, or why not?

How are you going to structure processes of cooperation, conflict-solving or informal and formal negotiation in the future?

Recommendations about content:

2. How satisfied are you with the methods/materials:

5 (very satisfied) – 1 (very dissatisfied)

• How easy and clear were the course materials to understand?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How was the mix of methods (group work, lecture, discussion)?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How comprehensive and appropriate was the material?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How clearly was the course material presented and discussed?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How effectively was technology/multimedia used during the course	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1

Thinking back to the methods and materials, what worked really well for you? What did you like in particular?

What would you have wished to be done differently?

3. How satisfied were you with Juan Diaz?

5 (very satisfied) – 1 (very dissatisfied)

• How well did he know the subject matter (expertise)?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How well was he able to pass on his knowledge?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How motivating and empowering was his teaching?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1
• How helpful was his feedback about your performance?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>
	5 1

4. How satisfied were you with Sonja Rauschütz? 5 (very satisfied) – 1 (very dissatisfied)

• How well did she know the subject matter (expertise)?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How well was she able to pass on her knowledge?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How motivating and empowering was her teaching?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How helpful was her feedback about your performance?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1

5. How satisfied were you with Alexandra Schwarz-Schilling?

5 (very satisfied) – 1 (very dissatisfied)

• How well did she know the subject matter (expertise)?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How well was she able to pass on her knowledge?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How motivating and empowering was her teaching?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How helpful was her feedback about your performance?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1

6. How satisfied were you with the coordination team?

5 (very satisfied) – 1 (very dissatisfied)

• How easily available were they? (Did they have time when you needed them?)	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How open to questions were they?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• How they organized logistics (transport, meals, etc.)	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1

Thinking back to the work of the lecturers and the coordination team, what worked really well for you? What did you like in particular?

What would you have wished to be done differently?

How satisfied are you the surroundings of the course?

5 (very satisfied) – 1 (very dissatisfied)

• Invitation, prior information, etc.	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• Atmosphere in the group	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• Seminar room facilities, including your ability to see, hear, concentrate	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• Hotel rooms and food	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• Translation	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
• Transportation to the training site	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1

5 (very satisfied) – 1 (very dissatisfied)

• What is your overall impression of the course?	<input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/> – <input type="radio"/>	5	1
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Is there anything else you would like to let us know?

Many thanks for responding to our questions!