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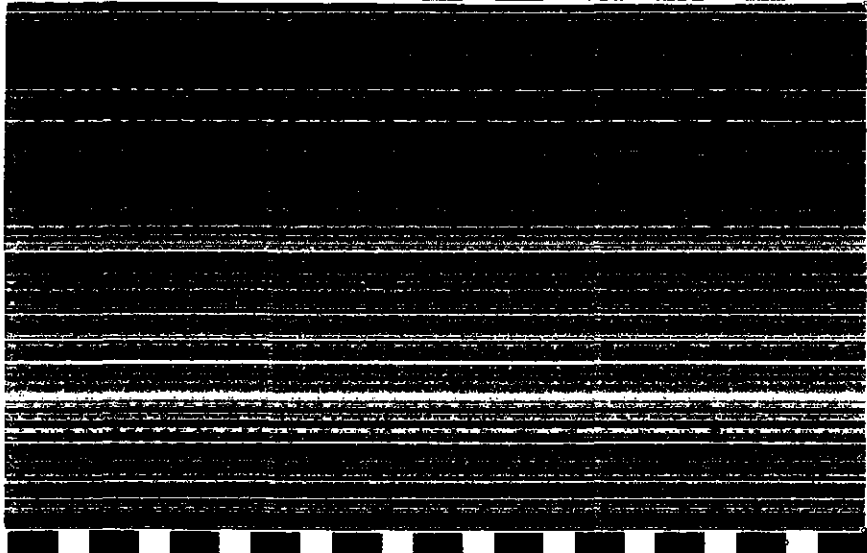
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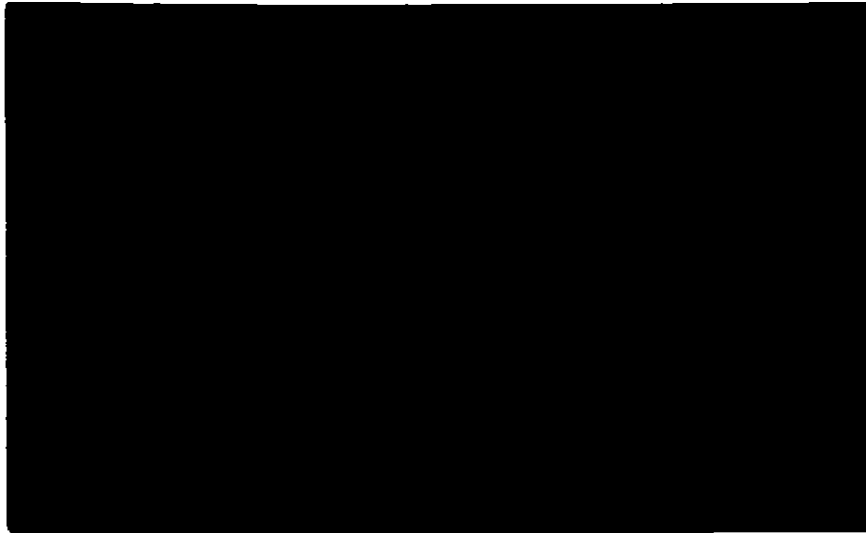


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MAKING DEMOCRACY WORK



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**WOMENS LEADERSHIP TRAINING PROGRAM  
PARAGUAY**

**IFES FINAL ACTIVITY REPORT**

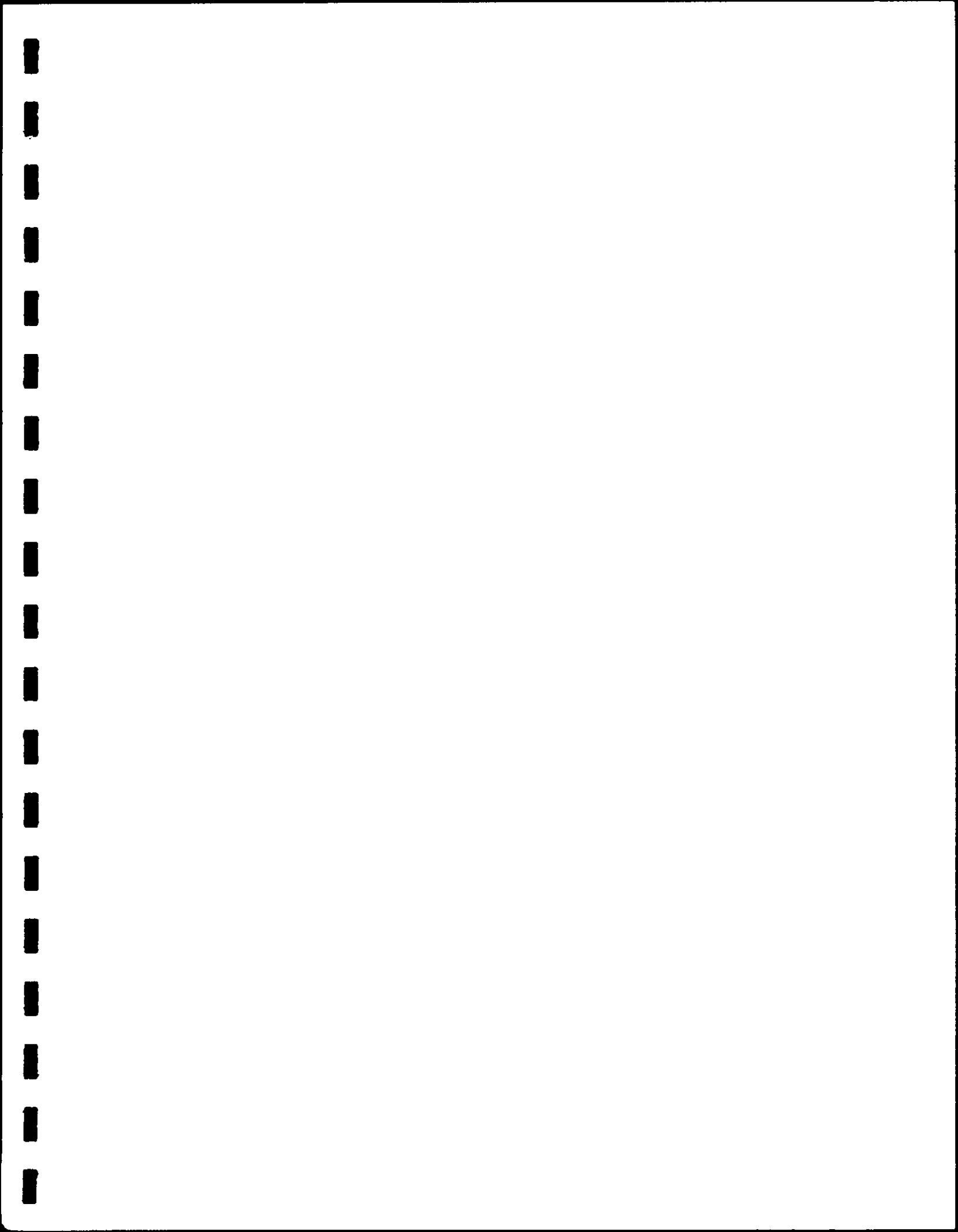
**SEPTEMBER 2001 - DECEMBER 2001  
USAID COOPERATIVE AGREEMENT  
NO. AEP-5468-A-00-5038-00**

**Submitted to the**

**U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT**

**By the**

**INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS**



**INTERNATIONAL  
FOUNDATION FOR  
ELECTION SYSTEMS**

1101 15th Street, N.W.  
Third Floor  
Washington, D.C. 20005

Tel: 202.828.8507  
Fax: 202.452.0804  
www.ifes.org

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**MAKING DEMOCRACY WORK**

January 29, 2002

Mr. Larry Sacks  
Democracy and Governance Center  
1300 Pennsylvania Ave.  
Washington, DC 20523-6802  
U.S. Agency of International Development

Dear Mr. Sacks:

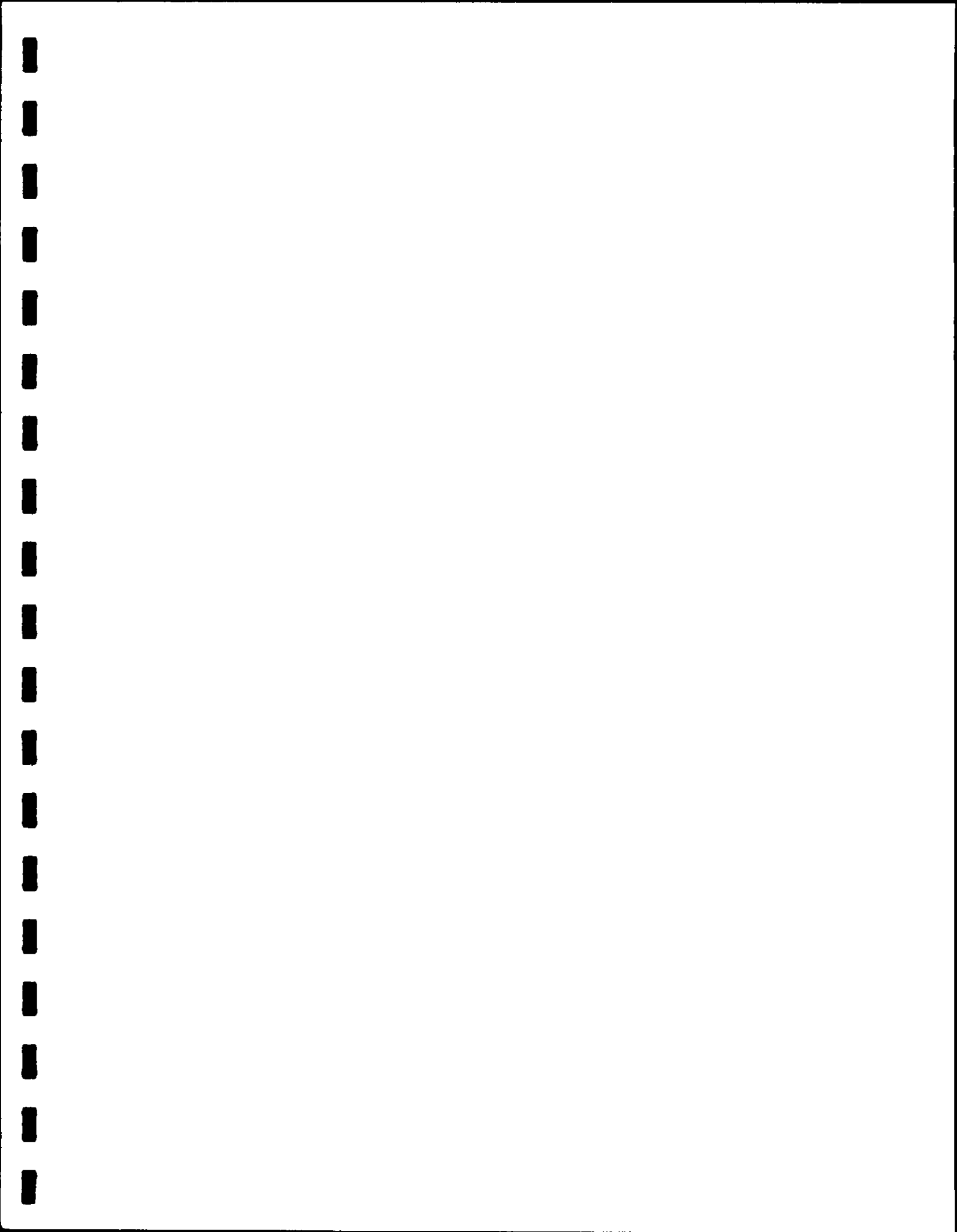
The International Foundation for Election Systems (IFES) is pleased to submit the final project report on the Paraguay Women's Leadership Training Program. Since 1998, IFES has made significant contributions to Paraguay's democratic development and greatly appreciates the opportunity granted by USAID to work in Paraguay, and we hope to offer our assistance in the future.

The enclosed final project report and attached documents represent an optimistic view in the future of Women's Leadership and motivation in Paraguay. They point to ways that Paraguay can strengthen Leadership by implementing workshops aimed at increasing knowledge, skill level, and participation assisting in the progress to increase in women's participation in civic and political decision-making processes in Paraguay. Should you have any questions regarding this report, please contact Pablo Galarce at [Pablo@ifes.org](mailto:Pablo@ifes.org) at any time.

Sincerely,

Richard W. Soudriette  
President  
IFES

cc: Jerry Barth  
Raul Quiñones



**WOMENS LEADERSHIP TRAINING PROGRAM  
PARAGUAY  
IFES FINAL ACTIVITY REPORT**

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## I. EXECUTIVE SUMMARY

With reprogrammed funding redirected from a previously approved Panama program from USAID, the International Foundation for Election Systems (IFES) undertook an extensive three-month project coordinating with the League of Women Voters (LWV) on conducting Workshops to be presented to Paraguayan Women Leaders. From September through November 2001, IFES' goal was to implement the IFES/LWV workshops and to help develop the practical leadership skills and to prepare these women leaders for the November 2001 municipal elections on all levels: as voters, campaign workers, constituency organizers, issues advocate and candidates.

## II. BACKGROUND

In Paraguay, as in other countries around the region, women's access to positions of political power continues to be limited by cultural traditions and institutional practices in which men dominate the public sphere and to which women are discouraged from participating. The barriers to women generally include a lack of family or societal support for women to take part in public life or politics; few role models for women in public life who can provide mentoring for women rising in the ranks after them; and a lack of motivation and/or training on the part of women to prepare them to take on these roles.

Despite these barriers, cultural and societal attitudes have begun to shift in the past decade. Latin American women's access to participation in political and public life is gradually improving due in large part to the efforts of women who have become active in the political and social sphere. This improved access has resulted in an increase in women's participation in these spheres. During this time, the Paraguayan women's civil rights movement has made significant achievements. Since the transition to democracy in 1989, women have become increasingly active in community and political organizations. Several political parties have instituted mechanisms specifically to increase women's participation. By 1991, many political parties had adopted quota systems that resulted in a slight increase in the number of women elected to public office. Additionally, the topic of women's political participation has become more prominent in public debate and in political campaigns.

However, women remain significantly under-represented in decision-making positions in government and political parties, as well as in grassroots community organizations. For example, women hold only 9.7 percent of high-level positions within civic institutions such as professional associations, labor unions, and agrarian organizations. Within political parties represented in Congress, even though women make up 51 percent of party membership, women hold only 10.7 percent of top decision-making positions<sup>1</sup>.

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<sup>1</sup> Bareiro, Line; Soto, Clyde. 1997. *Liderazgo Femenino en Paraguay. El poder formal en cifras*. Asunción: Secretaría de la Mujer de la Presidencia de la República.

Furthermore, political parties choose their candidates largely through back-room deals among insiders, where few women are represented.

Women's representation within government is similarly deficient. Only 2.5 percent of members of the Chamber of Deputies are women, this represents the lowest rate in the Americas. At the Departmental level, women comprise only 10 percent of members of governing councils. At the level of local government, during 1996-2001, women comprised only 2.7 percent of elected mayors and 15 percent of city council members. Women hold no governorships in Paraguay.

### III. PROJECT DESCRIPTION

IFES' strategic objectives, developed in September-November 2001, were to: a.) Improve women's leadership skills and b.) Increase women's participation in civic and political decision-making processes. To facilitate implementation of these objectives, IFES identified several key areas on which to focus its efforts:

#### **Development of Educational and Training Materials**

Informational handouts (pamphlets) on issues such as:

- Barriers to equal access and participation by women in the public sphere;
- Women's right to organize to demand redress and reforms on issues which affect them; and
- Compatibility between assertiveness in public life and the maintenance of traditional feminine roles, and the need for women to increase their self-esteem.

Training materials detailing techniques for:

- Public speaking, including issue advocacy;
- Cultivating a professional public image and public presentation;
- Raising public awareness regarding gender issues and civil rights;
- Dealing with mass information media; and
- Designing and organizing a public issue advocacy or electoral campaign.

### IV. ACTIVITIES

The activities undertaken with funding from USAID from September through December 2001 focused upon the formation of leadership workshops. The League of Women Voters and IFES together developed the logistical approaches and preparations for workshops on how to be an active participant as a Woman Leader in Paraguayan government and society.

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<sup>1</sup> Htun, Mala N. 2000. *Women's Leadership in Latin America: Trends and Challenges*. Washington, DC: Inter-American Development Bank, Inter-American Dialogue and International Center for Research on Women.

At the beginning of October, IFES and the League of Women Voters decided that a local organization should play a major role in the preparation for the workshop as well as participating in it. Based on previous experience in Paraguay, IFES recommended working with the Center for Initiatives and Development for Paraguayan Women (CIDEM). Also, the Ministry of Women's Affairs of Paraguay participated and whose recognition of the workshop increased its significance to the participants.

A) Participant Selection

Using their regional networks, CIDEM selected women from throughout the country. This insured diversification of the participants. From the CIDEM-developed list, the League of Women Voters and IFES worked to select the best candidates. Also the representative of the Ministry of Women's Affairs in Paraguay took part in the selection process.

B) Training

Over 30 women participated in the training workshop. The training program instructed participants on how to strengthen women's skills for public participation and on how to advocate respect for women's civil rights in civic and political organizations. The training program, which took two days, also included several other issues. The workshops included the forming of teams to confront the issues of a) increasing women's awareness of their civil rights, b) explaining the reasons why society needs women in leadership roles, and c) elaborating on obstacles to women's leadership.

*Issues Presented in the Workshop*

- Examine why inclusion of women's issues on the political agenda benefits society as a whole;
- A brief history of women leaders;
- Illustrate how women in civic and political leadership roles add balance and perspective to that of male leaders, strengthening society as a whole
- Description of different leadership styles of women and men;
- Consideration of how potential Paraguayan constituencies for reform can be mobilized effectively;
- Describe how women continue to be denied full civil rights through sexist attitudes and practices; and
- Identify personal obstacles to women's leadership, such as balancing the demands of political activity, a job, family, and being a women leader in her community.

## V. PROJECT IMPACT

The League of Women Voters and IFES conducted a survey of participants in order to gauge the programs influence. Attached to the final report are the results of the survey and they clearly demonstrate the positive impression the workshop had on all participants. In this report, all responses are represented and each issue is independently considered. The majority of respondents gave an excellent evaluation to the sections of: organization, Program, Presentation, Methodology, General Opinion, History of Women, Leadership styles, Obstacles to Women, Connective vs. hierarchical leadership, The women leader in her community. The sections of Group Dynamics and History of Women Leaders received the rating of very good by the participants in the workshop. These ratings indicate the enthusiasm Paraguayan women hold in improving the status of women within society. Although these results are quite comprehensive, we feel that more workshops and surveys must be conducted in order to understand the lasting effects of the workshop. Furthermore, press coverage of the event signifies the participant's acceptance of the workshop.

## VI. CONCLUSION

Women Leaders in Paraguay represent a growing economic and political force in the new economy, and therefore are key participants in policy debates. Women face specific barriers to success both in the local and regional systems of political organization.

IFES' experience in working in all sectors of civil society, both election and non-election related, its integrated approach to women's participation, and its cornerstone research on women's leadership and participation, places IFES in a unique position to facilitate the entrance of women's voices into the leadership development arena. IFES collaborated with key partners: The League of Women Voters, the Paraguayan Ministry for Women's Affairs, and The Center for Initiatives and Development for Paraguayan Women. This cooperation enabled IFES to successfully implement the training program and to inspire emerging women community leaders. As a result of the project many potential and actual women leaders became aware of their importance to their communities and the influence they can have on important issues.

The workshops brought a new vision to the women leaders in Paraguay who participated, and created new opportunities that increased the extent of their skills and abilities. There are recommendations from the League of women voters and requests for further workshops to continue development of Paraguayan women's political participation, explaining that since this process has commenced it should continue. A possibility for a follow on activity would be to replicate the training sessions in the rural areas of Paraguay; perhaps a series of seminars that could continue to develop the skills of the Paraguayan Women Leaders at different levels.

## **VII. WORK PRODUCTS**

Attached to this final report are the work products produced by the collaboration with the League of Women Voters:

1. League of Women Voters Final report.
  - a. Photographs (Attachment B)
  - b. Press Articles (Attachment C)
  - c. Opening Ceremony (Attachment D & E)
  - d. Training workbook (Attachment F)



## **FINAL REPORT**

### **LA MUJER LIDER: ESLABON ESENCIAL DE LA SOCIEDAD CIVIL**

#### **WOMEN'S LEADERSHIP TRAINING PROGRAM**

#### **PARAGUAY**

Submitted by the League of Women Voters  
1730 M Street, Suite 1000  
Washington, DC 20036

Zaida Arguedas  
Deputy Executive Director and Director of International Programs  
(202) 429-1965, X-351

**LA MUJER LIDER:  
ESLABON ESENCIAL DE LA SOCIEDAD CIVIL**

***WOMEN'S LEADERSHIP TRAINING***

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## PROPOSED ACTIVITIES

The League of Women Voters Education Fund (LWVEF) proposed to conduct two training workshops in Spanish for the International Foundation of Election Systems (IFES) in Asunción, Paraguay during the month of October 2001. The League proposed that the workshops would have a participation of no more than 25 Paraguayan women.

The proposed structure was a two-module workshop or *taller*. The first module would focus on (1) increasing women's awareness in leadership roles, (2) establishing the reasons why society needs women in leadership roles, and (3) elaborating on obstacles to women's leadership. The second module would be a practicum on leadership skills and knowledge.

## OBJECTIVE

The objective of the workshops was to build on the ongoing efforts in Paraguay to empower women and to bring to the forefront gender issues. To this end the workshops aimed to

- Improve women's leadership skills
- Increase the participation of women in civil and political decision-making process
- Strengthen women's abilities to address gender based needs
- Motivate women to participate as community leaders

## OUTCOMES

The expected outcomes of the workshops were:

- The motivation of women to become leaders in their communities
- The increasing prominence of women in civil society arena, and
- The strengthening of leadership in grassroots organizations and political institutions
- The promotion of good government by bridging the gap between women community leaders

## MANAGING STAFF

The overall program was managed by Ms. Zaida Arguedas, the League's Deputy Executive Director and Director of International Programs. The workshop materials were developed by Dr. Josephine Squires, Assistant Professor and member of the Graduate Faculty in the Department of Political Science and Justice Studies of Fort Hays State University in Hays, Kansas, where she also coordinates international programs. Ms. Arguedas and Dr. Squires jointly led the workshops in Asunción. The League also hired Ms. Rebeca González in Paraguay, as coordinator to assist with the logistic details in preparation, and during, the workshops. Ms. González, a Communications graduate of Asuncion's Catholic University, has an English proficiency certificate from Cambridge University, in Great Britain. (Attachment A - Biographical Information).



## DESCRIPTION OF ACTIVITIES

Prior to traveling to Asunción, and as noted in the League's proposal as key to the success of the workshops, Ms. Arguedas worked closely with IFES Director, Carmen Echauri to coordinate the participation of other local partners, particularly, with the Center for Initiatives and Development for the Women of Paraguay, known by its Spanish acronym CIDEM. As agreed by Ms. Arguedas and Ms. Echauri, the League developed the participant profile and the participants were selected by IFES and its partner organizations.

### WORK SCHEDULE

Sunday 10/21	Monday 10/22	Tuesday 10/23	Wednesday 10/24	Thursday 10/25	Friday 10/26	Saturday 10/27	Sunday 10/28
6:00pm  Depart USA		9:00am  Official meeting with Sylvia Arias and Christian Bouteille, Co- Directors CIDEM (accompanied by IFES officials)	8:00am- 4:30pm  Hotel El Chaco  Workshop for 30 CIDEM regional workers	9:00- 11:00am  Interview with Carolina Ruiz of ABC Color newspaper	9:00am  Hotel del Paraguay  Official opening of the workshop with the Minister of Women's Affairs, Dr. Cristina Muñoz, IFES and CIDEM officials  9:30am- 5:30pm  Workshop for 30 staff members from the Ministry of Women Affairs and CIDEM regional centers  8:00pm  Dinner with IFES Director	8:00am- 3:30pm  Workshop (continued)  9:30 am  Interview with Radio Ñanduti  3:35 pm  Informal meeting with Carmen Echauri, Director, IFES/ Paraguay and Pablo Galarce, IFES/ Washington  6:00 pm  Depart Asunción	
10:00pm  Meet at Miami Airport	2:00pm  Arrival in Asunción, Paraguay	2:00- 5:50pm  Work session with members of CIDEM at IFES office; Gladys M. Cardozo <i>et</i> <i>al</i>					1:00 pm Arrival in USA

## OCTOBER 24, 2001

Upon arrival in Asunción, and although the League's proposal indicated a half-day dialogue with the partner organizations, the Ms. Arguedas and Dr. Squires, learned that the half-day dialogue had been turned into a one-day workshop -- a condensed version of the two-day workshop. The team worked to modify, prepare and reproduce the workshop materials to conform with the new request. This all-day workshop took place on Wednesday, October 24, 2001, from 8:00 am to 5:00 pm at the Hotel El Chaco. Thirty CIDEM members from their regional centers attended the workshop. The program was officially opened by Ms. Silvia Arias, National Co-Director of CIDEM. Two key CIDEM staff members were among the participants.

Throughout the day the participation level by the participants was high and attentive at all times. There was an excellent rapport between the participants and Dr. Squires and Ms. Arguedas. (ATTACHMENT B – Photographs). The program agenda for this workshop – in both Spanish and English – follows:

### AGENDA

- 8:00am Inscripción y bienvenida (*Registration*)
- 9:00am Introducciones (*Introductions*)
- 9:30am Historia breve de la mujer líder (*Brief history of women leaders*)  
¿Porqué el mundo tiene necesidad de mas mujeres en posiciones de liderazgo?  
(*Why does the world need more women leaders?*)
- 10:00am Receso (*Break*)
- 10:10am Estilos de liderazgo (interactivo) (*Leadership styles*)
- 11:30am Formación de equipos entre mujeres con objetivos similares (interactivo) (*Team building*)
- 12-1:00pmn Lunch
- 1:00pm Algunos obstáculos que se presentan a la mujer líder, y como sobrellevarlos  
(*Obstacles to women leaders and how to overcome them*)
- 2:00pm El liderazgo conectivo y el liderazgo jerárquico (interactivo) (*Connective vs herarchical leadership*)
- 2:50pm Receso (*Break*)
- 3:00pm Motivando a la mujer como líder en su comunidad (*Motivating women to become leaders in their communities*)
- 4:00pm Clausura y entrega de certificados (*Closing ceremony and distribution of certificates*)

## EVALUATION BY PARTICIPANTS

Summary Results  
Hotel El Chaco, Asunción, Paraguay

24 de octubre 2001

	Mala Poor	Regular Regular	Buena Good	Muy Buena Very Good	Excelente Excellent
<b>Concepto (Concept/Content)</b>					
Organización (Organization)			1	10	16
Convocatoria (Invitation/ Announcement of event)				9	16
Programa (Agenda)			2	4	18
Conducción (Presentation)			1	7	18
Metodología (Methodology)			2	10	14
Dinámica de grupo (Group Dynamics)			4	12	11
Opinión General (General Opinion)			4	8	14
<b>Por temática (Theme) :</b>					
Breve historia de la mujer líder (History of Women Leaders)		2	1	13	12
Estilos de liderazgo (Leadership Styles)		1	1	6	15
Obstáculos a la mujer (Obstacles to women)		1	1	9	17
Liderazgo conectivo y liderazgo jerárquico (Connective vs hierarchical leadership)		2		10	15
Mujer líder en su comunidad (The woman leader in her community)		1	1	9	16

## PRESS COVERAGE

Both IFES and CIDEM sent advanced information to the newspapers about the planned workshops. As a result of this effort, both presenters, Ms. Arguedas and Dr. Squires, were interviewed by Ms. Carolina Ruiz, reporter for ABC Color on Thursday, October 25, 2001. In

total the workshops, the joint effort by IFES and CIDEM, and the visit by the League of Women Voters were covered on three consecutive days. ABC Color is the newspaper with the widest circulation in Asunción. (Attachment C – Press Clippings).

On Saturday morning, before the beginning of the second workshop, Ms. Arguedas was interviewed live by Radio Ñanduti for about 15 minutes. Following is the press release sent

## PRESS RELEASE

### PROYECTO DE FORTALECIMIENTO DE LIDERAZGOS DE MUJERES EN PARAGUAY

Esta es una iniciativa de cooperación interinstitucional entre la Red CIDEM, la Fundación Internacional para Sistemas Electorales (IFES) y el Fondo Educativo de la Liga de Mujeres Votantes (LMV), realizada con el apoyo de la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID). La misma parte de la voluntad e interés por generar alianzas estratégicas, dirigidas a potenciar esfuerzos y recursos a favor del objetivo común de promover condiciones para el logro de la equidad de género. Asimismo, el foco en el fortalecimiento de Liderazgos de Mujeres responde a la necesidad de potenciar la construcción de liderazgos femeninos con signo democrático, como condición para una participación activa e igualitaria de la mujer en nuestra sociedad, tanto como para impulsar un cambio cultural en dirección de relaciones sociales más igualitarias, equitativas y democráticas.

### OCTOBER 26 AND 27, 2001

The official 2-day workshop opened on Friday, October 26, 2001 and was held at Hotel del Paraguay in Asunción. The official opening was attended by Dra. Cristina Muñoz, Minister of the Ministry of Women's Affairs, Mrs. Carmen Echaury, Director of IFES-Paraguay, Mr. Christian Bouteille, European Co-Director of CIDEM. (ATTACHMENT D – Photographs)

The League developed, and administered, before the workshop began the following pre-test questionnaire.

#### PRETEST

	CONOCE, O ESTA FAMILIARIZADA CON, LOS SIGUIENTES CONCEPTOS? <i>(Do you know, or are you familiar with, the following concepts)</i>	SI O NO <i>YES OR NO</i>
1	SU ESTILO DE LIDERAZGO <i>(Your leadership style)</i>	
2	OBSTACULOS AL LIDERAZGO DE LA MUJER <i>(Obstacles to women leaders)</i>	
3	ESTILOS DE LIDERAZGO ENTRE EL HOMBRE Y LA MUJER <i>(Leadership styles between men and women)</i>	
4	IMPORTANCIA DE LA MUJER LIDER EN LA COMUNIDAD <i>(The importance of women leaders in the community)</i>	
5	LAS PRINCIPALES RAZONES POR LAS QUE PUEDE FALLAR UNA ORGANIZACION <i>(The principal reasons why an organization fails)</i>	

## AGENDA

Friday, October 26, 2001

9:00 am – 5:00 pm

- 8:00am Inscripción y bienvenida (*Registration and welcome*)
- 8:30am Palabras de apertura (*Opening statements*)
- 9:30am Introducciones (*Introductions*)
- 10:00am Historia de la mujer líder (*Brief history on women leaders*)  
¿Porqué el mundo tiene necesidad de mas mujeres en posiciones de liderazgo  
(*Why does the world need more women leaders?*)
- 10:30am Receso (*Break*)
- 10:40am Estilos de liderazgo (*Leadership styles*)
- 11:40am Formación de equipos entre mujeres con objetivos similares (*Team building among women with similar objectives*)
- 12:30-1:30 Lunch
- 1:30pm Algunos obstáculos que se presentan a la mujer líder (*Obstacles to leadership*)
- 2:30pm Como sobrellevar obstáculos (*How to overcome obstacles*)
- 3:00pm Receso (*Break*)
- 3:10pm Alcanzando la meta (*Reaching the finish line*)

Saturday, October 27, 2001

8:30 am – 3:30 pm

- 8:00am El liderazgo conectivo y el liderazgo jerárquico (*Connective vs hierarchical leadership*)
- 9:00am Perfeccionando nuestras habilidades en el liderazgo (*Perfecting our leadership abilities*)
- 9:50am Receso (*Break*)
- 10:00am Fomentando una imagen profesional (*Creating a professional image*)
- 11:00am Hablando en público (*Public speaking*)
- 12:30-1:30pm Lunch
- 1:30pm La mujer líder tomando decisiones en asuntos políticos y civiles (*The woman leader in political and civil decision making*)
- 2:30pm Tratando los asuntos particulares de la mujer (*Issues relating to women only*)
- 3:10pm Motivando a la mujer como líder en su comunidad (Motivating women as leaders in their communities)
- 4:30pm Clausura y entrega de certificados (*Closing and distribution of certificates*)

The two-day workshops were very successful. There was high engagement, high participation levels, high energy and activity. The participants came from areas far from Asunción, including, Itapúa, Caaguazú, Concepción, Ñeembucú, Amambay, Canindeyú, Alto Paraná, Presidente Hayes, and Cordillera. Among the participants were three very vocal, active and energized women from Caazapá who only spoke Guaraní. The workshops concluded with a small ceremony and distribution of certificates. (ATTACHMENT E – PHOTOGRAPHS). The results of the evaluation follows:

## EVALUACION BY PARTICIPANTS

Summary Results  
 Hotel del Paraguay, Asunción, Paraguay  
 October 26 and 27, 2001

CONCEPTO (CONCEPT)					
	Mala Poor	Regular Regular	Buena Good	Muy Buena (Very Good)	Excelente Excellent
Organización (Organization)				4	19
Convocatoria (Invitation)			3	4	16
Programa (Agenda)				4	20
Conducción (Presentation)			1		21
Metodología (Methodology)			1	5	17
Dinámica de Grupo (Group dynamic)			2	5	16
Opinión General (Overall Rating)			1	3	19
TEMATICA (THEME)					
Historia de la mujer (History of women)			2	5	14
Estilos de liderazgo (Leadership Styles)				10	12
Obstáculos para la mujer (Obstacles)				7	16
Como sobrellevarlos (How to succeed)				8	15
Alcanzando la meta (Reaching goals)				11	14
Conectivo vs. jerárquico (Styles)				11	12
Perfeccionando habilidades de liderazgo (Perfecting skills)				9	13
Fomentando imagen profesional (Professional image)			1	6	14
Hablando en público (Public speaking)			1	6	16
La mujer líder tomando decisiones (Decision-making)				9	15
La mujer participando (Participating)			1	4	14
Motivando a la mujer como líder en su comunidad (Motivating)				2	20

After the closing ceremony, Ms. Arguedas and Dr. Squires met briefly with with Mrs. Carmen Echaury, IFES Director in Paraguay, with Ms. Gladys Cardozo of CIDEM and with Mr. Pablo Galarce to share final thoughts about the success of the workshops and the results of the joint efforts among Paraguayan organizations, IFES, and the League of Women Voters Education Fund. Both, Ms. Arguedas and Dr. Squires left immediately for the airport to return to the United States.

## CONCLUSIONS

The efforts underway in Paraguay to address women issues is very promising and a lot of progress has been achieved. The Ministry of Women's Affairs, through the leadership of Dr. Cristina Muñoz, has been pivotal in bringing to the forefront the political and social issues in need of discussion. The role of the regional centers from both the Ministry of Women's Affairs and the Center for Initiatives and Development for Paraguayan Women, known by its Spanish acronym CIDEM, has been very important in initiating this discussion in areas far away from Asunción.

The participants to the workshops, both the personnel from CIDEM's regional centers and personnel from the regional centers of the Ministry of Women's Affairs, fit the ideal profile of emerging women leaders: active in their communities, passionate about the issues, and committed to effecting change. This mix of personnel, the first time that it had happened, provided an ideal setting for frank discussion about their perceived competing goals and objectives.

The women very openly discussed the difficulties of having access to information, training, and opportunities to dialog with other women with the similar goals and objectives. There were very good anecdotes about the many barriers they had had to overcome to attend the workshops in Asunción.

It is crucial that these women be provided opportunities for follow up, both with opportunities for dialog as well as with other training and capacity building. The raw material for successful efforts in emergizing women to be "*el eslabón*," the best link with civil society exists in Paraguay already. These efforts and oportunitites have to continue.

**ATTACHMENT A**  
**BIOGRAPHICAL INFORMATION**

***ZAIDA ARGUEDAS***

ZAIDA ARGUEDAS, A NATIVE OF SAN JOSE, COSTA RICA, IS CURRENTLY A RESIDENT OF CHEVY CHASE, MARYLAND, JUST OUTSIDE OF THE WASHINGTON, DC-METROPOLITAN AREA. MS. ARGUEDAS GRADUATED *MAGNA CUM LAUDE*, PHI BETA KAPPA, FROM THE UNIVERSITY OF ALABAMA WITH A B.A. IN INTERNATIONAL RELATIONS AND POLITICAL SCIENCE. HER SENIOR THESIS ENTITLED "DOES COSTA RICAN DEMOCRACY HAVE A FUTURE," RECEIVED HIGH HONORS. MS. ARGUEDAS RECEIVED AN M.A. IN PUBLIC POLICY AND LATIN AMERICAN STUDIES FROM THE UNIVERSITY OF KANSAS. MS. ARGUEDAS' MASTER'S THESIS FOCUSED ON THE CARIBBEAN BASIN INITIATIVE AND THE EFFECTIVENESS OF OTHER POLITICAL AND ECONOMIC POLICIES OF THE UNITED STATES ON THE AREA COUNTRIES. IN 1997, MS. ARGUEDAS COMPLETED POSTGRADUATE STUDIES IN SOCIAL AND HEALTH SERVICES AT THE UNIVERSITY OF MARYLAND'S COLLEGE PARK CAMPUS.

MS. ARGUEDAS BEGAN HER COMMUNITY ACTIVISM IN 1990 WHEN SHE BECAME A BOARD MEMBER OF THE *ASOCIACION COSTA RICA*, A WASHINGTON-BASED ORGANIZATION FOR COSTA RICANS LIVING ABROAD. IN 1992 MS. ARGUEDAS WAS ELECTED PRESIDENT OF THE *ASOCIACION* AND REELECTED BY ACCLAMATION IN 1994.

MS. ARGUEDAS JOINED THE HISPANIC DEMOCRATIC CLUB OF MONTGOMERY COUNTY IN 1995 AND WAS ELECTED TO ITS BOARD OF DIRECTORS IN 1996. IN 1998 MS. ARGUEDAS WAS INVITED TO RUN FOR A SEAT ON THE MONTGOMERY COUNTY CENTRAL DEMOCRATIC COMMITTEE TO WHICH SHE WAS ELECTED TO A 4-YEAR TERM IN 1998. MS. ARGUEDAS RAN UNSUCCESSFULLY FOR A DELEGATE SEAT TO THE DEMOCRATIC NATIONAL CONVENTION HELD IN AUGUST 2000 IN LOS ANGELES, CALIFORNIA.

MS. ARGUEDAS CURRENTLY SERVES AS THE DEPUTY EXECUTIVE DIRECTOR OF THE LEAGUE OF WOMEN VOTERS OF THE UNITED STATES, AN 81 YEAR ORGANIZATION WITH A NON-PARTISAN MISSION TO EDUCATE AND EMPOWER CITIZENS. IN NOVEMBER 2000, MS. ARGUEDAS WAS GIVEN THE ADDITIONAL RESPONSIBILITY OF MANAGING THE LEAGUE'S GLOBAL DEMOCRACY PROGRAM. CURRENTLY, IN AFRICA, THE LEAGUE IS WORKING IN KENYA, GHANA, NIGERIA, ETHIOPIA, UGANDA, TANZANIA, ZAMBIA AND ZIMBABWE. IN LATIN AMERICA, THE LEAGUE IS WORKING IN BRAZIL AND PARAGUAY. AND HAVE HAD PROGRAMS IN GUATEMALA, CHILE, THE DOMINICAN REPUBLIC, AND ARGENTINA. MS. ARGUEDAS TRAVELED TO LAGOS AND ABUJA, NIGERIA TWO WEEKS AGO.



**DR. JOSEPHINE E. SQUIRES**

DR. JOSEPHINE SQUIRES CURRENTLY IS AN ASSISTANT PROFESSOR AND MEMBER OF THE GRADUATE FACULTY IN THE DEPARTMENT OF POLITICAL SCIENCE AND JUSTICE STUDIES OF FORT HAYS UNIVERSITY IN KANSAS. SHE ALSO WORKS AS COORDINATOR OF INTERNATIONAL PROGRAMS FOR THE UNIVERSITY. SHE RECEIVED A BACHELOR OF ARTS DEGREE IN PSYCHOLOGY FROM ST. MARY'S UNIVERSITY IN SAN ANTONIO, TEXAS IN 1987, AND IN 1994 RECEIVED HER PH.D. IN POLITICAL SCIENCE WITH CONCENTRATION IN COMPARATIVE POLITICS OF INDUSTRIAL SOCIETIES AND INTERNATIONAL RELATIONS FROM THE UNIVERSITY OF COLORADO.

DR. SQUIRES HAS PARTICIPATED AS PANELIST IN MULTIPLE CONFERENCES AND AMONG HER RECENT PUBLICATIONS HAS AUTHORED A CHAPTER ENTITLED "THE SIGNIFICANCE OF RELIGION IN BRITISH POLITICS," AS PART OF A BOOK ENTITLED THE SECULAR AND THE SACRED: NATION, RELIGION, AND POLITICS, TO BE PUBLISHED IN LONDON IN 2002. IN AUGUST 2001 SHE PUBLISHED AN ARTICLE ENTITLED "PRIMAL IDENTITIES: THE RELATIVE INFLUENCE OF NATIONALISM AND RELIGION ON CONFLICT SITUATIONS."

DR. SQUIRES' PRINCIPAL AREAS OF RESEARCH INTEREST ARE: NATIONALISM, RELIGION AND ETHNICITY, CONFLICT RESOLUTION, AND REGIONAL INTEGRATION.

ATTACHMENT B



## ATTACHMENT C

### Breves Sociales/Mujer

ABC Color  
Miércoles 24 de  
octubre de 2001

#### LIDERAZGO DE MUJERES

\* El viernes 26 y sábado 27 se llevará a cabo el taller de fortalecimiento de liderazgos de mujeres en el Paraguay, organizado por la Liga de Mujeres Votantes (EE.UU.), la red CIDEM y apoyado por el IFES/USAID. Para este encuentro están presentes en Paraguay la Dra. Josephine Squires y Zaida Arguedas, quienes dictarán el seminario. Josephine Squires es graduada de la Universidad de Fort Hays en Kansas, donde también trabaja como coordinadora internacional de programas en el Departamento de Ciencias Políticas y Estudios de Justicia. Por su parte, Zaida se graduó con Magna Cum Laude de la Universidad de Alabama con un grado de relaciones internacionales y ciencias políticas. Es la subdirectora ejecutiva y directora de programas internacionales de la Liga de Mujeres Votantes de los EE.UU.

#### PARA VENCER LOS MIEDOS

\* Un taller vivencial para vencer los miedos realizará la psicóloga clínica Teresita Solís de Giacomuzzi, el

viernes 26, miércoles 31, viernes 2 de noviembre y miércoles 7, de 19:30 a 21:30 en el local de CreSer, Manuel Domínguez 948 e/EE.UU. y Parapití.

#### VIOLENCIA & HIJOS

\* "Que la violencia no adopte a mi hijo" es el tema que abordará el Lic. Mario Torres, psicólogo, psicoanalista, especialista en niños y adolescentes, especializado en derechos humanos de la infancia y la adolescencia en Ginebra. Será mañana a las 20:30 en el salón Fundadores del Club Centenario.

# Sociales y Hogareñas



PARA TRABAJAR JUNTAS Y LOGRAR OBJETIVOS

## Fortalecer el espíritu de liderazgo de paraguayas

*Mediante una cooperación entre la Liga de Mujeres Votantes de los Estados Unidos y la Red Cidem, con el apoyo de IFES/USAID, hoy y mañana, de 8:00 a 16:00, en el Hotel del Paraguay, se realizará el taller de fortalecimiento de liderazgos de mujeres en el Paraguay. Para el mismo han sido invitadas dos mujeres especializadas en el tema, quienes explicaron el objetivo de los talleres y cómo lo desarrollarán.*



La Dra. Josephine Squires y la Lic. Zaida Arguedas son las disertantes invitadas para los talleres de fortalecimiento de liderazgos de mujeres en el Paraguay.

El voto es una fase importante en el logro de liderazgo, aunque este puede darse en varias facetas de la vida cotidiana de la mujer.

La Dra. Josephine Squires, coordinadora internacional de programas de la Fort Hays State University, y la Lic. Zaida Arguedas, directora ejecutiva de la Dirección de Programas de Democracia Global de The League of Women Voters of The United States (Liga de Mujeres Votantes de Estados Unidos), han sido invitadas a dirigir los talleres, compartiendo sus experiencias en otros países de Europa, Asia y América Latina con relación al liderazgo de las mujeres.

La Dra. Josephine Squires ha preparado un taller especialmente dedicado a la mujer paraguaya, para analizar la posición de las féminas de nuestro país en el proceso de su desarrollo como líder. Además, otra de las metas de estos talleres es la de inyectar confianza, autoestima, en la mujer, para que ella se sienta fuerte.

El grado de liderazgo en todos los niveles es el que se pretenderá medir en los talleres, aunque nuestras entre-

vistadas coincidieron en aclarar que este no es un taller político, por lo tanto, se verá el nivel de liderazgo femenino, pero en otros aspectos.

“Estos talleres están dirigidos a toda mujer capaz de hacer un camino para las otras mujeres, que es una ‘lideresa’ en su área. El concepto de lo que es el liderazgo también es mucho más amplia, no es un concepto jerárquico solamente. Es un concepto más bien de trabajo en equipo, donde todas las

mujeres tienen sus dotes y llevan sus dotes a este equipo y todas trabajan juntas, hasta lograr los objetivos, ya sea en organizaciones relativamente pequeñas u organizaciones latinoamericanas. Lo que yo enfatizo es que tenemos que trabajar juntas”, explicó la doctora.

La Lic. Zaida, por su parte, menciona que es un taller para mujeres, pero que esto no quiere decir que excluye a los hombres. “Cualquier hombre que apoya las diferentes causas femeninas es bienvenido”, acotó.

ORGANIZA LA LIGA DE VOTANTES DE EE.UU.

## Taller de fortalecimiento de liderazgo de mujeres

*Mañana y el sábado 27 se realizará el taller de fortalecimiento de liderazgos de mujeres en el Paraguay, organizado por la Liga de Mujeres Votantes de Estados Unidos y la Red CIDEM de nuestro país, con el apoyo de IFES/USAID. Para el efecto fueron invitadas a disertar dos destacadas mujeres del ámbito de las ciencias políticas. Una es de San José de Costa Rica, pero reside en Chevy Chase, Maryland; y la otra vive en Kansas.*

La Liga de las Mujeres Votantes es una organización no partidista, que lucha desde hace más de 80 años para mejorar los sistemas gubernamentales y tener un impacto en las políticas públicas, a través de programas de educación y por medio de un cabildeo activo.

La vitalidad e impacto de la liga como una fuerza confiable para el cambio y buen gobierno se generan de su estructura descentralizada: una organización a nivel nacional que tiene socios en más de 1.000 oficinas locales y en 50 oficinas estatales, más las oficinas en el

distrito de Columbia (Washington, DC), Puerto Rico, Las Islas Vírgenes y Hong Kong.

La liga tuvo sus comienzos como el "gran experimento" diseñado para ayudar a 20 millones de mujeres a ejercer su derecho político como votantes.

Hoy, la Liga de las Mujeres está:

\* Educando online a través de su DemocracyNet, el sitio de información para el votante.

\* Con fuertes raíces en la comunidad, con más de 130.000 miembros a lo largo del país y en el mundo.

\* Luchando por la continuidad de la democracia asegurando que todos los derechos de los votantes sean respetados.

\* Trabajando para que todas las voces en los Estados Unidos sean oídas sin excepción de género, etnicidad o edad.

\* Trabajando y entrenando a las mujeres de Europa del Este, América Latina y África, con las herramientas para la implementación de una ciudadanía activa.

A través de los años, la liga cambió su orden de prioridades para reflejar y responder a



La Liga de Mujeres Votantes tiene un gran impacto en la vida de los ciudadanos, por la energía y dedicación de sus miembros, quienes están unidos para mejorar las comunidades en el mundo.

¿QUIENES SON LAS DISERTANTES?

### Su tesis recibió honores en USA

Zaida Arguedas nació en San José, Costa Rica, y actualmente vive en Chevy Chase, Maryland, situada a 10 minutos de Washington D.C. Se graduó en magna cum laude de la Universidad de Alabama, con un grado en relaciones internacionales y ciencias políticas. Su tesis "¿Tiene futuro la democracia en Costa Rica?" recibió honores.

Adquirió una maestría en política pública y estudios latinoamericanos, en la Universidad de Kansas. También concluyó un curso de posgrado en el área de servicios sociales y de salud, en la Universidad de Maryland, en College Park.

Actualmente se desempeña como subdirectora ejecutiva y directora de Programas Internacionales de la Liga de las Mujeres Votantes de los Esta-

### Es doctora en ciencias políticas

Josephine Squires, quien actualmente es profesora y miembro de la Facultad Graduada de la Universidad de Fort Hays en Kansas, donde también trabaja como coordinadora internacional de programas en el Dpto. de Ciencias Políticas y Estudios de Justicia, recibió un doctorado en ciencias políticas con énfasis en políticas comparadas de sociedades industriales. También recibió un título de arte y psicología en la Universidad Saint Mary en San Antonio, Texas, y participó como panelista en múltiples conferencias. Está escribiendo el capítulo "El significado de la religión en la política británica" como parte del libro "Lo secular y lo sagrado: nación, religión y políticas", a ser publicado en Londres el año entrante. Sus principales áreas de investigación son: nacionalismo, religión y etnicidad, resolución de conflictos e integración re-

ATTACHMENT D



ATTACHMENT E



ATTACHMENT F



TALLER

**LA MUJER LÍDER:  
ESLABÓN ESENCIAL DE LA SOCIEDAD CIVIL**

26 y 27 de octubre de 2001  
Asunción, Paraguay

Presentación de la Dra. Josephine E. Squires



## PROGRAMA

### VIERNES 26 DE OCTUBRE

- 8:00am Inscripción y bienvenida
- 8:30am Palabras de apertura:  
Dra. Cristina Muñoz, Ministra de la Mujer  
Sra. Carmen Echaury, Directora de IFES  
Sra. Silvia Arias, Co-Directora Nacional del Proyecto Red CIDEM  
Sr. Christian Bouteille, Co-Director Europeo del Proyecto Red CIDEM  
Sra. Zaida Arguedas, Vice Directora Ejecutiva Liga de Mujeres Votantes  
Dra. Josephine E. Squires, catedrática de la Universidad de Fort Hays, Kansas, EEUU
- 9:30am Introducciones
- 10:00am Historia de la mujer líder  
Porqué el mundo tiene necesidad de mas mujeres en posiciones de liderazgo
- 10:30am *Receso*
- 10:40am Estilos de liderazgo
- 11:40am Formación de equipos entre mujeres con objetivos similares
- Almuerzo de 12:30 a 1:30pm**
- 1:30pm Algunos obstáculos que se presentan a la mujer líder
- 2:30pm Como sobrellevar obstáculos
- 3:00pm *Receso*
- 3:10pm Alcanzando la meta

## SÁBADO 27 DE OCTUBRE

- 8:00am El liderazgo conectivo y el liderazgo jerárquico
- 9:00am Perfeccionando nuestras habilidades en el liderazgo
- 9:50am *Receso*
- 10:00am Fomentando una imagen profesional
- 11:00am Hablando en público

### **Almuerzo de 12:30 a 1:30pm**

- 1:30pm La mujer líder tomando decisiones en asuntos políticos y civiles
- 2:30pm Tratando los asuntos particulares de la mujer
- 3:00pm *Receso*
- 3:10pm Motivando a la mujer como líder en su comunidad
- 4:10pm Clausura y entrega de certificados

## FORMACIÓN DE EQUIPOS

### Identificación de un modelo ideal de la mujer líder

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

### Compatibilidad de la mujer líder ideal con el objetivo del grupo

## LAS BARRERAS QUE SE PRESENTAN A LA MUJER LÍDER

Bajo nivel de motivación

Miedo del éxito

Falta de confianza

Atribución

EL PRINCIPAL FACTOR QUE ENFRENTAN LAS MUJERES DOTADAS ES LA FALTA DE ÉXITO? (ACHIEVEMENT)

¿PORQUÉ?

Restricciones históricas sobre la independencia emocional

Expectaciones culturales

Falta de planes detallados para una carrera

**¿DÓNDE SE ESTÁN LAS MUJERES LISTAS?**

**¿EN QUÉ TERRITORIO SE ENCUENTRAN?**

**Sueños perdidos**

**Sexismo**

**Atontamiento**

## HAY UN TERRITORIO QUE SE LLAMA CELEBRACIÓN

En este territorio se encuentran las siguientes comunidades

Logro

Recuerdo

Afirmación

Reconocimiento

¿A DÓNDE ESTÁN LAS MUJERES LISTAS ?

## **ESTRATEGIAS PARA INCREMENTAR LA EFECTIVIDAD PERSONAL**

**Alimente sus pensamientos**

**Visualice el producto terminado**

**Siga sus metas con pasión**

**La destreza seguirá**

**Ten confianza en tí misma**

**LA IMAGEN EN EL ESPEJO**  
**Y**  
**EL MITO DE LA SUPER MUJER**

**Experiencias de algunas mujeres líderes**

- 1.
- 2.
- 3.

**Socialización y atribución**

**Un modelo de atribución**

<b><u>El factor de la estabilidad</u></b>	<b><u>El enfoque del factor de control</u></b>	
<i>Estable</i> <i>Temporal</i>	<b><i>Interno</i></b> Habilidad Esfuerzo	<b><i>Externo</i></b> Dificultad de la tarea Suerte

Weiner, et al (1971)



## CREANDO TU PROPIA IMAGEN

### La súper mujer y la organización masculina

¿Cómo se rompe el espejo?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

**NUESTRO FUTURO ES DETERMINADO POR EL ESPEJO QUE UTILIZAMOS PARA  
VER Y ENTENDER A NOSOTRAS MISMAS**

## ENTREVISTAS SOBRE PERSPECTIVAS HACIA EL CONOCIMIENTO

En este ejercicio ustedes se formarán en parejas y se entrevistarán unas a otras. Primeramente, una de ustedes entrevistará a la otra hasta finalizar todas las preguntas (a no ser que la pregunta ya haya sido contestada o ya no haya suficiente tiempo). Luego, se intercambian los roles y el procedimiento se repite. Al responder a las preguntas, imagine que usted está en su lugar de trabajo.

A. Me gustaría que lea en voz alta lo siguiente y diga lo que sientes acerca de esta acotación.

**“Trato de no tomar por cierto todo lo que escucho o leo. Aunque algo me parezca correcto adopto una posición crítica y la evaluó cuidadosamente buscando algún punto débil en el argumento y tratando de contradecirlo. Trato de alejar mis pensamientos personales del asunto. Algunas veces, hacer el papel de oponente, argumentado lo opuesto a lo que alguien esta diciendo, pensando en excepciones, o pensando con una lógica diferente”.**

B. Ahora, haga las siguientes preguntas:

1. ¿Cómo te afectó la acotación? ..¿Es ésto algo que tu pudieras llegar a decir?
2. ¿Es esto algo que harías en tu trabajo? ..¿En qué momento lo harías? (Dónde, con quién, etc)
3. ¿Cuál es el propósito de hacerlo?..¿Porqué lo haces?
4. ¿Lo encuentras fácil o difícil de hacer?
5. ¿Me puedes decir sobre una situación específica en que tu lo hayas hecho? Describa la situación lo mas detalladamente posible. ¿Dónde y cuándo ocurrió? ¿Quién estaba allí y cuáles fueron las consecuencias?
6. ¿Hay circunstancias en las cuales tu no lo harías? ¿Cuándo piensas que sería inapropiado o inefectivo?
7. ¿Has utilizado este método contigo misma criticando objetivamente tus propias opiniones e ideas?

**C. Ahora me gustaría saber lo que piensas sobre la siguiente acotación. Por favor léalo en voz alta :**

**Siempre que escucho y leo algo nuevo trato de adentrarme profundamente en el asunto. Aún cuando lo que cierta persona está diciendo me parece extraño o equivocado, trato de suspender mi juzgamiento y abrirme a sus comentarios. Si puedes penetrar dentro de la mente de una persona podrías llegar a pensar y sentir con ella, y darte cuenta del verdadero sentido de lo que está diciendo. Algunas veces ayuda si buscas similitudes en tu propia experiencia.**

**D. Ahora, haga las siguientes preguntas:**

- 1. ¿Cómo te afectó la acotación? ..¿Es esto algo que tu pudieras llegar a decir?**
- 2. ¿Es esto algo que harías en tu trabajo?..¿En qué momento lo harías? (Dónde, con quien, etc.)**
- 3. ¿Cuál es el propósito de hacerlo?..¿Porqué lo haces?**
- 4. ¿Lo encuentras fácil o difícil de hacerlo?**
- 5. ¿Me puedes contar sobre una situación específica en que tu lo hayas hecho? Describe la situación lo mas detalladamente posible. ¿Dónde y cuándo ocurrió? ¿Quién estaba allí y cuáles fueron las consecuencias?**
- 6. ¿Hay circunstancias en las cuales tu no lo harías? ¿Cuándo piensas que sería inapropiado o inefectivo?**
- 7. ¿Algunas veces has utilizado éste metodo contigo mismo criticando objetivamente tus propias opiniones e ideas?**

**E. Comparando las dos perspectivas:**

- 1. Desde tu punto de vista, te sientes mas comfortable con una de estas perspectivas?.. ¿Utilizas una más que la otra?.. ¿Te gusta una más que la otra?**
- 2. En tu lugar de trabajo se acostumbra a utilizar una más que la otra?**
- 3. En tu lugar de trabajo encuentras que una de las perspectivas es más efectiva que la otra? O depende de la situación? Desde tu punto de vista, cuáles son las ventajas o desventajas, los costos, beneficios de cada perspectiva.**

**CARACTERÍSTICAS DE LOS PROCEDIMIENTOS SEPARADOS Y CONECTADOS DEL CONOCIMIENTO**

<b>ASPECTO</b>	<b>CONOCIMIENTO CONECTADO</b>	<b>CONOCIMIENTO SEPARADO</b>
<b>Nombre del juego</b>	<b>El “Juego de Creer”. Buscando lo que está correcto, aceptándolo.</b>	<b>El “Juego de Dudar”. Buscando lo que es erróneo, criticando.</b>
<b>Objetivos</b>	<b>Enfatizar en el significado: Comprender y ser comprendida</b>	<b>Enfatizar la validez: Justificar, probar, perfeccionar, convencer y ser convencida</b>
<b>La relación entre los conocedores</b>	<b>Dando apoyo. Razonando con la otra persona.</b>	<b>Adversarial. Desafiante. Razonando contra la otra persona.</b>
<b>La relación entre el conocedor y lo que es conocido</b>	<b>Personal. Conexión e intimidad: Un paso hacia el acercamiento.</b>	<b>Impersonal. Desconexión. Distancia. Un paso que aleja.</b>
<b>La naturaleza de la relación</b>	<b>Rendición activa.</b>	<b>Dominación y control.</b>
<b>La naturaleza del discurso</b>	<b>Narración.</b>	<b>Argumentación.</b>
<b>El rol de la emoción</b>	<b>Los sentimientos iluminan el pensamiento.</b>	<b>Los sentimientos opacan el pensamiento</b>
<b>Procedimiento para lograr la objetividad</b>	<b>Adoptando la perspectiva de la otra persona.</b>	<b>Adoptando una perspectiva neutral Obedeciendo las reglas para evitar prejuicios</b>
<b>Base de la autoridad</b>	<b>Experiencia personal (propia o vicario)</b>	<b>Maestría de conocimientos relevantes y metodología.</b>
<b>Ventajas</b>	<b>Integral, Inclusiva.</b>	<b>Estrecho. Discriminante.</b>
<b>Desventajas</b>	<b>Ausencia de convicción. Perdida de identidad, autonomía, y poder. Peligro de ser siempre la que escucha</b>	<b>Ausencia de convicción. Enajenación y ausencia de cariño e intimidad. Peligro de nunca escuchar</b>

**Belenky, M. F., Clinchy, B. M., Goldberger, N. R. and Tarule, J.M. (1986). Womens ways of knowing: The development of self, voice, and mind. New York, Basic Books.**

**Traducción: Josephine E. Squires**

**FOMENTANDO UNA IMAGEN PROFESIONAL**

**Vestuario profesional**

**Postura profesional**

**Lenguaje profesional**

## ORGANIZADORAS EN ACCIÓN

**Organizadora en la comunidad:** Reclutar miembros, identificar e investigar sobre puntos en cuestión, desarrollo, formar estrategias para acciones directas.

**Coordinadora de campaña:** Planear e implementar estrategias para la campaña en los niveles locales y nacionales. Trabajar con la prensa, presentar casos a los legisladores.

**Directora ejecutiva:** Promover una agenda extensa, supervisar la operación de la organización, reclutar y coordinar voluntarios.

**Recaudadora de fondos:** Solicitaciones anuales, envíos directos y eventos especiales.

**Encargada del desarrollo de la comunidad:** Formar nexos entre la organización y la comunidad de negocios.

**Activista :** Luchar para conseguir el objetivo y ser compensada por hacerlo, solicitar apoyo, peticionar, recolectar fondos, dirigir campañas.

**Un ejemplo de mujer organizadora es aquella que lucha para proteger el medio ambiente. Idealmente esta mujer debe reunir las siguientes características:** Alta capacidad en la investigación y la oratoria. Dedicación a la protección del medio ambiente y al interés público, desarrollo de nuevas políticas y experiencias en las campañas es también recomendable

## ALGUNOS TIPOS DE ORGANIZACIONES

Dedicadas a la educación de la niñez.

Dedicadas al campo y asuntos rurales.

Dedicadas al desarrollo económico.

Dedicadas a la salud.

Dedicadas a la paz y el progreso.

Etc, etc.

## COMUNIDADES Y ORGANIZACIONES DEMOCRÁTICAS

### Tipos de Comunidad

**Barrio.**

**Comunidad de compromiso limitado.**

**Comunidad de solidaridad.**

**Comunidad tradicional.**

**Clase social.**

**Red social.**

**Grupo latente.**

**Comunidad de interés.**

## CUALIDADES DE LA ORGANIZADORA

**Profunda conexión con la gente**

**Ejemplo de mujer independiente e íntimamente familiarizada con los procesos democráticos que alientan el desarrollo de la comunidad.**

**Organizadora simbólica**

## ROLES DE LA ORGANIZADORA

**Organizadoras como catalizadoras**

**Organizadoras como maestras**

**Organizadoras como facilitadoras**

**Organizadoras como enlace**



## **¿QUÉ PUEDE FALLAR?**

**La organización no refleja las necesidades de la comunidad.**

**Se pierde el balance entre la participación de la gente y la efectividad de la organización.**

**Las organizaciones progresivas no son propiedad de su fundadora o fundadoras.**

## ATTACHMENT G

### LEAGUE OF WOMEN VOTERS EDUCATION FUND

IFES Subagreement Number 1001-149-01001  
Women Leadership Training Program - Paraguay  
September 27, 2001 through December 15, 2001

<b>Revenue</b>	<b>Actual</b>	<b>Budget</b>
IFES	\$ 14,000.00	\$ 20,000.00
<b>Expenses</b>		
Salaries	5,468.00	5,468.00
Benefits	1,656.00	1,656.00
Consultants	3,000.00	3,200.00
Office supplies	513.16	1,000.00
Travel	3,785.28	3,500.00
Workshops	1,301.56	900.00
Indirect costs	<u>4,276.00</u>	<u>4,276.00</u>
<b>Total expenses</b>	<u>\$ 20,000.00</u>	<u>\$ 20,000.00</u>
<b>Balance due</b>	<u>\$6,000.00</u>	<u>\$ -</u>

# IFES

As one of the world's premier democracy and governance assistance organizations, IFES provides needs-based, targeted, technical assistance designed and implemented through effective partnerships with donors and beneficiaries. Founded in 1987 as a nonpartisan, nonprofit organization, IFES has provided integrated, collaborative solutions in the areas of democratic institution building and participatory governance in more than 120 countries worldwide. IFES' Washington headquarters houses eighty-five employees specializing regionally in Africa, the Americas, Asia, the Middle East, and Europe, as well as functionally in rule of law, civil society, good governance, election administration, applied research, gender issues, public information technology solutions, and more. IFES' staff offers vast country-specific experience and facility in more than 30 languages. IFES employs an additional 120 people in twenty-five field locations.



INTERNATIONAL FOUNDATION FOR ELECTION SYSTEMS  
1101 15th Street, N.W. • Third Floor  
Washington D.C. 20005  
202 • 828 • 8507 FAX 202 • 452 • 0804  
[www.ifes.org](http://www.ifes.org)