

**Women's International League for Peace and Freedom with
support of FOKUS and NORAD**

External Review of WILPF Organisational model and projects in Lebanon

2001-2008

FINAL DRAFT REPORT

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ACRONYMS

CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSOs	Civil Society Organisations
FOKUS	Forum for Women and Development
GBS	Gertrude Baer Seminar
IC	International Congress of WILPF
IB	International Board
IEC	International Executive Council (now International Board Member)
IKFF	Internasjonal Kvinneliga for Fred og Frihet (WILPF Norway)
INGO	International Non-Governmental Organisation
IPU	International Peace Update (WILPF Newsletter)
LCPF	Lebanese Committee for Peace and Freedom
LCW	Lebanese Council of Women
Mol	Ministry of Interior (Lebanon)
NGO	Non-Governmental Organisation
Norad	Norwegian Agency for Development Cooperation
MFA	Norwegian Ministry of Foreign Affairs
PM	Project manager
SCR	Security Council Resolution
RCW	Reaching Critical Will (WILPF project)
TOR	Terms of Reference
Y-WILPF	Young WILPF
VWS	Village Welfare Society (<i>Jama'iyet Inash al-Qarya</i>)
WILPF	Women International League for Peace and Freedom

ACKNOWLEDGEMENT

The review team would like to thank the Internasjonale Kvinneliga for Fred og Frihet/the International Women's League for Peace and Freedom (IKFF) in Norway and the Lebanese Committee for Peace and Freedom (LCPF) for inviting us as external consultants into this review process.

In addition to reviewing the results of the cooperation project between Norway and Lebanon, we were asked to assess the internal management, organisational structure, and implementing capacity in both organisations. It is not any organisation that would be so transparent in providing information to the review team (especially despite the surrounding challenges in Lebanon), so the team would like to salute both organisations for being so open and cooperative.

Members of both LCPF - the Lebanese branch of WILPF and IKFF – Norway's WILPF, for giving generously of their time to answer the team's numerous requests and were clearly committed to the review process. In particular we would like to express our deep appreciation to the LCPF' board and project managers.

Great thanks also to the young women in Gharifeh, Bhamdoun and Beirut who have been active at various stages in the project for responding to us in interviews, by email or phone.

Thanks to external resource persons for sharing their experience with us; WILPF international co-president and Secretary General, researcher at NUPI, Kari Karame, who has been a supporter and advisor in the early stages of the project, as well as many trainers and supporters of LCPF in Lebanon. Thanks also to the Norwegian Embassy in Beirut.

Finally, thanks to Sissel Thorsdalen in FOKUS for her support and focus on the review process being a participatory and learning experience.

It is our hope that some of the challenges pointed to in this report will be taken as 'lessons learnt' as outlined in chapter five.

While we have made every effort to validate information, there may still be inconsistencies. We accept responsibility for all errors and inaccuracies.

8th August 2008,
Oslo/Beirut

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Executive Summary with Recommendations

1. This report is the output of an external review of the project cooperation between the Norwegian and Lebanese sections of Women's International League for Peace and Freedom (WILPF). For seven years (2001-8), three different projects of economic and political empowerment for women and capacity-building for a culture of peace have been supported by FOKUS (Forum for Women and Development) and Norad. A fourth, small youth project lasting formally for two years was funded by the TV Campaign in 2005.
2. The purpose of the Review was twofold; to assess the results of the project cooperation between LCPF and IKFF, including the main project "Capacity-building for a culture of peace"; and secondly to assess the administrative and organisational models utilised by IKFF and LCPF.
3. FOKUS initiated the process of conducting an external review of WILPF Norway (hereafter referred to as IKFF) and its project activities with WILPF Lebanon (hereafter referred to as LCPF). The elaboration of the Terms of Reference (TOR) was a joint exercise. FOKUS nominated a team leader that was approved by IKFF, and LCPF nominated the team member from Lebanon.
4. The two consultants spent 30 days on the Review. The main sources of information for data collection have been qualitative; in-depth interviews with more than 50 individuals from IKFF, LCPF, FOKUS and externals, focus group interviews with young women and board members, as well as document reviews. Preliminary findings were presented for discussion and verification to LCPF in Beirut, and shared with IKFF in Norway. In the analysis- and write-up phase of the report, follow-up interviews were conducted. The draft report was presented in Oslo to IKFF and FOKUS for comments and feedback. Finally, comments from all stakeholders were incorporated before a final draft of the report was submitted.
5. The review team attempted to be as transparent and participatory as possible – in order to promote learning through dialogue, while at the same time keeping the necessary independence and integrity.
6. Main constraints of the review are: lack of written material, difficulties in gathering the members of IKFF, thus difficulties in verifying findings, internal conflicts in LCPF, and lack of ongoing activities to observe in Lebanon.

Main findings

7. Four relatively small projects (including a pre-study) have been funded with a total value of 1,5 million NOK (264.300 USD) since 2001. The most tangible outputs of the project cooperation that the team has been able to verify are the following:
 - a. **International networking / Travels (see Annex IV):**

21 WILPFers (10 from LCPF and 11 from IKFF) have travelled and attended 9 international conferences and meetings related to women and peace work.

5 project visits were made to Lebanon by IKFF, and two project visits were made by LCPF to Norway.

International recognition of LCPF as active member section of WILPF

Vice-president of LCPF was elected vice-president of WILPF for two consecutive terms.

Participation in FOKUS' international networking conference in Thailand 2007

b. Emergence LCPF's independent identity

After LCPF's separation from the sister organization Village Welfare Society (VWS) an office was rented, furnished and prepared with the help of project funds.

c. Training and awareness-work in Lebanon

Two major empowerment training sessions in two geographic locations (Beirut/Bhamdoun) with a number of young female participants in 2003-5, and 8 workshops held for young women in Gharifeh 2006-2008. Third empowerment session cancelled. Planned newsletters for many years never implemented. Planned Oral History project started, but not completed.

d. Mobilising Youth

Core group of 3 young women initiated Y-WILPF in Lebanon, attended the 2004 congress in Sweden (including Gertrude Baer) and visited Norway. Less active now, established Facebook-group for Y WILPF Lebanon.

Young women in Gharifeh keep up meetings and commitment to learn more about peace/women's rights.

Y WILPF internationally was revitalised with the support of young women from Norway and Lebanon.

IKFF has mobilised young women and institutionalised their participation in the board of IKFF.

1325

8. A major part of the plans for 2008 are linked to the operationalisation of Security Council resolution 1325. IKFF has been working systematically on the issue for many years, ex translating 1325 to Norwegian, organising seminars and workshops and lobbying the government to implement the resolution. However the team found little evidence that LCPF is working in the same way. A surprising element was the low awareness level of 1325 in the organisation itself, despite the fact that three project managers and one board member from LCPF had attended the FOKUS networking conference in Thailand in 2007 which main theme was 1325. From IKFF, one former co-project manager attended the conference. This led the team to question the impact of attending international conferences,

LCPF

9. Until 2006, LCPF had an intimate partnership with the VWS which may have influenced considering economic empowerment as a priority in LCPF as well as focusing in rural areas that are within the target area of

VWS LCPF has tried to build constituencies of young women in two geographic areas (Gharifeh and Bhamdoun) in addition to Beirut, but with partial successes. The lack of systematic and continuous follow-up of the members in Beirut and Bhamdoun seems to be the main reason for the weak results mentioned above. In Gharifeh, on the other hand, a coherent team of young women was observed.

10. Both in the capital and in the rest of the country individuals in LCPF network with civil society organisations, but it is mainly done through personal networks, not on an organisational level. There is no institutionalised alliance-building or networking to obtain objectives of women's political participation in peacemaking. Although LCPF is an old organisation, it lacks the capability for collective learning; there is no exchange of information.

Organisational model

11. Assessing the organisational model developed and used by IKFF, a main conclusion is that volunteer follow-up of projects might work well if the South partner is strong and the cooperation runs relatively smoothly. Supporting projects that entail building a 'culture of peace' in a post-conflict, volatile situation like Lebanon through a multi-confessional weak partner is a great challenge (also for full-time, professional NGOs).

12. Although there were board members in the IKFF project group during the whole period, a weak link was found between IKFF as a whole and the projects. IKFF as a whole has not been fully informed or engaged in the projects. This has many explanations, IKFF has a large number of activities and few people, and thus it would be impossible for all members to engage in all issues.

13. The IKFF project group has invested great efforts in following up the project from an administrative and financial management of the project. This seems to have taken the focus away from the contents of the project; i.e. political women organisation and peace-building, whereby there are many resource persons in IKFF with substantial and long experience that could have been utilised in providing value-added to the project.

14. Does that mean that the volunteer organisational model is not suitable for this kind of project cooperation? This review team does not have enough evidence to conclude that, but insists that if the South partner is weak, there needs to be a balance between voluntarism and remunerated work. As in WILPF itself, there is a paid secretariat in Geneva, several paid project staff in New York and there are numerous volunteers. Thus, there are organisational experiences in WILPF that IKFF could benefit from in considering the need for some kind of a part-time secretariat to follow-up projects that involve monetary transactions due to the technical requirements of the donors, and due to the need to have a systematic and continuous follow-up.

15. Another conclusion is that if the organisations want to have a stronger say in politics in their own societies, they must professionalize, document and lobby with a strong knowledge-base due to the 'competition' from NGOs and other organisations and societies with more financial and human resources. Volunteer organisations are also vulnerable; when one person pulls out it can affect the whole work.

Financial management

16. The level of the financial management in both organisations is acceptable taking into consideration the volunteer nature. LCPF has used an external auditor to advise and build the financial skills of one of the project manager, but this has not transcended to the rest of the LCPF board.

17. However, LCPF's implementation capacity has impeded the full utilisation of allocated budgets, especially in the years 2005-7 funds have been unused and returned to the donor, Norad. The weak implementation capacity is related to internal conflicts in the organisation which was further weakened by political events like the 2006 Israeli war against Lebanon, the sporadic bombings in various areas in Lebanon and later the stalemate in the operation of government which lasted until May 2008

18. An unintended effect of the project, recognised by IKFF members themselves has been that the external monetary assistance and the opportunity to travel and attend international conferences have probably exasperated existing tensions in LCPF. Rivalry over positions in the board, roles and responsibilities has at times paralysed the organisation. In 2007 funds from Norway were not transferred until December due to the internal conflicts and weak communication between the partners.

19. The review team also sensed the urgency of reviewing the concept of voluntarism from the vintage point of peace activists in the South who suffer the adversity of the gap in access to jobs and social entitlements to maintain their livelihood while being activists. Voluntarism in the South is a luxury for the few who can afford it.

Overall conclusions:

20. Taking into consideration the size of the budgets, the volunteer nature of the work and the political climate in Lebanon, the results of the projects might be considered acceptable. Measuring the project outcomes against what was planned (capacity-building of LCPF, women empowerment, SR 1325 awareness and activities), the teams found that a significant proportion of planned targets was not met.¹

21. The themes of the projects are highly relevant in post-conflict Lebanon, but project goals were unrealistic, especially in light of LCPF's limited implementation capacity and IKFF's ability to monitor and follow-up. Due to internal conflicts in LCPF and IKFF's own way of follow-up, IKFF's competence on campaigning and networking for the implementation of 1325, has not been shared with LCPF. Thus, an important value-added of IKFF is not fully explored in this project.

22. With regards to the organisations' ability to adapt to FOKUS' new strategy of moving from projects to programmes, the team recognises that WILPF in itself is a programme globally. However, expanding the project

¹ For details see figure 2 p.28.

in Lebanon to f.ex a regional programme, is not seen as a viable option at the moment due to the weak capacity and experience of the Lebanese partner in networking, linking and advocating for change.

Recommendations for IKFF

23. The current project cooperation with LCPF is coming to an end in 2008, according to the plans submitted to FOKUS. It is up to IKFF and LCPF to decide whether they would like to continue the project cooperation, as it is they whom invest their free time in the volunteer project work. The team offers two different options:

24. Option A) Take a break from the financial project cooperation in 2009.

Both partners could step back, reflect and critically self-evaluate the cooperation. With the help of an external mediator, both organisations can meet to talk through all the unresolved issues and 'clear the air'. As women committed to peace this is a necessary process to go through.

25. Instead of starting planning for 2009, IKFF should channel its energy into supporting LCPF morally and technically so they can maximize the results of the remaining part of year 2008. By beginning of 2009, IKFF could assist LCPF in preparing a thorough and analytical report summing up the results of 2008.

26. If the implementation capacity of LCPF has improved by early 2009, the rest of the year can be spent on planning for re-starting a new project in year 2010 (in line with LCPF priorities and profile, as recommended below, and due to the fact that FOKUS' new strategy will be in place as of year 2010).

27. Taking a break – or phasing out the project cooperation, does not mean stopping the cooperation on a networking and exchange-of-experiences level. By continuing to meet in the international WILPF conferences, both partners would hopefully be able to keep up the contact – in order to assess whether they would apply for funding again in 2010.

28. A major argument for option A) is that LCPF had spent less than 10% of the first instalment for 2008 during the time of the Review; the implementation capacity is thus in question. It could also imply that LCPF will be unable to spend the whole 2008 budget, and thus, IKFF could ask FOKUS/Norad to allow for a transfer of the fund from 2008 to 2009 in order to have a gradual phase out.

29. **Option B)** Continue cooperation as today, send a limited 2009 application to FOKUS taking into consideration the below recommendations:

- Design creative organisational strategies to adapt to the realities of limited human resources capabilities as well as the volatility of the situation in Lebanon.
- One approach is to design projects with measurable goals that consist of small modules manageable by a small team for a relatively brief period of time, ex three months. Each component is self-contained. Then conduct an internal review, before proceeding to the next component and adjust/refine it based on the experience from the prior phase.
- Develop a preparedness plan so that both LCPF and IKFF have thought through actions if (*or when*) the next major political, security crisis or economic crisis erupts in Lebanon.

- Give national reconciliation a clear priority and maybe involve the membership and LCPF 'friends' prospective members in the thinking process. This may boost membership as well as ensure a participatory approach.

Organisational issues

30. Irrespective of whatever option is chosen, the team recommends IKFF to reconsider the utilisation of voluntarism as they do today. IKFF need to recognise that there is a north-south distinction in the operationalisation of the concept, thus we propose to revive the concept of honorarium, but linked to careful analysis of roles and responsibilities to ensure that paying honorarium does not exasperate internal conflicts. Honorarium for paid work needs to be according to actual, agreed-upon work, and not according to organisational ranks and status in the organisation.

31. IKFF's national board need to formally constitute the project group and provide them with a proper mandate to anchor the projects better in the organization.

32. IKFF is encouraged to continue the excellent work of developing IKFF web pages and refine them even further. Ideally, web-pages should also be in English as it would contribute to the sharing of IKFF's experience in ex. working with 1325 in Norway as well as projects in Lebanon with similar organisations, including WILPF.

33. Develop formats for travel reports and ensure that all participants in international conferences fill out travel reports summing up the main achievements, decision taken etc. and strengthen the IKFF archives.

Overall issues

34. The team recommends IKFF to explore the opportunities of working closer together with WILPF's international projects, especially PeaceWomen, by exchanging information, working methods for advocacy and lobbying, both the Norwegian and Lebanese sections could probably benefit, and vice versa for WILPF.

35. IKFF could also take a closer look at the Swedish model of recruiting young women through internship. This might be an idea that can be used for the projects in Lebanon.

Recommendations for LCPF

36. **Step 1: Team building:** the first overall recommendation for LCPF is to focus on rebuilding confidence among the members in order to reduce the internal conflicts that have at points paralysed the organisation. Assistance of professional external mediators can be brought in. LCPF can also seek the advice of the WILPF secretariat in Geneva that went through a similar team-building process by using a mediator to facilitate the dialogue between the secretariat and the WILPF presidency.

37. **Step 2: Clarify vision and mission** of LCPF: identify LCPF's raison d'être, vision, and mission. By mapping the existing competence and knowledge among the members, LCPF should assess what are the current national priorities in the country, including those of the youth members. By assessing its value-added, LCPF would be able to develop a clearer profile and programmes.

38. **Step 3: Develop roles and responsibilities:**

- Review By-Laws of LCPF, rewrite parts related to LCPF-projects

- Write TOR for all board members, and auditor
 - Rotate positions of project managers, every year or two years
 - Ensure that there is a clear separation of duties between project managers and leadership, while at the same time ensuring flow of information in the organisation.
 - Articulate clear membership criteria and the definition/criteria for branches
 - Refine Criteria for travelling, attending conferences
39. Participatory approach: Ensure that all projects have community-based ownership, even when planning new trainings, extensive consultations with the target group need to be held in order to ensure relevance.
40. Develop financial skills, basic financial training for team members or employ a part-time accountant.
41. Financial transparency: financial updates of status of LCPF should be shared in each board meeting in order to improve planning, reporting and overview. Declare income. Need for increased external audit from donor.
42. Improve administrative routines like; develop formats for workshop evaluations, attendance sheets, travel reports, minutes from board meetings to ensure that major decisions are recorded etc
43. Improve communication routines with international partners; LCPF needs to recognise that it is frustrating for international partners not to get responses to emails or letters. LCPF should adopt a routine for checking email and respond to ensure timely communication with the partners.
44. Network with CSOs and NGOs that work on similar issues of peace-building, women's political participation or in accordance with which profile LCPF decide to focus on.

Recommendations for FOKUS

45. Pay special attention to the effects of the ongoing reorganisation, new strategy and professionalization of FOKUS on small, volunteer women organisations such as IKFF and LCPF – and WILPF international.
46. Discuss with funders (Norad) to find ways of supporting financially mechanisms for them to have a part-time position (as a minimum) in their secretariats.
47. Make sure to file and share travel reports (in English or Spanish, if possible) when visiting South partners of their member organisations. The purpose of FOKUS' visits to partner organisations should also be clearly communicated to avoid misunderstandings of roles.
48. Continue training Norwegian member organisations on administrative and financial management, and consider linking up with training institutions in the South, and in countries where there are projects such as Lebanon. Another option could be to invite the south partners to Norway for capacity-building courses, especially on key issues like women organisations, peace-building and working in conflict areas.

1. Introduction

1.1 Overview of report

49. The report is divided into five chapters in addition to the Executive Summary with Conclusions and Recommendations. Chapter One outlines the background for the review, purpose, scope, methodology and constraints. Chapter Two presents the background of WILPF and its work with disarmament, Reaching Critical Will, and the monitoring of the implementation of Security Council 1325. Furthermore, the chapter presents the Norwegian section, IKFF, the section in Lebanon, LCPF and briefly WILPF's work with recruiting young women, Young WILPF. Chapter Three presents the findings of the assessment of the projects and the partner in Lebanon, while the findings of the assessment of IKFF organisational model are presented in Chapter Four. Chapter Five reflects on lessons learnt for IKFF, LCPF and WILPF. Immediately after the report there is a list of References, followed by seven annexes: TOR, List of people interviewed, program for field survey, list of travels in project cooperation, suggested Ground Rules, a collection of key WILPF documents such as criteria for establishing a new section, WILPF code of conduct and some LCPF historic documents like copies of a letter from 1960 to Mrs Najjar recognising the Lebanese section of WILPF, a suggested format for workshop reports since it was requested during the field survey, and finally upon the request of the Lebanese partner we have included a timeline of the conflict in Lebanon from 2005-7 adapted from Reuters.

1.2 Terminology

50. The Women's International League for Women and Freedom (WILPF) has sections in many parts of the world – like Norway and Lebanon. For the purpose of clarity of this report, we will consistently refer to WILPF Lebanon by its formal name the *Lebanese Committee for Peace and Freedom* (LCPF) and when referring to WILPF Norway we will refer to it by its Norwegian name, *Internasjonal Kvinneliga for Fred og Frihet* (IKFF). While when we refer to only 'WILPF', it is the international organisation with its secretariat based in Geneva. The term '1325' refers to the UN Security Resolution passed in October 2000 on women, peace and security.

1.3 Purpose and scope

51. There are two main purposes of the Review; to assess the different stages of the project cooperation between LCPF and IKFF, including the main project "Capacity-building for a culture of peace" which has been funded by Fokus and Norad; and secondly to assess the administrative and organisational models utilised by IKFF and LCPF for project cooperation.

52. The assessments are made according to OECD-DAC's criteria; relevance, effectiveness, efficiency and sustainability and the projects in Lebanon shall be reviewed to illustrate and shed light on strengths, weaknesses, opportunities, and threats of IKFF's cooperation model. IKFF has asked for a critical assessment of its own capacity to run the project, as well as the capacity of LCPF.

53. For the full scope of the Review, we refer to the Terms of Reference in Annex 1, the main points related to the organisational assessment of LCPF and IKFF include:

- Assess Strengths, Weaknesses, Opportunities and Threats (SWOT) of the administrative project model.
- Assess relevance, effectiveness, efficiency and sustainability of model towards
 - Partner/donor in Norway, FOKUS
 - Cooperating partners abroad, and especially the partner in Lebanon
- Coordination and cooperation
- Voluntarism vs. fully remunerated work
- Ability and capacity to relate to and cooperate along FOKUS' new strategy

54. The intended use of the Review Report is to promote learning among all stakeholders; LCPF, IKFF, WILPF, FOKUS, and possibly the back-donor Norad. The Report will be made public and available in English. The final report should serve as an important input for assessing whether to continue the project cooperation between LCPF and IKFF beyond 2008.

1.4 Methodology

55. The main sources of information for data collection have been qualitative; in-depth interviews with more than fifty (50) individuals from IKFF, LCPF, FOKUS and externals in addition focus group interviews with beneficiaries as well as document reviews. Based on statistics and project information from the LCPF and IKFF, limited quantitative analysis with regards to budgets and costs has been developed.

56. The study has been divided into different phases; an inception phase for reviewing background material, project documents, organisational archives, minutes of meetings and relevant literature and interviewing key people in IKFF and FOKUS in Norway; a 7-days field survey in Lebanon involving interviews and workshops with LCPF board members and ordinary members, resource persons from NGOs, universities, and representatives from the Norwegian Embassy. On the last day of the field survey, preliminary findings were presented to the LCPF board members in Beirut in a half-day workshop for discussion and validation.

57. In the writing phase, LCPF and IKFF members were consulted on e-mail or phone to verify findings or interpretations of data. By shifting between the various sources of information, all findings were substantiated by at least three of the following sources before deemed valid and included in the report: project documents, focus groups meetings, in-depth interviews in field and by e-mail/phone, observations, and debrief workshop.

58. The draft report was circulated among all stakeholders for feedback and comments and resented for IKFF and FOKUS in Norway. Their and LCPF's comments were integrated in the final report.

1.5 Working principles

59. The review team has adhered to the following main principles during the process;

- Participatory approach: To ensure that both LCPF and IKFF feel a sense of ownership of the findings and recommendations, the consultants have tried to be as open, accessible and inclusive as possible, engaging the partners in discussion of findings and updating them on the progress.
- Empowerment: the team has tried to empower those involved in the Review by engaging them in open-minded discussions (as opposed to making stakeholders subjects to 'question-answer' style).
- Action oriented research design: the review has attempted to give advice and recommendations that are realistic, feasible, and doable, so that both LCPF and IKFF will take action where there is room for improvement.
- Evidence-based and in accordance with ethical standards. All findings are substantiated by documented findings using triangulation.
- Communication and transparency: The consultants tried to ensure that the review was undertaken in a conflict/context sensitive and transparent manner towards all stakeholders, actively using 'ground rules' (see Annex V) for facilitating communication between participants in order to try and extract as much information as possible from stakeholders in addition to managing this information in a safe and sound manner.

1.6 Constraints

60. The review team has not met any major obstacles in conducting the study, but due to the volunteer nature of the projects it was sometimes a challenge to access people who were busy with university exams, regular work or young people who had moved or emigrated abroad.

61. The main constraint of the study is however the lack of written documents related to the projects such as records of participants in projects, travel reports etc.

62. Originally the TOR of the external review envisioned an assessment of all four of IKFF's projects (two in Lebanon, one in Belarus, and one in Colombia). As this was far beyond a realistic scope and budget, IKFF and FOKUS decided to concentrate on the Lebanon projects and IKFF's organisational model.

63. Due to time limitations, the team chose to focus less on IKFF's networking and coordination in Norway, as we assume that this is known for FOKUS and the donor Norad. However, the report does briefly comment on the IKFF partners in Colombia and Belarus. There might be similar challenges and lessons learnt useful for them.

2 Background

2.1 Women and peace work

64. WILPF² is the oldest women's peace organisation in the world founded in April 1915, in Hague, Netherlands, by 1300 women from Europe and North America in the midst of First World War. The women participating in the Congress came from neutral and countries at war against each other to protest the killing and destruction of the war. The Congress issued 20 resolutions calling on neutral governments to press the belligerents to stop fighting and settle their differences by negotiations, asking them to take immediate steps to establish a conference of neutral states and offer continuous mediation.

65. Small delegations visited 14 countries during May and June 1915. Jane Addams, elected President of the Congress and of the International Women's Committee (beginning of WILPF), met with US President Woodrow Wilson who, according to WILPF records, said that the Congress' resolutions were by far the best formations for peace which had been put forward until then. Again, according to WILPF records, Wilson 'borrowed' some of their ideas for his own peace proposals

66. WILPF's main aims and principles summed up in the bylaws are to "bring together women of different political beliefs and philosophies who are united in their determination to study, make known and help abolish the causes and the legitimization of war; to work toward world peace; total and universal disarmament; the abolition of violence and coercion in the settlement of conflict and its replacement in every case by negotiation and conciliation; to support the civil society to democratise the United Nations system; to promote political and social equality and economic equity; to enhance environmentally sustainable development."

67. Organisationally, WILPF consists of International Congress (IC) the highest decision making body and the final authority in organizational matters, the International Board (IB), 37 National Sections, the Executive Committee (EC), and the International Secretariat..

68. WILPF holds a triennial Congress for members and in interim years an International Executive Council meeting (IEC) convened. Each national section has to elect an IEC-representative (now called IB-representative). Lebanon has (coincidentally) had the same IB-representative for the project period (2001-8), but after the board elections in May 2008 it was changed, while IKFF has had different IB-representatives..

69. WILPF has sections in 37 countries, a majority in Western countries. Its main income is from the membership fees of these sections. The fees system differentiates between numbers of members; US for example, has almost

² Information in this chapter is based on the organisation's own webpages, www.wilpf.int.ch

4000 members and is the largest, Norway has 400 and Lebanon had 30 members. In the Middle East, WILPF has sections in Lebanon, Palestine and Israel. Main criteria to open a WILPF section are listed in Annex VI.

Main projects:

70. WILPF has from the beginning been a strong promoter and supporter of the United Nations (UN), as it advocated for the establishment of the League of Nations (UN's predecessor) in 1919. Today, WILPF has consultative status with the Economic and Social Council (ECOSOC), United Nations Educational, Scientific and Cultural Organization (UNESCO) and the UN Conference on Trade and Development (UNCTAD), and has special relations with the International Labour Office (ILO), Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF) and other organisations and agencies.

71. One of WILPF's main achievements has been to lead the group of NGOs that pushed for UN Security Council resolution 1325 on Women, Peace and Security in October 2000. The year after 1325 was approved, WILPF developed the *PeaceWomen* Project in to monitor the implementation of Resolution 1325 and advocate for its full and rapid implementation.³

72. Another key WILPF project is the *Reaching Critical Will* project which was created in 1999. It aims at increasing the quality and quantity of civil society involvement at international disarmament fora. For non-governmental organizations and concerned individuals to act, they need information, primary documents, and analysis, thus Reaching Critical Will collects, packages, and often translates disarmament related information into terms ordinary people can understand.⁴

2.2 Young WILPF

73. Young WILPF (Y-WILPF) is a network for young members of WILPF, initiated by a group of young women who emphasised the importance of age at the International Executive Committee meeting in September 2005. After the establishment of the network, they organized the Gertrude Baer seminar (GBS) in London 2006, where they also introduced a work plan.

74. Y-WILPF developed a work plan for 2006 that identified several main goals for the international, national and local work of WILPF.⁵ On the international level:

- One young person from every section should attend the Gertrude Baer seminar. It is recommended that the sections nominate younger members to be International Board (IB)-members and/or alternates. If a delegation to an (IB) meeting or congress includes more than one member, it is recommended that at least one person in the delegation is a young member.

³ From www.peacewomen.org

⁴ Information taken from the website www.reachingcriticalwill.org

⁵ Information retried from www.wilpf.int.ch

- Sections and young members should work together to develop mentorship programmes so that the young and/or new members can learn from the more experienced members.
- Representation of Y-WILPF in all international committees and working groups.
- Building relationships with other sections and learning from each other through exchanging experiences with other sections.

75. On the national level, by recognising the influence of age on women, Y-WILPF broadens WILPF's work to be more inclusive by encouraging the participation of younger women with new perspectives.

76. Each section should thus undertake the following practices: (1). There should be at the least one young WILPF member represented as a national coordinator and/or board member in each section. (2)The national contact person for Y-WILPF should be on the national board. (3)This person could be co-opted onto the board until the congress or longer. (4) Y-WILPF and WILPF activities should be complementary.

Foto: Postcard from "Peace, yes please-campaign" (WILPF Sweden)



77. The WILPF section in Sweden has initiated several successful campaigns to attract young people, for example in 2006 it developed an intern programme (*praksisplasser*) where it recruits young female students every fall and spring semester for working 10 weeks in the Stockholm section, and 10 weeks in the WILPF secretariat in Geneva or New York as part of their university studies. The only criterion for being recruited is to be a WILPF member. Basic expenses are covered.⁶ According to the secretariat in Geneva it works really well, when one intern is finished with her practice, the second one picks up where she left. In Geneva, they have helped greatly in fundraising, information, and web-based activities. For WILPF Sweden it has brought lots of new members, and rejuvenated the national section.

⁶ Information from www.ikff.se and interview with WILPF secretary general and president

2.3 IKFF Norway

78. IKFF was established in 1915 as part of WILPF international. The first president was Martha Larsen Jahn (1915-34). IKFF has a long history of peace activism, especially during times of war; during World War II, IKFF protested against Nazi-Germany's aggression in Europe, called for peace conferences like the one WILPF held in 1915 and held numerous meetings in Norway to raise awareness. In the Cold War period, IKFF's key role in protesting against nuclear arms is well recognized in Norway.

79. Today, IKFF has branches in five Norwegian cities (Oslo, Bergen, Sandnes, Stavanger and Hamar) and around 400 paying members. The organisation issues a regular newsletter, usually four times a year. There is no paid staff, and all work relies on volunteers. IKFF is renting a small office located in the same building as Fokus, Women's Crisis Shelter Association, Forum for Environment and Development, and other small civil society organizations engaged with peace, women, solidarity, environment, and development.

80. Organisational structure; the highest decision-making body of IKFF is the seven member National Board (*landsstyret*) which meets annually and elects members for two years at a time. In addition to the seven members, leaders for all the branches (currently five) can send representatives to the Board meetings. The Annual Meeting appoints the editor of the Newsletter 'Peace and Freedom' (*Fred og Frihet*). The board keeps regular contact with WILPF international via IKFF's elected IB-member..

81. IKFF's income is based on membership fees, donations, and gifts from members and supporters. In addition IKFF applies for and occasionally received funding for projects like special seminars, publications of booklets and for attending international conferences. The journal *fred og frihet* has for a number of years received a financial contribution from the Ministry of Foreign Affairs – a budget line for supporting information on peace issues. However IKFF has to apply each year for this support. There is no financial support for administrative expenses, or the possibility to add a percentage for administrative overhead to the project applications. To cover office expenses IKFF has to use money each year from a savings account established by legacies left by generous members in their will.

82. IKFF became a member of the FOKUS network in 1995, while the cooperation pre-dates the official establishment of FOKUS (in 1995) going back to 1989, when Norwegian women's organizations for first time initiated a collaborative effort in connection with the annual national TV fundraising campaign "Women in the 3rd World" ("Kvinner i den 3. Verden").

83. IKFF received funding from the TV campaign in 1989 to three projects; one project in Palau to support the women who struggle for a nuclear free constitution; a women's centre in Penang, Malaysia, for the production of hair shampoo, and a grant to enable the women's organisation Gabriela in the Phillipines to translate an instruction video into their own language.

84. IKFF also received financing from FOKUS/Norad to support of a children's day care centre in Lima, Peru (in cooperation with LIMPAL Peru) in order to enable their mothers go out for work. All of these projects were scaled down in late 1990s. In 2001, IKFF took up the idea of supporting projects again, this time with a clearer focus in women's role for peace-building and in conflict areas, first Lebanon (from 2001), then Colombia (2005), and Belarus (2006).

85. IKFF is member of a network against trafficking and prostitution and has lobbied for criminalizing the buyer of sexual services. This year Norway decided to do so. The new Law will come into effect in January 2009.. IKFF is also working on connecting gender based and sexual violence in times of peace to what happens in times of war and conflict. IKFF has also been active in raising awareness of Security Council Resolution 1325 both in Norway and internationally. It has established in cooperation with other civil society organizations the Forum Norway 1325 (www.fn1325.no), lobbied authorities for implementing the resolution, and monitored the work.

2.4 LCPF

86. This overview of LCPF addresses descriptively the following topics: organizational topics and activities. Organizational topics include longevity, organisational structure, decision-making process as well as the process or recruitment of members. Activities consist of an account of the main types of activities undertaken by LCPF with a focus on the time period before 2001.

87. The organisation Lebanese Committee for Peace and Freedom (LCPF) was established in 1962 as an independent non profit organization based on voluntary membership. It is registered in the Interior Ministry of Lebanon under license number 257/ad. LCPF is the most occurring name in pre 2001 correspondence. Some letters alluded to WILPF Lebanon or WILPF representative in Lebanon. Its founder and first president was Mrs. Anissa Najjar.

88. According to documents retrieved from archives of LCPF, the main work of LCPF between 1962 till 2001 was participating in international meetings, preparing and submitting the annual section reports about the region, and through updates on the political conditions in Lebanon. In addition LCPF was engaged for about one year 1975/1976 in sending Lebanese children to international summer camps⁷ organised through the Children's International Summer Villages (today known as CISV International).

89. A distinguishing feature of LCPF is that it was working since its inception until 2006 in close partnership with the Village Welfare Society (VWS). Both were sharing premises and bank accounts. LCPF prior to the Norwegian

⁷ Source LCPF archive included letters regarding facilitating the logistics, letters of intent from candidate children as well as a report from a child who attended.

cooperation project consisted of a group of activists mainly involved in political advocacy in the region. According to the 2002 proposal both VWS and LCPF represent some common positive traits:

- LCPF and VWS are multi-confessional; 60% of the populations belong to Muslim confessions - Sunni, Shiite and Druze - 40 % to Christian ones.⁸ The founder and president of the two organisations is Druze, but there are also Sunni Moslems, Roman Catholics and Maronite Christians among the members. Some board members have connections with NGOs from the Shiite Moslem community.
- Both represent members of different social classes, with different professional and educational background and representing different geographic parts of the country.
- The members have been conducting social welfare projects for rural women for 50 years.
- Both organisations are non-governmental organisations based on voluntary membership and activities that are offered free of charge.
- In view of the politically sensitive nature of the work of LCPF the membership early on chose to work on low profile for safety purposes. The founder of LCPF and VWS, Mrs. Najjar, recalls that the term peace and freedom used to be interpreted in the 60s in the middle of the Cold War era as pro-soviet union and Lebanon was a hub of international intelligence activities. Moreover, from the other side going to meetings where Israelis are present during the period preceding the peace process, constituted a high risk that the LCPF 'founding mothers' took it upon themselves and thus chose to utilize the partnership and the venue of VWS as refuge to enable them to function as low key as can be.

90. Membership has varied over the span of existence of LCPF. On its inception membership figures ranged from a minimum of 5 active members to more than thirty active members. LCPF has suffered from chronic attrition among the members during passage of time. However, recently there was attrition among youth members and the current membership stands at 30 individuals.

91. Recruitment of new members: From interviews, most of members young and old were either recommended by the president or heard of the organization via the LCPF president. Recruitment is essentially a closed process whereby new members are brought in informally by word of mouth and acquaintance. There is no finished brochure, web-page or a strategy for recruitment.

92. Income: according to information available LCPF current income other than IKFF cooperation projects comes from membership fees, Membership fees are set as 50 thousand LL (approximately thirty two USD) for adults and 20 thousand LL or (around 12 USD) for youth. Local fundraising prior to 2001 was done primarily for tickets to international meetings mostly subsidized by Palestinian organizations in view of the regional nature of the advocacy. Although the review team was unable to review the institutional audits, it seems that LCPF does not have any other major donors than FOKUS/Norad.

93. Bylaws: The organization has submitted a formal set of bylaws for purposes of governmental registration. However, there is a lack of written operational policies and procedures especially in financial matters and in communication procedures.

⁸ Because the issue of religious balance is a sensitive political issue, there has not been any national census since 1932. Thus the statistics cited in LCPF's proposal from 2002 are disputed.

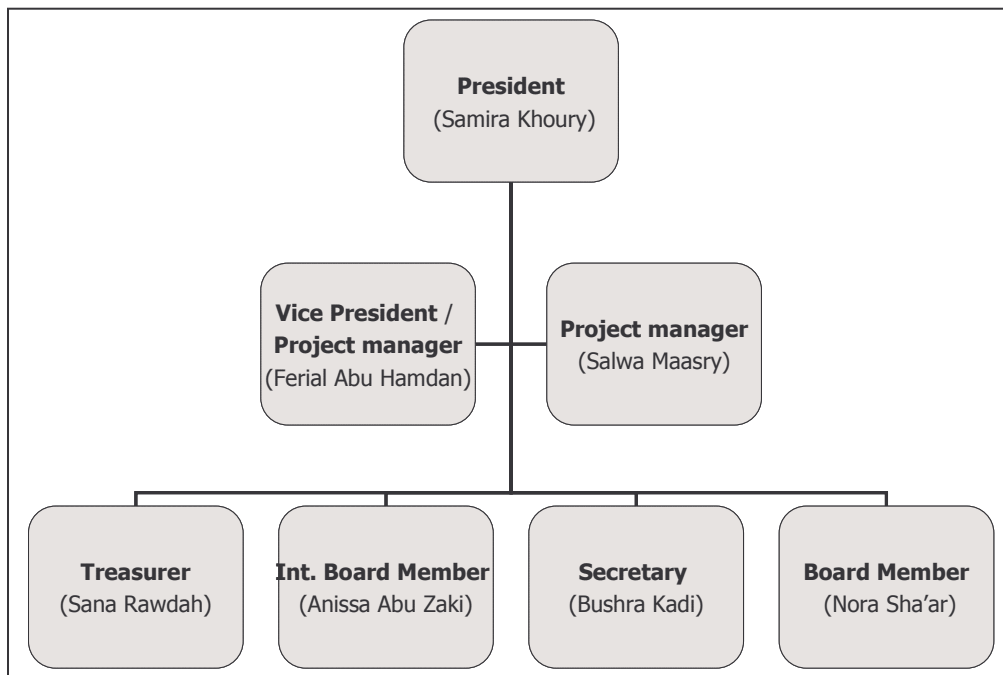
94. Elections: The organization undergoes election according to Lebanese law. The general assembly convenes every four years to elect a new board according to Lebanese law. A notable feature is that the president has maintained her role since the inception up to 2008 when a new president was elected.

95. Decision making in the board: Formally decision making in the board is by general consensus. In the case of the presence of a persistent dissident, the majority rule is used and the dissidence is noted.⁹

96. Regular monthly meetings: Between 2002 and 2007, according to the archives of minutes of meetings available, meetings were conducted on an average monthly basis and in some times special meetings were convened. Currently with the newly elected board, meetings were set on every first Friday of the month. Records of minutes of meetings are available in the archives to the reviewers as early as 2002.

97. Time allocation: Findings from consensus of opinion during in-depth interviews and informal group discussions with board members revealed that an active board member donates on average 5-20 hours per month.

Figure 1 Current Organizational Structure of LPCF – as of May 2, 2008



Sources: (1) minutes of meeting Friday May 2nd 2008- Arabic, and a notarized statement from the Ministry of Interior

- Nora Sha'ar represents LPCF at the Lebanese Council of Women
- Salwa Maasry is not an elected board member but the project manager of the Norwegian project

(2) A note from Salwa Maasri on the Project manager status of Ms. Ferial Abu Hamdan.

⁹ Telephone interview with Samira Khoury.

3 Projects Lebanon

3.1 Overview of projects

98. The project cooperation between LCPF and IKFF can be divided into four phases starting in 2001 and ending in 2008. Projects number 1, 2, and 4 are more or less the same project funded by Norad, while the Youth project was supported by funds from the Norwegian TV-campaign 2005.

Table 1 Overview of projects and funding 2001-8

Nr.	Years	Title of project	Budget
1	2001	Establishment of project (Pilot)	5,300 USD
2	2002-2005	Economic and political capacity building and empowerment for women (Adult Project)	131,000 USD
3	2006-2007	Educational Capacity-Building for Young Women in Lebanon (Youth Project)	8,000 USD
4	2006-2008	Capacity building for Lebanese women for a culture of peace (Adult Project)	120,000 USD
		TOTAL	264,300 USD

3.1.1 Pilot Phase

99. The pilot project (referred to in project documents as 'pre-study') was initiated after the first contact had been established between IKFF and LCPF in Geneva 2001. WILPF had organised a two day Middle East seminar before the IEC meeting which gave IKFF and LCPF a common platform. IKFF was looking for a South partner to work with among WILPF sections, and in the seminar IKFF saw that a potential cooperation with Lebanon could be relevant.

100. According to FOKUS criteria, it can only fund projects in "eligible" developing countries.¹⁰ Based on its previous project experience (see 2.1) IKFF wanted a partner that could meet the administrative reporting requirements; ability to speak and write English, knowledge of accounting and budgeting, and a commitment and interest in working with WILPF in Norway. Lebanon's IB-member was found to be highly competent and suitable, and an intention of cooperation was agreed upon between the Lebanese and the Norwegians in Geneva.

101. Based on the preliminary agreement the Norwegian project manager (PM) sent an application to FOKUS asking for financial support to conduct a small feasibility study. This was approved and the PM went to Lebanon in November 2001 and presented the draft ideas for LCPF for discussion.

¹⁰ For the new FOKUS strategy 2008-2010 the criterion for which countries are 'eligible' is changing, for example will Belarus not be considered eligible for funding anymore.

102. The overall goal of the pre-study was:

“Provide a thorough background with information on the potential target groups, their needs and anticipated positive/negative effects of the project”

103. However, IKFF did not develop a fully fledged background study as planned in the first application to FOKUS. Instead the findings were included in the revised application to FOKUS for 2002.¹¹

104. According to this application, the following results were obtained in the pilot phase:

- Establishment of project leadership in WILPF Norway and WILPF Lebanon
- Establishment of project steering committees in WILPF Norway and WILPF Lebanon
- Gathering of information regarding the situation for women in Lebanon
- Study tour for one person from WILPF Norway to Lebanon October 13 to October 20.
- Study tour for one/two persons from WILPF Norway to WILPF Sweden and the Swedish development organisation “Kvinna till Kvinna” November 30 to November 3 in order to learn from their experience and thereby achieve part of the original pre study objectives no. 2 and 3

3.1.2 Second Phase- Economic and political capacity building and empowerment for women (Adult Project)

105. In the second phase of the cooperation, a proposal was developed almost parallel to the pilot project, but after having received inputs and comments from LCPF during the field visit in November 2001, a revised application for 2002 was re-sent to FOKUS in January 2002 (original sent in September 2001).

106. The project was planned for four years (2002-5) and entitled “Economic and political capacity building and empowerment for women in Lebanon through institutional cooperation between WILPF Norway and WILPF Lebanon.”

107. LCPF which was at that time closely associated with VWS (see more below) was chosen as the cooperating partner. Four target groups were defined: WILPF, Women’s Village Society, Students at University, and rural girls. The division of roles between these target groups was not clearly defined, but the proposal stated that LCPF would be in charge of the contact with other WILPF sections in the region and local partners, and VWS would be in charge of the ‘administration’ of the project.

108. The proposal states that there are two *separate* purposes with separate target groups:

- Economic capacity building and empowerment, in collaboration with the members of VWS, WILPF and students from the Lebanese University – aimed at practical and material changes in the living conditions situation for rural women in selected villages.
- Political capacity building and empowerment in collaboration with LCPF and other women - aimed at strategic changes in the position for women in Lebanese society in general, e.g. through increased political and civil society influence.

¹¹ Revised Application to FOKUS 2002, and First Report Lebanon (Rapport om Framdrift), 31.5.02

109. According to LCPF, the *economic* empowerment would take place for *rural* women and the *political* empowerment for the *WILPF members and women* in general. Thus, these target groups were considered as separate. It should be noted that the separation of the target groups according to each purpose is an important weak point in the fundamentals of the proposal because it presumes that the rural women are politically empowered and need economic empowerment, while women in general and urban women are in a reverse situation. Upon further discussion with Mrs. Najjar, it was pointed out that the economic empowerment of rural women was just a phase to be followed by political empowerment however, that part was not regarded a success either – reference was made to Bhamdoun project in particular.

110. According to the proposal the “balance between economic and political capacity building and empowerment is typical for women’s development projects and implies a need for flexibility in planning, management and budgeting as well as a true respect for the importance of both purposes and target groups.”¹²

111. The proposal acknowledged that the two organisations LCPF and VWS were “cooperating closely, have the same president and many of the same members. However, the two organisations are independent, and there are fundamental differences between the two.” Here the proposal lists their different roles in the project:

- VWS is a national Lebanese welfare organisation and runs community development programmes for rural women and a school for rural children. The aim is improving the situation for rural women in selected villages, through capacity building and income generating activities, in order to promote development and prevent exodus to the cities.
- WILPF Lebanon’s aim is peace, freedom, social and economic justice; i.e. political empowerment of women, i.e. fundamental strategic changes in the position of women that goes beyond individual economic and practical changes. This implies that WILPF has a wider scope, and is more radical and academic in its perspectives than VWS.

112. The review team found that VWS is well known and well-established in Lebanon as a charity organisation with a long experience in working in the villages for economic empowerment for women through income-generating activities. Its target groups are mainly in the Druse villages, although before the war in Lebanon it was a wider geographical target.

113. After the second year of the project, during the Mid-term Review performed by researcher at NUPI, Mrs Kari Karame, it came to light that the partnership between the two organisations did not work well in practice.

114. With a limited budget varying from 200-250.000 NOK annually (28-35.000 USD), most of the funds were channelled towards VWS running costs (electricity, rent, stationary), infrastructure and repairs of VWS’ boarding

¹² Quoted from Revised Application to FOKUS 2002.

school in the Chouf mountains.¹³ This made IKFF and LCPF revise the plans mid-way in the project period, and the role of WVS was reduced.

115. For the years 2002-5, LCPF and IKFF did not report on results or indicators for results, only on activities as below. According to IKFF, FOKUS did not ask them to report on indicators until 2006, and thus IKFF and its partner did not use indicators in their assessments. The finding is that IKFF has reported *in response* to FOKUS requirements and reporting is not seen as a value in itself.

Table 1 Planned activities and activities carried out, Economic and political capacity building and empowerment for women (Adult Project) - for 2002 & 2003

2002	Planned activities	Activities carried out ¹⁴
	First Empowerment Training Session plan May 2002	First Empowerment Training Session extending from June to October 2002. Included a theoretical phase conducted in Beirut from June to September followed by a practical session conducted in Deir Kouche school in Oct. 2002
2003	Planned activities	Activities carried out ¹⁵
	Second empowerment training session: first phase	A number of lectures/seminars were held under the topics nutrition, health, education, home economics and civics
	Third empowerment training session	Postponed to 2004
	Establish new section	Section established Bhamdoun, Mount Lebanon
	Participation at international meetings	International congress Geneva

Table 2 Planned activities and activities carried out, Economic and political capacity building and empowerment for women (Adult Project) –for 2004

2004	Planned goals – activities	Activities carried out ¹⁶
	Economic capacity building and empowerment in collaboration with WVS	A training session of artisan craft was conducted in Aley
	Political empowerment	Attending meetings pertaining to municipal elections convened by international and private institutions
	Participation at international meetings	WILPF International Congress in Sweden August 2004, Visit to IKFF Norway

Table 3 Planned activities and activities carried out, Economic and political capacity building and empowerment for women (Adult Project) – for 2005

2005	Planned goals - activities	Activities carried out ¹⁷
	1- Political Capacity Building – 2- the aim was to develop agents of political change	Two empowerment training sessions in Beirut and Bhamdoun. The two sessions focused on topics such as citizenship, human rights with a

¹³ Karame (2003) Mid-Term Review Report

¹⁴ A memorandum to Mari Holmboe Ruge IKFF President from Roula Zoubiane on behalf of the Lebanese Committee for Piece and Freedom (LCPF) WILPF-Lebanon, subject Annual report 2002 regarding the Economic and political capacity building and empowerment for Women in Lebanon through institutional cooperation between WILPF- Norway and WILPF Lebanon 25 pages.

¹⁵ LCPF/WILPF Lebanon (2003) Annual Report – long (42 pages)

¹⁶ LCPF/WILPF Lebanon (2004) Annual Report

¹⁷ LCPF 2005 Annual Report

		special focus on women rights, pollution and environmental health, UN SCR 1325, WILPF history, achievements and future visions, conflict resolution with non-violent means, etc.
	3- Economic Capacity Building	Participated to three fairs organized by Beirut Marathon, Lebanese Council of Women and other women organizations aiming at increasing the economic capacity of women particularly concerned with traditional food products and hand crafts.
	4- International	Children summer club which was organized by the young members in WILPF Bhamdoun and aimed not only at working with the children in order to enable them to become peace makers, but also at offering a job opportunity to six young women anxious to have a teaching career.
	Increased competence and understanding in Norway of the situation of women in Arab and Muslim countries	Networking with a FOKUS delegation on a five day field visit during 2005.
	Participation at international meetings	Attending IB-meeting held in Geneva – summer 2005

3.2.3 Third Phase – Youth Project

116. The so-called youth project or “educational and professional capacity building for and by young Lebanese women” was initiated when FOKUS called for new proposals for its TV campaign in 2005. Norwegian and Lebanese youth had already met during the Lebanese visit to Norway and Sweden in 2004 during the Triennial Congress in Gothenburg.

117. Two of the young IKFF women along with the senior project manager went to Lebanon in January 2005 to assess and study the situation for developing a new project. They met with youth in Gharifeh and Bhamdoun and listened to their needs. They stated that there was a need for English, French, and better IT knowledge. During the summer 2005 conference in Geneva, two of the girls met with the Norwegian young women and they wrote the application together.

118. The goals of the youth project were:



- Educational capacity building and empowerment of young women with a public school background.
- Recruitment and strengthening the sections is goal, through involving young members in both sections, offering leadership development training.
- Combat growing wedge between Western and Arab world

119. Target group was defined as women with a public school background in Chouf between the age of 17- 35. There was a limited budget of around 90.000 NOK (12.000 USD) for the activities.

Table 4 Planned activities and activities carried out , Youth Project – for 2006/ 2007

Planned goals - activities	Activities carried out
Pre-study for 6 months	Several meetings with 3 or 4 girls age 18-35 in Chouf area General introductory meeting for planning workshops
Hold 3 courses of 2 hours a week, lasting three months each in English, on 3 different levels. Approximately 10 girls in every course. 30 girls will undertake courses in the 3 levels. The curriculum will cover gender issues, mainly Security Council Resolution 1325, so at the same time as they learn English, they learn about 1325.	Teaching on 2 levels (not three) Beginners: Participants: 10 Lebanese young women. The course included all aspects of the language, synonyms, and new vocabulary, grammar and comprehension skills. Joining activities like Beirut Marathon, field trip to Bekaa district, on the occasion of the rural women's day. Level 1 courses included reading, emphasizing on the pronunciation, since all the ladies know French as their educational language. Grammar rules are explained along with the sentences they read. The material used is books for beginners. Participants: 12 Lebanese young women.
Recruit new members	All 27 young women participants in the workshops have become LCPF members (review team found 14 members from Gharifeh).
Capacity building for existing members	8 workshops for young women university students and graduates within the age group of 18-35 years in Town Hall, Gharife, Chouf Topics: civil rights provided the national constitution and international agreements protecting and promoting women's human rights; CEDAW, Universal Declaration of Human Rights (1948) and the way Lebanon has responded to it and the reservations on some of the points they declared.
Participation in international conferences	One youth took part in Bolivia Congress 2007

120. Although the project was specifically defined *for* and *by* youth, this turned out to be difficult to implement. Out of the planned budget for two years, only one instalment of funds was transferred in late 2006, and the rest of the allocated budget for Lebanon was reallocated to other FOKUS-supported projects within the TV-campaign portfolio.

121. The review team was not able to fully establish and verify the exact factors that led the youth project to “fail” in the sense that only a few activities were implemented, given the information the team received about many different and entangled factors that played into it. Trying to synthesize the different factors that contributed to the problems;

- neither the Lebanese or Norwegian youth had sufficient time to communicate and meet the formal requirements for running a project;
- the board in LCPF was not used to having energetic and active youth, and did not provide the creative room and space necessary for the young women,
- serious communication problems.

122. The 2006 July War and the security situation that followed also seriously affected the implementation of all the projects, especially Bhamdoun, but also the Youth Project as it has hard for the young girls to travel and be active. The Israeli warfare started when the workshops were ongoing and all activities had to be suspended. The young women wanted to help the displaced refugees from the south that came flooded their village (Gharifeh). They were keen to apply what they had learned in the workshops. However, the senior LCPFers did not allow the youth to engage themselves and change the direction of the project for responding to the humanitarian situation.

There were diverging views on what actually happened. According to the seniors, the young women had not “finished their training”¹⁸ and thus they could not allow them to conduct other activities, another view is that the seniors interceded in order to prevent disbursing budget allocated to empowerment on humanitarian assistance.

123. From the Norwegian side, as the project was meant to be FOR and BY youth, the young women had limited previous technical experience in terms of understanding of the formal requirements needed for running FOKUS-funded projects. The previous project manager in IKFF supported the youth and tried to assist them in the project cooperation with the Lebanese youth. The youth’s perceptions are that there has been a positive exchange of experience between the youth and the adult project from the beginning.

124. However this did not prevent a series of misunderstandings with LCPF taking place. The review team’s interpretation is that a weakness from the Norwegian side was that they did not travel to Lebanon to try and clear out the misunderstandings in the youth project, instead the project continued and was stopped – instead of resolved.

125. In retrospect, the young women in Norway stated that for them the main lesson learnt from work was related to insufficient communication and mutual understanding. There was not enough internal communication internally in LCPF, neither between the youth and the elderly women, nor among the youth themselves.

126. Another lesson learnt mentioned by the Norwegian youth was in the choice of partner and that perhaps they were too concerned to have a project and did not think enough about how the project was planned and how much time it would entail from their side.¹⁹

127. Regarding the stated goal of reducing the growing wedge between the Arab and Western world, the youth project can be said to have worked against this goal as the misunderstandings and frustration between the Lebanese and Norwegian youth and seniors seemed to have increased tensions rather than promoted mutual understanding

3.2.4 Fourth Phase – political capacity building and empowerment of women Adult Project - 2008

128. The overall goals of the fourth project have been political capacity building and empowerment of women in Lebanon within the thematic area of economic and social justice. The outcomes of the project have varied from year-to-year, but for 2008 the proposal outlines four expected outcomes.²⁰

- Horizontal: promoting awareness of the necessity for and superiority of peaceful cooperation.
- Vertical: intensive study, discussions and critical analysis of women, war and peace, based on real experiences within the Lebanese context.
- Organisational: organisational development and leadership development for WILPF Lebanon.
- International: increased knowledge and involvement of WILPF in Western countries, particularly WILPF Norway, in our region and of our critical conditions.

¹⁸ Quoted from LCPF’s annual report (2006) page 5.

¹⁹ Interview with Hanna Schance, former co-project coordinator for IKFF, who withdrew in 2006.

²⁰ WILPF Application for funding to FOKUS 2008

129. Planned activities: Activities planned for this phase include (1) Oral history collection. Currently the team is forming by one of the previously active youth members. (2) Awareness-raising sessions regarding human rights one topic that is finalized is on women in Islam. Other topics under discussion include gender in intermediate cycle school books, and a workshop on political issues in Lebanon. (3) one issue of the news letter which has been planned for the last four years²¹, but has still not materialized.

3.2 Assessment of results

130. When assessing the main results of the project, there are two major questions that the review team will try and answer:

- Achievements: what are main results/outcomes of the projects taking into consideration the budget frame, external political and economic factors in Lebanon?
- Contribution: how have projects activities influenced and raised the awareness of the need for a culture of peace among the main target groups of young women, and especially university students?

3.2.1 The pre-study:

131. LCPF does not comment critically on the pre-study. The impression the interviewer team got was satisfaction a possible reason is that it was a prelude to influx of support to the projects. On the other hand, IKFF acknowledges that the pre-study did not analyse thoroughly enough issues like:

- The organisational relationship between LCPF and VWS
- The division of labour and tasks internally in LCPF
- LCPF's identity, experience and outreach capacity to implement projects
- LCPF's ownership to the projects

3.2.2 Trainings

132. LCPF's main approach to political empowerment of women has been training courses, lectures, seminars and workshops. In general, there were two different approaches to awareness raising sessions that have been adopted by LCPF: condensed set of sessions over short period of time on an ad-hoc basis that was adopted in Bhamdoun group versus a continuous training running over a longer period of time adopted by the Gharifeh group. In the Bhamdoun branch, LCPF organised intensive trainings for 10 days at a time, while in the Gharifeh branch courses were held every Saturday for six months.

133. Assessing outcomes is difficult because the external factors influencing are different; while Gharifeh is a homogenous group ethnically (all Druse) and they are homogenous at the individual level as attested by one of the trainers, Bhamdoun has a mixed population (Christian and Druse). In Bhamdoun there was attrition when one of the stakeholders – a grassroots youth organization pulled out along with its constituency – mainly Christians. In

²¹ The idea of developing a WILPF newsletter was highlighted in the Annual Report for 2004.

addition, there were problems of transportation in Bhamdoun that affected every one Christian and Druse since the venue in was not accessible by public transport and finances were not allocated to that end by the project.²²

134. It is clear that a major weakness of the activities in Bhamdoun is that there has been no systematic follow-up of the participants. After the ad-hoc trainings, the women were left alone. According to member who is considered one of the driving forces in Bhamdoun, "the July War 2006 broke our back". She did not foresee that LCPF could restart activities again in Bhamdoun until after the elections (that are planned for 2009, but could easily be postponed even further).

135. For the topics of the trainings they range from environment, health, nutrition, CEDAW, and citizenship. The conflict resolution lectures serve as overview for university students. No focus on inter-personal relationships, and practical tools for conflict resolution. Environment, CEDAW and the presentation on strategic thinking (in Gharifeh only) were referred to as interactive presentations rather than taking the lecture form.

136. Several LCPF members have limited knowledge and understanding of UN SR 1325 despite the fact that many of them have taken part in conferences specially focusing on 1325, fex FOKUS' networking conference in Thailand.

137. There is a challenge for LCPF to do awareness-raising when the members themselves do not possess the necessary conceptual and practical knowledge and experience in working with women in peacebuilding efforts. Another challenge is related to LCPF's limited outreach and contact with like-minded organizations inn Lebanon or regionally.

138. LCPF tried to organise a Third Empowerment training session in Saida, South Lebanon, in cooperation with Bahiya Hariri (sister of former Prime Minister) in November 2004, but it was postponed until beginning of 2005. Then after the assassination of Rafic Hariri, all plans were postponed indefinitely. Another reason is the lack of follow-up of formal appointments made by LCPF which affected future contacts.

139. There are numerous NGOs and civil society organizations in South Lebanon, Christian, Shia and Sunni, but there are no linkages or any form of sustainable networking by LCPF in order to start up the work there. Engagement in 'internal conflicts' within LCPF appears to have diverted the members' energies away from being more fruitfully used in networking.

3.2.3 Contribution to National Political mobilisation

140. As municipal elections took place in May 2004, one of the main issues for LCPF was how to participate in decision making policies. Several international and private institutional conferences were held in Beirut and major cities throughout Lebanon concerning women's rights, duties and women's participation in the elections.

²² Interview with Lina Alameddin

141. Some of the members of LCPF have attended several of these meetings, seminars and conferences as well as training sessions on electoral procedures. The results of these municipal elections were far better than six years earlier, an almost doubling in the number of female members: in total 379 women.²³

3.2.4 International outreach

142. LCPF is recognized in the WILPF international fora, LCPF has attended every international WILPF conference since its inception. The period of the cooperation acted as an enhancer for international outreach by providing opportunity for more members to attend including the youth. Except for the 2004 travel to Norway and Sweden, it has been primarily seniors members from LCPF who have attended the international meetings (see Annex --- Travels).

3.3 Internal Organisational Development

143. This section contains findings pertaining to the internal organisational development process in LCPF that has been part of the project cooperation. The following question is posed: Has the project implementation contributed to strengthening the organisation in Lebanon as well as in Norway?

144. Decision making: the president and founder is the most influential figure affecting the decision making process in the board given her position and the continual presence across changing memberships. There is no formal ruling that organizes decision making that is adhered to, rather the board adheres to a norm of conduct. Minutes of meetings reflect decision made but there was a problem in implementation, an example is the newsletter, which appeared in the minutes of meeting of May 6th 2005 along with topics and due dates. It was also mentioned in May 19th, 2006 minutes. Reasons were attributed to the situation in Lebanon and to the limited capacities available and to lack of implementation of commitments. However, there appears to be intent to issue the newsletter by the end of 2008.

145. Regarding membership attrition, reasons cited according to in-depth interviews were lack of time due to study or work commitment. A distinguishing feature of such attrition was the minimal overlap among 'generations' of members: members with a history of activities did not interface with new members to transmit their learning experience.

146. LCPF VWS: As mentioned in point 3.1, LCPF worked in close partnership with VWS for almost 40 years. However, VWS is much better known in Lebanon than LCPF. LCPF is not known among women's organisations or among peace/conflict resolution organisations. This is probably related to the fact that its vision of working for 'peace, freedom, social and economic justice' has not been fully operationalised into results and activities tailored to the situation in Lebanon. The 'practical' identity of LCPF in terms of *what is it that LCPF does, have not been*

²³ 241 female members of the municipal councils, 7 female mayors, 27 local district «*mukhtar*», and 104 female members of the local «*mukhtar*»s councils.

fully developed. It was not clear to even many of the members what LCPF is doing – or should do. Some members talked about income-generating activities for women as the main vision of LCPF, they believe LCPF should promote home economics, environmental health and income-generating projects. Other members (a minority of the members interviewed by the Review Team) believe LCPF should lobby the government to promote women's participation in decision-making processes in the country. On hot issues like for example the proposed 30% electoral quota to increase the number of women in politics there is consensus among LCPF members. This results in the lack of a guiding policy in that regard.

147. The difference between the two organisations constitutes an advantage as well as a disadvantage. On one hand it may lead to disagreement between the two organisations. On the other hand it may lead to a positive symbiosis. The latter seems to be the situation in this case as the two organisations have been cooperating for almost 40 years. VWS forms the basis and represents the link to Lebanese women's welfare traditions; LCPF represents political empowerment and strategic change.

148. Developing indicators for the capacity-building of LCPF has been difficult, but a few has been stated:

- Internal elections – every four year
- Making election results known and abiding by them
- Presence of formal decision-making processes
- Presence of policies defining clear roles and responsibilities, including role of project managers vis-à-vis other board members
- Increased membership: Since the project was related to institutional cooperation between WILPF sections, a "key part of the LCPF organisational strategy aims at increasing membership in this old Women's organisation."²⁴

149. One finding could be that the work with the implementation Norwegian-funded projects have taken so much energy and efforts out of the members that there has been little time left for working on LCPF identity etc

150. In 2004, LCPF tried to develop and divide the members into committees, each one responsible for one of the three main objects of the Congress:

- Disarmament committee
- Water Committee
- Environment Committee

153. For the fourth theme, Social (and economic) justice, there were no members. Each group worked hard and presented the different papers at the Congress in Sweden. This effort was a good experience for LCPF and upon return from the visit in Norway and the Congress members were very encouraged and inspired to continue the work.²⁵

²⁴ Quoted from LCPF Annual Report 2003, page 7.

²⁵ Quoted from LCPF Annual Report 2004, page 6-7

Table 5 SWOT LCPF

<p>Strengths</p> <p>Continuity since 1962.</p> <p>Openness to external evaluation/review</p> <p>Intimate organizational partnership with VWS has supported LCPF with capacities during activities especially public relations as well as with venue when financial resources were limited.</p> <p>Capacity to evolve as demonstrated with gaining autonomy after a lengthy intimate partnership with VWS – a major change in organizational structure of LCPF- that happened six years into the cooperation process with IKFF/FOKUS</p> <p>Recognised as WILPF Lebanon internationally</p> <p>Contributed with lectures, articles and presentations in WILPF congresses and meetings</p>	<p>Weaknesses</p> <p>Lack of a general formal statement regarding the mission and vision of LCPF that adapts WILPF principles to the concrete situation of Lebanon and can be translated into context specific goals and programming options.</p> <p>Lack of written operational policies and procedures at the organisational level regarding formalizing communication procedures within LCPF</p> <p>Lack of financial management policies and procedures for LCPF.</p> <p>Lack (or unavailability) of systematically documented history of LCPF from the 60s to 2001 in the form of minutes of meetings and reports. Loss of some documents during the civil war = loss of organisational memory, and thus objective capacity of deriving lessons from past experiences.</p> <p>Chronic attrition of active members in previous years contributed along with abovementioned lack (or unavailability) of formal documentation of pre 2001 activities to impede the process of organisational evolution through ‘intergenerational’ interface for a period of time. Thus newcomers had to learn from scratch on their own instead of being tutored by older members.</p> <p>A lengthy period of intimate organisational partnership with VWS may have contributed to stunting structural evolution of LCPF as an organisation.</p> <p>Low level of retention of young members related to conflicting factors the old focus on the lack of commitment of the young and the young focus on lack of space available to them.</p> <p>Lack of linkage with other organisations with similar goals that are operating in the country</p>
<p>Opportunities</p> <p>WILPF international network is an underutilized resource that presents opportunities for funding future projects</p> <p>International NGOs stationed in Lebanon are prospective funders</p>	<p>Threats</p> <p>Lack of organisational exposure in Lebanon compared to international exposure threatens with tarnishing the international image of LCPF, as well as losing prospective local networks.</p> <p>Recurrent under-utilization of funding may lead to loss of general credibility with IKFF/FOKUS (and consequently other prospective funders)</p> <p>Volunteerism limits size of projects, budgets, and types of women who can be active.</p> <p>Dysfunctional communication practices within LCPF such as ambiguity in disclosure of opinion negatively affects future planning and decision making processes and consequently the credibility of LCPF internationally.</p>

3.4 Financial management

151. The TOR asked the Review team to assess the quality of the narrative and financial reporting, including budgets, accounts, and audits.

152. With regards to the narrative reporting performed by LCPF Lebanon, the reports are impressively detailed and thorough, for example the annual report for 2003 of 42 pages discusses a wide array of issues.

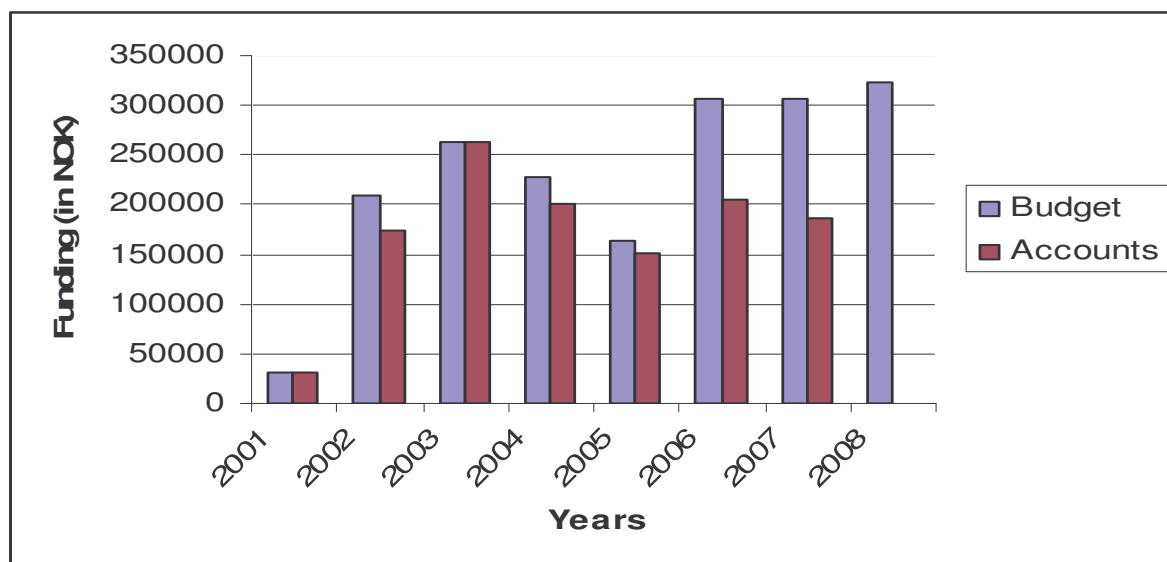
153. LCPF has usually submitted a mid-term report and an annual report, both narrative and financial, and sometimes just the annual report. The Letter of Agreement (contract) between the partners states that both reports should be submitted by 15 July and 15 February respectively.

154. The reports from LCPF have usually been overdue the deadlines, but very satisfactory when they arrive. Delays in submitting reports have caused some frustrations because IKFF on its side has to keep the deadlines for Fokus (which in turn has to abide by the deadlines of Norad), so when there is one delay, this affects the whole chain.

155. For the financial management of LCPF, the board has elected a treasurer (chapter 2) whose role it is to keep the accounts for LCPF as a whole. LCPF does not have any written financial guidelines for the organisation.

156. For the project accounts however, the responsibility has been defined with the project manager. The project manager (2001-7) did not have any financial background, but abided by the financial guidelines of FOKUS/Norad funding – with the active support of the external auditor who followed strictly those guidelines.

Figure 2 Budget and Accounts 2001-8 (Norad-funding)



157. Taking into consideration the volunteer side of the project, the Review Team was impressed by the accuracy of the accounts; most expenses were supported by payment vouchers and supporting documents. In cases where there were insufficient supporting documents signed and approved by the project manager, the external auditor would take note and write it in the annual audit reports to IKFF and FOKUS.

158. The external auditor for the Adult Project, Salloum & co has been unusually thorough and committed to the project. The team uses the term 'unusually' because based on previous experience with auditors, most auditors

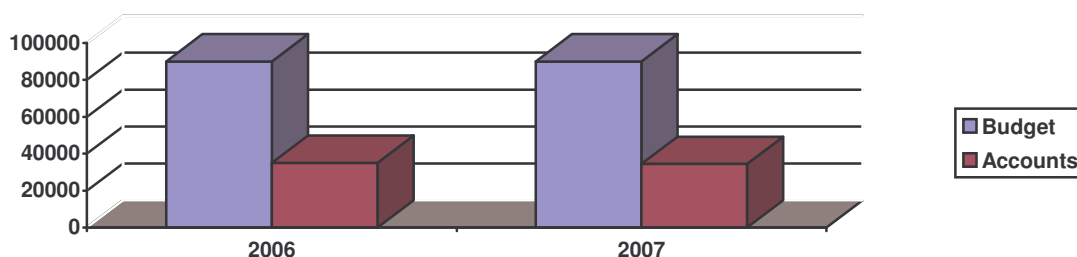
prefer to do sample testing of invoices and supporting documents, and not review all invoices like this one. Probably due to the fact that LCPF has not had an accountant, but used word documents for listing expenses, the auditor has redone the set-up of expenses and incomes, and in that process checked all invoices. The Auditor has thus taken on the role as an advisor for the Lebanese Project Manager – for no extra costs.

159. For the Youth Project, LCPF was asked to open a separate bank account, which it did not initially do, but after a while. Due to that, the organisation decided to contract with a different external auditor, Ragid Adas, who has substantial experience with NGO auditing.²⁶

160. A negative side-effect of the auditor being very thorough is that it has played into the internal conflict dynamics of organisation. The main auditor was perceived to be ‘biased’ towards one of the project managers, while the other auditor which was contracted for the Youth Project was seen as partial to the other project manager.

161. Discrepancies between budget and accounts were found for most of the years. As seen in the table below, LCPF has been unable for spend the funds allocated in the budgets. According to FOKUS (and Norad) guidelines, all funds not utilised by the end of the fiscal year (31.12) will have to be returned to the donor. Although, IKFF did its utmost to explain this strict rule, it was difficult for LCPF to fully understand and accommodate to this regulation. For years 2006-7 especially, almost one third of the planned budget had to be returned to the donor.

Figure 3 Budgets and accounts 2006-7 (TV Campaign Fund for Youth)



162. For the TV-campaign project (Figure 2), more than half of the funds were not spent or transferred to LCPF. The reasons for the weak implementation capacity of the Youth Project was mainly linked to lack of realistic planning of activities, weak communication between the Norwegian and Lebanese partners which opened the door for many misunderstandings.

163. The weaknesses in planning and implementation were found on both sides; from the Norwegian side those involved were inexperienced and not capable of taking rapid decisions, instead the process was greatly postponed. The first transfer to the Youth Project came in November (or December) 2006. IKFF members acknowledge that it was difficult to know how to handle internal conflicts and occasional lack of responses from the Lebanese side to specific questions.

²⁶ The auditor has for example auditing several of Norwegian People’s Aid project partners in Lebanon

164. In 2006, IKFF and FOKUS requested a complete budget for the entire organisation in order to see potential other donors and activities. LCPF was never able to provide that to IKFF/FOKUS, and not to the Review team. The reason seems to be that LCPF does not conduct a complete account of the whole organisation. Although, according to the laws of the Ministry of Interior, it is supposed to submit an institutional audit report where all expenses and incomes are outlined, LCPF has never done that, but instead it has written a letter signed by the president and treasurer. The review team was not able to review these.

3.5 Partner communication and cooperation

165. There were varying views about parity in communication. Two patterns were identified: open versus imposing pattern of communication. Another feature is the irregularity in frequency and variation in quality of communication between IKFF and LCPF. These patterns of dysfunction were manifested in the occurrence of misunderstanding pertaining to youth project associated with substantive differences plus gaps in communication.

166. Another manifestation closely linked to the above is financial, in the form of delayed presentation of budget estimates or revised budgets, and thus delays in transfer of funds.

3.6 Conflict sensitivity

167. A major weakness that has seriously impeded the implementation of activities, the working relationship with IKFF and also negatively affected the reputation of LCPF is the high level of internal tensions and conflicts in the Lebanese organisation. It is not straight-forward to assess the causes of the internal conflicts, as they were multi-faceted, although the underlying conflicts seem to be related to power struggles, perceptions of dominance and suppression, as well as financial matters.

168. However, an obvious fact is that before LCPF started the cooperation with IKFF/FOKUS, there were less resources and positions to disagree about and thus less conflict. As more funding came to LCPF, there were more at stake, and this caused more conflicts. This interpretation was voiced by organisational members. However another process may have also unravelled itself, the set projects manifested themselves as another pattern of conducting organizational affairs thus challenging the prior mode of operation of LCPF. Thus the cooperation process itself may have acted as an agent of organisational evolution of LCPF though riddled with conflict.

3.7 Unintended consequences

169. Unintended consequences explored of the cooperation between LCPF and IKFF were found in the dysfunctional dynamics among the board members.

170. External aid from IKFF Norway may have exasperated existing tensions in LCPF

171. High degree of frustration led to lack of 'culture of peace' within the organisation as far as practices are concerned – (how can one teach others when not practising one self?) This factor has gained importance in view of the minimal organizational rules of procedure i.e. the absence of concrete bylaws that address conflict of opinions among board members and ways of resolving them.

3.8 Value-added

172. The interface between LCPF and IKFF by its new style of work exemplified by its distinct procedures may have contributed to an initiation of organisational transformation of LCPF. Although such transformation was riddled with conflicts among board members. Six years after the inception of the cooperation – in 2006 - an official financial and venue autonomy of LCPF in relation with the VWS was achieved. Now the current president of LCPF does not have a history of affiliation with VWS.

173. Another clear value-added of the project cooperation to LCPF is that it has contributed to exposure of a new generation of LCPF members to international conferences, UN processes (like SR 1325) and the interaction between them that has taken place over the years. Around ten Lebanese women associated with LCPF have over the last eight years been able to take part in WILPF conferences meeting women from other parts of the world, including other Middle East countries like Palestine and Israel.

174. The danger however is that such exposure to international conferences does not extend beyond the scope of a handful of individuals, and is slowly transmitted to the wider membership as limited as it is despite their demands. In addition sharing of experiences has been limited. Thus the impact on the development of the memberships' political sensitization is curbed. Contributing factors include the afore-mentioned weaknesses in the structural set-up of the organisation.

3.9 Lessons Learned

175. LCPF since its inception has worked on political advocacy from a regional perspective and during times of dramatic combative assault on the country. However, the priority of working on national conciliation is lacking from the vernacular although it was expressed in terms of the oral history project – perspectives of Lebanese women. It was voiced clearly by the youth during individual interviews and group discussion.

176. Dysfunctional communication which deteriorated at times in the form of overt conflict among key members within the organisation and which existed with partners is detrimental to LCPF growth and credibility.

177. Development of formal policies and procedures is a basic step towards organisational development in LCPF especially in membership outreach and financial management.

178. Longevity does not imply organisational growth and development. There is a need to develop organisational / collective learning capacity through several avenues which include attention to documentation and organising the collective memory through developing an archive from the plethora of archival material found in the office.

179. Voluntarism: The experience of LCPF from the adult as well as the youth program and the issue of attrition are related partly to the lack of time due to work commitment. This underscores the need to revisit the conceptualizing of voluntarism given the history, the modern concept of voluntarism is essentially unpaid time devoted to work and/or unpaid expenses incurred or unpaid time devoted to work but paid expenses (ILO). However, given realities in the South/developing countries where jobs are hard to find and fair remuneration is an issue and social safety nets and unemployment benefits are virtually non-existent or corrupt or inaccessible, voluntarism becomes a luxury or an unavoidable option for a person who has that as the only option. In the South the financial dignity of individuals is threatened by factors leading to impoverishment. Peace activists are considered quite vulnerable in that regard because their occupation is not in high demand in the market economy although achieving its aims would bring more general prosperity.

180. The definition of voluntarism for developing countries needs to be revisited. People with conscience who constitute the type that is committed to mission and vision of WILPF are already marginalized and hindered by the necessities of life to pursue their aspirations. An exception is a set of privileged few who have the economic means to support pursuit of such a vision. Thus the supposedly main stream movement would be shrunk into an elitist movement.

181. This is an appeal to place the conceptualization of voluntarism in developing countries in the public forum of WILPF international. One option presented is to adopt the concept of 'honorarium' which is symbolic payment for time provided calculated on country specific basis in order to maintain the 'financial dignity' of the activist for peace and freedom.

4 Organisational assessment of IKFF

4.1 Organisational model IKFF

182. IKFF is a genuine volunteer organisation, which means that no work is remunerated and there is no paid secretariat. Members get partial compensation for actual expenses during travels to international conferences or project visits. Travels to international conferences and project visits are in different categories financially. IKFF pays for participation at international WILPF conferences for the person who is the elected representative. Other IKFF members usually have to pay for themselves except for a small travel subsidy if there is no external support. Project visits are paid for from the project budget. There is no per diem or night allowances paid.

183. Though basically a volunteer organization, WILPF's offices in Geneva and in New York have staff. In Geneva, there are two paid staff; the general secretary and the office manager, while in New York there is two project staff, one employed on the *PeaceWomen.org* project, and another on the *Reaching Critical Will* project. Also different national WILPF sections have paid staff.



184. The WILPF goal of "Peace and Freedom" is at the core of all the projects supported by IKFF. However, the goals ('peace and freedom') are so general that almost everything could fit into those. For WILPF's international programme there are four main areas of work: peace, disarmament, economic justice, environment, racial justice, reforming the UN and human rights.

185. According to the current elected WILPF president, there have been a few voices in WILPF critical to WILPF national sections running projects with sections in the 'south' on the basis that it destroys the volunteer and unpaid nature of the work and possibly corrupts the work.

186. In order to work along those principles, IKFF has decided that all persons involved in the organisations and coordination of the projects in Norway as well as in the partner countries must be members of their national WILPF sections.

187. As described in chapter 2, IKFF has different elected bodies and meets annual in the highest decision-making body in IKFF, the National Board (*Landsstyret*), which should be informed about the progress in the projects. As project applications are presented and discussed, it is up to the board to decide if IKFF should have projects. The applications are signed by the national president.

188. The volunteers in charge of the projects in IKFF, the so-called Project Group, is however not elected nor appointed by the National Board. The lack of a mandate – and thus degree of accountability for the Project Group has been a point of frustration among some of the volunteers, and at least one has withdrawn from the project group due to that reason.

189. One informant from IKFF believed that the projects have not been sufficiently integrated in the organisation, and the knowledge and experience of the senior IKFFers were not utilised enough in the professional follow-up of the projects, for example on issues like women, peace and security.

190. One reason for that could be the financial obligations. When implementing projects through FOKUS, IKFF has to raise 10% own share for the Norad funding. NORAD contributes with 90% of the project support. In addition NORAD grants additional 8% to the Norwegian partner to meet administrative expenses. Projects supported via the FOKUS TV Campaign (Belarus, Youth WILPF) are 100% funded by FOKUS, but with a 5% overhead to the Norwegian partner.

191. For an organisation with only 400 members like IKFF, it is difficult to fund-raise for the 2%. IKFF was also unhappy that they had to pay a 10% share on the costs of the external review.

192. In 2006 during the IB-meeting in London, the project responsible volunteers from Lebanon, Belarus and Colombia met and revised the Guidelines for projects. According to the minutes from the meetings, the working group is a so-called "Special Interest Working Group" – a set-up mentioned in the previous year (2005) IB-meeting in Geneva. But, as with the Y-WILPF, there has been no formal approval of the Project Working Groups by WILPF as such and thus no institutional or administrative support from the WILPF secretariat to the project group. Although WILPF is running two of its own projects (RCW and PeaceWomen) there seem to have been little interaction and exchange of experience between these and the Norwegian and Lebanese sections, so this might be an opportunity to explore further.

193. The Norwegian project managers have been aware since the beginning that there was no possibility of institutional and administrative support from the WILPF secretariat to the project group, apart from in the case of the international delegation to Colombia in 2007.

194. The Project Group developed from in the beginning (in 2001) to be one person in charge of the projects in addition to a treasurer, to be expanded to a project group of six people.²⁷ As IKFF expanded to Colombia and Belarus, the volunteers decided to distribute the responsibilities; each project should have at least two project managers in Lebanon, Norway – and in the other countries IKFF worked, Belarus and Colombia.²⁸

195. The project group now consists of nine people; two PM each of the countries, and until 2008, four PM in Lebanon since there were both a youth and an adult project.

196. The project group meets approximately every four months, except for when there are particular issues to be worked on, like applications and reports to FOKUS and the Review Process, when it meets more frequently. The Team reviewed minutes from meetings on average twice a year, usually there would be one meeting in Spring, related to the annual reporting to FOKUS with deadline 15th February, and once in the fall when preparing Application for the next year (with deadline 1st September).

197. In IKFF the division of labour between the project group and the National Board is so that the board is not directly involved in the regular follow-up and monitoring of the projects. However, progress reports have been included in the board reports to the annual meetings. At the annual meetings in 2006 and 2007 presentations of the projects were part of the agenda. There have been several articles in the newsletter *fred og frihet* about

²⁷ First project group consisted of Liss Schanke, Mari Holmboe Ruge, Ingrid Eide, Ellen Balsrud, Anne Kjersti Bjørn and Siv Svardal.

²⁸ WILPF Working Group for north-south partnership (2006)

project visits. The board is responsible for the financial part and thus a major concern is how IKFF will cover the 10% own funds required for implementing the projects

198. This is a contrast to LCPF whereby the records of minutes of board meetings in general show that projects including logistic details are placed as items on the agenda of board meetings and occupy a major part of the meetings. This is because the organisation and the project are closely intertwined in Lebanon, while the opposite is the case in Norway. The projects can almost be seen as on the side of the regular IKFF work in Norway. An indicator of that is that the most experienced peace activists in IKFF are not involved in the running of the projects.

199. This raises some interesting points for discussion:

- How can IKFF ensure that valuable knowledge and experience regarding women and peace work/disarmament (which is IKFF's value-added) is transferred to the partners in the South?
- Linked to the above, how to ensure synergy between IKFF's advocacy and information work in Norway and the projects supported in Lebanon, Belarus and Colombia?
- Finally, project work is partly used in IKFF for recruiting younger women, this was stated directly by IKFF members, but how does then IKFF ensure that the projects are in coherence with WILPF international programs, if the younger wilpfers are not familiar with WILPF programs?

200. Larger transparency, accountability to a larger WILPF audience and quality-assurance of individual projects – and hopefully thereby a greater ownership to the projects, are all issues that IKFF has discussed with WILPF in Geneva, but that can be further explored.

Choice of partners - Belarus and Lebanon

201. In the second phase of running projects (2001-8), IKFF decided to cooperate with only national WILPF sections. In the first phase (1989 – 1994), IKFF supported different type of organisations in the South and one experience gained was that it was difficult to follow-up the partners and projects when they were outside the WILPF system. Thus, the decision was taken to cooperate only with national sections.

202. As outlined in Chapter 2, during the two-day Middle East seminar, WILPF Lebanon's representative in the IB was found to be highly qualified and thus Lebanon was chosen as a cooperating partner without prior overall organisational assessment.

203. When applying a comparative perspective towards the other IKFF projects great differences are found among the partners. In Colombia the WILPF section (LIMPAL Colombia) is a well established NGO with several other donors. IKFF started working with LIMPAL in 2005 on a project that supports women's participation in the work for peace and human rights. LIMPAL was established to map and reduce violence against women, and

working with UN Security Council Resolution 1325 is a central guideline. A considerable part of the project involves workshops directed towards women leaders and local inhabitants.²⁹

204.LIMPAL works with UNIFEM, UNHCR, Lutheran World Federation (LWF) and *Madre* to name a few international organisations. LWF supports a Microenterprise Project for Displaced Women with LIMPAL which targets 80 displaced women who receives job skills training. The women receive training in human rights so they will be better able to work with one another and protect their families' rights. LIMPAL is also a sister organisation of MADRE.³⁰

205.The partner in Belarus is a recognised wing of WILPF, but due to security reasons it has to operate under a different name. The organisation is a NGO with paid staff and receives support from other donors.

206.Knowing that the issue of having paid staff has been important for LCPF throughout the project, it is interesting to note that IKFF has 'allowed' the other project partners to have paid staff according to IKFF because they had paid staff *before* they entered into a project cooperation with IKFF, while for LCPF it has consistently been unwilling to support remuneration for the project managers in Lebanon.

Table 2 SWOT IKFF

207.When assessing the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the organisational model used by IKFF, the team found the following points:

<p>Strengths</p> <ul style="list-style-type: none"> Historic legacy from 1915 International body, links to UN (disarmament, SR 1325) Knowledgeable, committed and competent volunteers Experienced in lobby/advocacy work Clear profile and policies Recruited young people to projects 	<p>Weaknesses</p> <ul style="list-style-type: none"> Limited active membership Lack of time (volunteers) Ad-hoc planning Weak administrative systems and formats; Lack of managerial skills Weak <u>practical</u> tools in peace work (conflict resolution skills, communication tools etc), No clear programme profile for projects; varying from trafficking, child care to economic empowerment Unstable funding, limited own resources Dominance of elderly members
<p>Opportunities</p> <ul style="list-style-type: none"> Favourable government policies Growing awareness of 1325 Young women interested in peace/conflict, international issues FOKUS' new strategy on 1325 	<p>Threats</p> <ul style="list-style-type: none"> Emergence of competitor organisations Changing strategy of FOKUS (IKFF is unable to have direct agreement with Norad) Lack of professionalism in reporting and administrative systems Voluntarism limits size of projects, budgets and types of

²⁹ More information about LIMPAL can be found at www.limpalcolombia.org

³⁰ Source: webpage of Madre: www.madre.org/sister/Colombia.html

	women who can be active
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4.2 Project Management in Norway

208. During the first years, the main contact between IKFF and LCPF were between two individual project managers on each side who communicated well and enjoyed shared values and mutual understanding rather than with two organisations. Although the Norwegian PM expressed her scepticism to the development approach of LCPF/VWS of promoting economic empowerment through traditional women’s income-generating projects such as beehives, silk worms, and microfinance, with the goal that this would lead to political empowerment. IKFF hoped that the project could change direction towards more political lobby work, advocacy and awareness-raising of peace/conflict issues. The separation between VWS and LCPF (as described in Chapter 3) was received positively by IKFF, although they admitted that they were surprised.

209. For the technical and administrative follow-up and monitoring of projects, FOKUS has developed a tool to help the organisations (Project administration kit, “prosjektforvaltningsmappen”). In the kit, which used to be available on internet in Norwegian language, administrative procedures ranging from how to do the annual reporting, requirements for auditing and auditors etc are found. The folder also includes a practical checklist for what to look for during project visits to the partners, and main components how writing a Travel Report.

210. It has been a great challenge for IKFF to adhere to all the technical requirements in the management of the projects. When asked, none of the IKFF project managers had seen the travel checklist. The Review Team was thus unable to find any travel reports for the Lebanon projects in the seven years from 2001 until 2008. The exception is the IKFF-delegation that visited LCPF in April 2008 which wrote a thorough and analytical Travel Report.³¹ For the IKFF-supported projects in Colombia and Belarus, the team was provided with copies of travel reports. Although travels have occasionally constituted up to 30% of the budget, IKFF was not aware that FOKUS required travel reports.

211. Here it should be noted that IKFF members have written brief notes to the IKFF Newsletter about the conferences they have participated in as well as after project visits, but IKFF acknowledges that this does not compensate for the formal criteria of having a Travel Report attached to the expense sheets produced for having

³¹ A contributing factor to that is probably that the Project Group has recently been strengthened by a professional consultant who is familiar with standard requirements attached to development assistance.

expenses reimbursed. FOKUS' auditor has also noted that there is weak documentation of the travel costs and that it is expected that this will improve for the fiscal year 2008.

212. IKFF does not have a central electronic archive. When the paper archive was transported from the first project manager to IKFF's office in 2007, the younger project manager did an extensive job in organising it, according to IKFF. However, there is still no systematic archiving of email correspondence and notes-to-file after phone conversations between LCPF and IKFF.

213. Knowing the partner's reality and working condition was highlighted as a weakness of FOKUS in the Norad Review (Aasen, 2007). The same can be said about IKFF's capacity and ability to analyse the conflict context of its Lebanese partner. When LCPF became completely paralysed and 'broke its back' in their own words as a result of the 2006 July War, IKFF or WILPF issued many statements of solidarity and support, but seemed to be unable to come forward with practical support or solidarity visits so that LCPF could have responded in a positive way to the crisis the country went through.

214. From January 2005 until July 2007 nobody from IKFF visited Lebanon, but met the partners in international conferences. The July 2007 visit was an unofficial one, according to IKFF, one of the project group members was in Egypt and wanted to pass by Lebanon for a few days. A formal IKFF delegation did not visit LCPF until April 2008.

215. The lack of visits during the difficult times Lebanon was passing through shows that there is no preparedness thinking or response in any of the organisations. While some organisations and associations 'thrive' and become more active than ever if conflict breaks out (like the amazing Lebanon support network that mobilised hundreds of Lebanese in the streets during the war with Israel) the nature of other organisations lead to passivity, LCPF is an association in the latter category. Thus one is tempted to conclude that it is hard to expect results of projects when the organisations are unable to adapt and work in volatile conflict zone like Lebanon.

216. The dramatic situation in Lebanon coincided with the budgets for the FOKUS-funded project doubling and the introduction of a new project (the Youth Project). It seems that the work load of these projects overwhelmed LCPF and it was unable to handle it in the stressful situation. It's important to stress that this can happen to anyone, but here is where the issue of crisis preparedness comes in, in addition to ability to realistically plan what a volunteer organisation can be able to implement and achieve.

4.3 Financial management in Norway

217. IKFF has a treasurer in the Project Group that has been charge of the financial management of the projects for the last three years. The treasurer does not have any accounting background, but seems to be functioning well. She has attended several courses with the auditor employed by FOKUS. Here it should be noted that until

recently, FOKUS did not have an accountant or financial manager employed in the secretariat, but used the services of an external auditor.

218. After the contract has been signed between FOKUS and IKFF, transfers 60% in the first instalment and 40% in the second instalment. The contracts between IKFF and LCPF have been usually signed in March – April, and first transfers made accordingly, except for in 2007, when the first transfer was made as late as December 2007 due to the disagreements between the organisations.

219. The first project manager of IKFF developed guidelines for the projects. These were discussed, but the key issues have not been changed or adapted since younger project managers came in to IKFF. Key issues are:

- Each project should have a bank account reserved for the project and an independent auditor (Norad requirement).
- The project budget must be made in Norwegian Crowns and should be approximately 200.000-300.000 NOK a year, corresponding to approximately USD 30.000-45.000 a year.
- The activities should be focused on capacity building.
- The main budget focus should be on the actual activities, i.e. approximately 60-70% of the budget for expenses related to the project activities including participation at WILPF international meetings, and
- Approximately 30-40% related to project operating expenditures, administration and project meetings.
- No more than 20% spent on purely administrative expenses.

220. The last point about not allowing more than 20% on administrative expenses has caused lots of misunderstandings with LCPF. First of all there is always a discussion about what are administrative expenses. Secondly, there was a tradition for paying a minor secretary salary for the president of LCPF (and VWS at that time). When IKFF refused this, it caused hurt feelings among the Lebanese members, and was perceived, as IKFF did not have respect for the leadership of LCPF.

221. As seen in the previous chapter, there has been an issue of under expenditure most of the years of the project cooperation with LCPF. The issue of under expenditure coincided with IKFF doubling the budget for the years 2006-8 as compared to the earlier years (2002-5). Although there were external factors (2006 War), this cannot count for the whole reason for why LCPF and IKFF were unable to make realistic and feasible plans for implementing activities on the ground.

222. IKFF's lack of project visits in the years 2005-8 and weak communication probably contributes to explain why IKFF was unable to discover how weak LCPF's implementation capacity was.

4.4 Cooperation with FOKUS

223. Small women's organisations like IKFF or LCPF do not easily attract funding from large, bilateral donors. While at the same time there is recognition for the importance of supporting women to organize themselves. More than a decade after the UN Conference on Women (in Beijing) there are numerous initiatives for promoting women's rights, but still moderate funding channelled to women's own organisations – as documented for example in the 2005 'Where is the Money for Women's Rights' undertaken by AWID. (www.awid.org)

224. In Norway, the umbrella organisation of FOKUS was established immediately after Beijing to facilitate women organisations' access to funding. It has 72 women's organisations in Norway as members, and manages funds to project cooperation and partnerships between Norwegian women's organisations and women's organisations in the South and East. 35 organisations currently have projects, and 20 organisations have project funding under the FOKUS-Norad Cooperation Agreement for 2007.

225. FOKUS also receive funding for its information work, and for the last years have received funding from Norad for competence building of both the Secretariat and member organisations, including partners in the South.³²

226. FOKUS' vision is that of a just world "Women united change the world" where the organizing of women serves as the foundation for equal societies without oppression. While FOKUS' main goal is to "work for an improvement of women's social, economic and political situation internationally, with an emphasis on the countries in the South."³³

227. In 2007 Norad took the initiative for evaluating FOKUS' organisational performance (as it has done with all other major Norwegian NGOs). The results of the evaluation showed that FOKUS needs to professionalize on a number of areas, amongst others:

- Move from a project and activity oriented fund management to a programme approach and better result-focus in both its planning, reporting and evaluation systems.
- Develop a right based approach, and train member organisations in such thinking.
- Develop knowledge about their partners and under what conditions they work. FOKUS Secretariat should work in close collaboration with the relevant member organisation on this.

228. FOKUS has agreed to implement a number of the recommendations in the Review and is now in the process of employing more staff and introducing organisational and administrative change.

229. Year 2009 is limbo year for FOKUS as it is working to develop and negotiate a new Framework Plan with Norad for the years 2010-2012. Thus, the current strategy which was originally planned for years 2007-2012 is

³² Information from Aasen (2007), *Organisational Performance Review of FOKUS*, December 2007, Norad

³³ FOKUS Strategy 2007-2012, page 4

bound to be changed and revised. FOKUS has indicated that it will narrow down both the thematic areas and the geographic scope of countries it works in. For thematic priorities, FOKUS wants to work on:

- Women's rights
- Violence against women
- Women's political and economic participation

230. For IKFF this has consequences; the Belarus project on trafficking is highly relevant, as changing strategy of FOKUS, there is a process for professionalizing and mainstreaming the work further. Several people interviewed in IKFF are afraid that this will limit the space for organisations such as IKFF.

231. There were sentiments that FOKUS staff does not fully understand or appreciate the reality of the volunteers. IKFF mentioned as examples that when FOKUS wants them to respond to an issue, not enough time is given for IKFF to discuss between themselves (not working with this full-time but rather after regular working hours in their free time). FOKUS-staff expect rapid responses, according to IKFF.

232. A recent example was when FOKUS wanted to test out the new strategy by initiating a pilot programme in collaboration with selected member organisations in Norway and local partner organisations in the South. FOKUS developed a proposal on SR 1325 with the case countries Sri Lanka and Colombia. According to IKFF, FOKUS' criteria for the choice of case countries was not clear, but according to FOKUS the criteria were³⁴:

- The country is subject to armed conflict
- It is possible to compare the situation of women
- The country is included in the FOKUS strategy
- FOKUS already has local partners in the country

233. IKFF asked FOKUS to pilot the project first, but this comment was not taken into consideration. FOKUS applied for a three years project period. Paid or volunteer staff was another issue; the budget proposal earmarked two project positions locally, but no administrative funds for the follow-up among the Norwegian partners, only travel funds. The proposal did not specify what role the FOKUS member organisations should play.

234. IKFF was invited in to give comments, but felt the inputs were not included. IKFF does not sense any ownership to the proposal. FOKUS on its side hoped that IKFF would be pleased to be invited in as a member organisation in the new initiative and tried to balance the inputs from the different participating organisations before finalizing the programme application to MFA. It was FOKUS' goal to have an inclusive approach.

235. The proposal, which will – if approved by MFA – be the first FOKUS-implemented programme, and as such a test case for the new strategy and organisational model that FOKUS envisions; FOKUS has the 'technical' project follow-up and monitoring, while the member organisations bring in the professional know-how of issues like women, war and security. FOKUS perceives it differently; "most of the future FOKUS programmes will be rooted in the member organisations. However, there will be stronger collaboration (follow-up and

³⁴ According to information from FOKUS in response to draft review report.

monitoring) between the FOKUS secretariat and each program (fewer and larger than today's extensive small scale project portfolio). There might however be a few pilot programmes that are more directly linked to the secretariat, in cooperation with Norwegian member organisations."³⁵

Value-added of FOKUS

236. What has been the role of Fokus in the cooperation between LCPF and IKFF? In general, FOKUS sees its role as quality-assurer and monitor of progress in results. However, since IKFF – as many of the other FOKUS members, have reported mainly on activities and not on results, FOKUS' role in practice has been to review the incoming applications and reports, clarify any unclear points with the IKFF project responsible – who until recently, was one from each of the four projects, but for 2008, all contact with FOKUS goes through the Practical Project Coordinator.

237. There has been numerous occasions of direct contact between LCPF and FOKUS; once during a visit by FOKUS coordinators in 2004 whereby FOKUS representatives attended the Graduation of the Second Empowerment Seminars, secondly during a FOKUS board member who visited Lebanon in 2005,³⁶ in the IB meeting in London in 2006, the Lebanese project manager's visit to Oslo in January 2008, and finally during the Networking Conference in Thailand.

238. An important value-added of FOKUS which was highlighted by a number of informants in both Lebanon and Norway is the Networking Conference. The third conference which was held in Chiang Mai, Thailand, in January 2007, had the theme "Women in and after war and conflict". The UN Security Council Resolution 1325 on women, war, and security as a practical tool for women's organisations was central, as well as CEDAW.³⁷

239. FOKUS' attention was to have inputs from the partners in North and South on women's and women's organisations' role and participation during and after conflict situations. The Networking Conference in Thailand was funded by the Norwegian Ministry of Foreign Affairs, and FOKUS produced a well elaborated report that was presented to MFA afterwards with a range of resolutions and demands.³⁸

240. 11 countries were represented at the conference; Afghanistan, Bangladesh, East Timor (Timor-Leste), Kashmir (India), Lebanon, Palestine, Philippines, Sri Lanka, Thailand, Tibet (India) and Norway. From Lebanon,

³⁵ Input from FOKUS to draft report.

³⁶ Reiserapport (travel report in Norwegian language) from Lebanon by Kjersti Lindoe, August 2005. The report was written in Norwegian language, IKFF translated it to English and shared it with LCPF as IKFF disagreed with some of the statements in the Travel Report.

³⁷ Before this, FOKUS have arranged one in Botswana for African partners in 2001 and one for Latin-American partners in Mexico 2002

³⁸ Lene Nilsen, FOKUS (2007) "Roadmap to Norwegian Implementation of Resolution 1325 – Involve the women's organisations, and FOKUS (2007), Report FOKUS networking conference Chiang Mai, Thailand 22-26 January 2007, written by Kristin Schjødt Bitnes and Margrethe Pran, The Norwegian Female Lawyers Organization

four key LCPF members went; the two project managers for the Adult Project, the manager for the Youth Project and the IB representative. From Norway, the project manager for the Youth Project participated.

241. High turnover of staff in FOKUS has been a challenge for IKFF. During the period of review (2001-8), FOKUS has changed project coordinators three times. For IKFF which is basing all the work on volunteer efforts it is perceived as an extra burden of having to explain their particular project methodology and approach.

242. Every year FOKUS organises competence-building courses for member organisations (for those with project responsibilities) related to project administration. These obligatory courses are complementary to the information provided by the "Project administration kit". The requirement of travel reports etc is stated in the "Project administration kit".

243. IKFF's expectations towards FOKUS is in the words of one volunteer that "FOKUS should help us to identify results and indicators, perhaps like a on-the job service, training us in the process." Not only seminars with 50 participants, but advice as IKFF work on plans and reports, a type of learning by doing. IKFF members have also been concerned about FOKUS not developing their formats for reports and plans in English (but in Norwegian). After IKFF raised this issue with FOKUS (and Norad) it has changed.

244. A major challenge for FOKUS is to make the Project Management Folder (prosjektforvaltningsmappen) accessible and available for the partners in the south. IKFF has expressed a wish for FOKUS also training partners in the South in how to use it.

4.5 Coordination Norway

245. A minor part of the TOR asked the team to assess IKFF's cooperation with like-minded partners in Norway (ex. Forum Norge 1325, FOKUS, Peace movement etc).

246. In recent years and relevant for this Review is IKFF's important contribution for placing UN Security Resolution 1325 on the agenda of Norwegian civil society organisations. According to FOKUS, IKFF pulled the whole process. Several members of IKFF were working with the Gender Equality Center (Ligestillingsenteret) in organising the first conference in 2003. IKFF managed to invite former Finnish Defense Minister and UNIFEM Ambassador, Elisabeth Rehn, to Norway. This caught the interest of MFA and was the first time that MFA was challenged in responding to how to implement 1325.

247. After the June 2003 Conference, IKFF made a shadow plan, a operative and practical plan, IKFF contributed to the Women's Commission (CSW) where an IKFF member took part in the official delegation. The final success if this work was crowned with the Norwegian government issuing their Action Plan for implementing 1325. There have been fewer activities since 2006, but MFA has established a network.

248. IKFF and FOKUS were among the organisations that established Forum Norway 1325, a network of civil society organisations to pressure the government to live up to its commitments.

249. IKFF has been in contact with the Swedish WILPF, and the development organisation which sprang out of WILPF Sweden, Kvinna til Kvinna (women to women). Kvinna til Kvinna recently issued a report on Young Women's particular situation "Pushing the Limits" which provides both recommendations and suggestions for actions for other women-oriented organisations.³⁹

4.6 Dilemmas of voluntarism

250. The TOR asked the Review Team to assess the dilemmas of promoting voluntarism while at the same time ensuring that professional requirements and standards are kept.

251. Genuine volunteer work, outside the family or private sphere, is a rare phenomenon in our time. In Norway voluntarism exists in many organisations, it is even institutionalised by the government for areas like, but the volunteers in large organisations are managed by a full-time paid staff. In Lebanon, where the economic situation is tough with high inflation and unemployment rates, volunteer work in an organisation is even rarer.

252. Over the past few years the balance of power has moved irretrievably toward the professional staff, and it is now the task of the professional staff to ensure that the organization does not become just another professional NGO.

253. For women's organisations it is an important premise to be able to define oneself – not to be defined by others. Is the volunteer organisational model able to compete with other professional NGOs? A majority of the people interviewed says that it is possible, but it limits the type of women who can be active in WILPF. Only women who are in a well-off economic situation can allow themselves to be volunteers and active in such organizations; this implies often middle- or upper-class women, students or others without family obligations.

254. Implicit in the volunteer character is an often efficient mode of communication marked by lack of written, formalistic and bureaucratic procedures. Decisions are often taken fast and according to need. There is usually weak long-term strategic thinking, but ad-hoc solutions are found on the spot.

255. The positive aspect of voluntarism is at the same time a potential threat. The efficient and informal style of communication works when there is an absence of conflicts, but when/if tensions rise, the verbal style of communication can turn out to be negative as there is weak documentation about which decisions have been

³⁹ http://www.iktk.se/files/File/Rapporter/pushing_the_limits.pdf

taken, and by whom. Lack of written minutes from board meetings can turn out to be misinterpreted if there are underlying disagreements.

256. What makes it different from other organisations promoting women's role in peace building? The main difference from other organisations is the volunteer nature of WILPF. The implications of the volunteer aspect are that the activities are more limited, the outreach is more limited, and budgets are smaller.

4.7 Summing up

257. Summing up and assessing the relevance, effectiveness, efficiency, and sustainability of IKFF's organisational model towards the donor in Norway, FOKUS, the team finds that IKFF's themes of working for women mobilisation against war and disarmament is highly relevant for FOKUS. IKFF has highly qualified volunteers that possess strong integrity and knowledge about international processes in the UN and the likes. However, in terms of being able to follow-up and adapt to FOKUS' new strategy of increased professionalism, it is this team's assessment that this is not possible with the current capacity that IKFF has. Norad/FOKUS should be encouraged to look into financing mechanisms for at least a part-time position in IKFF in order to ensure a minimum of continuity and systematic follow-up of the projects. The same should be the case on the Lebanese or partner in the south side.

258. For the relevance and efficiency of the model towards the Cooperating partners abroad, and especially the partner in Lebanon, the same conclusion as above is valid. The lack of systematic follow-up and monitoring of results (and lack of progress and internal conflicts) led the projects to just continue even if there were hardly any results produced. IKFF never develop any exit strategies for the Lebanon projects.

259. The organisational model seems however to work excellent towards IKFF's own constituencies, the members in Norway. The volunteer model is in line with the historic legacy and nobody stands to benefit anymore than others. However, if IKFF has ambitions of expanding the membership and attracting, especially young members, it need to continue and refine the already started-up work of developing webpage as internet is one of the main communication channels for young people.

5 Reflections on lessons learnt

Peace begins at home - peace begins with the mothers who bring up the children. Women are good mothers when they are peaceful – when they teach and educate their children through their practices. This has been my philosophy, my life-long Literacy of the Mind-project.

**Mrs Anissa Najjar,
June 2008**

260. In the almost seven years that has passed since the project cooperation was initiated between LCPF and IKFF, there have been success stories and failures. Retrospectively, it might be easier to remember the negative aspects – and since this review is mainly based on qualitative sources and interviews (and less on written documentation) many challenges and difficulties have been brought forward in this report. This does not mean that there hasn't been any success stories, but human beings are usually better at remembering the negative things. An important lesson learnt is thus for both partners to try and record their success stories. It does not have to be comprehensive, academic reports, but at least recording type of intervention, methodology used success criteria and assessments of why it was successful. IKFF's work with Security Council 1325 in Norway seems to be such a success story (unrecorded so far).

261. Development work vs. political work: WILPF is a political organisation, not a development or humanitarian organisation. As a member-based and member-driven organisation with a focus on its grassroots, WILPF is defined by its members and this results in a great variety of activities among the national sections as they operationalise the goal of 'peace and freedom' differently. However, political lobbying for a peace ministry, advocating for a ban on cluster mines and protesting against the war in Iraq are more common WILPF activities than practical conflict resolution projects through development aid. WILPF works more on theoretical than a practical level for peace, according to WILPF president and secretary general.

262. The tensions in the "room" ranging from development work to political lobbying have been clearly present in the cooperation between LCPF and IKFF. While LCPF's philosophy was based on the literacy of the mind (see quote above) which implied first providing women economic opportunities to sustain themselves before moving on to political empowerment and awareness-raising, IKFF wanted to shift the project towards political capacity-building for influencing Lebanese civil society and government. IKFF admits that it was "pushing" LCPF to focus on capacity-building and training (and deleted from the budget funding to VWS' infrastructure and income-generating activities). In terms of *how* it was done by IKFF – perceived as 'dictatorship' by some LCPF members, this should be reflected upon in IKFF. However, in assessing which activities would be most relevant to obtaining the goal of the project ("Economic and political capacity building and empowerment for women in Lebanon"), the stand of IKFF makes sense.

263. The lesson learned here is to shift from a popular topic such as economic empowerment of women to another equally popular topic that is more in tune with the political focus of WILPF. There is a need to identify context based priorities topics for example: Breaking the barrier of fear and learning how to live to circumvent a bloody past and live together as two neighbouring groups in the same town/village, how can the women play a

role in breaking such a barrier and building bridges of mutual understanding? Such a topic touches a core concern in area such as Bhamdoun for example and its environs. Such a topic supercedes even economic empowerment because it addresses a basic existential issue which is the act / process of residing in the torn town. Towards that end - training on team building, conflict management, policy formulation, policy oriented information gathering – action research, community mobilization skills.

264. Another topic that is highly politicized and again touches on another existential issue is the land mines that are scattered since the civil war and by Israel in many parts of Lebanon. Addressing such a topic provides opportunities for linkages to be made at the community level among stakeholders who were on opposite side of the battle front and provide an opportunity to interface with the basic layer of governance – municipality. Skills of community mobilization for political action will be built that may come in handy for other non-political matters.⁴⁰

265. Lack of participatory process within LCPF and among the target group for developing the programme initially has been identified as a clear lesson learnt. As seen the previous chapters, the early proposal was developed by two individuals, mainly the Norwegian project manager(s) while LCPF gave inputs and comments. It did not build upon a well-researched and thorough feasibility study. The rush of getting the project started (“we didn’t want to wait 1,5 years, according to one of the informants) made the project group take some shortcuts with regards to detailed analysis of the Lebanese organisation’s internal bylaws, systems etc. According to the former president, IKFF established direct contact with the IB-representative and choose her to be the Norwegians’ contact person – completely overriding the Lebanese partner’s own decision-making processes and systems. Although it was a necessity for starting up the project to have one competent and stable contact person, it did cause tensions, envy and (later on) outright rivalry and power struggles in LCPF. Another reason for that was that the position of project manager never rotated, it stayed on the same person’s hands throughout the seven years. In Norway it changed. The lessons learnt could be:

- a. Ensure participatory process in implementing organisation
- b. A team should be responsible for the project, not individuals
- c. Positions need to rotate every for example two years
- d. The dealing and the memo of understanding should be with both organisations represented by persons other than the project managers from each party, preferably the president or top leadership in the section
- e. Periodic internal review is needed on an annual basis by parties independent of the project managers within each organisation.

266. The lack of a participatory process did not only affect the LCPF, it was also the case with the target group. Excluding members from the target group from planning, reporting and communication even if it is not intentional has led to a clear lack of ownership in the projects at the grass root level. The office in Bhamdoun, which has been empty and deserted for the last two years, speaks for itself about the lack of ownership among the women

⁴⁰ Here it should be noted that other Norwegian organisations such as Norwegian People’s Aid has an extensive engagement in the Landmines, so cooperation and coordination would be encouraged.

in Bhamdoun despite the reporting about the rent being paid by women. This also points to the sense of alienation reflected by one member interviewed. Such alienation is vented by complaints about limited opportunities to travel because of lack of educational credentials despite obvious mature life experiences.

267.Lack of clarity in the process of developing and implementing the Youth Project. The review team was not able to fully establish and verify the exact factors that led to the failed youth project, given the information the team received about many different and entangled factors that played into it. But it is certain that the potential of the youth and the young adults has not been tapped. A potential lesson learnt from the experience for FOKUS as a resource center for women organising is to pay special attention that involved project managers have a basic understanding of how to handle and run a project in terms of meeting formal requirements, but at the same time allow young women to learn-by-doing.

268..Implementation capacity of LCPF is questionable; it does not have a good track record of producing results. IKFF had their thoughts about it, but did not intervene directly. There were no proper project visits for three years from January 2005 until April 2008. Thus, a major lesson learnt is that results must be verified on the ground – and not just be accepted when written on a document or presented as a statement in an international congress. IKFF needs to visit the projects on the ground at least once a year. A possible unintended effect of LCPF and IKFF meeting in international conferences and seminars, is that less importance was attached to actually monitoring the results in the field.

269.Lessons learnt regarding the organisational model used by Norway is that there needs to be a balance between voluntarism and remunerated work. As in WILPF itself, there is a paid secretariat and there are volunteers. There needs to be some kind of a part-time secretariat to follow-up projects that involve monetary transactions due to the technical requirements of the donors, and due to the need to have a systematic and continuous follow-up

Annexes

Annex I: Terms of Reference

External Review of Organisational model of “Women’s League for Peace and Freedom” in Norway and project cooperation with WILPF Lebanon from 2001-2008

1 Background

The International Women's League for Peace and Freedom (WILPF) in Norway - Internasjonale Kvinneliga for Fred og Frihet (hereafter referred to as IKFF) has been member of the FOKUS network since its inception in 1995. However, the cooperation dates back to 1989, when Norwegian women’s organizations for first time initiated a collaborative effort in connection with the annual national TV fundraising campaign “Women in the 3rd World” (“Kvinner i den 3. Verden”). With funding from FOKUS, IKFF has for many years been involved in international projects promoting women’s role in conflict areas like Lebanon (2001-2008), Belarus (2006-2008) and Colombia (2005-2008).

IKFF and WILPF Lebanon are both members of WILPF, which is an international membership-based organisation working to promote peace, disarmament, political empowerment of women, and freedom. IKFF and its national partners are working on a non-paid volunteer base.

IKFF and WILPF Lebanon’s cooperation, lasting since 2001, can be divided into three parts, all funded by Norad:

- I. Pre-study (2001)
- II. “Economic and political capacity building and empowerment for women in Lebanon through institutional cooperation between WILPF Norway and WILPF Lebanon” (2002-2005)
- III. “Capacity building for Lebanese women for a culture of peace” (2006-2008)

For the years 2006-7 FOKUS, through funds from the 2005 TV- campaign, also supported the project “Educational Capacity-Building for Young Women in Lebanon” implemented by WILPF. Since 2008, this project has been incorporated into the Norad funded project “Capacity building for Lebanese women for a culture of peace”.

WILPF Lebanon was established in 1962 as an independent non-profit organisation based on voluntarily unpaid work. It is accredited in the Lebanese Ministry of Interior with members from a diverse social, professional, educational and geographic background.

The overall goals of all the projects have been political capacity building and empowerment of women in Lebanon within the thematic area of economic and social justice. The outcomes of the project have varied from year-to-year, but for 2008 the proposal outlines four expected outcomes.⁴¹

- a. Horizontal: promoting awareness of the necessity for and superiority of peaceful cooperation.
- b. Vertical: intensive study, discussions and critical analysis of women, war and peace, based on real experiences within the Lebanese context.
- c. Organisational: organisational development and leadership development for WILPF Lebanon.
- d. International: increased knowledge and involvement of WILPF in Western countries, particularly WILPF Norway, in our region and of our critical conditions.

In 2007 FOKUS initiated a process with the aim at implementing an external review of IKFF and its project activities. The recruitment of consultants and the elaboration of ToR have been discussed and jointly drafted by the main stakeholders; FOKUS, IKFF and WILPF Lebanon with inputs from the external consultant.

An external team consisting of one international and one national consultant will be recruited to conduct the review. IKFF has asked for an external and independent review and did not want to participate in the Review Team.

⁴¹ WILPF Application for funding to FOKUS 2008

2. Purpose, context and intended use

The main purpose of this Review is two-fold; to assess the project “Capacity-building for a culture of peace” implemented by WILPF Lebanon; and secondly to assess the administrative and organisational project model utilised by IKFF for project cooperation. The assessments shall be made according to OECD-DAC’s criteria; relevance, effectiveness, efficiency and sustainability.

The projects in Lebanon will be reviewed to illustrate and shed light on strengths, weaknesses, opportunities, and threats of IKFF’s cooperation model.

IKFF has asked for a thorough review of the project in Lebanon, a critical assessment of IKFF’s own capacity to run the project, as well as the capacity of WILPF Lebanon. The final report will serve as an important input for assessing whether to continue the project cooperation beyond 2008. The Review will also serve as a base for considering direction of future project cooperation with WILPF Lebanon.

The intended use of the Review Report is thus to **promote learning among all stakeholders**; IKFF, WILPF, FOKUS, and possibly the back-donor Norad. The Report will be made public and available in English.

3. Scope of work

Specifically, the Review will focus on and assess following aspects:

A- Projects in Lebanon

1. Achievements: what are main results of the projects taking into consideration the budget frame, external political and economic factors in Lebanon?
2. Contribution: how have projects activities influenced and raised the awareness of the need for a culture of peace among the main target groups of young women, and especially university students.
3. Partner cooperation between WILPF in Norway and Lebanon; frequency and quality of communication and shared understanding of the projects’ goals and objectives. To what extent has there been interaction with other NGOs, partners, national authorities and politicians in Lebanon?
4. Results of the internal organisational development process in WILPF that has been part of the project cooperation. Has the project implementation contributed to strengthening the organisation in Lebanon as well as in Norway? How is WILPF Lebanon organised (organisational structure), how are personnel and target group members recruited and how and by whom are decisions made?
5. Quality of narrative and financial reporting, including budgets, accounts, and audits. How do the two organisations collaborate with regard to these tasks?
6. Unintended consequences (if any) of the cooperation between WILPF and IKFF
7. What are the main obstacles and challenges to these types of projects, with special attention given to the fact that the cooperation is 100 % volunteer and have to compete for funds against NGOs with professional administrations and paid project personnel?
8. What are the lessons learnt and value-added from the projects of IKFF and FOKUS in partnership with WILPF Lebanon?

B. Administrative and organisational model and approach used by IKFF

1. What are the key characteristics of the administrative project model? How has it been developed? What makes it different from other organisations promoting women’s role in peace building?
2. Assess Strengths, Weaknesses, Opportunities and Threats (SWOT) of model.
3. Assess relevance, effectiveness, efficiency and sustainability of model towards
 - o Partner/donor in Norway, FOKUS
 - o Cooperating partners abroad, and especially the partner in Lebanon
 - o Own constituencies, members in Norway
4. Coordination and cooperation with like-minded partners in Norway (ex. Forum Norge 1325, FOKUS, Peace movement etc) and globally, mainly WILPF.
5. Voluntarism vs. professionalism; assess dilemmas of promoting voluntarism while at the same time ensuring that professional requirements and standards are kept
6. Criteria for choice of WILPF Lebanon as a cooperating partner
7. Ability and capacity to relate to and cooperate along FOKUS’ new strategy and requirements (including WILPF’s ability to raise 10% own share for Norad funding)

8. Risk/conflict assessments; IKFF's capacity to analyse if context is conducive to obtaining results of projects, and ability to adapt and work in volatile conflict zone like Lebanon.

4. Implementation of the review

The sources of information for the review are mainly secondary sources based on project documents and qualitative data from in-depth interviews and focus groups with WILPF in Norway and Lebanon.

Needed qualifications of team: Documented experience from evaluations and review of women and peace building, preferably in the Middle East. Team leader must have extensive record of leading reviews and sound knowledge of qualitative analysis and methodology, while team member must be based in Lebanon with an extensive knowledge of civil society and women's movements in Lebanon. Both members should be able to communicate well in both English and Arabic.

A Reference Group for the Review will be established; members of the Reference Group consist of appointed representatives of IKFF, WILPF Lebanon, FOKUS and – if desirable– external resource persons with particular competence on women, peace building, UN SC Res. 1325, and/or Lebanon. The main tasks for the Reference Group are to approve the ToR, give inputs to the field work and comment on the Draft Report.

Roles and responsibilities of the process can be illustrated as follows:

	IKFF	WILPF	FOKUS	Team leader (TL)	Team member (TM)
Approve TL	x	x	X*		
Contribute to ToR	x	x	X*	x	
Establish Reference Group	x	x			
Nominate Lebanese TM		x	x	X*	
Approve TM			X	X*	x
Interviews Norway	x	x	x	x	
Field Survey Leb.				x	x
Presentation draft report				x	X
Discussion of draft report	x	x	x		
Utilisation of findings	x	x	x		

Timetable for preparation, field-work and finalization of the Report will be agreed upon jointly by the above parties taking into consideration the prevailing security situation in Lebanon.

5. Reporting

The evaluation report should be brief and concise (not more than 40 pages) and include the following information:

- Executive Summary with main conclusions on lessons learnt and recommendations
- Background, description of IKFF, WILPF Lebanon context, project activities, Methodology, and Obstacles/Limitations of study
- Findings and assessment according to ToR
- Conclusions and lessons Learnt
- Recommendations and suggestions for Action Points for Follow-up of Review for IKFF, WILPF Lebanon and FOKUS
- Annexes of references, list of interviews

Final Report shall be submitted in electronic form to FOKUS, IKFF and WILPF Lebanon.

Annex II: References

External Reports

Aasen, Berit (2007) *Organisational Performance Review of FOKUS*, December 2007, Norad
Karame, Kari (2003) Mid-Term Review Report of WILPF Lebanon

FOKUS documents

- *Report FOKUS networking conference Chiang Mai, Thailand 22-26 January 2007*, written by Kristin Schjødt Bitnes and Margrethe Pran from The Norwegian Female Lawyers Organization
- FOKUS Strategy 2007-2012
- FOKUS strategy 2008-2010
- Prosjektforvaltningsmappen
- Guidelines for filling in Application form for Multi-year and Annual Project plans, Final May 2007,
- Grant letters to IKFF 2002-8
- Agreements FOKUS-IKFF 2001-8
- Various email correspondence btw FOKUS and IKFF 2001-8
- FOKUS Project Strategy (undated, but probably from 2004)

IKFF DOCUMENTS:

- Application to FOKUS 2001 "Economic and political capacity building and empowerment of women in Lebanon"
- Rapport forprosjekt 2001
- Revised Application to FOKUS 2002
- First Report Lebanon (Rapport om Framdrift), 31.5.02
- Report 2003 on project "Economic and political capacity building and empowerment of women in Lebanon"
- Application to FOKUS 2003 Economic and political capacity building and empowerment of women in Lebanon
- Application to FOKUS 2004 Economic and political capacity building and empowerment of women in Lebanon
- Letters of Agreements IKFF-LCPF/WILPF Lebanon 2005-8
- Application to FOKUS 2005, September 04
- IKFF's Organisasjonskart"
- WILPF Working Group, Guidelines for north-south partnership (2006)
- Application to FOKUS 2006, 1.09.05
- Additional information to FOKUS re Application 2006, 08.09.05
- Application to FOKUS 2007, 1.09.06
- Report 2006, April 2007
- Application to FOKUS 2008, September 2007
- REISERAPPORT fra Prosjektbesøk, Libanon, 4-12. april 2008
- Various email correspondence btw IKFF and LCPF 2001-8
- IKFF accounts 2001-8

LCPF DOCUMENTS

Annual Reports & Financial Reports

- Annual Report 2002 regarding the: Economic and political capacity building and empowerment for Women in Lebanon through institutional cooperation between WILPF – Norway and WILPF Lebanon (A memo submitted to Ms. Mari Holmboe Ruge, President of Internasjonal Kvinnelgliga for Fred og Frihet (IKFF)IKFF from Roula Zoubiane on behalf of the Lebanese Committee for Peace and Freedom(LCPF) WILPF Lebanon)
- Annual Report 2003
- Mid-Term report 2004
- Draft Work Plan for WILPF Lebanon 29.11.04
- Annual Report 2004
- Annual Report, 2005
- Annual Report of project Capacity Building for Lebanese Women For a Culture of Peace, 2006
- Mid-Term report of project "Capacity Building for Lebanese Women For a Culture of Peace". July 2007
- Mid-term financial report 2007
- Annual Report of project "Capacity Building for Lebanese Women For a Culture of Peace", 2007
- LCPF/WILPF Application for funding to FOKUS 2008
- Financial reports 2001-7
- Audited annual reports from Salloum & Co 2002-7

- Minutes of LCPF Board Meetings

2002: Jan 4th 2002, Jan 25, 2002, March 3rd 2002, November 24th 2002, December 20th 2002

2003: January 3rd 2003, January 23rd 2003, February 21st 2003, July 8th, 2003, September 6th 2003, October 8th 2003, November 19th, 2003

2004: December 23rd, 2004

2005: February 25th, 2005, March 4th, 2005, March 11th, 2005, March 22nd, 2005, April 6th, 2005, May 6th, 2005, June 28th, 2005, July 1st, 2005

2006: February 3rd, 2006, February 11th 2006 (three meetings, board, committee for projects and financing, "long work meeting"), March 3rd, 2006, March 22nd, 2006 (a special session), April 7th, 2006, May 6th, 2006, May 19th, 2006 (a special session), October 10th, 2006, November 3rd, 2006,

2007: January 5th, 2007, February 2nd, 2007, March 18th, 2007, March 30th, 2007, April 18th, 2007, May 18th, 2007, August 8th, 2007, November 30th, 2007

Web resources accessed

www.ikff.no

www.fn1325.no

www.fokuskvinner.no

www.wilpf.int.ch

www.peacewomen.org

www.reachingcriticalwill.org

www.ikff.se

www.cisv.org

www.limpalcolombia.org

www.madre.org/sister/Colombia.html

www.awid.org

www.reuters.com/article/email/idUSL1462746020080214

Annex II: List of interviewees

Name	Organisation	Title
Norway		
Dagmar Sørbøe	IKFF	President of IKFF
Mari Holmboe Ruge	IKFF	Former president IKFF, office responsible
Liss Schanche	IKFF	Former project manager Lebanon 2001-5
Marthe Helgesen	IKFF	Project manager, IKFF
Elin Christiansen	IKFF	Project manager, IKFF
Bella Butzbach	IKFF	Responsible for accounts
Ellen Baalsrud	IKFF	Former advisor Gender Equality Center, Member of Project Steering Group IKFF
Lene Nilsson	IKFF/FOKUS	Former vice-president of IKFF Norway, now in FOKUS
Marit Sørvald	IKFF	Vice-president, member of project group
Martha Rubiano Skretteberg	FOKUS	Director
Sissel Thorsdalen	FOKUS	Project adviser
Sidsel Aas	FOKUS	Head of Information
Stian Bergland	FOKUS	Project adviser
Tore Skarvang		Accountant for FOKUS
Lebanon		
Sitt Anisa Najjar	WILPF/VWS	Former president of LCPF 1962-2008, and VWS
Samira Khoury	LCPF	President, former vice-president LCPF 2004-8, and international vice-president WILPF
Roula Zoubiane	LCPF	Former project manager 2001-7
Salwa Maasry	LCPF	Assistant Project Manager 2002-2004, Co-Project manager 2005-2006, Former Representative of LCPF to the Lebanese Council of Women 2002-2007, Project Manager 2007-2008
Ferial Abu Hamdoun	LCPF	Co-project manager 2007 - , Project manager Youth Project 2006-7, Vice-president 2008 -
Bushra Kadi	LCPF	Secretary, member
Sana Rawdah	LCPF	Treasurer
Anissa Abu Zaki	LCPF	International Board Member
Effat Beani	LCPF	Former treasurer
Sonia Attiyeh	LCPF	Former secretary
Suad Mufti	LCPF	Member
Samira Abu Hisn	LCPF/VWS	President of NWS, member LCPF
Sara Abou Hamdan	LCPF Gharifeh	Youth member
Iman Abou Hamdan	LCPF Gharifeh	Youth member
Sarah Abou Hamdan	LCPF Gharifeh	Youth member
Diana Naim	----	Visiting LCPF from US
Fida Harb	LCPF Gharifeh	Youth member
Sarah Rajah	LCPF Gharifeh	Youth member
Nour Abdel-Samad	LCPF	Youth Member
Nora Sha'er	LCPF Bhamdoun	Member
Sarah al-Hajj	--	Former Youth Delegate and Member
Zeina Bou Fakreddine	---	Former Youth Delegate and Member
Abla Qadi	Independent	Social Development, lecturer in Project

Lina Sharaffeddine	VWS (former LCPF)	Executive Secretary VWS, former secretary of Sitt Anissa
Rasha Abu Shakra	Bhamdoun	Youth attending workshops
Lina Allameddine	Beirut	Trainer for Gharifeh Youth
Manale Zahreddine	Ministry of Education and Higher Education	Component Assistant, Education Development Project
Renda Salloum	Salloum & Co	External auditor Norad projects
Ragid N. Al-Adas	Adas & Associates	CPA, external auditor TV-campaign project
Others		
Aud Lise Norheim	Norwegian Embassy	Ambassador
Leyal Naime	Norwegian Embassy	International Development Adviser
Dagfinn Bjørklid	Norwac	Coordinator
Kari Karamé	NUPI	Researcher, former adviser to project
Berit Aasen	NIBR	Researcher, charge of FOKUS Organisational Performance Review
Sam Cook*	WILPF	Peacewomen.org
Annelise Ebbe*	WILPF	International president
Susi Snyder*	WILPF	Secretary General

* = interviews by email or phone

Annex III: Program field survey Lebanon

Date	Time	Theme - stakeholders	Place/details
24.06.08	17:00	Nora Ingdal (NI) - Arrival Beirut	Hotel Mayflower
25.06	9:00 – 14:00	Meeting with LCPF old and new board members Purpose: discuss methodology of review & introduction to project by WILPF (AK unavailable)	LCPF Office
	14:00 – 16:00	Observing Lebanese Council of Women evaluation meeting for the past 3 years with SK & SM	Lebanese Council of Women
	18:00-19:00	Brief meeting with Samira Khoury (SK) and Salwa Maasry (SM)	Seaside
	evening	Dinner with Dagfinn Bjørklid (Norwac), and Norwegian ambassador Aud Lise Norheim	OK
26.06 Thursday	09 – 11:30	In-depth interview with board members: - Sonia Attieh, former secretary of LCPF - Bushra Kadi, newly elected secretary - Sana Rawdah, newly elected treasurer	OK
	1:00-1:30	Interview with Samira Abul Hisn, president of VWS (May Abu Salman*, Jamileh Zahr Eddine* members of LCPF did not come)	LCPF Office
	2.30-4 pm	Meeting with auditor for youth project Mr Raghid Addas, FAH attended	Mayflower hotel
	4-5 pm	Review team (Aziza Khalidi- AK and NI) consolidation and planning	On phone
	5 pm	Party for Sitt Anisa, 95 years, introduction to key female deputies and ministers	Bristol Hotel
	7.30 – 8 pm	Interview Mrs Effat Beani, former treasurer of WILPF	Mayflower hotel
Evening	8 – 11.15 pm	Interview with Dr Roula Zoubiane, former project manager of Norwegian funded project 2001-2008	Mayflower hotel
27.06 Friday	9-11:30	Team consolidation, NI & Ak	ok
	10.15 – 11 am	Norwegian Ambassador Aud Lise Norheim*, and international development adviser, Leyal Naime	Norwegian Embassy Bliss St.
		INTERVIEWS WITH LCPF ACTIVISTS AND VOLUNTEERS:	
	1 – 1.30	Lina Sharaf Eddine Breich, former secretary of Sitt Anissa Najjar during project's first years 2002-5, current executive secretary with VWS.	LCPF Office
	1.30 am	Amal Qadi, lecturer in project. assistant of Aman Shahrani, running for president of Lebanese Council of Women. Gave a workshop on Conflict Resolution, used to work in Sudan, as journalist in al-Nahr, with Newsweek as research assistant with the correspondent.	LCPF Office
	2:30 – 3 pm	Anissa Abou Zaki, newly elected International Board Member LCPF	LCPF Office
	3.30 – 4 pm	Sarah Hajj, former project activist with youth project in Bhamdoun and Beirut, visited Norway and attended Congress in Sweden including the Gertrude Baer in 2004.	LCPF Office
	4.15 – 4.45	Nour Abdel Samad, volunteer	LCPF Office
	5.00 – 5.45	Zeina Bou Fakhreddine, former project activist with Youth Project Bhamdoun and Beirut. visited Norway and attended Congress in Sweden including the Gertrude Baer in 2004. Travelled to Geneva to the IB meeting and youth program in 2005.	LCPF Office
Evening	6 – 6.30	Suad Moufti, ordinary member of LCPF	LCPF Office

	7.30 -11.00pm	In-depth interview with Sitt Anissa Najjar	Mrs Najjar's house
28.06 Saturday	8 am	Leave hotel 8 am – interviewing Samira Khoury 10 am interviewing beneficiaries in Gharife Participants in both Adult and Youth Projects: Sarah Rajah, Fida Harb, Diana Naim, 2 Sarah Abou Hamdan, Farah Abou Hamdan, Iman Abou Hamdan, Nora Abou Hamdan (<i>Ferdous Harb, Omayna Zoubiane did not attend</i>)	OK Dar al-Balde (municipality hall)
	2.00 – 4.30 pm	Visit WILPF Branch office Interview with Ferial Abu Hamdan Joint discussion with Salwa Maasry, Samira Khoury and Ferial Abu Hamdan.	Gharife Branch Office
	4.30 – 4.45 pm	Assessing investments in Office. Need for inventory to be marked by numbers!	
	5 – 6.30 pm	Lunch/dinner in Deir Ammar	
29.06 Sunday	9:00 11 – 1 pm	Departure to Bhamdoun with Roula and Salwa Introduction to activities in Bhamdoun. Focus group interviews: Only Nora Sha'ar came. (<i>Rima Abu Shakra, Louise Abu Noor, Layaal, Nathalie Marrouch did not come</i>)	OK. Bhamdoun Branch Office
		Assessing investments in Office	Bhamdoun Branch Office
30.06.08 Monday	Morning	Team synthesising work, analysis & preparation for presentation of preliminary finding,	Hotel Mayflower
	1.30	Lunch and in-depth interview with Salwa Maasry	Hotel Mayflower OK
	5:30 – 7 pm	In-depth interview with Samira Khoury	
	8. 30 – 9 pm	Phone interview with Kari Karame, former adviser to IKFF in Norway and responsible for mid-term report 2003	
1 st July Tuesday	8:30 – 12:00	Team preparation of preliminary findings. NI & AK	Hotel Mayflower
	12 – 2 pm	Meeting with auditor Randa Salloum	Auditors office OK
	2.30 – 6.30 pm	Presentation of initial findings for LCPF board members Samira Khoury, Salwa Maasry, Ferial Abu Hamdan, Sana Rawdah, Bushra Kadi (Anissa Abu Zaki and Nora Sha'ar were not there), and Sitt Anissa Najjar.	WILPF Office OK
	8 pm	NI dinner with Ulla Backlund, NRC	
2 nd July Wednesday	6 am	Nora departure from Beirut	
	4:30 pm	Arrival in Norway	

Annex IV: List of travels in project cooperation 2001-8

DATE	MEETING	PARTICIPANTS⁴²	COMMENTS	DOCUMENTS⁴³
August 2001	WILPF International Executive Committee IB, Geneva with 2 days Middle East seminar	Lebanon: RZ, EB, Norway: LS	First contact between the potential partners – basis for elaboration of feasibility study in 2001 Meeting planned for Oslo, but moved to GVA due to visa problems.	- WILPF report from ME seminar - FF article (LS) - Application to Focus for project support + feasibility study
13-20.October 2001	Feasibility study tour to Lebanon	Norway: LS	Elaboration of revised application for the partners for the year 2002	- Draft report in Norwegian - Revised application
November/December 2002	WILPF Annual Conference IB New Zealand – no project meetings	Norway: LS Lebanon: SK*	*RZ supposed to travel, couldn't go, SK went instead. LCPF did not want to cover it.	- WILPF Report from WILPF annual conference
2003	Project meeting Lebanon	Norway: LS,	Meetings on congress 2004	
July 2004 ⁴⁴	Project visit to Oslo	Lebanon:SK, RZ, MI, ZBF, SH, EB, BK, SM,	Project meetings + joint preparations for Congress.	- No travel report - Project report 2004 - Application 2005
August 2004	WILPF Congress, Gothenburg- no project meetings	Lebanon:SK, RZ, MI, ZBF, SH, EB, BK, SM Norway: EHB, MHR, HGS, DS, LS		- WILPF Report from WILPF annual conference - Article by RZ in IPU - article by HGS in FF
August 2004, part of Congress	Gertrude Baer Seminar	Lebanon: ZBF, MI, SH		
January 2005	WILPF Norway to	Norway: EC, HGS, LS (Annelise Ebbe	Project meetings,	- No travel report - article by EC in

⁴² Not all participants mentioned in the table below have been covered by project costs, various contributions have helped LCPF to send their delegates to conferences and travels.

⁴³ Not all documents listed here have been verified by review team, but listed by IKFF.

⁴⁴ SM, SK & BK covered by Sweden, RZ paid by WILPF-Geneva (85% by GVA, 15%), 3 youth covered by project.

	Lebanon	WILPF Sweden part of delegation)	Preparations for Youth Project	FF - article by AE in IPU
Summer 2005	WILPF International Executive Meeting, Geneva	Lebanon: SK, RZ, SM, NM,ZBH,SJ Norway: EC, HGS, LS	Project meeting between Lebanon, Colombia, and Norway , discussion of draft guidelines	- WILPF report from IB meeting -Draft project guidelines
June 2006	Presentation in World Peace Forum in Vancouver Canada on water situation in Middle East - not funded by project	Lebanon: RZ	RZ, Lebanon and LS, Norway met as LS was taking part in UN Habitat World Urban Forum	RZ presentation on water as source of conflict in the ME
September 2006	WILPF International Executive Meeting, London	Lebanon: RZ, SM, FAH Norway: EC, MHR, LS, HGS Fokus: HLM	Project meeting between Lebanon, Colombia, Belarus and Norway, discussion of guidelines and contracts Discussions re. WILPF delegation to Colombia 2007	- Revised guidelines - Article by LS in IPU -article by LN in FF Article by EC in FF
January 2007	Fokus networking event Thailand	Lebanon: SK, RZ, FAH, SM Norway: HGS	Project meetings adult & youth	Fokus report. HGS minutes of the meetings
July 2007	Short (2 days) to Lebanon	Norway: MH brief introductory visit to Lebanon	Meetings in Beirut & Gharifeh	- No travel report
July 2007	WILPF delegation to Colombia	Norway: EC, LS	LCPF invited, but representative did not come	Delegation report
July 2007	WILPF Congress Bolivia	Norway: EC, LS, DS Lebanon: SK, SM, FAH, LAH	Project meeting between WILPF Lebanon, Colombia and Norway	- WILPF congress report Project report 2007 and application 2008
January 2008	Visit to Norway	SM	Meeting with IKFF regarding LCPF 2007 project review,	Report from Marthe on Follow-up Points of visit

			2008 project and the spring evaluation. Meeting with FOKUS – received FOKUS Strategy 2007 - 2012	Shared verbally with other LCPF members and FOKUS
April 2008	Project visit to Lebanon	MS, EC, MH	Planning external evaluation	Travel Report in Norwegian
Planned: November 2008	International Board- Geneva			

Names of participants:

AE Annelise Ebbe, WILPF vice president from Denmark
BB Bella Butzbach, project accountant WILPF Norway
BK Bushra Kadi ,
DS Dagmar Sørby
EB Effait Beaini
EC Elin Christiansen
EHB Edel Havind Beukes
FAH Feryal Abu Hamdan
HGS Hanna Grønås Schanke
HLM Hanne Lotte Moen, FOKUS
LAH Loubna Abu Hamdan
LN Lene Nilsen, IKFF board member
LS Liss Schanke
MH Marthe Helgesen
MHR Mari Holmboe Ruge
MS Marit Sjøvald
RZ Roula Zoubiane
SJ Shirin Jurdy
SK Samira Khoury
SM Salwa Maasry
SH Sara Hajj
MI Mona Iskanderani
ZBF Zeina Bou Fakhreddine

Annex V: Ground Rules

What are Ground Rules?

Nearly every kind of dispute management process relies on some form of ground rules. Ground rules are the standards of conduct for mediation, arbitration, and consensus building. Though often unspoken, they are usually used in direct negotiation processes as well.

Ground rules may cover the behaviour of the disputants, the role or behaviour of any third party (e.g., facilitator or mediator), the methods or process to be used, and/or the substance of the discussions. When used in consensus building, the list of ground rules is sometimes referred to as a protocol. This is an initial set of rules that are negotiated before or during the first meeting and establish common rules of engagement regarding project organization, group decision-making, communication with constituents and the media, and the use of data and technical information.

Emphasis on ground rules stems from a belief that all parties in a dispute resolution process should be treated equally and fairly. These rules spell out behaviour and procedures that people consider fair, but tend to abandon when carrying on a fight.

For example, behavioural ground rules for negotiation or mediation may be that people must talk one at a time, that they must listen carefully to their opponents' statements, or that they must treat each other with dignity and respect. Typically parties agree that no one is permitted to dominate a discussion or claim special privileges unless the entire group agrees to grant them. Derogatory language or attacks on other people's values or culture are usually not permitted.

Some Sample Ground Rules:

1. Parties agree to take turns speaking and not interrupt each other
2. Parties agree to call each other by their first names
3. Parties agree not to blame, attack, or engage in put-downs. They will ask questions of each other only for the purposes of gaining clarity and understanding
4. Parties agree to stay away from establishing hard positions and express themselves in terms of their personal needs and interests and the outcomes that they wish to realize
5. Parties agree to listen respectfully and sincerely try to understand the other person's needs and interests.

Annex VI WILPF AND LCPF DOCUMENTS

1. CRITERIA FOR ORGANIZING A NEW WILPF SECTION
2. WILPF members Goals and Code of Conduct
3. COPIES OF LETTER FROM 1960 RECOGNIZING WILPF LEBANON

CRITERIA FOR ORGANIZING A NEW WILPF SECTION (information taken from wilph.org)

National sections are an essential component of WILPF. They share and adopt the vision of the total organization and its democratic participatory way of work. They carry out the decisions of Congress and of the International Board at the national level through their programs and grassroots activities in a way that is appropriate to their national condition. Through the sections members take part in determining the policies and programs of the international organization. They provide support for the international structure by making financial contributions, networking to share information, and providing inspiration and ideas for action.

When women are introduced to WILPF, and are interested in building a WILPF section, they should become individual members, and then be encouraged to form a "group", as the first step in the process. Discussions should take place to develop their shared concerns of issues within their communities, but more importantly to realize WILPF's international vision and work, and to determine how the group can adapt that in their own country, to their own situation. At the same time, they should reach into their communities to develop a broadly based membership - women from various backgrounds who are also committed to WILPF's vision. Different languages, cultural and economic differences and different political and ethnic backgrounds should be welcome in the group. Listening to the special needs of the women involved determines how WILPF can work on issues of peace in their local communities. Contact with a nearby WILPF section is of great benefit, both to help with problems as they arise and to provide sisterly support through this period.

The steps in building a new section are:

I. ADMISSION

Applications for admission as new sections will be considered at each Congress.

Requirements for admission:

1. The group has at least ten members.
2. There is only one group representing WILPF in each country.
3. The group has elected officers who assume specific responsibilities, including a president and treasurer.
4. A plan for activities is in place and working, keeping in mind the connection to WILPF's international program focus.
5. The new section must decide on the general guidelines such as how to deal with finances. The international treasurer sends a new section the financial guidelines and discusses the realistic possibility of a section fee. As a general rule, new sections do not need to pay a contribution to international WILPF during the first year. However, during this time, the section should take the opportunity to plan how it can meet its financial obligations from the second year onwards. A national section shall be entitled to representation at the International Congress when its dues are paid to the end of the previous calendar year. At that time, travel costs for one member will be covered by WILPF International, if needed.
6. The group cannot vote at international meetings until it is accepted as a section, but may receive all mailings sent to sections and should be encouraged to subscribe to WILPF publications, especially International Peace Update.
7. Each country must know the travel guidelines, which will be provided by the international treasurer.

8. Application for admission is sent to the Secretary General and the international officers. The next Congress considers the application for admission on their recommendation.

II. IMPLEMENTATION

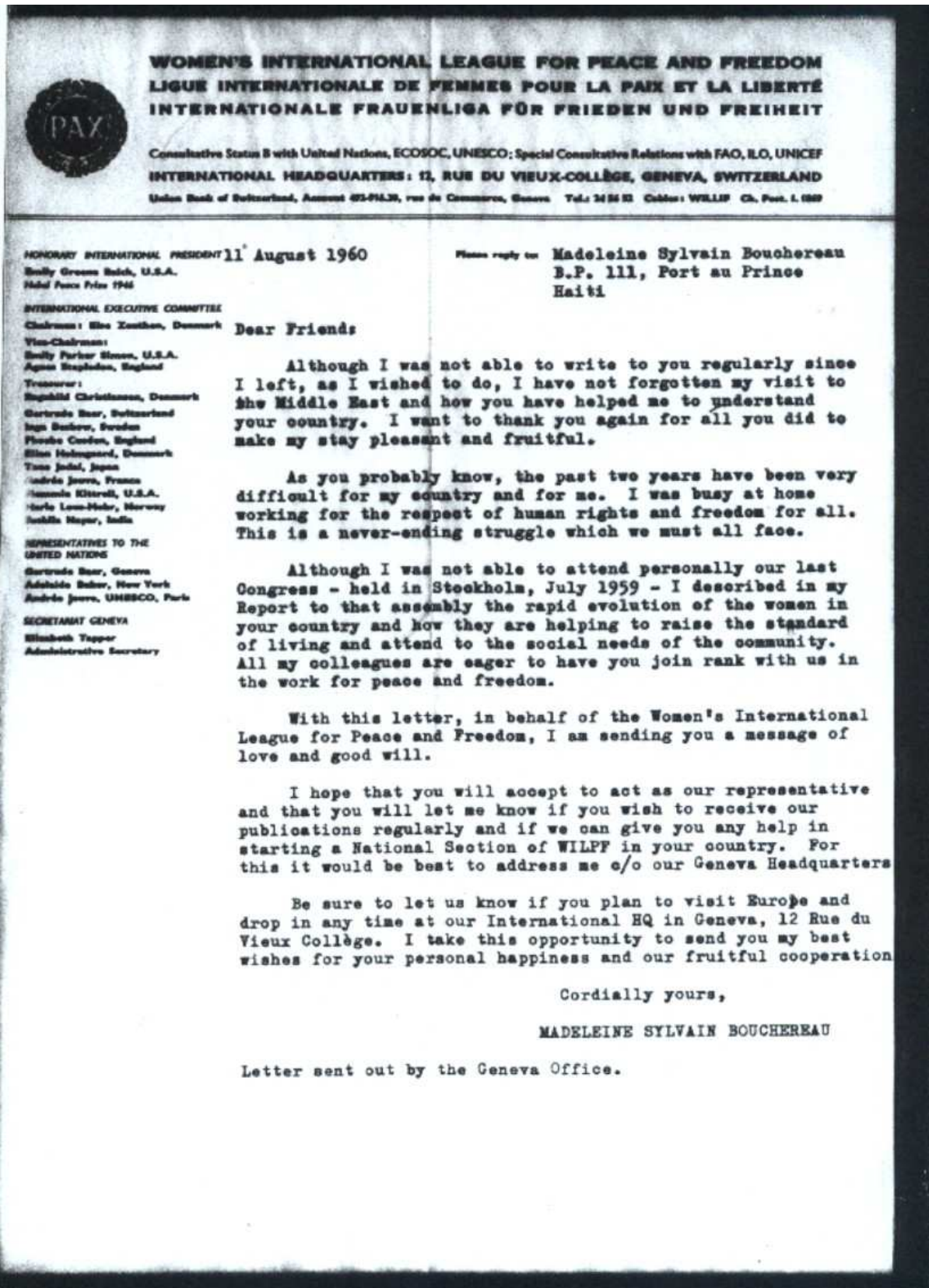
1. An article in International Peace Update will introduce the new section to others in WILPF.
2. A work plan covering the section's program should be made and a budget prepared.
3. A member should be elected to represent the section on the International Board.
4. An official section report should be prepared.
5. After admission, the section should use WILPF's name and logo on letterhead, its publications, etc, to facilitate the identification of the section as a part of WILPF.
6. Good facilitators should be identified to enable meetings/workshops to flow well.
7. Those skilled in conflict resolution/mediation who can be used as a resource during international meetings should be identified.
8. International Board representatives and others attending international meetings hold communicate with section members as to meeting content.
9. Skill building workshops should be held regularly to improve communication.
10. WILPF publications and videos and their availability should be reported to the section regularly.

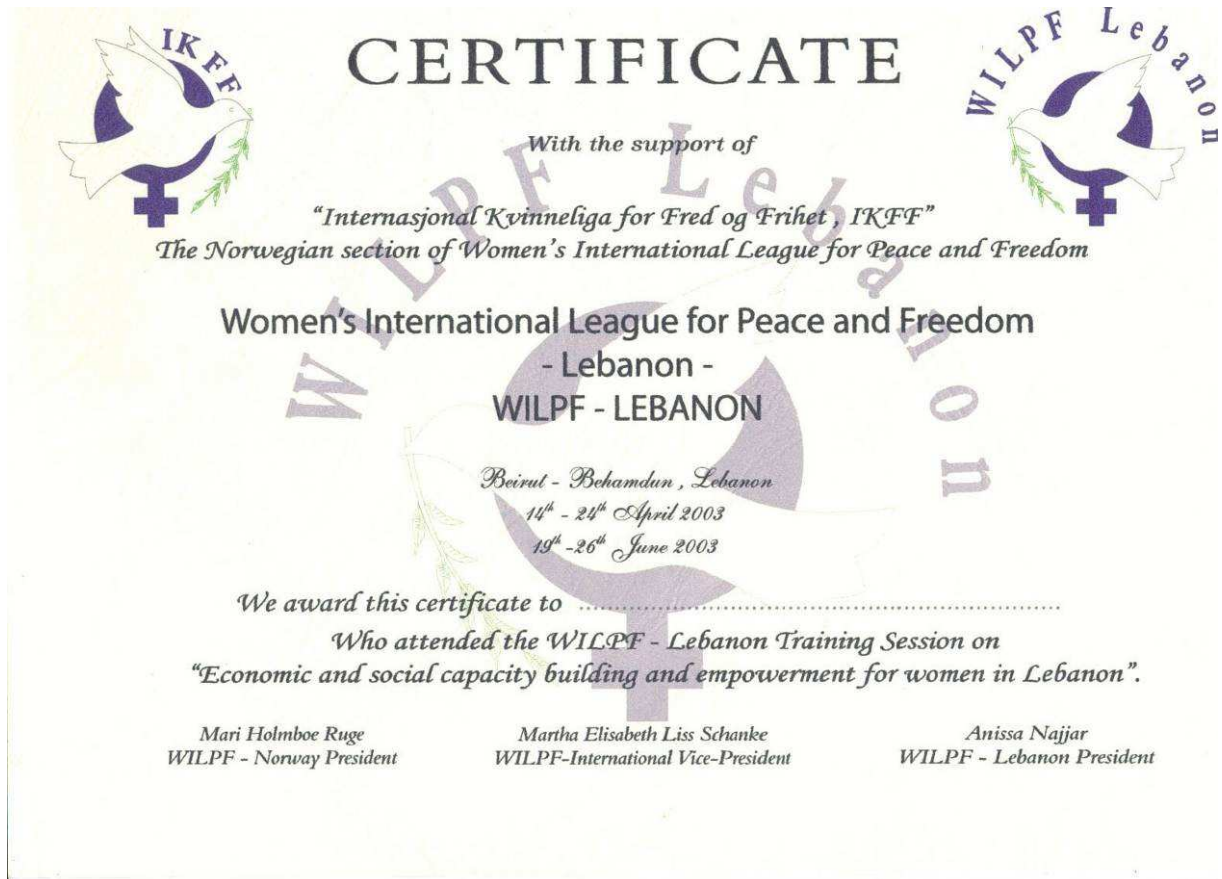
2) WILPF members Goals and Code of Conduct

Honoring WILPF's history, visions and persistence, and its principles and aims to achieve a non-violent world without war, its members commit to:

- Work in their community, with other NGOs, their governments, and the United Nations and its Specialized Agencies to bring about universal disarmament, full respect of human rights, political and social equality and economic equity and cooperation with all people as the only way to achieve permanent peace based on justice and freedom;
- Have a clear vision of what WILPF wishes to achieve as a women and feminist organization and build on individual goals while encompassing a holistic perspective;
- Respond creatively to the demands placed on women by our society and find ways to work with all women to achieve WILPF's vision for a peaceful world;
- Work for the fair distribution of the world's resources to meet the basic needs of all;
- Nurture one another in their efforts to live and model peace, building real communities as the basis of security;
- Strive to end all use of violence and military solutions;
- Learn to harness the power of the individual and therefore her contribution;
- Respect human dignity and therefore each other's reality and work;
- Include, welcome and appreciate all WILPF women and their work, regardless of their background, their socio-economic status, their color, their sexual orientation and physical or mental ability;
- Eschew all negative actions towards each other; be supportive, compassionate and frank in a non-confrontational manner, in the way they deal with one another;
- Help WILPF to be democratic in its process and structure;
- Meet challenges in a dynamic and courageous manner;
- Ensure that WILPF has a strong conflict resolution process incorporated in its culture and be a learning organization in which an ethos of reflection, evaluation and lightened action can flourish;
- Work proficiently and effectively in decision making and priority setting and create an environment which is fun and nurturing;
- Endeavour to make WILPF financially secure so that it can be effective in initiating and implementing projects, and collaborating with other like-minded NGOs.

LIST OF LCPF DOCUMENTS







**WOMEN'S INTERNATIONAL LEAGUE FOR PEACE AND FREEDOM
LIGUE INTERNATIONALE DE FEMMES POUR LA PAIX ET LA LIBERTÉ
INTERNATIONALE FRAUENLIGA FÜR FRIEDEN UND FREIHEIT**

Consultative Status Bwith United Nations, ECOSOC, UNESCO; Special Consultative Relations with FAO, ILO, UNICEF

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Union Bank of Switzerland, Account 492-916.30, rue du Commerce, Geneva Tel. 24 55 52 Cables: WILLIF Ch. post 12-1869

FIRST INTERNATIONAL PRESIDENT

Jane Addams
Nobel Peace Prize 1931

FIRST INTERNATIONAL SECRETARY

Emily Greene Balch
Nobel Peace Prize 1946

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Elsabeth Stahl

Administrative Secretary

Please reply to: **Johanne Reutz Gjermoe**
Neslia 17, Nesbru, Norway.

Mrs. Anissa F. Najjar,
The Lebanon section of WILPF.
Box 576
Beirut

Dear Mrs. Najjar,

I suppose that you have already had a verbal report from your representatives, Mrs. Abdo and Miss Fahoun about the Executive meeting in Stockholm. As the chairman of the Middle-East Committee I had many interesting discussions with them. We were very pleased to meet them, and I hope we will be able to continue our co-operation in the future.

Enclosed I am sending you the Preliminary Report from the Middle-East Committee, held at the Executive meeting. This is not the final report. The final report can not be written before the Cttee. has visited the area, met the people and studied the problems on the spot.

Your consultative members presented two resolutions at the Executive meeting: 1) about the discrimination of the Arab minority in Israel and 2) about the education of the Arab refugees in the camps, reminding the Executive of the Resolution 194(III) adopted at the General Assembly of the United Nations 11th. of December 1948, re. the repatriation of the refugees and the compensation of their properties.

As the resolutions were sent in too late to be discussed at this Executive meeting, the time limit for sending in resolutions from the sections being the 15th of June (enclosed);

I proposed, however, to read the resolutions in the plenary meeting in connection with my report, because I found them of great importance to the future work of the cttee, and I did not want them to be rejected altogether on account of a formality. Your representatives agreed to this and the documents were sent over to be dealt with in our Middle-East Cttee.

I sincerely hope something will come out of our work and the result will above all depend on the favourable co-operation on both sides. And we hope to be able to raise enough money for our trip to the area some time in the first part of 1967.

We will keep you informed of our activities, and I hope to hear from you in the future.

Please give my love to Mrs. Abdo and Miss Fahoun.

With my best wishes for your section and your work.

Yours faithfully,
Johanne Reutz Gjermoe
Johanne Reutz Gjermoe

Annex VII: Suggestions for format for workshop report

Annex

Workshop Report Format:

Cover page:

Organizational logo

Title of workshop

Venue
Date

Table of Contents

Background:

Contain reasons for conducting a workshop.

Workshop Objectives:

Process of the workshop:

An account of the proceeding.

Synopsis of Topics discussed:

One paragraph summary of each topic

Outcomes of workshop:

Appendices

List of participants

Workshop Schedule

Workshop Presentations

Other materials of relevance

Sample formats

Workshop Schedule

Date	Hours from to	topic	Resource person

List of Participants

name	organization	position	Contact information

Annex VIII: Events in Lebanon since Hariri's killing- Chronology from Reuters News Agency

Thu Feb 14 10:47:10 UTC 2008

(Reuters) - Here is a chronology of some of the main events in Lebanon since former Prime Minister Rafik al-Hariri was killed on February 14, 2005, along with 22 others.

February 28, 2005 - Pro-Syrian Prime Minister Omar Karami resigns.

March 5 - Syrian President Bashar al-Assad tells his parliament Syrian troops will start phased pullout from Lebanon.

April 26 - Last Syrian soldiers leave Lebanon.

June 2 - Samir Kassir, journalist opposed to Syria's role in Lebanon, is killed in Beirut by a bomb in his car.

June 16 - U.N. investigation into Hariri's killing starts.

June 19 - Lebanese parliamentary elections end in victory for anti-Syrian alliance led by Hariri's son Saad al-Hariri.

June 21 - Former Communist Party leader and critic of Syria George Hawi is killed in Beirut by a bomb in his car.

October 20 - U.N. investigators say high-ranking Syrian officials and their Lebanese allies were involved in Hariri's killing, in report to U.N. Security Council. Syria denies it.

December 12 - Gebran Tueni, anti-Syrian member of parliament and Lebanese newspaper magnate, is killed by a car bomb near Beirut.

July 12, 2006 - Hezbollah captures two Israeli soldiers in cross-border raid, setting off 34-day war in which Israel kills about 1,200 people in Lebanon.

November 11 - Five pro-Syrian Shi'ite Muslim ministers from Hezbollah and its ally, the Amal movement, resign after collapse of all-party talks on giving their camp more say in government.

November 21 - Industry Minister Pierre Gemayel is killed by gunmen. U.N. Security Council approves plans for tribunal to try suspects in assassination of Hariri and subsequent attacks.

December 1 - Hezbollah, Amal and supporters of Christian leader Michel Aoun camp outside Prime Minister Fouad Siniora's office in Beirut in campaign to topple the government.

January 25, 2007 - Aid conference in Paris pledges more than \$7.6 billion to help Lebanon recover from the war with Israel.

February 13 - Three people are killed in two bomb blasts near a Christian village northeast of Beirut.

June. 13 - Anti-Syrian parliamentarian Walid Eido and five other people killed by a car bomb near a Beirut beach club.

September 2 - Lebanese troops seize complete control of Nahr al-Bared camp after months of fighting Fatah al-Islam militants which kills 420 people, including 168 soldiers, in the worst internal violence since the civil war.

September 19 - Car bomb in Beirut kills anti-Syrian Christian lawmaker Antoine Ghanem and 6 other people.

November 23 - Lahoud leaves presidential palace at end of his term, no successor has been elected. Next day Siniora says cabinet assumes executive powers in the absence of a president.

December 5 - Speaker Berri says rival Lebanese leaders have agreed on General Michel Suleiman as president, though parliament has yet to elect him.

December 12 - Car bomb kills Brigadier General Francois al-Hajj, the army's head of operations, and a bodyguard in a Christian town east of Beirut.

January 15, 2008 - Car bomb in Christian area of Beirut kills at least 3 and damages a U.S. embassy car.

January 25 - Wisam Eid, captain in Lebanese police intelligence unit, is killed by a bomb blast in mainly Christian east Beirut. At least five other people are killed.

February 9 - Parliament Speaker Berri says the presidential election is postponed to February 26, the 14th delay in the vote.

February 11 - Three army officers and 16 soldiers are charged over the killing of seven opposition protesters on January 27.

February 14 - A rally by the anti-Syrian ruling coalition marks third anniversary of the killing of Hariri.

-- Lebanon's Hezbollah holds mass funeral for its assassinated commander Imad Moughniyah, one of the United States' most wanted men, in Beirut. He was killed in a bomb blast in Syria the day before.

Source: TIMELINE: <<http://www.reuters.com/article/email/idUSL1462746020080214>>