

**First progress report of the Women on the Frontline
programme
May – December 2013**



Ministry of Foreign Affairs
Social Development Department Gender Division
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Date : March 26, 2014
Reference : Women on the Frontline, activity number 24956
Ref: : Progress report 2013

Dear Ms Irma van Dueren,

It is a pleasure to present you the first progress report of the Women on the Frontline programme. This programme started in 2013 as a response to the rightful demands of women in the MENA region for gender equality in the context of a rapidly changing societal framework and the possibility of a changing political order. Hivos is eager to implement this important programme together with Oxfam Novib and PwC, as the developments in all seven countries in which the project works, remain as crucial for the MENA region itself and the wider international community today as when the popular uprisings started in 2011.

In 2013, the situation was quite different from 2011. The optimism that occurred after the first months of the impressive uprisings has been replaced by contemplations about a resilient, often outright harsh reality. The security situation in the broader MENA region has continued to deteriorate, with the civil war raging in Syria and its spill over effects in neighbouring countries leaving the whole Middle East fragile and unpredictable. The political transitions have proven challenging in North-Africa, where Egypt witnessed the ousting of the unpopular but democratically elected President Morsi by the military. Libya more and more has slipped into a state of lawlessness and violence, as the state has lost its control and local militias have gained power. While Yemen's and Tunisia's political reform processes prove relatively successful, the security situation in Yemen worsened gradually posing many obstacles, while polarization in Tunisia increased. The large scale demonstrations in Bahrain have not led to any opening up of its highly repressive political reality, but rather the opposite. In this context, the implementation of the many democratisation initiatives that took off since 2011 remains challenging, and this is also the case for Women on the Frontline. The rapidly changing situation requires us to be flexible and sometimes to adapt our country specific approach. At the same time, the many difficulties that the region faces only strengthen us in our conviction of the need to support initiatives that aim for a democratic, just and inclusive political system that provides space and a voice to all citizens.

The tense security situation and the complex political context in the broad MENA region made the selection process of partners for the Women on the Frontline programme even more challenging than anticipated, leading to a delay in the implementation of the first phase. In 2013, the programme started successfully in Syria, by supporting three organizations working to involve women as participants in the peace talks, the so-called Geneva II process, aiming for a solution for the current crisis. Syrian women took to the streets during the uprising and want to be fully involved in shaping Syria's future, while approaching its conflict and politics from a gender inclusive angle. The Syrian Women's Network, the Centre for Civil Society Development in Syria (CCSDS) and the Syrian Women's League were successfully supported and empowered in their work both in and outside Syria. Also, the first partners for Egypt and Tunisia were selected while potential partners in Yemen, Iraq, Bahrain and Libya have been identified.

We are content that at the time of writing this letter eight organizations (Harassmap and IMPRINT in Egypt, Aswat Nisaa and the Women Committee of the Tunisian General Labour Union (UGTT) in Tunisia, Yemen 21st Forum in Yemen and the three aforementioned organisations in Syria) have been selected and have received the Capacity Development Tool developed by PwC. By now, the input of all of these partners has been received, and all but one of the results have been completely analysed by PwC.

The first two organisations to participate in PwC's individual level capacity development programme will be the Syrian Women's Network and CCSDS. Meetings with them are scheduled to take place in the beginning of April to conduct an in-depth capacity assessment. In April, two more organizations will be selected for the individual level capacity development programme. In the meantime, discussions with the Libyan Women's Platform for Peace about partnering are being concluded, as well as discussions with several women's organisations working on political participation in Yemen. In both Tunisia and Egypt, the scouting is ongoing. Oxfam's local office in Tunis is in contact with a number of organisations, and after a recent visit to Egypt by Oxfam Novib, several potential partners were identified and contacted. Follow up scouting missions to Libya and Iraq are taking place in this last week of March 2014, after initial lists of potential partners were drafted in 2013 and a first visit to Iraq was made. Discussions with potential partners in Bahrain are taking place while we are actively looking into creative ways to implement the programme in the complex and repressive Bahraini context. In addition the development of the parameters for the first expert meeting of the Linking and Learning component, set to take place in the beginning of September 2014, has started.

As we stand now, the programme is set for a successful further implementation in 2014 and onwards. This report gives an overview of the set up and first implementation phase of the programme, the first activities with partners and the deliberations and discussions that have taken place between the three implementing partners in 2013 about the most effective and relevant implementation possible. These discussions have amongst others led to the decision to develop a content capacity building 'curriculum', which will facilitate the varying needs of the partner organisations while at the same time offering an efficient structure that enables impact measurement. Also, they led to a small expansion of the programme, by making space for more organisations than the original planned 20 - some of whom will only receive financial or content capacity building support - in order to make the programme as all-encompassing as possible.

In 2013 Hivos received two instalments from the Ministry totalling € 2,700,000. Upon receipt of the first advance an amount of € 900,000 was transferred to Oxfam Novib and € 140,000 to PwC to enable them to commence their work. Then others funds were used at Hivos in 2013 and are planned to be spent by Hivos in 2014. By the end of the year an amount of € 445,077 had been spent and accounted for, which left a balance of € 853,198 at Oxfam Novib and its partners, € 118,808 at PwC and € 1,380,530 with Hivos and partners in Syria.

We hope this report adequately explains the developments of the programme from May 1 until December 31, 2013. We are of course more than willing to reply to any inquiries or requests for additional information.

Yours sincerely,

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¹ Democratisation, Rights, Aids and Gender

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Executive Summary

This report gives an overview of the first eight months of implementation of the Women on the Frontline Programme.

In 2013, staff was recruited for the programme, and the set-up of the collaboration between Oxfam Novib, PwC and Hivos was established. Partner selection criteria were drafted, and the selection process was initiated in all seven countries. Four organisations were contracted in 2013, and three partner organisations received content capacity building and/or activity support. With several other organisations, elaborate discussions about potential cooperation were held while scouting was ongoing. PwC developed a Capacity Assessment Tool to measure the capacities of all partner organisations and developed criteria for the selection of participants of the individual capacity development programme. The first three toolkits were sent to partner organisations in order to be filled out. Finally, a Monitoring and Evaluation protocol was drafted in order to measure both the developments of the partner organisations as well as the effectiveness of the approach of the programme as a whole.

During this period, also several external challenges were encountered. The rapidly changing context of the MENA region and the deteriorating security situation proved challenging in the selection process as travel possibilities became more restricted, as well as reaching out to and relation building with new and little-experienced, mainly Arabic-speaking organisations in the seven countries. This in combination with a too optimistic planning made at the start of the programme, led to a delay in the implementation

In this report, an overview is given of the achievements, deliberations and challenges that were met in 2013. After a short introduction about the objective of the programme, a description of the programme's set up and its implementation structure is given. Next, the report describes the developments on the part of the organisational capacity development tools and set-up as developed and implemented by PwC. Then, this report offers a short overview of the political and societal context per country in 2013, and gives an overview of the status of the partner selection in that country and initiated trainings and activities, before moving onto a brief introduction into the financial report. The complete financial report is attached to this document, as well as the original and the adjusted work plan 2014 and a copy of the Capacity Assessment Tool.

Introduction

Two and a half years after the world witnessed how citizens all over the MENA region revolted against undemocratic and corrupted regimes, voicing a desire to have a bigger say in their political, social and economic situations, the Women on the Frontline programme started. All along, it had been clear that in order for any emerging political reality to be more just, the transitions taking place had to be inclusive. The strong conviction that women should be part of this process led to the creation of this programme, which is conceived as an umbrella for long term investment in building the capacities of local women's organisations and women leaders to contribute to gender equality and women's empowerment. After an elaborate process during which the programme was developed in collaboration with the Netherlands' Ministry of Foreign Affairs (hereinafter: the Ministry), PwC and Oxfam Novib, the Women on the Frontline commenced in the beginning of May 2013.

In 2011, the expectations of an extended space for civil society and a larger space for critical citizenship and political participation in the MENA region were high. In 2013 however, these expectations had not truly materialized in all countries. The change that took place in 2011, leading to a bigger awareness of the need and benefit of active citizenship is irreversible and the commitment of many activists, CSO's and citizens to define their own future remains strong, but they meet many obstacles on their way. The political and cultural establishments in most countries remained in place, and where new space did occur, it was often filled by conservative religious strands of society. The ongoing political repression, economic instability, increased violence and growing space for conservative religious interpretations made a part of the population hesitant to publicly pursue their political freedoms. Especially the increased instability and violence is effectively used by many current governments to curtail rights of association, demonstration and expression that many people have fought hard for. Women in the MENA region still struggle with the deeply patriarchal structures and traditions in many aspects of society. The barriers for women and youth to play an active role in civic and political structures as well as to attain economic independence are still present, and inequalities in the law concerning men and women are a reality in the wide region. While in the past few years many taboos were broken and the public debate covers a range of important and sensitive topics, many men and women remain unaware of the importance and benefits of gender equality, the harmful effects of gender based violence, and the contributions that women can and actually do make to reconciliation efforts in many post conflict countries.

It is in this context that Women on the Frontline and its objective to strengthen women's organizations to contribute to the full and equal participation of women in transforming societies remains to have a clear added value. The objective is based on the idea that strong women's organisations are a crucial instrument for the eradication of inequality. Women's organisations have flourished in the past few years, and a new generation of women took upon them the important task of demanding their rights and voice in the political transitions. Women's organisations are indispensable for the protection of women's rights and effectuating those rights through pressure on the state. They have an essential role to play in negotiation, reconciliation and peacebuilding processes. Women's organisations are necessary to offer a counterweight to conservative, patriarchic interpretations of religion that have a growing influence on national politics and legal reform. While many of the countries that Women on the Frontline works in, like Yemen, Tunisia,

Egypt and Libya, have gone through or are about to start with processes of constitutional changes or national reform, there is no guarantee that the outcomes of these processes will have a concrete positive effect on the position of women. The promising, though contested, recommendations of the National Dialogue Committee in Yemen or the constitutional debates in Tunisia need to be followed up by women's groups taking part in legal debates about their translation into actual laws. Watchdog groups must keep track of this process, and must hold the legislative and executive powers and the judiciary accountable for their implementation. The support of Women on the Frontline to professionalise initiatives working on these goals is crucial for a just, democratic, stable and inclusive MENA region.

Overview of the first phase of the programme: May – December 2013

Set up of the programme

In May 2013 the Women on the Frontline Programme commenced. At Hivos, the first programme manager started immediately for the period up to September 2013, when she left Hivos, after which she was replaced by the current programme manager. The team was enlarged with a junior project officer starting at Hivos in November 2013. PwC's programme coordinator and the programme team started in May and at Oxfam Novib, the programme coordinator started in July 2013.

In the summer and autumn of 2013, the programme's set up and tools were developed. Two committees were formed for the management of the programme: the operational and the steering committee. For the daily implementation there is an operational committee consisting of the programme manager (chair) and junior project officer (note taker) of Hivos, the programme coordinator of Oxfam Novib and the programme coordinator of PwC. This committee meets on average every month to six weeks, and keeps email and telephone contact on a weekly basis. Input from the local Oxfam Novib project officer based in Tunis and the financial officers of the three implementing partners is asked whenever required.

For the steering committee two external members, being Ms Petra Stienen and Ms Annemarie van Geel, were selected as experts on the Arab region and gender issues in line with the TOR of the external advisors. The committee, which besides the two external advisors consists of the Head of the Rights and Citizenship Programme of Hivos (chair of the steering committee), the Regional Director Middle East and North Africa of Oxfam Novib and the Engagement Partner of PwC, with the Women on the Frontline Programme Manager as secretary, held its first meeting in January 2014. The committee will be meeting twice yearly, once every spring before the deadline of the annual progress report, and once in September, before the annual plan is to be handed in to the Ministry. The external advisors will provide specific feedback on the programme whenever needed. The additional costs involved to gain this expert input on a regular base have been inserted in the attached financial overview and these have been added to the overall sum to carry out the programme, as was agreed upon with the Ministry last summer.

Development of selection criteria

In the summer of 2013, a document outlining the selection criteria of partner organizations was drafted. This document was written in accordance with the requirements of Ministry, who provided useful feedback during the process. The writing of the selection criteria turned out to be an extensive process. It provided us with a space to discuss the philosophy of the programme and the minimal desired set of organisational and thematic requirements compared to the realities on the ground. The selection criteria document was subsequently used to draft a more hands-on criteria excel sheet, which is filled out for every new potential partner organisation by either Hivos or Oxfam Novib, in order to make sure potential partners fit the criteria of the programme. It also enhances sharing information between the consortium partners and it increases transparency and the streamlining of the selection process.

Scouting of partner organisations

Hivos and Oxfam Novib started scouting for potential partners in all countries by contacting various resource persons and visiting a number of the countries in 2013. One partner each in Tunisia and Egypt were selected in 2013, and three in Syria, while discussions with other organizations in all seven countries were held. In this process, a variety of resource persons and organisations were contacted to get their suggestions for women's organisations and groups working in the field of women's political participation: Hivos' and Oxfam Novib's current partner networks, experts, local activists, consultants, donor organisations and INGO's. Also, the Netherlands Embassies in the respective countries were informed and consulted, and this will remain to be done throughout the implementation of the programme, as their input and local knowledge is regarded as very valuable. Especially in cases where potential partners of the programme are also supported by the Ministry good collaboration and discussion is regarded to be vital.

Because of the rapidly changing context of the countries that Women on the Frontline works in, a certain level of flexibility in the implementation of the programme is required. The political developments in the region have a fast pace, and continuously influence the possibilities and objectives of local organisations and activists. The deteriorating security situation in the broader region led to a delay in the selection process, amongst others because visiting all seven countries was not always possible. In order to be effective as well as realistic, consultants with a thorough knowledge of the local context were asked to undertake the initial scouting missions in Egypt, Yemen and Libya.

The command of English or French of potential partners in all of the countries, but in particular in Yemen, Iraq and Libya, proved less developed than expected, which required the translation of several of the programme materials. Besides this, it makes the process of reaching out to and getting acquainted with potential partner organizations more labour-intensive.

Despite these challenges, we met a general broad interest from local initiatives and organisations to participate or be otherwise involved in the programme, even when they did not seem suitable for the extensive capacity building support the programme offers. In order to be as inclusive and effective as possible, it has been decided to involve organisations that are strong strategic partners for the overall programme and are inspirational for other partner organisations, whilst not being eligible for capacity building support. This is the case with organisations that are well-established or that receive such support already, or organisations that will only be involved in Women on the Frontline for a short term period. In addition to the 20 organisations that will receive the PwC toolkit and subsequent organizational capacity building trainings as planned originally, there is space for modest financial support and/or content capacity support for a maximum of 10 extra organisations. Financially this can be covered by the funds of 2013 that were unspent due to the delay in partner selection.

Contracting

Once partners have been scouted and selected, a contract is signed between Hivos or Oxfam Novib and the partner. For cases in which partners receive capacity building support, but do not immediately sign a contract for an activity that Women on the Frontline supports financially, a Memorandum of Understanding (MoU) for participation in the programme has been drafted. By signing this MoU, the organisations pro-actively commit to participating in Women on the Frontline trainings, formalizing the agreement on the responsibilities of both Hivos and Oxfam Novib as well as the partner organisations. In cases when applications for projects must be approved by the Ministries of International Cooperation, like in Yemen, these MoU's can be used as well, while awaiting the national government's approval.

Capacity building

- Content capacity building

A more detailed and more coherent implementation plan for the content capacity building (CB), in which we can measure its impact and the progress of partner organizations, is being developed. In the ongoing discussions with partner organisations they are consulted about their specific needs concerning content CB support. We are working to develop a relevant and effective CB 'curriculum' that covers basic needs - strategic planning, negotiation training, media and communication amongst others - while not overlooking the diverging situations, goals and levels of partner organisations. We are currently in discussion with a number of implementing organisations that have ample experience in facilitating such a process and have knowledge of women's leadership and political participation in contexts like those in the MENA region. Instead of providing ad hoc trainings independently to all partners involved, we aim to build a learning partnership process. This curriculum will be developed in the first half of 2014, as to start its implementation from June onwards. These learning sessions can be implemented on a national level – if the level and needs of the participating organisations permit this – in order to connect their work and their objectives.

- Organisational capacity building

In 2013 the organizational capacity building programme started with the development of the capacity assessment tool. This tool was subsequently sent to the first three selected organisations (Aswat Nisaa, Syrian Women's Network and CCSDS). Also a start was made with the development of the individual level capacity development programme. During the first capacity assessments by PwC, it became clear that the involved partners mostly do not have very elaborate organisational structures, and are not used to assessing themselves extensively. It takes them longer than expected to fill out the capacities assessment toolkit. Mistrust of other organisations and (foreign) actors is an understandable issue many organisations struggle with due to the often hostile environment they have worked and continue to work in. Partners are not always comfortable sharing details about their set-up or strategy, especially concerning topics they are less-developed in. Because of this hesitation, it is of importance for PwC, Hivos and Oxfam Novib to accompany the partners in the process of their needs assessment, which is a labour intensive process.

Monitoring and Evaluation

The design of a Monitoring and Evaluation (M&E) structure for the Women on the Frontline programme was approved in the summer of 2013 by the Ministry. In order to implement the programme well, proper attention should be given to the objective of the M&E protocol and the desired outcomes. The M&E structure ought to serve both the partners of Women on the Frontline as well as the implementing partners. A well-defined and embedded M&E plan enables us to get a better insight of which approaches work in the region and which do not, while also enhancing the capacity of the partners to engage in M&E.

In order to implement the M&E protocol, a plan will be developed describing each of the seven stages that were identified in the protocol in 2014. In the first phase, a baseline will be designed that can be regarded as a needs assessment enabling us to subsequently decide upon a set of upcoming capacity development activities. The baseline will be carried out in 2014 as part of a dynamic process to critically reflect with the Women on the Frontline partners what capacities they want to improve. Its outcomes will be reported and archived, informally this process of identifying the needs of partners has already started in 2013 through consultations and dialogue. This baseline should be seen as a prerequisite to set up a coherent capacity building programme to improve partners' strategies.

Linking and Learning and knowledge component

The first internal discussion on Linking and Learning started in 2013, but it was decided to postpone the first expert meeting to September 2014 as we decided to scout and select partners first. Given the fact that we work with mainly new organizations and networks, which all seem to have a clear need to enhance their strategies, emphasis will be placed on building their individual capacities first. Once their mission and focus are clear, partners will be brought together for cross country regional expert meetings.

The regional expert meetings need to add to what the partners work on in the content capacity building. This "content CB- curriculum" will be more concrete and hands-on, and the provided trainings aim to increase the impact of the activities carried out by partners. The expert meetings are designed to have a more overarching goal: to share experiences across countries and to address issues that are at stake at all countries involved in the MENA region, which will be addressed in a more strategic matter in the presence of academic and think tank experts. Further, it will enable discussions about root causes that undermine equal participation of men and women, and identify approaches that work best. In these expert meetings a number of different stakeholders will participate, particularly during the first meeting, that could be seen as a regional kick off session to further sharpen the content of the Linking and Learning component.

Media & Advocacy

In 2013, advocacy visits for Women on the Frontline were made with several women's rights activists from the MENA region to Brussels, Washington DC and the Hague, and media coverage of the programme was published on www.passblue.com. The NCRV programme "*Altijd Wat*" made a coverage of the Syrian Women's Network in May 2013. Photos have been purchased to accompany amongst others the website of the programme, which is set to be extended as soon as more partners are contracted. The level of publicity drawn to partners is dependent on their willingness to publicly announce their participation in the programme, as this can in some cases harm their security.

For this reason, partners are requested to formally agree at the outset with public acknowledgement of their partnership with Women on the Frontline, and to voice their willingness to be approached by media actors, as story telling is an excellent tool to raise awareness and support. Various groups have gained individual media attention, enabling them to work on their visibility as well as to put the issues they work on higher on the political agenda.

In order to make the programme better known in the MENA region and the international arena, information about it was distributed through a short information folder in English and Arabic describing in brief the programme and its objectives. Also, a Women on the Frontline one pager was designed and produced to be handed out to various related stakeholders. Local media will be invited to cover the kick-off sessions of the Linking and Learning events that will take place on the regional level, in order to increase media coverage.

Organisational capacity building development by PwC

The organisation capacity building programme is composed of three parts, as is shown in the table below. The programme starts with the Capacity Assessment Tool which is followed by the Group Level Capacity Development Programme and the Individual Level Capacity Development Programme. This part of the programme is implemented by PwC in the Netherlands in cooperation with local PwC offices in Jordan, Egypt and Tunisia.



All organizations will fill out the Capacity Assessment Tool: subsequently ten organisations are invited to participate in the individual level programme, while all twenty organisations take part in one or more group trainings.

Capacity Assessment Tool

In 2013, PwC developed the Capacity Assessment Tool ('toolkit') which aims to cover all the relevant aspects of the partner organisations. This tool was designed to fit with the characteristics of the organisations participating in the Women on the Frontline programme, being young and predominantly small networks or NGO's. The toolkit focuses on seven organisational elements that are most important to these organisations, being strategic focus, stakeholder relations, organisational structure, human resources, systems and procedures, financial management and project and programme management.

The toolkit enables PwC to graphically show how mature every organisation is concerning the various organisational elements at the start of the engagement with Women on the Frontline and is therefore considered to be a baseline. Furthermore, it allows for a comparison of the level of maturity between the organisations. All twenty selected organisations will be invited to fill out the toolkit, which is made available as an online questionnaire. As it became clear that the participating organisations' command of English is often limited, the toolkit was translated into Arabic. Furthermore the language of the toolkit has been simplified to make it more understandable for partners and a text in English and Arabic has been drafted to explain the role of PwC in the implementation of the programme.

Partners are given the opportunity to fill out the toolkit in Arabic; the answers will subsequently be translated back into English again, before they are analysed by PwC.

Individual Level Capacity Development Programme

From the twenty organisations that will fill out the Capacity Assessment Tool, ten will be selected to partake in the individual level capacity development programme. The selection is firstly based on the organisation's willingness to participate. Next to this threshold criterion, the following selection criteria will be taken into account:

- 1) The greatest need for Capacity Development.
- 2) The motivation and formulation of a development need and the estimated impact of the organisation's work.
- 3) The biggest gap between the current capacity and required capacity.

The in-depth capacity assessment serves as the first step in the Individual Level Capacity Development Programme (ICDP). The in-depth assessment form analyses the same seven organisational elements as the Capacity Assessment Tool, but goes a step further. This assessment is conducted on the basis of internal supporting documents (if available) and interviews with representatives of the organisation, carried out by employees of PwC offices in the region. Following the in-depth capacity assessment, three capacity building sessions will be provided together with PwC local offices. The development programme will be finalised by evaluating the results of the three sessions.

In 2013, the focus lied on the development of selection criteria for the Individual Level Capacity Development Programme and the development of the in-depth capacity assessment form. The participation of the organisations in the Individual Level Capacity Development Programme will commence once the first 7-10 organisations have completed the Capacity Assessment Tool and the results have been analysed. It is expected that the first in-depth capacity assessments will be implemented in the first half of 2014. Based on the results of the in-depth capacity assessment in combination with the preference of the organisation three individual capacity development sessions are provided to the participating organisations.

Group Level Capacity Development Programme

All twenty organisations will take part in at least two groups trainings. The content of the regional group trainings will depend on the results from the Capacity Assessment Tool of all the participating organisations. It is currently foreseen that a training kit will be developed, containing three training modules which will be provided on various levels of understanding and in various countries. Both the individual level capacity development programme and the group level capacity development programme will be provided in collaboration with local PwC offices.

Challenges and Lessons Learned

Because of the delay in the selection of partner organisations, only three organisations (Aswat Nisaa, Syrian Women's Network and the Center for Civil Society and Democracy in Syria) were sent the Capacity Assessment Tool in 2013. Because of the several challenges met in the process of filling out the toolkit, as mentioned in the introduction of this report, it has been decided to increase the number of contact moments between PwC and the organisations to explain the background of the questions in the toolkit more elaborately, and to provide the organisations with more time to fill them out. As the toolkit contains questions which might be considered confidential or sensitive by the participating organisations, and because organisations might believe there are 'right' and 'wrong' answers, it is important to build a relationship of trust in order to keep communication open and honest. This is done through increased communication between the organisations and the Women on the Frontline team.

The cooperation between PwC, Oxfam Novib and Hivos during the development of the organisational programme proved very important. The combination experience in organizational assessments and development of PwC together with the valuable experience in working with more informally organised groups and organizations of Oxfam Novib and Hivos has led to an effective capacity development programme which is well linked to the organisations' needs. Collaboration on this level will be continued during the selection of organisations for the ICDP and during the implementation of the capacity development programme in order to ensure an optimal connection of the different parts of the programme. It is exactly here that the added value of this new collaboration between NGO's and the corporate sector becomes very clear.

Context and partner update per country

EGYPT

Egypt currently is in a state which could be described as “low level insurgency”. After the military ousted the democratically elected president Mohammed Morsi in July 2013, the current government labelled the Muslim Brotherhood as a terrorist organisation, leaving very little room for political or social reconciliation. At the same time, the media (both private and state-owned) is almost wholly supporting the military intervention and propagating their narrative in shrill and divisive terms. In the last five months of 2013, many thousands of people have been arrested and 2600 were killed. Many of these arrests were politically motivated and there has been no real attempt to independently investigate state culpability in mass killings and shootings. Activists have been arrested and sentenced for violating the new restrictive protest law. While it is predominantly the youth who have kept street protests alive, they have been alienated from being directly involved in (redefining) the political process. At the same time they have become more active and more politically aware over the last three years. They have sought for new ways to connect with each other and to spur activism and agency mainly at the grass roots level.

On January 14, 2014, a new constitution was adopted. A senior advisor¹ at the International Peace Institute analysed the situation for women under this constitution as follows:

“For the female half of the Egyptian population, the new constitution, despite its shortcomings, gives cause for sober celebration, in terms of guaranteeing women’s fundamental rights and personal freedoms. Women’s rights organisations have also expressed disappointment that their quest for explicit quotas for women to be observed in the composition of the legislature went unheeded. Another important step was taken in article 93, which affirms the state’s commitment to international conventions and charters on human rights. Making these international agreements a legal basis for the state is seen as remarkable progress. While this constitutional draft offers undeniable improvements in enhancing women’s and other citizen’s individual rights and personal freedoms, there are not enough guarantees to protect these rights Egyptian women and men will have to remain vigilant to ensure that these hard won freedoms are not sacrificed on the altar of stability.”

After the end of the Muslim Brotherhood rule, Egyptian women continue to be under pressure, both structurally (economically and legislatively) and in society at large. On the street, sexual harassment of women is reportedly increasing.

Despite women’s visible participation in protests and presence in different public spaces, especially in the mass demonstrations of early 2011, their role in reformulating the constitution and in developing formal policy documents has been limited.

¹ <http://www.theglobalobservatory.org/analysis/646-in-egypts-new-2013-constitution-are-women-equal-citizens.html>

Women on the Frontline in Egypt

In November 2013, a local consultant visited fifteen organisations in and outside Cairo to get a better understanding of their perspective on women's rights, women's political participation and the organisations itself. This led to a number of concept notes of mainly new (informal) organisations that are led by young women. Early December 2013, the Oxfam Novib programme coordinator had further face to face discussions with those organisations in Egypt. It is mostly the established women's organisations who are the main actors influencing or advocating for women's rights and a gender perspective to be included in at the national political processes, and Oxfam Novib repeatedly faced difficulties in identifying new initiatives or organisations involved in the political process on the national level (apart from organisations Oxfam Novib already supports). The political developments led to a decline in possibilities for and willingness of many newly emerged civil society actors to engage in the national political debate and process. Particularly the women's groups that were established during the uprisings clearly stated their disappointment in the formal political routes and mechanisms. They often decided to focus on the grassroots instead: to stimulate active citizenship and the involvement of young men and women around a topic of their concern (for example sexual harassment). A CARE report called *Arab Spring or Arab Autumn* states:

“many female activists within the new youth movements don't want to be boxed into a feminist label. Issues of equality and justice are front and centre – women's rights is sometimes part of the conversation, but not always. Also, in the countries space for civil society is under threat with new NGO laws and administrative obstacles. In the region there are increased levels of hostility against western foreign policy and influence in general.”

Sexual harassment is a deep-rooted and growing societal problem posing a major and everyday challenge for women in their efforts to participate in public life and in social and political processes. For these reasons, it has been decided to slightly shift the programme's focus in Egypt and work with two organisations working on the topic of sexual harassment. These organisations have been selected particularly because of their model of engaging young women and men, via the topic of sexual harassment, to stand up to speak out for the right of women to fully participate in society, and because of their potential to grow into being the next generation of influential organisations.

IMPRINT and Harassmap

In December, the Operational Committee decided to select one organisation, [IMPRINT²](https://www.facebook.com/Imprint.Movement.eg), as a partner and to put one organisation, [Harassmap³](http://harassmap.org/en/), briefly on hold while waiting for more input about their work. IMPRINT is an informal movement consisting of 50 young men and women that aims to raise the awareness on sexual harassment and promote equal participation of women in society.

They work with universities and hold awareness campaigns in the Cairo subway. They actively seek the collaboration with the police and the Ministry of Interior to be able to continue their activities. Both IMPRINT and Harassmap do not directly focus on stimulating women's political participation on a national level as such.

2 <https://www.facebook.com/Imprint.Movement.eg>

3 <http://harassmap.org/en/>

Instead they focus on grassroots activism by engaging young men and women, often as volunteers, in raising awareness and gathering information on sexual harassment and its consequences for women and society in general. They reach out to communities through trainings and events, at universities or in the subways. They both also make good use of the possibilities of social media. Both groups have been recognised as upcoming influential actors (by Eldis.org) and have been quoted in the international media. Western funding is facing increased scrutiny by the Egyptian authorities and since IMPRINT is an informal group, Oxfam Novib is currently looking into opportunities how to partner and make funds available to the organisation.

Between the period of writing the Women on the Frontline programme and the actual implementation phase, the context in Egypt, as in the other counties, has changed significantly. Due to the highly polarized context, the identification phase needs to be conducted with utmost care and internal consultations were required for specific cases. Because of the above reason and consequently the deliberations that followed within the Operational Committee, making the decision to slightly differentiate our approach in Egypt to increase women's political participation, the selection process for the first two partners in Egypt was delayed with 1,5 months. Also, it was decided to undertake a third scouting mission in February 2014.

So far 25 organisations or groups have been contacted. The scouting for new partners will continue and is expected to lead to the identification of three new organizations by April 2014. In the meantime PwC will start working with the selected organisations and groups and carry out the capacity assessments. 2014 offers opportunities to promote women's political participation as the Parliamentary and Presidential elections are planned for this year, while the new Constitution provides opportunities for a more equal participation of women in society and in politics. It is crucial for civil society and women's rights that watchdog groups closely monitor the implementation of the new Constitution's provisions in law and practice. The Women on the Frontline programme in Egypt aims therefore to establish partnerships with (women led) organisations and groups working in and outside Cairo to prepare women to make use of these windows of opportunities.

YEMEN

In 2013, the security situation in Yemen deteriorated further. There were numerous terrorist attacks against the Ministry of Defence and security staff. There is a general unrest and discontent similar to the situation that led to the uprising in 2011, as many demands of the Yemeni people remain unaddressed. More than half of Yemen's population are affected by the humanitarian crisis taking place in the country and will need some form of assistance in the coming year.

In 2013, Yemen started a National Dialogue Conference (NDC) seeking to engage all stakeholders including youth and women's groups to discuss the future of Yemen. The NDC process was an important space for women's participation, with women representing almost 28% of all participants. Female representatives chaired three of the nine working committees.

The NDC ended in January 2014, offering 1400 recommendations. These include the abolishment of child marriage and an overall 30 percent representation for women in decision making positions and elective bodies.

At the same time, reality remains that despite progress among some urban women, rural and poor women have little voice, regardless of their desire to be better informed and involved in public affairs. Formal women's organisations are still few in numbers and have complex relations with political parties and religious and secular forces. Women are not yet seriously considered being able to lead or to influence the political process. Although the government has made efforts that will improve the rights of women in Yemen (including the formation of a Women's Development Strategy and a Women Health Development Strategy), many cultural and religious norms, along with poor enforcement of this legislation, have prevented Yemeni women from having equal rights to men. This is reflected in the Gender Gap Index over 2013: Yemen ranks 136 out of 136 countries, scoring specifically very high on inequality for women's political participation.

Despite the difficult situation for women in Yemen, thousands participated in the strikes and non-violent protests. 2014 offers opportunities to promote women's political participation as the parliamentary and presidential elections are planned for this year, while the 30% quota for women provides an opportunity to prepare women for a decision making positions. Important processes such as the definition of the electoral system, the referendum on the constitution and the presidential elections and the final decision on the form of the state will take place in the extended transition period in 2014 and 2015.

Women on the Frontline in Yemen

The Women on the Frontline programme in Yemen aims to establish partnerships with (women led) organisations and groups working in the capital as well as in governorates such as Aiden and Taiz that want to prepare women so they can harvest those opportunities. A large number of civil society organisations (CSO's) work in Yemen, however many only exist on paper, or are known to be politically affiliated. The women's movement in Yemen remains fragmented, with no real strategic vision of what can and should be achieved during the transition period.

In December 2013, an identification mission took place, carried out by a consultant from the region, to formulate a shortlist of potential partners. The consultant met with organisations and initiatives in Sana'a, Taiz, Aden and Hodeidah governorate (governorates where Oxfam focuses its work). So far eleven organisations, varying from more established organisations like Yemen 21st Forum and Support Yemen to community organisations, have submitted a short concept note for consideration. (A face to face meeting was held with director Nadia Al Sakkaf in Amsterdam to discuss the concept note of Yemen 21st Forum⁴ when she was in the Netherlands as an invitee by the Ministry to give a lecture on women's political participation on January 24, 2014.)

Following the selection, the Programme including the partners will be presented to the Ministry of Planning and International Cooperation in Yemen for approval. From our experience we expect the approval process will take up to one or three months.

⁴ <http://yemen21forum.org/>

In the meantime PwC will start working with the organisations and carry out the capacity assessments, the actual implementation of the activities can only start after the approval by the Yemeni authorities. For Yemen the work plan for 2013 was implemented on schedule, as it was foreseen that the identification period plus the approval period would only take place in 2014.

TUNISIA

The unsolved murders in 2013 of Chokri Belaid and Mohammed Brahmi, two strong voices of the opposition, led the country into a political crisis that has lasted almost a year, and led to the resignation of two Prime Ministers. For the first time since the elections, the Prime Minister will not come from the elected Islamist party Ennahdha. Mehdi Jomaa was chosen after five months of national dialogue among political parties, unions and civil society. He formed a transitional government that should be in place until the next elections expected late 2014/early 2015. The current government is composed of 28 members, including three women. The crisis followed by Brahmi's murder led to the suspension of the National Constituent Assembly (NCA) for almost two months, followed by the creation of a mediation group – the quartet - formed by two Trade Unions (UGTT and UTICA), the Tunisian League of Human Rights and the Bar Association.

The quartet adopted a new roadmap to accelerate the process of the Constitution's adoption. The future Constitution seems to be the result of too strong a need for consensus and compromises in the current Tunisian context, which is becoming increasingly polarized. As a consequence, the articles of the Constitution are often ambiguous and not specific. Thanks to continuous civil society mobilization and lobbying actions, CSOs have obtained some victories concerning specific constitutional articles: Article 20 enshrining the equality between men and women, and article 45 calling for gender parity in elected bodies. However, the formulation of this latter is not bounding as the State only commits to work towards ensuring parity and not to ensuring it as a final result.

The deterioration of the security situation in Tunisia remains one of the main challenges that the authorities face. Terrorist attacks against security and military personnel have taken place several times. The borders with Algeria and Libya are hotspots of arms trafficking. In addition, there is a growing discontent on the socio-economic situation, which is affecting all social classes and regions, leading to repeated strikes and demonstrations.

Women on the Frontline in Tunisia

There were some delays in setting up the local management team, as the first recruited Financial Officer left its position after a two-month trial in September 2013, and the Country office had to start a new recruitment process, concluded in December 2013.

In September, a first mapping was done and 36 associations were identified as potential partners, but not all fitted the selection criteria as drafted for the programme. Out of thirteen associations contacted, five were rejected for various reasons: incompatibility with Oxfam values (recognition of the CEDAW in its integrity, principle of non discrimination for the association members), no clear mandate, insufficient technical capacities on women participation or current engagement with other programmes.

Aswat Nisaa and UGTT

A partnership was agreed in 2013 with Aswat Nisaa, an association that aims to fight gender-based discrimination by promoting a culture of equality and encouraging the participation of women in society. The association was created in 2011, right after the uprising, and during 2012-2013 they provided trainings for women members of political parties at the national level. Within the Women on the Frontline programme, the association is going to provide training courses and coaching for women members of political parties and women leaders at municipal level. This training and coaching activity will be co-funded by UN-Women and the National Democratic Institute (NDI). Elaborate discussions with the Women Committee of the Tunisian General Trade Union (UGTT) about cooperation were started in 2013. The Women committee is an important actor in the Tunisian civil society and the political scene, having played a big role in the National Dialogue.

The upcoming elections in Tunisia and the discussion over article 45 on gender parity make the need of reinforcing women's political participation, and therefore the Women on the Frontline programme, extremely relevant to the context. The second phase of identification will focus on organisations outside of the capital and watchdog organisations that guard the implementation of the constitutional articles guaranteeing gender equality.

Some delays have also occurred in the identification phase of the associations. Security issues made field visits impossible in particular during November, which delayed meeting with associations preselected for a potential partnership. Due to the highly polarized context, the identification phase needs to be conducted carefully and internal consultations are required for specific cases. For these reasons, the number of partner associations identified in 2013 was one instead of the two to four planned initially. However, the quality of the information gathered on the women's rights associations during the first phase will allow Oxfam Novib to identify the expected number of associations and give us confidence that we will have a strong partner portfolio in 2014.

IRAQ

In 2013, Iraq witnessed continuous everyday violence as sectarian attacks increased, leading to the bloodiest year in the past five years with thousands of civilians killed. Iraq slid further in the direction of authoritarianism, with a gradually smaller circle of people in power and a narrowing space for critical sounds from civil society and the media. Polarisation between Sunnites and Shiites increased, as the Shia-led government accused several Sunni members of the government and Parliament of supporting terrorism. Demonstrations critical of the government were often met with harsh measures, and many arbitrary arrests were made under the pretext of anti terrorism laws.

In 2013, Iraq remained one of the most dangerous countries in the world for journalists, and there remained almost complete impunity for the perpetrators of violence against them. The growing presence and influence of militant oppositional groups seriously threatened and challenged the national authorities, and military operations against (religious) militias were undertaken in late 2013 in western-Iraq.

With the federal parliamentary elections of April 2014 nearing, the level of violence in Iraq is only expected to increase. In the Kurdish region, political repression increased as well. Tensions between the federal government and the Kurdish regional government (KRG) remained present in 2013, although they did not escalate.

Domestic violence and issues like honour killings remained a widespread phenomenon in Iraq and KRG, and numerous local organisations and groups worked to spread awareness about these topics and to stimulate the Kurdish and national authorities to undertake legal action. The domestic violence law was passed in the KRG Parliament in 2011, but government implementation continued to be very limited and actual improvements of the position of women did not become clear in 2013. A draft law sent to the federal Parliament in October 2013 that would make Shiite jurisprudence govern Shiites in personal status matters led to much concern with women's rights advocates, as this law would lead to an increase in sectarianism and a deterioration in women's rights, concerning for example the minimum age for girls to marry and matters like divorce and sexual violence within marriage. Effective political participation of women remained low both in federal Iraq and in KRG, despite the 25% quota for women's participation in national and local legislative bodies that was implemented in 2005, and women did not easily get access to influential executive positions. Social and cultural norms prevented women from actively taking part or being acknowledged in politics or public spheres and conservative religious opinions had an increasingly influential say in political debates. In addition, the security situation negatively influenced the educational development and empowerment of girls, and put a heavy burden on the participation of women in many societal spheres.

Women on the Frontline in Iraq

In November 2013, Hivos undertook a scouting mission to KRG, leading to a shortlist of organisations working in the field of political participation on the national Iraqi level as well as organisations and movements focusing on the Kurdish government. Follow-up conversations were held via Skype and several suitable organisations were identified with a genuine interest in participating in Women on the Frontline as a capacity building programme to improve their work in the field of legal reform and advocacy concerning women's rights and participation.

A second visit to Iraq to engage in more elaborate discussions with a number of organisations – with the aim to go to Najaf in federal Iraq in addition to KRG, if the security situation permits this – is bound to take place at the end of March 2014. We expect to have two or three organisations contracted in May 2014, which is later than planned. Unfortunately a visit to Baghdad, where most organisations that work on the national political level are based, is strongly discouraged at the moment due to security issues, and we aim to meet with some of them in Najaf or KRG. Many women's organisations work on a local level, due to the security restrictions and the great regional diversity in the country that makes working locally more effective. Because of the course of history in Iraq and the American invasion in 2003, the focus is on organisations that were founded since the fall of former president Saddam Hussein instead of organisations founded after 2010, as is the case in the other countries Women on the Frontline works in.

BAHRAIN

The political situation in Bahrain remained highly repressive in 2013, with very limited space for oppositional voices or critics of the government or the ruling royal family. Hundreds of protestors, activists and government critics were arrested and convicted, mostly under charges of terrorism or security issues. No serious investigations were started into the deaths and injuries of the many peaceful anti-government demonstrators that occurred since 2011. Political space remained very limited, with a ban on political parties. In 2013, the deputy head of the main oppositional group, Al-Wefaq, was arrested for 'inciting terrorism', putting a halt to an already tense and contested national dialogue process. NGO's remained to work under a very restrictive law of association, which makes registration of new organisations very challenging and gives the government far reaching control over all aspects of civil society organisations, including insight in their internal reports. In 2013, Parliament was debating a draft law of associations even more restrictive than the current law, but no final decision on this matter was made.

Women's representation in Bahrain remained poor in 2013, and even though many women are highly educated and perform better than men in secondary and higher education, they remain underrepresented in the public and private sector. Women continued to be subject to the conservative cultural norms and the patriarchal organisation of society. Their participation in politics has increased gradually since women were granted equal political rights as men in 2002, but they remain marginally represented. The number of women participating in the National Assembly (Parliament and Shura) was 15%. Bahrain does not have a quota system at present; NGO's and the Supreme Council for Women have tried to push for this arrangement without success. The main issue of discussion concerning women's rights was the lack of a unified personal status law, which leaves women dependent on Sharia courts depending on their sectarian background and does not offer consistent rulings. Another important issue was the nationality law, that allows only men to pass on the Bahraini nationality to their children. Violence against women was rarely acted upon legally, and (sexual) violence within marriage remained not regarded as a crime.

Women on the Frontline in Bahrain

Due to the highly repressive atmosphere in Bahrain, the mode of operation of Women on the Frontline must be adjusted accordingly. It seems difficult for Hivos to visit Bahrain, as in the past years the Bahraini authorities have refused entry of several foreign visitors working on or knowledgeable of human rights and democratisation, even when they did have a valid visa. Also, the level of surveillance in Bahrain is so high that visiting activists in the country itself will put them in serious danger. It is in many cases impossible for local organisations to hold large meetings or conduct trainings in Bahrain, especially when foreigners are requested to attend, and many civil society activists are accustomed to travelling outside of Bahrain for necessary meetings and trainings. For this reason, the Women on the Frontline CB sessions would probably also have to take place outside of Bahrain, for example in Qatar. This will have consequences for the costs of the trainings given to Bahraini participants. An alternative would be to work with Bahraini trainers in the country itself, but the possibilities of this are limited. In 2013, Hivos has been in touch with several women's and human rights activists from Bahrain, and given these security issues we consider to work with Bahraini organisations through a local interlocutor.

SYRIA

In 2013, the conflict in Syria continued to increase in complexity and gravity, leaving the situation in the country unpredictable with limited space for civil society activists to act. As violence has spread even more widely and affects nearly all layers of the country's social fabric, the humanitarian disaster in the country and for its refugee community outside is of almost unprecedented scale. Human rights are violated by all warring factions, but most dominantly by the regime that continues to arrest, torture and kill many thousands of its citizens. As parts of the opposition radicalised further, aided by external countries, movements and individuals, infighting between oppositional factions increased, while the regime appears to have regained power, stamina and international support. The regime has tightened its grip on the media even further, as there is limited internet access in the country and journalism became increasingly dangerous for international and national journalists trying to cover the events within the country. The much anticipated peace conference that took place early 2014 in Geneva did not lead to concrete solutions or improvements, leaving little space for optimism for Syria's near future.

Despite this grim picture, Syria also witnesses ongoing grassroots organization, self-rule, and peace building activities on the ground. Syrian women have played a huge role in the uprising against the Assad regime. They have taken part in demonstrations, are involved in local structures of self-rule, have organized peace building activities between communities and have recently shown strong resistance against extremists in northern Syria.

Women on the Frontline in Syria

After the successful outcomes of the side events of the UNGA meetings (September 2013), initiated by Hivos and organized in co-creation with the Ministry, the Syrian women's organizations have prepared themselves intensively for the Geneva II negotiations that took place in January-February 2014. It formed the start of a process aimed to effectively bring the voices of Syrian civil society organization at the negotiating table. It was not until September 2013 that Syrian women, striving towards an inclusive and peaceful transition for Syria with full respect for civil society groups and foremost the voice of women, were able to vocalize their demands and gain international visibility.

While the UNGA meetings were not arranged under the umbrella of Women on the Frontline, they did enable the three Syrian women to present their demands with regards to the peace talks and other political settings. The three Syrian partners in the Women on the Frontline programme, SWL, SWN and CCSDS, have all participated in this process right from the start and they have proven to form a solid foundation for the Syrian Women's Initiative that resulted from it. Our commitment and engagement with these three groups have shown that the overall objective of our programme, when carried out well, really serves its purpose, which is enhancing political participation of women in the national political processes taking place in their countries. The activities as undertaken within the framework of Women on the Frontline reveals that the combination of capacity building and project support enables women's groups to carry out advocacy activities in order to be politically involved and make a difference.

Syrian women's organisations have frequently invoked UN-Resolution 1325 as the basis of their demand for inclusion, as it requires conflict parties to support women's participation in peace negotiations and post-conflict reconstruction. To this end, Hivos is currently providing assistance and support for Syrian women's organizations to ensure quality participation and representation in the peace process.

In 2013, the following activities and content capacity development trainings with Syrian partners were implemented within the Women on the Frontline programme:

Center for Civil Society and Democracy in Syria

The Center for Civil Society and Democracy in Syria (CCSDS) was founded in December 2011 by a group of Syrian democracy activists living in- and outside Syria. It is a women-led organisation whose staff is on average under 35 years of age. CCSDS works to strengthen civil society and democracy by promoting the values of freedom, justice, equality and coexistence through three approaches: networking, non-violent mobilization and advocacy. With a main office in Gaziantep, Turkey and nine offices inside Syria, CCSDS supports a network of over 1,500 human rights defenders, peace builders and democracy activists who represent dozens of civil society organizations and who live in every province of Syria. Roughly one third of staff members are women, and women are included at the organization's highest levels of decision-making.

In November 2013, CCSDS conducted a successful five-day workshop in Gaziantep titled *"Negotiating for Peace in Syria"*, with 20 CCSDS members from inside Syria. CCSDS went through a process of consultation with staff and members of the CCSDS network to discuss the priorities of negotiation. This resulted in a policy paper with recommendations for Geneva II.

The workshop itself added value to the members of CCSDS, enabling them to advocate for a political solution in Syria. The policy paper was made available for everyone attending Geneva II, both from the women's delegation and the oppositional delegation, in order for them to convey the priorities for the negotiations as seen by activists working on the ground in- and outside Syria. It aimed to make the – actual and perceived – disconnect between the opposition represented abroad and the Syrians working and living in Syria itself smaller, and hence to make any negotiations on behalf of the Syrian people more credible. These kinds of connections between civil society and politicians are absolutely crucial.

Syrian Women's Network

The Syrian Women's Network (SWN) was established in Cairo in May 2013, and consists of women activists, journalists, professionals and academics, as well as a few male members. The network's goal is creating more synergy and cooperation between Syrian women's activists and organisations. Its secretariat was set up in Gaziantep, Turkey in 2013, while members live and work inside and outside Syria.

In September, the network took part in a Strategic Planning Training in Istanbul. The session was given with the use of the Theory of Change approach, as this approach is especially relevant in complex and unpredictable contexts and change processes like Syria. The process of strategy development and concrete action planning of the SWN saw great progress during the workshop as the participants managed to make clear decisions about the nature of their network, its organisational set-up and the network's objectives. Especially the nature of the network led to much discussion as members had varying ideas about this, but consensus was reached about the desire to be a network with members, not a NGO.

One of the results of the training was the idea to set up a common campaign to improve the network's visibility and positioning and to unify the network. Hence they wanted to carry out an own activity as network.

As a follow up of this plan for a campaign, a meeting was held in Beirut in November. Based on the discussions and results of the session in Istanbul, the Beirut meeting's objective were to reach clarity, agreement and concrete plans with respect to advocacy and concrete campaign and action activities in- and outside Syria. A campaign plan was - with the support of one of Oxfam's leading advocacy specialist, who happened to be working on Syria too - written to raise awareness about the position of political detainees in Syria, with a particular focus on women, and it was successfully implemented in the short period leading up to the peace meetings in Geneva. The objective of this campaign is to put pressure on Syrian and international political stakeholders to end the use of women as weapons of war and to end arbitrary arrest by all warring parties, in addition to improving the situation of detainees in Syria. The SWN organised two press conferences on the topic, in Beirut and Cairo, and developed informative materials, including a short film that was published online. They drafted a letter to international and Syrian stakeholders, accompanied by documented cases of detainees in Syria, as well as a petition signed by supporters of the campaign which was presented to the stakeholders in Geneva. The network's campaign offered a good chance to unify around one theme, and more importantly to present the network to the Syrian and international community as a serious and credible representative of Syrian women in the transitional process.

Syrian Women's League

The Syrian Women League (SWL) is a democratic feminist led organization that was founded in 1948 and is a founding member among others in a network active in field of gender and women rights, the so called *Women 4 Democracy*. They operate on local, national and international level. Hivos has successfully worked with the League in the past. Even though the SWL is not a new, nor a young women-led organization, its work and networks are deemed very important for Syrian women aiming to impact the political developments and transitional processes of the country. As a partner of Women on the Frontline, SWL can serve as an inspirer and advisor for younger and inexperienced organizations about strategy, advocacy and negotiation, as the SWL is keen to convey and share its knowledge with younger generation activists. At the same time, the more traditional feminists of the SWL are interested to learn from more innovative and diverse younger organisations. Members of the SWL are members in the Syrian Women's Network as well and were actively involved in the preparatory meetings of the conference in Geneva with special envoy for Syria Lakhdar Brahimi.

Women on the Frontline provided core funding to the SWL, with the goal of professionalizing their organization and making them more independent, while being able to get a professional and paid coordinator implementing their project activities. It enabled the SWL to rent an office place where they can hold meetings and give trainings without making these publicly known, and to continue to work and carry out activities in these difficult and risky times. So far, the SWL has mainly worked with an interlocutor organization to draft their financial reports. It clearly lacks basic organizational structures and skills and they are very keen to improve these with PwC's organisational trainings. With the Women on the Frontline's financial support, the SWL provided workshops in Syria for women activists on the role of women in transitional politics.

Their trainings also targeted male and female activists and relief workers on gender issues and the impact of gender discrimination during armed conflict, while introducing mechanisms of international protection. The trainings enhanced women's and men's knowledge about the important role of women's participation and integration in political solutions and transitional justice. Also, the SWL started working on a book giving a voice to thirty Syrian women, as to raise awareness of the individual stories of Syrian women as citizens and activists in the context of the conflict, as opposed to the often drawn image of Syrian women as passive victims.

LIBYA

Libya faced many challenges in 2013, the main one being the fast deterioration of the security situation and the loss of control by the national government over several regions of the country. Widespread availability of arms in combination with the security vacuum led to an increase of arms use by civilians. The control of local militias, some organised via tribal lines, increased on the streets, and they gained control over many of Libya's resources. Some of these militias were actively instructed and hired by the government to help impose order, whereas the government focused too little on the police and military regaining control and legitimacy. Militias acted mostly with impunity, and were involved in acts of violence against government officials, politicians and citizens as well as foreign diplomats, while at the same time fighting rival militias.

There was limited government commitment to an actual and effective implementation of transitional justice procedures or reconciliation processes to reunite the traumatised and polarised Libyan population. Thousands of citizens arrested during and after the violence of 2011 remained in government or militia detention, under harsh conditions with no legal assistance or prospect of a fair trial. A large group of people from Tawergha remained displaced and under threat of militias that hold them responsible for support of former leader Muammar Al-Qadhafi and the committal of killings and rapes in the town of Misrata during the revolution in 2011. Women found themselves in an increasingly difficult position in Libya, as the security situation restricted their movement even more and a conservative Islamic interpretation of laws won ground. In 2013, a ban on polygamy was lifted, making it possible for a man to marry up to four wives. Marriage licenses for Libyan women wanting to marry a foreigner were suspended after the Grand Mufti called for an end to the spreading of 'other religions' in Libya.

Women on the Frontline in Libya

At the same time, the country's young civil society remains motivated to work for its future and many promising initiatives have started. An optimism about the possibilities of cooperation and improvement by civilian action remains, despite the enormous challenges. In 2013, a first list of organisations working in the field of women's political participation was drafted. The initially planned scouting mission to take place in 2013 was delayed due to security reasons. Instead, a scouting mission by a consultant based in Tripoli is taking place in March 2014. In 2013, consultations with Ms Zahraa Langhi were held to identify potential cooperation of the Libyan Women's Platform for Peace (LWPP) within Women on the Frontline, which Hivos helped establish in 2011. This forum has proven to be effective and able to impact the national political processes taking place.

Langhi was one of the participants who joined the advocacy tour Hivos arranged in September 2013, during which she met with Minister Ploumen. With the current security situation in Libya being so highly problematic, a successful attempt at democratisation and women's participation can only be attained through a serious effort to demilitarisation, reconciliation and the application of the rule of law. DDR (disarmament, demobilization, and reintegration) is one of the key issues to be addressed in Libya, and a pre-condition to create a true stable political transition. It is crucial that a gender perspective is incorporated in these processes. Since the LWPP aims to advocate on DDR related issues, they seem to be fitting into the WoF programme well.

Introduction into financial report

During 2013, Hivos has received advances totaling € 2.700.000. The first advance of € 1.500.000 was to a large extent (70%) transferred to our implementing partners Oxfam Novib and PwC, as they each received a share of this installment to enable them to commence their work. Oxfam Novib received € 900.000, and PwC received € 140.000. The second installment of € 1.200.000 will be used by Hivos to carry out its own activities in 2014 and to provide grants to our implementing partners in 2014.

As already explained, the start of the implementation of the programme was slightly slower than foreseen, with three organisations receiving training and funding. However, identification of possible grant recipients has been proceeding well and it is expected that a major part of the delay of the start-up period will be made up during 2014.

By 31st of December 2013, 16% of the total amount received was accounted for; 84% of the total amount received has been carried forward to 2014. Included within the balance carried forward to 2014 at Hivos are the advances Hivos will make to Oxfam Novib (€ 140.000) and PwC (€ 280.000).

For the steering committee two external members, being Ms Petra Stienen and Ms Annemarie van Geel, were selected as experts on the Arab region and gender issues in line with the TOR of the external advisors. The additional costs (€35.640) involved to gain this expert input on a regular base have been inserted in the attached financial overview and these have been added to the overall sum to carry out the programme, as was agreed upon with the Ministry last summer.

It has been agreed that PwC will account for its activities on a fixed-fee basis. This implies that the costs accounted for per year are equal to the approved budget for that year. Travel costs will be accounted for as incurred. PwC's pro bono contribution, the development of the capacities tool is considered accounted for as it has already been used.

In overview:

	EURO
Balance b/f at 01/01/2013	0
Received disbursement 1	1.500.000
Prefinance Oxfam Novib	900.000
Prefinance PwC	140.000
Prefinance Hivos	460.000
Received disbursement 2	1.200.000
Amounts accounted for:	445.077
Accounted for by Oxfam Novib	46.802
Accounted for by PwC	118.805
Accounted for by Hivos	279.470
<i>percentage of total received</i>	<i>16%</i>
Balance to be accounted for c/f to 01/01/2014	2.254.923
Balance Oxfam Novib	853.198
Balance PwC	21.195
Balance Hivos	960.530
Balance Hivos available for 2014 advances partners	420.000

Annex a. Financial Report

Activity number 24956						Budget			Report
Women on the Frontline Partnership						2013 (May-December)			2013 (May-December)
Costs	Implementing partner	Unit	# of units	Unit rate (in EURO)	Costs (in EUR)	# of units	Unit rate (in EURO)	Costs (in EUR)	Costs (in EUR)
1. Activities					4,388,665			630,605	233,953
1.1 Capacity development									
1.1.1a Development Tool	PWC	day	25	1,400	35,000	25	1,400	35,000	35,000
1.1.1b Capacities assessment	PWC	organisation	20	1,496	29,925	4	1,496	5,985	5,985
1.1.2 Organisational strengthening	PWC	organisation	20	23,655	473,100	4	23,655	94,620	94,620
1.1.3.1 Thematic and content capacity development Hivos	Hivos	organisation	20	40,000	800,000	4	40,000	160,000	42,808
1.1.3.2 Thematic and content capacity development Oxfam Novib	Oxfam Novib								-
1.1.4 Linking and learning	Hivos	lumpsum			500,000			-	-
1.1.5 Knowledge development and integration	Hivos	research	3	50,000	150,000	1	50,000	50,000	-
1.2 Subgranting for implementation of activities Hivos	Hivos	project	20	40,000	1,320,000	8	40,000	320,000	90,540
1.2 Subgranting for implementation of activities Oxfam Novib	Oxfam Novib				1,080,000				-
1.3 Steering Committee	Hivos	day	18	1,980	35,640	-	-	-	-
2. Direct management costs					907,334			201,630	158,281
2.1 Hivos project management									
2.1.1 Programme manager (full-time)	Hivos	month	36	7,947	286,083	8	7,947	63,574	69,443
2.1.2 Junior Programme Officer (full-time)	Hivos	month	36	4,651	167,436	8	4,651	37,208	6,337
2.1.3 Finance officer (30%)	Hivos	month	10,8	6,374	68,840	2,4	6,374	15,298	12,328
2.1.4 Administration assistant (20%)	Hivos	month	7,2	5,219	37,576	1,6	5,219	8,350	7,287
2.2 Oxfam Novib project management									
2.2.1 ON Program officer HQ (0.67 FTE)	Oxfam Novib	month	24	4,917	118,000	5	4,917	24,583	26,412
2.2.2 ON Finance Officer HQ (0.33 FTE)	Oxfam Novib	month	12	4,917	59,000	3	4,917	14,750	9,595
2.2.3 ON PO Tunis Office (0.75 FTE)	Oxfam Novib	month	27	1,951	52,686	6	1,951	11,708	6,297
2.2.4 ON FO Tunis Office (0.52 FTE)	Oxfam Novib	month	19	1,913	35,814	4	1,913	7,959	2,382
2.3 PWC overall project management ***	PWC	day	59	1,400	81,900	13,0	1,400	18,200	18,200
3. Travel					154,150			33,850	2,445
3.1 Programme staff duty travel (10-day trips: incl. flights, per diem, local transport)	Hivos	duty trip	24	2,800	67,200	8	2,800	22,400	329
3.2 PwC duty travel (7-day trips: incl. flights, per diem, local transport)	PWC	duty trip	6	5,867	35,200	-	5,867	-	-
3.3 Programme staff duty travel Oxfam Novib (10-day trips: incl. flights, per diem, local transport)	Oxfam Novib	duty trip	12	2,800	33,600	2	2,800	5,600	2,116
3.4 Advocacy travel (5-day trips: incl. local flights/transport, per diem)	Hivos	duty trip	9	1,350	12,150	3	1,350	4,050	-
3.5 Translation, interpreters	Hivos	day	20	300	6,000	6	300	1,800	-
4. Other costs, services					118,000			24,000	19,347
4.1 Computer - laptop 2 laptops x 900 year 1	Hivos	laptop	2	900	1,800	2	900	1,800	1,836
4.2 Communication costs	Hivos	month	36	500	18,000	8	500	4,000	572
4.3 External audit	Hivos	year	3	10,000	30,000	-	10,000	-	-
4.4 Evaluation costs									
4.4.1 External evaluation	Hivos	evaluation	1	50,000	50,000			-	-
4.4.2 Development monitoring protocol	Hivos	evaluation	1	20,000	20,000	1	20,000	20,000	16,940
Overall programme management	Hivos/Oxfam Novib				417,611			66,756	31,052
Total					5,985,760			956,841	445,077

Annex b- Original Planning 2014

Workplan																
Women on the Frontline Programme																
January - December 2014																
Planned activity	Sub activity	Budget line	Whom	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
1. Selection of partners																
Scouting for GROUP 2* consisting of 10 partners of the programme (GROUP 1* was selected in 2013)	Scouting mission to Egypt, Tunisia and Yemen by Oxfam Novib for potential partners in the programme	3.1 and 3.3	Oxfam Novib													
	Initial assessment of potential organisations in Tunisia, Egypt and Yemen		Oxfam Novib													
	Scouting mission to Libya and Bahrain by Hivos for potential partners in the programme		Hivos													
	Initial assessment of potential organisations in Libya and Bahrain		Hivos													
GROUP 2 consisting of 10 additional partner organisations selected	Selection of 4 additional partner organisations for implementation of the programme in Egypt, Tunisia		Oxfam Novib													
	Selection of partner organisations for implementation of the programme in Yemen (due to governmental requirements this process will take longer in Yemen)		Oxfam Novib													
	Selection of 6 partner organisations for implementation of the programme in Libya and Bahrain		Hivos													
2. Capacity assessment																
2.1 Capacity assessment for GROUP 1 consisting of 10 partner organisations																
Visit to GROUP 1 consisting of 10 partner organisations for indepth capacity assessment	Visit 5 partner organisations in Egypt, Tunisia and Yemen for indepth capacity assessment (organisational and content). PwC will join visits to organisations that will receive individual capacity development support (this will take place in the period December 2013 - February 2014)	3.3 and 1.1.1b	Oxfam Novib / PwC													
	Visit 5 partner organisations in Iraq and Syria for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support. (this will take place in the period December 2013 - February 2014)	3.1 and 1.1.1b	Hivos / PwC													
2.2 Capacity assesment GROUP 2 consisting of 10 partner organisations																
Organisation capacity assessments of GROUP 2 consisting of 10 additional partner organisations	Online assessment of 10 additional partner organisations	1.1.1b	PwC													
Selection made of group and individual level organisational capacity support for 10 partner organisations	PwC in close cooperation with Hivos and Oxfam Novib decides what kind of capacity support is needed for the partner organisation, individual or group level support		PwC in close cooperation with Hivos and Oxfam Novib													
Development indepth assessment plans	Start developing individual indepth assessment plans for selected organisations by Oxfam Novib and Hivos. For those organisations that will receive individual level capacity support PwC will be involved	1.1.3 and 1.1.2	Hivos / Oxfam Novib / PwC													
Visit to 10 partner organisations for indepth capacity assessment	Visit 4 additional partner organisations in Egypt, Tunisia and Yemen for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support	3.3 and 3.2	Oxfam Novib / PwC													
	Visit 6 partner organisations in Iraq and Syria for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support. (this will take place in the period December 2013 - February 2014)	3.1 and 3.2	Hivos / PwC													

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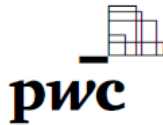
Annex c. Adjusted planning 2014

	adjusted Workplan														
	Women on the Frontline Programme														
	January - December 2014														
Planned activity	Sub activity	Budget line	Who	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
1. Selection of partners		3.1 and 3.3													
Scouting for partners in Egypt, Tunesia, Yemen (overall a minimum of 10 partners of the programme will be selected in these countries)	Scouting for "Group II-partners" will be selected		ON												
	Scouting for "GROUP I- partners", who were not selected yet in 2013		ON												
	Initial assessment of potential organisations of GROUP I&II in Tunesia, Egypt and Yemen		ON												
Scouting for partners in Iraq, Lybia, Bahrain, Syria (overall a minimum of 10 partners of the programme will be selected in these countries)	Scouting for potential partners of GROUP I&II in Libya		hivos												
			hivos												
	Scouting for potential partners of GROUP II in Bahrain, which was orginally already planned for 2014		hivos												
	Initial assessment of potential organisations of GROUP I&II in Libya and Bahrain		hivos												
	scouting for partners of GROUP II in Syria. Three partners were selected in 2013; maybe a new partner will be selected in 2014		hivos												
	2nd Scouting mission for potential partners in Iraq of GROUP I		hivos												
Selection of "GROUP I & II-partners " consisting of 10 additional partner organisations	Selection of 5 additional partner organisations in Egypt, Tunesia		ON												
	Selection and contracting phase of Yemen partner organisations (due to governmental requirements this process		ON												

	will take longer in Yemen)														
	Selection of 5 partner organisations in Libya, Iraq (and potentially Syria)		hivos												
	Selection of 2 partner organisations in Bahrain		hivos												
2. Capacity assessment															
2.1 Capacity assessment for GROUP I consisting of 10 partner organisations															
Toolkit	Online assessment of 10 partner organisations		PwC												
Visit to 10 partner organisations of GROUP I&II for indepth needs assessment	Visit 5 partner organisations in Egypt, Tunisia and Yemen for indepth capacity assessment (organisational and content). PwC will join visits to organisations that will receive individual capacity development support	3.3 and 1.1.1b	ON/ PwC												
	Visit 5 partner organisations in Iraq and Syria for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support.	3.1 and 1.1.1b	hivos / PwC												
2.2 Capacity assesment GROUP II consisting of 10 partner organisations															
Organisation capacity assessments of GROUP II consisting of 10 additional partner organisations	Online assessment of 10 additional partner organisations	1.1.1b	PwC												
Visit to 10 partner organisations for indepth capacity assessment	Visit 5 additional partner organisations in Egypt, Tunisia and Yemen for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support.	3.3 and 3.2	PwC and ON												

	Visit 5 additional partner organisations in Iraq, Libya, Bagrein and Syria for indepth capacity assessment (organisational and content). PwC will only join visits to organisations that will receive individual capacity development support.	3.1 and 3.2	PwC and hivos																
3. Capacity development		1.1.2																	
3.1 Organisational capacity development																			
Development group level programme	Development of group level programme (starting mid 2014)		PwC																
Group level organisational capacity development workshops	First group level workshop		PwC																
	Second group level workshop		PwC																
	Third group level workshop		PwC																
Development of the individual level programme	Development of Individual level programma for partners who will receive the individual capacity development support as test case		PwC																
	Adjustment of Individual level programme given for organisations		PwC																
Implementation of individual level programme	Start implementation of individual level capacity development support for partners		PwC																
3.2 Thematic and content capacity development		1.1.3																	
Establish collaboration with external capacity development experts for content and thematic areas	Contract capacity development experts on core areas needed by partner organisations that receive thematic and content capacity development support		hivos/ON																
Thematic and content capacity development support for partner organisations GROUP I&II	Development of capacity development support for all partner organisations / curriculum for the learning partnership process will be designed		hivos/ON																
	Implementation of capacity development support for partner organisations in Tunisia, Yemen and Egypt		ON																

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Dear participant,

You have been selected by Hivos or Oxfam as one of the partners to join the Women on the Frontline (WoF) programme. Congratulations!

The Women on the Frontline programme aims to support women's organisations in improving the participation of women in the changing societies of the Middle East North Africa (MENA) region. This will be done in two different ways:

1) Capacity Development:

- A. Organisational Capacity Development: this part of the programme will support you improving your organisation's way of working (e.g. planning, administration, financial management).
- B. Thematic and Content Capacity Development: this part will support you improving your organisation's content related knowledge and skills (e.g. women's rights, intervention strategy, advocacy).

Both parts of the Capacity Development programme will involve you by participating in group training sessions and possibly by individual working sessions.

2) Implementation of activities: in this part of the programme you will receive funding and support for implementing your activities. Activities should focus on one of the three core areas of the WoF:

- I. Gender sensitive constitutional, legal and policy reform;
- II. Full and equal participation of women in political and civic processes;
- III. Civic education and awareness raising initiatives to promote gender equality.

The Organisational Capacity Development part of the programme (1.A) is facilitated by PwC. PwC is a network of firms located in 158 countries and helps organisations and individuals create the value they are looking for, for example by assisting with organisational capacity building.

This questionnaire is the start of the Organisational Capacity Development (1.A) facilitated by PwC. Your answers to the questions are essential for us to better understand your organisation and it enables you to get a clearer picture of your organisational needs. It is important to mention that there are no wrong answers. Only when you give an honest answer to the questions are we able to analyse how we can best support you.

There are 20 questions about strategic focus, stakeholder relations, organisational structure, human resources, systems and procedures, financial management and project and programme management. Please read the questions carefully and discuss the questions with your colleagues. It might take a few hours to answer all the questions. Please take the time you need for each of the questions.

If you cannot answer a question because you do not have the information, this is completely understandable. In that case, please put a question mark and proceed with the questionnaire.



Please fill out the questionnaire before the deadline 2nd of December 2013. Some of these questions may have already been asked in a similar way by Hivos or Oxfam Novib, but to understand the needs of your organisation we kindly ask you to answer all the questions in the list below. In case something is not clear or you have any questions, please feel free contacting us. We are here to help you during all parts of the programme.

Please note, that the information you give us will only be used for the Women on the Frontline programme and will not be shared with others.



1. General information

1.1 Full legal name (name of the organisation):

1.2 Acronym or abbreviation (name in short):

1.3 Type of organisation (e.g. non-governmental organisation (NGO), network, movement, or this has not been decided yet):

1.4 Founding date (date of the creation of the organisation):

1.5 Number of employees working for the organisation:

1.6 Number of volunteers working for the organisation:

2. Contact information

2.1 Name of director or chairperson:

2.2 Name of contact person:

2.3 Position of contact person:

2.4 Telephone of contact person:

2.5 Skype address:

2.6 Email of contact person:

2.7 Visiting address:

2.8 Postal address (if different):

2.9 Facebook account:

2.10 Twitter account:

3.1 Please upload the organisation's (latest) annual report, if you have one, via the link below.

3.2 If you do not have an annual report please upload, if you have one, a report which has been used to inform others (for example donors) about the most relevant programme or project of your organisation.



I. Needs assessment

4. Would you like to participate in the Organisational Capacity Development facilitated by PwC?

Group sessions (yes/no)

During the group sessions several organisations will come together to receive training about organisational or financial management. Examples of training programmes are: how to take care of financial resources, financial and administrative management, planning and programme design; and how to plan, monitor and evaluate activities.

Individual sessions (yes/no)

The individual sessions start with a more detailed list of questions and analysis of the organisation to identify areas for development. Then your organisation might be supported through training, knowledge sharing and use of tools during individual working sessions.

5. Why do you want to participate in the Capacity Development programme? (max. 300 words)

6.1 Which of the following aspects would you like to improve? Number 1 means that no improvement is necessary and number 5 means that improvement is very much necessary for your organisation.

Strategic focus (planning of future activities of the organisation):	1	2	3	4	5
Stakeholder relations (relationships with other organisations):	1	2	3	4	5
Organisational structure:	1	2	3	4	5
Human resources (managing all matters related to employees):	1	2	3	4	5
Systems and procedures:	1	2	3	4	5
Financial management:	1	2	3	4	5
Project and programme management (implementation of activities):	1	2	3	4	5

6.2 Please indicate at least two strong and weak points for each part of your organisation. (max. 20 words)

	Strong (+)	Weak (-)
Strategic focus (planning of future activities of the organisation)		
Stakeholder relations (relationships with other organisations)		
Organisational structure		
Human resources (managing all matters related to employees)		



Systems and procedures		
Financial management		
Project and programme management (implementation of activities)		

6.3 If not mentioned in the table above, what else would you like to work on within the Organisational Capacity Development programme? (max. 300 words)

II. Strategic focus

7. What has been the reason for the creation of your organisation? (max. 150 words)

8.1 Has your organisation planned its activities for the coming year? (yes/no)

8.2 If yes, please describe the activities your organisation has planned for the coming year. (max. 300 words)

8.3 Are the planned activities for the coming year formalised (written down in a document)? (yes/no)

9.1 Has your organisation identified long term goals (coming 3 years) for development? (yes/no)

9.2 If yes, please describe your organisation's long term goals (coming 3 years) for development. (max. 300 words)

9.3 Have the long term goals for development of the organisation been formalized (written down in a document)? (yes/no)

III. Stakeholders relations

10.1 Does your organisation work together with other organisations? (yes/no)

10.2 If yes, please give a list of all these organisations and describe how you work together. (max. 300 words)



IV. Organisational structure and human resources

11.1 Is your organisation legally registered? (yes/no)

11.2 If not please explain why the organisation has not been legally registered? (max. 300 words)

11.3 Do you want your organisation to become legally registered?

12.1 Does your organisation have an organisational chart (a figure showing which people are responsible for decision-making, implementation and finance & control)? (yes/no)

12.2 If yes, please upload the organisational chart and include a description of the main responsibilities.

12.3 If not, please describe the structure of the organisation, including the main functions and responsibilities (e.g. decision-making, implementation and finance & control). Please note that even if you do not have a formal structure, each organisation has at least established who makes decisions, who is involved in the implementation of activities etc. (max. 300 words)

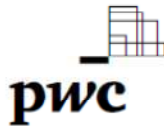
V. Systems and procedures

13. Does your organisation have formalised (written down in a document) procedures for the following functions?

1. Finance (income and expenditures) (yes/no)
2. Procurement (buying of goods, services or works) (yes/no)
3. Human Resources (managing all matters related to employees) (yes/no)
4. Planning, Monitoring & Evaluation (planning activities, measuring progress and results) (yes/no)

14. How do you register the financial information of the organisation?

1. We do not register financial information
2. We use Excel to register financial information
3. We use another system to register financial information: <please fill in which system>



VI. Financial management

15. Please fill in the financial information of the last three years in the table below including sources of income (from which organisation have you received funds), the amount of income and total (expected) expenditure in Euros.

Year	Grants		Other income		Total income (Grants + Other income)	Total (expected) expenditure
	Source	Amount (€)	Source	Amount (€)	Amount (€)	Amount (€)
2011						
2012						
2013						

16.1 Has an external independent audit been done of your organisation in the last two years? (yes/no)

16.2 If yes, please give the name of the auditor.

16.3 Please describe any specific advice given by the auditor.

VII. Project and programme management

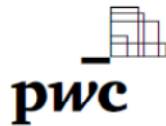
17. Please describe the ongoing projects of your organisation in the table below.

	Project name	Short project description	Start and end date	Financial investment (€)
Project 1				
Project 2				
Project 3				
Project 4				

18.1 Does your organisation measure the progress of planned activities? (yes/no)

18.2 If yes, please describe which indicators you use to measure the progress of planned activities. (max. 300 words)

19. Please describe your previous experiences in applying for funds from external funders, including the name of the funder, focusing on your organisation's approach over the years. (max. 300 words)



20.1 Does your organisation have a plan for funding its activities for the coming 1-3 years? (yes/no)

20.2 If yes, please explain your plan including the names of potential funders of your organisation.
(max. 300 words)

I hereby confirm that I want to participate in the Women on the Frontline programme and will make the necessary time available for the Organisational Capacity Development part of the WoF programme. (yes/no)

Thank you for your time to provide all these answers. We will contact you about the next steps in the Organisational Capacity Development programme.