

# EVALUATION AND FINANCIAL REPORT OF FAS 4-YEAR PROGRAMME

**Femmes Africa Solidarité**



**2004-2007 PROGRAMME  
ENGENDERING THE PEACE PROCESS IN AFRICA**

**Submitted To The Government Of The Netherlands**

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## I. EXECUTIVE SUMMARY

In this 2004-2007 Evaluation Report of the Femmes Africa Solidarité (FAS) programme on Engendering the Peace Process in Africa, we present our successes and review our shortcomings to enable us focus on the future more determined and enlightened for a sustained impact.

This four year programme marked a milestone for FAS because it not only enabled our growth on three continents-Europe, Africa and America but also afforded us an opportunity to establish and build strong local (African) and international networks for advocacy and leadership capacity building purposes.

### **Building Capacity**

In Africa, FAS invested in building the leadership and development capacity of women as the most effective strategy for creating political, social and economic change. Over the four year period, the organization stepped up its efforts to enhance women who were able to impact on their countries peace processes and development for a better future. To this end, FAS created the Pan African Centre for Gender, Peace and Development specifically for the training of African women in peace building and development issues so that they can effectively respond to the challenges in their communities and countries.

### **Advocacy**

FAS' global advocacy platform is based on a premise of working to build a culture of peace and at the same time push the African women's gender agenda forward. The overall objective is to mobilize and strengthen the capacity of women to contribute to decision-making processes for peace and development on the African continent. FAS' principal vehicle for advocacy is **activism**. The women from conflict areas are brought to international fora (United Nations agencies) as well as regional fora (African Union) to raise awareness about their plight and seek interventions.

### **Working in Partnership**

In order to have the most impact, FAS developed strategic partnerships at local and regional African and international level. This enabled the organization to expand its reach and demonstrate (to the local and regional African communities especially) the importance of 'sisterhood' in achieving common goals. This helped to influence policy change in some African countries which led to improvements in gender policy at the local level and more focused interventions at the international level.

The essence of networking for FAS is to share resources and action strategies in working for women's empowerment. Networking also allows FAS to stay in touch with what is happening locally, regionally and internationally and use the information and resources gathered in helping women in conflict areas. These networks are created with organizations that have similar goals with FAS.



## Challenges

These four years were not without challenges. The organization experienced financial and human resource difficulties.

There weren't enough financial resources for sustained lobbying and advocacy at the international level because the organization could only afford to bring a few women from conflict areas twice a year. This meant that increasing the visibility at the international level of the struggles of African women from conflict areas was limited. Experience has taught us that the most effective advocacy is one that is affected by those afflicted by the conflicts. This renders the advocacy more authentic and compelling which can bring about the desired outcomes.

On the human resource front, the organization did not have the capacity to retain a core working staff. FAS currently runs a bi-annual intern recruitment programme that helps it meet its goals. But the interns change every six months and this leaves a knowledge and experience gap. This gap can be filled if FAS is able to maintain key staff for purposes of continuity, sustainability and expertise.

## Financial Partners

We sincerely thank the Government of the Netherlands for their support in this four year programme. Without their commitment, our achievements would not have been possible.

We would also like to extend our gratitude to all the additional donors and institutions that supported this programme both financially and materially.

## The Future

FAS remains a women's movement working in a number of local African communities. The organization focuses resources where they will have the greatest impact, develops strategies to secure the future of its actions, and collaborates with a range of partners to strengthen impact.

Our work is a testament to our commitment to ensuring that the women of Africa have voices. We look forward to continued partnership with you in our future programmes.

**Bineta Diop**  
Executive Secretary



## II. BACKGROUND

FAS' programme cycle 2004-2007 on "Engendering the peace process in Africa" was developed to empower African women to assume a leadership role in conflict resolution and peace building. This goal was to be achieved through capacity building trainings and the creation of networks within conflict areas. Later the goal was expanded to include economic empowerment of women for sustainable development.

The programme was intended to focus on strengthening the Mano River Women's Peace Network (MARWOPNET), and creation of the Great Lakes network using the Mano River experience. FAS was also planning to link these two sub-regional programmes to its regional programme on the implementation of gender parity in the African Union with the launching of the 50/50 campaign, and the monitoring of the United Nations Security Council Resolution 1325 (UN SCR 1325).

At the international level, FAS would continue its advocacy and lobbying at some United Nations agencies through African women solidarity missions which would give visibility and recognition to their peace initiatives. The vehicles used for this advocacy and lobbying were and still are the Working Group on Peace of the NGO Committee on the Status of Women in Geneva (WG/Peace) and the NGO Working Group on Women, Peace and Security in New York. The activities undertaken by the two Working Groups are: monitoring the implementation of UN SCR 1325 (2000) (New York) and mobilizing support for African women peace initiatives (Geneva).

The lobbying and advocacy at the African regional and sub regional levels involved women solidarity missions being sent to the African Union Summits as well as to African governments to encourage them to include women in peace processes and appoint them to leadership positions in transitional and permanent governments.

FAS also continued its project on research and documentation of issues related to gender and HIV/AIDS in conflict zones, started in 2000. To support its advocacy and capacity building programmes, the organization strengthened its communication strategy through the production of a quarterly Newsletter and other publications documenting women's best practices, a well organized and updated Website, and video documentaries to illustrate its work.

This four year programme defined 5 axis of intervention:

- ❖ **The Mano River programme** aimed at contributing to efforts for engendering the peace and reconstruction processes for the empowerment of women within the overall framework of the revitalization of the Mano River Union, through capacity building and institution strengthening;
- ❖ **The Great Lakes programme** aimed at developing a base of women leaders in the Great Lakes region that effectively participate in the prevention, management and resolution of conflicts and create a sub-regional platform from which a lasting programme can be built;
- ❖ **The Regional programme** on mainstreaming gender in the African Union (AU) aimed at mobilizing and strengthening the capacity of women to contribute to decision-making processes for peace and development processes, and to ensure gender equality in the design and implementation of African programmes;



- ❖ **The International advocacy programme** aimed at incorporating African women's voices in any decisions made concerning peace, security and development. This advocacy targeted five UN mechanisms to work with: the United Nations Commission on the Status of Women (UN CSW), the UN Human Rights Council (UN HRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Committee, UN Security Council and UN Economic and Social Council (ECOSOC).
- ❖ **The Institutional building programme** focused on strengthening FAS' institutional capacity.

The overall budget needed for the programme amounted to 5,384,222 CHF and 4,832,969.97 CHF was gathered. The Government of Netherlands accepted, through its theme based co-financing programme, to provide 595,000 Euros (911,838 CHF) to support FAS' institutional building programme.

Four years later, what assessment can we make of the overall programme on “Engendering the peace process in Africa”? To what extent were each of the programme objectives listed above realized and how did they contribute to engendering the peace process in Africa? With regard to the Theme based Co-financing Programme from the Government of the Netherlands for the institutional building programme of this project, how did it help FAS in strengthening its institutional capacity?



### III. OVERVIEW OF FAS 2004-2007 ACTIVITIES

PROGRAMMES	2004-2007 ACTIVITIES	OUTCOMES
<b>1. Advocacy</b>	<ul style="list-style-type: none"> <li>▪ 4 Advocacy missions at the UN CSW</li> <li>▪ 7 Advocacy missions during the AU (African Union) summit</li> <li>▪ 4 Advocacy missions at the UNHCR</li> <li>▪ 7 Women's Pre-summit consultative meetings on Gender Mainstreaming in the African Union with an average of 40 participants at each one.</li> <li>▪ 1 Mission to Ivory Coast</li> <li>▪ A major Conference in Bamako, Mali to celebrate 10 years of FAS in Women's programmes.</li> <li>▪ High level meetings with President of Rwanda in Kigali</li> <li>▪ Peace Caravan to Liberia to celebrate Liberian President Ellen Johnson-Sirleaf's election. She was elected mainly due to the effective mobilisation of women in her campaigns.</li> <li>▪ Mission to Chad with 8 eminent women</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adoption and ratification of SDGEA by African Heads of state in 2004</li> <li>▪ Adoption and ratification of the Protocol on Women's Rights by 16 AU member States in 2005</li> <li>▪ The Tripoli Commitment adopted and ratified by AU Summit in July 2005</li> <li>▪ Dakar commitment adopted and ratified by Women's Ministers in 2005</li> <li>▪ AU Resolution on Gender adopted in 2006</li> <li>▪ 350 women participate in celebrating the inauguration of President Johnson-Sirleaf's as the first female President of Africa</li> <li>▪ Marwopnet and Great Lakes Region women advocacy mission to UNCSW in 2005</li> <li>▪ The Bamako Commitment was adopted through which participants pledged to work on a number of key ideas highlighting women's needs and concerns such as sensitization of African governments to put in place an Action Policy on UN SCR 1325 IN 2006</li> <li>▪ Advocacy mission of DRC women led to the inclusion of a gender equality principle in the Constitution of the DRC</li> <li>▪ In Rwanda, there was an increase in the number women parliamentarians partly attributed to the advocacy activities of the women</li> <li>▪ Advocacy activities with the French authorities, British Prime Minister and several other organisations</li> </ul>
<b>2. Capacity Building</b>	<ul style="list-style-type: none"> <li>▪ 3 Evaluation missions in the Great Lakes Region</li> <li>▪ 2 Workshops on the UN SCR 1325</li> <li>▪ 6 Teambuilding workshops for FAS employees</li> <li>▪ 1 Team building workshop for 24 women from Mano River</li> </ul>	<ul style="list-style-type: none"> <li>▪ Over 50 women from Mano River and 100 women from Great Lakes trained as advocates. They are used at African and International Fora to influence policies and programmes to ensure a gendered perspective.</li> <li>▪ The team building workshop provided advocacy skills for women leaders to advance the women's peace agenda</li> </ul>



<p><b>3. Institutional Building</b></p>	<ul style="list-style-type: none"> <li>▪ Increased core staff from 3 to 10</li> <li>▪ Opened FAS office in New York</li> <li>▪ Equipped all 3 FAS offices in New York, Geneva and Dakar with computers</li> <li>▪ FAS Dakar Office became operational</li> <li>▪ Increased FAS membership from 29 to 88</li> <li>▪ Increased FAS Networking partners from 17 to 41</li> <li>▪ Vice chair of 2 Committees: AUWC &amp; the Colloquium</li> <li>▪ 8 Reports of activities</li> <li>▪ Launched new FAS website</li> <li>▪ 8 Regular newsletters: FAS News</li> <li>▪ 7 Films documenting FAS activities</li> <li>▪ 40 Press releases</li> <li>▪ Creation of a database of members, networks, partners and media</li> <li>▪ 4 Board meetings</li> <li>▪ 1 General Assembly</li> <li>▪ 2 Task Force meetings</li> <li>▪ Creation of the Gender is my Agenda Campaign (GIMAC)</li> <li>▪ 10 year Study on FAS contributions to the women's peace movement</li> <li>▪ Steering Committees formed in Rwanda and Burundi regarding National Action Plans on UN SCR 1325</li> </ul>	<ul style="list-style-type: none"> <li>▪ With more staff, wider coverage in terms of regions and a larger network, there was an increase in Organisational activities</li> <li>▪ FAS is the coordinator of GIMAC which comprises 50 NGOs dealing with Gender issues during the AU Summits. The declarations of this group result in some adoptions by the AU Heads of State Summit.</li> <li>▪ Memoranda of Understanding (MoU) signed with Rwanda and Burundi for monitoring and supporting the implementation of UN SCR 1325 in the two countries.</li> <li>▪ MoU with UNDP and UNDEF funding for 2-year project on Building Democratic Institutions through Gender Equality in DRC'</li> <li>▪ As Vice chair of the Colloquium, FAS' main objective is to</li> <li>▪ In DRC, a network called Permanent Framework for Dialogue for Congolese Women (CAFCO) was created.</li> <li>▪ The Board meeting were used to evaluate the work of the organisation and chart a way forward.</li> <li>▪ Election of FAS member, Ms Gertrude Mongella as President of Pan African Parliament in 2004</li> <li>▪ The 10 year revealed the gains African women have made to get into leadership positions in African governments.</li> <li>▪ Various activities have been undertaken to provide information to FAS' various networks and partners on the importance of the Colloquium and how they could contribute to its success. FAS also played a key role in drawing the road map leading to the 2009 Colloquium.</li> </ul>
<p><b>4. Pan African Centre (PAC)</b></p>	<ul style="list-style-type: none"> <li>▪ Headquarters Agreement with Senegalese government in 2004</li> <li>▪ 3 committee meetings</li> <li>▪ 2 African Gender Awards presented to 3 presidents</li> <li>▪ 2 workshops: 1 one 'Gender and Peace building'; and the other on 'Gender and Conflict'</li> </ul>	<ul style="list-style-type: none"> <li>▪ Signing of Headquarters Agreement in 2004</li> <li>▪ President Wade and President Mbeki receive African Gender Awards in 2005</li> <li>▪ President Paul Kagamé receives African Gender Awards in 2007</li> <li>▪ A Memorandum of Understanding (MoU) with the University of Peace (UPEACE) in Costa Rica regarding PAC Programmes</li> </ul>

**NB: For more detailed table showing each year's activities, please go to Annex.**



## **IV. SUMMARY OF FAS 2004-2007 ACHIEVEMENTS**

This section highlights the main achievements of FAS' overall programme cycle 2004-2007<sup>1</sup> from two main different parts: the first part provides information for each year of the programme following a geographical emphasis; the second part takes a thematical approach stressing the important areas where the FAS programme had impact.

### **1) CHRONOLOGICAL & GEOGRAPHICAL FOCUS**

#### **YEAR 1 OF THE PROGRAMME - 2004**

##### **National**

- Signing of the Headquarters Agreement with the Government of Senegal regarding FAS Pan-African Centre for Gender, Peace and Development (PAC) located in Dakar, Senegal

##### **Sub-regional**

- MARWOPNET 4-day training workshop, as well as its Board and General Assembly meetings

##### **Regional**

- The adoption of the Solemn Declaration on Gender Equality in Africa (SDGEA) by the African Heads of State was a major achievement for the African women's movement. FAS played a leading role in this process.
- Along with the SDGEA, AU Heads of States adopted the integration of the African Women Committee for Peace and Development (AWCPD) into its mechanisms as the African Union Women's Committee (AUWC), for which the Executive Director of FAS became the Vice Chair.
- Organization of a Women's AU Pre Summit with about 60 participants
- Organization of an advocacy mission to the AU Summit

##### **International**

- Participation of MARWOPNET in the UN CSW in NY and at the Commission on Human Rights (CHR) in Geneva

#### **YEAR 2 OF THE PROGRAMME - 2005**

##### **National**

- Election of Ellen Johnson Sirleaf as President of Liberia thanks to women's effective mobilization in Liberia with an active participation of MARWOPNET Liberian chapter

##### **Sub-regional**

- Evaluation of the National Gender Caucus in DRC
- Signing of Memorandum of Understanding (MoU) with Ministry of Finland on FAS 3-year project on "National Action Plan on the Implementation of United Nations Security Council Resolution 1325 in three selected pilot countries in Africa"
- AWDF Award to FAS

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<sup>1</sup> FAS main former achievements (before 2004) can be found in Appendix 2



### **Regional**

- FAS Regional Office in Dakar became fully operational
- Organization of 3 Women's AU Pre-Summits with about 40 participants on average
- Organization of 3 advocacy missions to the AU Summits
- Launch of the Pan-African Centre on Gender, Peace and Development (PAC) in Dakar, Senegal. The Centre project was launched during the African Gender Award Forum and Award (AGFA) organized in Dakar in May 2005.
- First African Gender Forum (AGF) organized in Dakar on Dialogue between Arab Women on Economic and Political issues in partnership with the Arab Women's International Forum (AWIF)
- First Edition of the African Gender Award (AGA) following the AGF with 500 guests gathered at a festive evening to celebrate the winners of the inaugural Award, President Abdoulaye Wade of Senegal and former President Thabo Mbeki of South Africa
- MoU with the University of Peace in Costa Rica (UPEACE) was signed regarding the PAC
- Following the adoption of the SDGEA in 2004, the 'Gender is My Agenda' Campaign was created to support and monitor the SDGEA implementation by different African countries with FAS nominated by CSOs as Coordinator. All parties involved signed a MoU.
- The Protocol of Women's Rights is ratified by 16 member states

### **International**

- FAS Liaison Office in NY becomes operational
- Participation of MARWOPNET and women from the Great Lakes in the UN CSW

<b>YEAR 3 OF THE PROGRAMME - 2006</b>
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### **National**

- Creation in DRC of the "Permanent Framework for Dialogue for Congolese Women" (CAFCO) gathering 50 NGOs from 11 different provinces with FAS support.
- The work initiated by the Congolese women with the support of FAS and UN agencies led to the inclusion of the gender equality policy in the Constitution of the DRC

### **Sub-regional**

- MARWOPNET Secretariat Staffed with a Secretary and an Accountant
- MARWOPNET Peace caravan celebrating the first anniversary of President Ellen Johnson Sirleaf
- The Summit of the International Conference on the Great Lakes (IC/GL) saw the adoption of the Pact of Non-Aggression and the Plan of Action with a gender component and designated modalities for setting up the Secretariat.

### **Regional**

- Organization of a Women's AU Pre Summit with 50 participants
- Organization of an advocacy mission to the AU Summit
- 1<sup>st</sup> Short course organized by PAC
- FAS 10 year study on its contributions to the women's peace movement
- In June 2006, in Bamako, Mali, FAS organized its second "Conference on Gender, Peace and Security in Africa: Capitalizing on 10 Years of Women's Experience". At the close of the conference, participants adopted the Bamako Commitment through which they



pledged to work on a number of key ideas highlighting women's needs and concerns, in particular, sensitization of African governments to put in place an Action Policy on Resolution 1325.

- Given its experience in organizing pre-summit consultations since Durban 2002 and its coordinating role of the GIMAC, FAS also became Coordinator for the activities of CSOs dealing with gender issues during AU Summits
- 10 years anniversary of FAS celebrated with a Conference held in Bamako, Mali gathering 178 participants from 38 countries
- In June 2006, in Banjul, FAS was invited to participate in a meeting organized by the AU Gender Directorate (AUGD) and the UNDP Regional Gender Programme for Africa. FAS became a member of the Steering Committee of the Network on Gender, Peace building and Governance which brings together African activists working for the promotion of gender
- New responsibilities in relation to the AU with FAS, as the vice-chair of the AUWC, participating in the design of the AU gender mainstreaming tools of the AUGD
- With the support of the Government of Spain, another milestone achieved in 2006 was the creation of the African Women's Foresight Group (AWFG) with Ms Graça Machel, an international advocate for women and children's rights, as its President. AWFG aims to raise the profile of African women in governance.

### International

- The Working Group on Peace in Geneva and the Working Group on Women, Peace and Security in New York amplified the work of FAS in the field and influenced the UN Mission to Darfur including the Special Rapporteur on Women's Rights, Mr Yakin Ertuk.
- FAS extended its networking programme to women in Spain by taking part in the "Women for a Better World" meetings for the creation of a Network of African and Spanish Women
- The organization was actively engaged in the consultative process regarding the UN HRC in Geneva
- FAS produced a documentary film on its activities during the 50th CSW Session in NY
- FAS publications and films released such as Women in the front line (English) and in French 'Impression de Femmes'.

## YEAR 4 OF THE PROGRAMME - 2007

### National

- The AUGD and FAS sent a **joint peace and solidarity mission** to Ivory Coast to support women's participation in conflict resolution and the process of democratization
- MoU with UNDP and UNDEF funding for FAS 2-year project on "Building Democratic Institutions through Gender Equality in the DRC"

### Sub-regional

- 2nd Short course organized by the Pan-African Centre on "Gender and Conflict"
- Notable progress on UN SCR 1325 national plans of action project with a workshop in 2 of the 3 countries (Rwanda and Burundi)
- Preparatory Meeting for the Colloquium on Women's Empowerment and Leadership in Liberia in Monrovia. FAS has been designated as part Vice Chair-Africa under the leadership of Ms Gertrude Mongella, the President of the Pan African Parliament
- FAS Executive Director, Ms Bineta Diop, participated in a solidarity and fact-finding mission of eminent women to refugee camps in Eastern Chad led by Ms Mary Robinson,



former United Nations High Commissioner for Human Rights, which advocated for a ceasefire in Darfur

### **Regional**

- Organization of 2 Women's AU Pre Summits with about 90 participants on average
- Organization of 2 advocacy missions to the AU Summits
- Adoption of the Implementation Framework of the SDGEA and the Guidelines for Monitoring and Reporting on the SDGEA at the 7<sup>th</sup> Women's Pre-Summit
- FAS Evaluation on gender mainstreaming in Africa

### **International**

- FAS advocacy in Geneva and NY on Darfur influenced positively UN decisions. For instance the sending of the eminent women's mission to Chad to do fact finding and advocate for a ceasefire
- New FAS Website developed and uploaded
- FAS comprehensive internal communication strategy developed

## **2) THEMATIC FOCUS**

From 2004-2007, the main achievements can also be divided as follows:

### **❖ Peace and solidarity missions**

- Follow-up mission to MARWOPNET Guinean chapter in Conakry in 2004
- Evaluation missions to DRC, Rwanda and Burundi in 2004
- Mission to Ivory Coast in 2007
- Eminent women mission to Eastern Chad for a ceasefire in Darfur in 2007

### **❖ Democratization**

- Election of President Johnson Sirleaf thanks to women's effective mobilization in Liberia with an active participation of MARWOPNET Liberian chapter
- Supported women's mobilization in Sierra Leone elections
- Supported women's mobilization in DRC on the inclusion of gender equality in their Constitution
- Supported women's involvement in Burundi's democratization process

### **❖ Capacity building**

FAS has made it a priority to build the capacity of both its members and women on the ground in Africa. The organization has trained women as advocates, enabling them to influence policies and programmes on conflict prevention, management, and resolution, as well as peace building. They work to ensure a gendered perspective and increase women's effective participation in decision-making processes at all levels. From 2004-2007, FAS programmes have allowed the training of:

- over 50 women from the Mano River Region
- over 100 women from the Great Lakes Region



### ❖ **Advocacy**

- Organized 7 Women's Pre-Summit Consultations followed by 7 advocacy missions during AU summits
- Organized 4 advocacy missions in NY for the UN CSW and 4 in Geneva for the CHR/HRC with more than 25 panels
- High level meetings with President Paul Kagame of Rwanda in Kigali, with Mrs. Suzanne Mubarak of the Suzanne Mubarak Women's International Peace Movement in Geneva, with Ms. Louise Arbour, former High Commissioner for Human Rights and her staff in the Great Lakes, and with Mr Yakin Ertuk, the UN Special Rapporteur on Violence against women. Several meetings with President Abdoulaye Wade of Senegal, President Ellen Johnson Sirleaf of Liberia, President Amadou Toumani Touré of Mali, Hon. Nkosazana Zuma, South Africa-s Foreign Affairs minister, Ms. Graça Machel, President of the Foresight Group, Hon. Gertrude Mongella, President of the Pan-African Parliament.
- Launch of the "Gender is my Agenda" campaign in 2006 gathering 39 CSOs (at the time) and coordinated by FAS
- Over 500 women peace advocates took part in FAS programme

### ❖ **Instruments/frameworks adopted**

#### Women's declarations adopted at the Pre-Summits

- African Women's Contribution to the Declaration on Mainstreaming Gender in the African Union, June 2004
- Abuja Consensual Agreement, January 2005
- Tripoli Commitment, July 2005
- Dakar Commitment & Civil Society Framework and Guidelines for monitoring and evaluating of the SDGEA, October 2005
- Banjul Call for Action, June 2006
- Addis Call for Solemn Implementation & Civil Society Shadow Report on the SDGEA, January 2007
- Accra Inputs to the Grand Debate on Union Government and the implementation of the SDGEA, June 2007

#### AU adoption/ratification of women's declarations

- Solemn Declaration on Gender Equality in Africa (SDGEA), 2004
- Protocol on Women's Rights ratified by 16 member states, 2005
- Tripoli commitment adopted by Women's Ministers, 2005
- Dakar commitment adopted by Women's Ministers, 2005
- AU Resolution on Gender adopted, 2006

### ❖ **Policies/decisions adopted**

- A gender policy to serve as the continental framework for women's empowerment in Africa was developed by the AUGD
- A five year gender mainstreaming strategic plan developed by the AUGD is adopted to assist the AU in mainstreaming gender effectively within its programmes and policies
- The work initiated by the Congolese women with the support of FAS and UN agencies has led to the inclusion of the gender equality in the Constitution of the DRC



- The International Conference of the Great Lakes Summit saw the adoption of the Pact of Non-Aggression and the Plan of Action and designated modalities for setting up the Secretariat in 2006 with a gender component
- At the close of the FAS Conference in 2006, participants adopted the Bamako Commitment through which they pledged to work on a number of key ideas highlighting women's needs and concerns, in particular sensitization of African governments to put in place an Action Policy on UN SCR 1325
- Once elected, the President of Liberia pledged to appoint women to prominent posts in her administration. She vowed to put in place laws to empower women, enforce the tough laws against rape and other sexual offences, ensure that there were more female public servants, support initiatives for girl-child education and economic empowerment activities for women, especially the market women
- Following FAS intervention with other networks at the HRC in 2006 on the plight of women in Darfur/Sudan, and its request to include a gender perspective in the high level mission of the HRC, the Council appointed Ms Diop as part of the mission.
- Following the panel organized by FAS on "Women and War in Africa" at the HRC in 2007, the Council decided to send an Expert group to assess human rights situation in Sudan

#### ❖ Mechanisms/Structures mainstreamed

##### National

- Following her election, President Ellen Johnson Sirleaf lived up to her promise by giving important ministerial positions to women in her first cabinet
- Inter-Parliamentary Union statistics included in FAS study<sup>2</sup> show that much progress has been made to elect women as Heads of State, Vice Presidents, Speakers of National Assemblies, Ministers and other senior positions in post-transitional governments
- Many States<sup>3</sup> out of the 53 who adopted the SDGEA, have Gender Machineries that are responsible for overseeing the implementation of the SGDEA and other gender related commitments made by Governments. This includes policies on the eradication of poverty.
- 3 Steering Committees created in Burundi, Rwanda and DRC composed of women Ministers to pilot the UN SCR 1325 project.

##### Sub-regional

- ECOWAS gender desk improved with the parity principle put in place
- Mano River women ministers observed elections in Sierra Leone and Liberia
- Gender desk created in Burundi at the Secretariat of the International Conference in the Great Lakes (IC/GL).

##### Regional

- The AU Commission has **5 women commissioners** out of 10 since the adoption of the gender parity in 2002.
- The AU Commission upgraded its gender division under the Social Affairs Department into a full blown directorate known as the **Women, Gender and Development Directorate** (now AUGD) following the adoption of the SDGEA
- Along with the SDGEA, Heads of States adopted the integration of the African Women Committee for Peace and Development (AWCPD) into its mechanisms as the AUWC. The AUWC provides advice to the AUGD.

<sup>2</sup> Study on the Women's Movement for Peace and Security in Africa "10 years of practice: an impact evaluation"

<sup>3</sup> FAS evaluation on gender mainstreaming in Africa



- AUGD/UNDP Steering Committee of the Network on Gender, Peace building and Governance which brings together African activists working for the promotion of gender
- NEPAD opened a **Gender and CSO Unit**, and launched a **Gender Task Force** in 2005
- 2 out of the 5 seats at the **Pan African Parliament** are held by women, with Ms Gertrude Mongella, the President, a member of FAS.
- Election of Hon. Wangari Maathai as President of **AU/Economic, Social and Cultural Council** (ECOSOCC) created in March 2005

### ❖ **Monitoring of instruments**

#### African

- AU Gender Parity Principle
- Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (ACHPR)
- Solemn Declaration on Gender Equality in Africa (SDGEA)

#### International

- CEDAW
- Beijing Platform for Action (BPFA)
- UN SCR 1325
- Millennium Development Goals (MDGs)

#### **Women's Networks built**

- Creation of the national women's platform in DRC called "CAFECO" gathering 50 NGOs from 11 provinces
- The "Gender is my Agenda" campaign composed of 50 CSOs
- The African Women's Foresight Group composed of 35 African leaders
- The Spanish/African Network

### ❖ **Institutional developments**

#### New functions/responsibilities

Besides its previous functions (Co-Chair of the Geneva Working Group on Peace (WGP), Vice-President and Member of CONGO, Member of the Working Group on Women, Peace and Security), FAS was nominated to new functions and responsibilities in this period:

- **Vice-Chair of 2 Committees:** AU AUWC; Steering Committee for the Preparatory Meeting for the Colloquium on Women's Empowerment and Leadership in Liberia in Monrovia, due to take place in March 2009
- **Coordinator of the GIMAC** gathering 50 organizations focusing on thematic subjects and regions as well as partners such as UN agencies and OSIWA, and for the activities of civil society organizations **dealing with Gender issues during AU Summits**
- **Board member of 2 organizations:** The African Policy Institute and the Maurice de Madere French Fund
- **Member of 6 organizations/groups:** African Union's ECOSOCC, NEPAD Task Force, AUGD/UNDP Steering Committee of the Network on Gender, Peace building and Governance, African Women's Foresight Group, the 6<sup>th</sup> ICRC International Group of Advisers, and the CAUX Foundation.

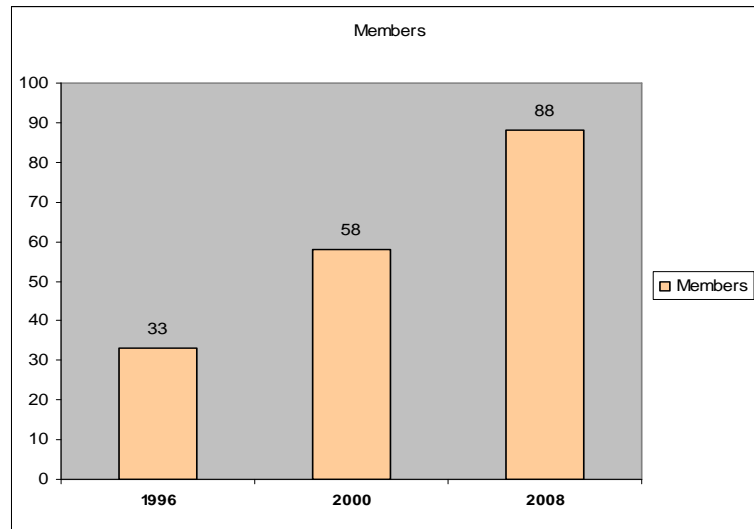
#### Human resources

- It increased its core staff from **4** in 2003 to **10** in 2007, which represents a 60% increase



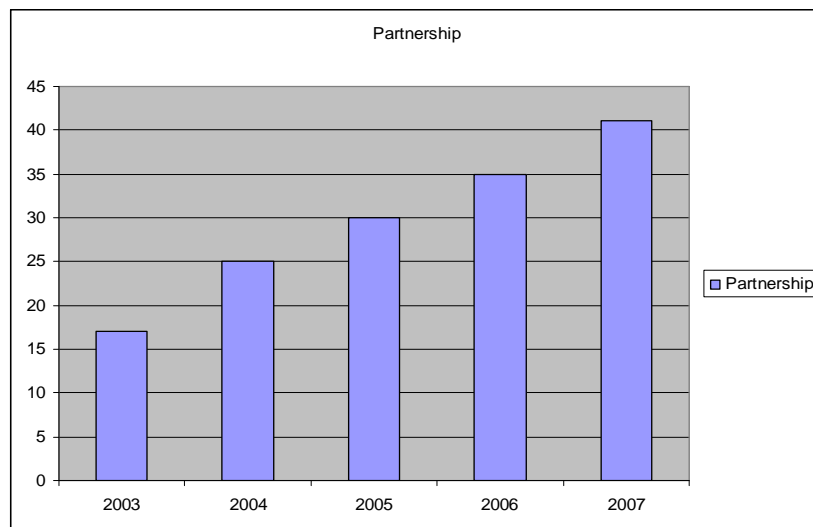
### **Membership**

- In 2003, FAS counted 29 members in comparison to 88 members at the end of 2007, which is a 67% increase.



### **Partnerships**

- FAS increased its number of partners from 17 in 2003 to 41 in 2007, which is a 58% increase.



### **Agreement and Memoranda of Understanding (MoU) were signed with the following partners:**

- A Headquarters Agreement with the Government of Senegal regarding the PAC located in Dakar, Senegal
- MoU with the University of Peace in Costa Rica (UPEACE) regarding the PAC
- In Rwanda and Burundi, a MoU between the Steering Committee, i.e. a national committee including women organizations as well as the relevant authorities in charge of monitoring and supporting the implementation on UN SCR 1325 in the country.
- MoU with UNDP and UNDEF funding for 2-year project on “Building Democratic Institutions through Gender Equality in the DRC”



- MoU with Ministry of Finland on 3-year project on “National Action Plan on the Implementation of UN SCR 1325 in three selected pilot countries in Africa”.
- MoU among networks of the GIMAC.

### Networking

- FAS got involved with new main networks from 2004 to 2007. This enabled the organization to increase its participation in events thanks to its large number of members. Some of them are: the Congolese women’s platform CAFCO, the African Women’s Foresight Group, GIMAC, Arab International Forum and WAWA.

### Research

- The study on the women’s movement for peace and security in Africa ‘10 years of practice’, provides knowledge on key peace and security issues. The **UN SCR 1325, the Protocol on Women’s Human Rights in Africa and the Solemn Declaration on Gender Equality in Africa**, are guiding tools for the advocacy programme.
- FAS’ evaluation on gender mainstreaming in Africa focusing on the African Women movement for peace and the GIMAC
- Many research papers and presentations have been developed every year by FAS for its advocacy work
- At least 1 official statement is released on the occasion of the Human Rights Council every year, and made available on FAS Website
- Several papers are shared every year among FAS members for their information on developments related to UN CSW, UN HRC and other international events.

### Communication

- The Website was completely revamped and is now regularly updated. Two new Websites have also been created for the African Gender Forum and Award<sup>4</sup> and the campaign “Gender is my Agenda” campaign<sup>5</sup>.
- 8 quarterly Newsletters, 4 booklets on women’s best practices, 3 booklets in relation to the “Gender is my Agenda” campaign, and 1 brochure on a training programme targeting business women were published
- FAS also produced 8 reports of activities, 2 thematic reports (one on Migration and Gender, the other on African Women pioneers), 1 major Study on FAS work from 1996-2006 and about 40 press releases and information notes
- 7 films documenting its activities (Women Pre-Summits, African Gender Forum and Award, training workshops), 1 film of FAS members testimonies on FAS work, 1 film of 3 theatrical scenes on African women, and 1 animation-film: The statue of the African Gender Award (AGA) inspired by the story of an African woman, called Nandi, designed as an animation-film, and distributed on DVD to promote gender mainstreaming in the African Union.

All the material produced under the Communication programme is either distributed at FAS panels or meetings and online for the newsletters and Information notes.

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<sup>4</sup> <http://www.africangenderawards.org>

<sup>5</sup> <http://www.genderismyagenda.com>



## V. MONITORING & EVALUATION

Since its inception, FAS has been sensitized to the need to assess its activities and working methods by continuously improving its self-assessment and reporting system. Since November 2005, an internship position has been devoted to the establishment of a Monitoring and Evaluation (M&E) system at the International Secretariat. The system was developed due to a need to create a systematic framework in order to facilitate and improve the work process and evaluate activities and functions.

This section presents the tools in a generic way. Specific monitoring and evaluation examples are provided under each programme evaluation. The current M&E system uses a number of different quantitative and qualitative tools to accomplish its objectives. The 2004-2007 programme for “Engendering the Peace Process in Africa” has been monitored and evaluated through a number of tools.

### 1) M & E TOOLS

#### ❖ **Planning tools**

- **FAS annual strategic planning** defines its specific objectives for the upcoming year based on its four planned activities, prioritizing and taking into consideration activities implemented, constraints, opportunities, new challenges and lessons learnt.
- **A yearly plan of activities and budget;**
- **“Aide-mémoire” for each activity:** FAS drafts an Aide-Memoire for each activity clearly articulating the context, objectives, strategies, activities, challenges and expected results. The Aide-Memoire also receives input from partners to gain a common understanding of a planned activity.

#### ❖ **Reviews and discussions**

- **Internal meetings:** Both the Geneva and Dakar offices have organized internal meetings to review the strategic planning based on feedback received from partners;
- **FAS & MARWOPNET board meetings and General Assemblies** provide important opportunities to review and discuss the progress of the network’s activities. The joint activities between FAS and MARWOPNET further provide opportunities for monitoring the effectiveness of activities undertaken;
- **FAS second “Conference on Gender, Peace and Security in Africa organized in June 2006, in Bamako, Mali,** provided space to hold the General Assembly and the Board Meetings. This was an opportunity to look into these challenges and identify the way forward.
- **A retreat for the Board** was organized in 2007 to look into the final evaluation of the overall programme of FAS and revise the proposal to start in 2008
- **Regular visits to partners and donor agencies** are organized by FAS Secretariat to inform and exchange information on the programme, its successes, new challenges and the way forward. FAS holds regular meetings with Gender Officers in UNDP, ECA, the AU, NEPAD.
- **Field visits of programmes** (DRC, Liberia, Sudan)



### ❖ Documenting tools

- **The Reporting Guidelines:** A set of guidelines and instructions concerning the objectives and outputs of various activities which FAS staff members use to guide them in systematically reporting, tracking and evaluating an activity or event.
- **The Event Activity Report:** The reporting guidelines are used to produce event/activity reports for all events attended by FAS. Qualitative and quantitative assessment indicators are made visible and recorded for further evaluation.
- **The Annual Audited Accounts:** Audited accounts are produced by an external auditor each year and are sent to all stakeholders who request them.
- **The Annual Financial Report:** The annual financial report provides more detail than the annual audited accounts. It includes a comparison of actual results against budgeted expenses and revenues and by key objectives and projects.
- **The Annual Narrative Report:** The annual narrative report presents the results of the year's activities at each programme level and by function, with the inclusion of the year's achievements, constraints and opportunities. This report gives narrative detail on events which FAS organized, participated in, or attended during the year
- **FAS board meetings and GA reports:** FAS prepares reports for its Board meetings and General Assembly.
- **MARWOPNET monthly reports, board meetings and GA reports:** Each of the three MARWOPNET offices sends a monthly report to FAS. Reports are also received following MARWOPNET Board meetings and General Assemblies.

FAS' strength is in documenting its activities and making the work of sub-regional women visible, appreciated, and disseminated within the AU, the UN system, relevant organizations, academics and researchers. Quality and regular reports are essential in this perspective.

### ❖ Evaluation tools

- **Questionnaires for events such as conferences and seminars:** Participants of conferences organized by FAS are requested to fill in questionnaires to assess on one hand the organizational side of the event and more importantly the quality of the programme and interventions. The questionnaire is usually composed of a number of closed answers and a second part of open questions that allow a more personalized feedback.
- **Evaluation forms for training:** An evaluation is conducted by trainers together with their local partners to ensure the fulfillment of the objectives of each workshop. Participants are requested to fill an evaluation form and comment on several components of the training: Organization of Conference/Training; Provision of Training/conference; Support Trainers/Facilitators; Content of Training programme; Follow up to Training.
- **Project mini-evaluation:** Throughout the duration of its projects, FAS conducts a series of mini-evaluations to ensure that projects are developing according to plans and to make adjustments where necessary.



## 2) COMPREHENSIVE STUDIES

An evaluation of FAS work is also included in a study undertaken by FAS in early 2006. The Government of the Netherlands also commissioned EOS, a consulting firm, to visit FAS offices in Dakar and Geneva, a year and a half ago following the beginning of the programme. They wanted to use FAS as a case study for their Theme-based Co-Financing Programme.

- **Study on the Women's Movement for Peace and Security in Africa  
"10 years of practice: an impact evaluation"**

In late 2005, FAS commissioned a study that would give a critical analysis of its work. The result forms the substance of a study documenting the contributions that it has made to international discourse on peace building from a gender perspective.

To undertake the study, four consultants conducted research and travelled to the field from January to February 2006, visiting Sierra Leone, Liberia, Guinea, the Great Lakes region and Kenya. Briefing and debriefing sessions were held between each mission at the Regional Office in Dakar to discuss the outcomes of the completed missions and prepare for forthcoming deployments.

Qualitative data was gathered through an interactive process in each of the countries visited. Questionnaires, focus group discussions, round table meetings and personal interviews were used to collect data. About 170 people were interviewed. In all these processes, open-ended questions were favoured to encourage women to speak at length about their experiences. The aim was to hear the stories of the women active in local, national, and regional women's peace organizations regarding their role in the specific issue of interest in their country. Further, it was important to assess their appreciation of the role played by the international peace building organizations working in Africa, such as FAS.

The study includes **a leadership bank, case studies and impact evaluation** of participatory advocacy practices and a **conceptual analysis of key concepts and terms**. It analyzes the result of ten years of work in peace building and conflict management, identifying lessons learnt and best practices and designing strategies for future action.

The results of the study will benefit women's peace groups for a better knowledge of their mechanisms and dynamics in an effort to strengthen their participation to democratization processes. It will also help FAS produce new tools to advocate more effectively and better meet emerging challenges that women's peace groups face.

*Speech by Elizabeth Rehn at the Conference on Gender, Peace and Security. 12 June 2006*

*The perhaps most important issue is though to get women to negotiation tables, replacing the warlords. Only then we can create a sustainable peace.  
Missing persons, impunity, economy of widows and sole caretakers,, DDR problems for women, property rights, health and social care, all are issues to be taken to the table, and should be solved there, not later in the future.*

While over the years African women have achieved commendable results, and African governments admittedly acknowledge that women's participation in the internal affairs of the African nations is critical to building democracy and fostering social progress as most African



states are signatories to the various treaties and conventions on gender equality, in practice, there is general lack of commitment or minimal form of action to realize these principles. Then, there is need for deliberate action by the Civil Society Movement to develop a framework and strategies that will ensure that gender continues to be in the fore front of developmental issues in Africa. This study falls into this perspective.

#### ▪ **Case Study of FAS mandated by the Government of Netherlands**

Mid 2005, one year and half after the beginning of the programme, the Government of Netherlands mandated EOS consulting to undertake an evaluation of FAS. The evaluation focused on the Mano River Programme. Unfortunately, the advocacy work of FAS in the AU was not visited.

Whilst the evaluation found the work of FAS to be commendable, it also observed that there were a number of shortcomings with the organization with regard to the financial and human resources.

On the financial resources, the organization carries out a number of fundraising activities with different partners to support its programmes. The funding by the Netherlands for the FAS institutional building programme helped the organization alleviate the human resource gap.

### **3) MAIN INDICATORS**

The following indicator questions help the organization provide information on its achievements:

- How many women have been trained and how many have they trained in turn?
- How many leaders have been sensitized and what changes in structures and policies have been achieved at all levels?
- What decisions on gender issues have been taken in regional and sub-regional bodies?
- How many women have full access to power structures and decision-making bodies, including how many women are posted as heads of mission, special envoys, peace negotiators, etc.?
- What streamlined actions and women's networks and partnerships have been built; what women's pressure groups have been created, e.g., the African Women's Peace Network;
- What progress has been achieved in terms of implementation of:
  - the Beijing Platform for Action;
  - the ratification of the Convention on the Elimination of all Forms of Discrimination Against Women;
  - the additional protocol to the ACHPR on women's rights;
  - UN Resolution 1325 (2000).
- What progress was made in terms of the application of regional and international legal instruments including those regarding the protection and promotion of women; how have they been implemented at the national level and how has domestic legislation been harmonized with international norms and regulations.?

### **4) RISK FACTORS**

Some of the identified risks associated with the effective implementation of the programme are:

- Lack of political will on the part of governments and other actors involved;



- Lack of strong communication networks between the groups and between them and their various constituencies;
- Unreliability of the contacts and focal points;
- Donor fatigue and difficulties in obtaining adequate funding to implement the Plan of Action;
- Key players may be discouraged by negative forces (such threats from disgruntled groups) from cooperating in the implementation of the Plan of Action;
- Trained women do not always reach grassroots women to enable them to benefit from the project.

## **5) M & E CONTRIBUTION TO FAS PROGRAMME**

The 10 year study has enabled the “Gender is my Agenda” campaign to reflect on what was done in the specified period, the constraints encountered and identification of 20 emerging issues and recommendations for the future. It also allowed FAS to further identify what it needed to focus on for the next cycle programme (2008-2012).

The Study also revealed that the evaluation should be seen as a “learning paradigm”, a continuous process rather than an on-off one. Indeed, it revealed that peace building is a long term process ripe with small successes and many setbacks. Peace building is an ongoing process which deals with conflict, which is by nature a human dynamic. Conventional evaluation methods may not always be appropriate for assessing whether an initiative is successful or not. Therefore the focus in terms of assessing the impact of peace building initiatives should be on sustained monitoring and learning instead of on-off evaluation.



## VI. INSTITUTIONAL BUILDING PROGRAMME

The overall objective was to strengthen FAS' institutional building with specific objectives on the advocacy, partnership, networking, research, communication and coordination components of the organisation. This part of the evaluation analyzes to what extent activities implemented contributed to the realization of the objective.

### a) Main Activities

Over the 2004-2007 period, the organization has been able to amplify its impact on all the stated components above. This is due, in part, to the financial support provided by the Government of Netherlands which agreed to cover the "institutional building programme" of the four year project. Other financial supporters for this programme are the Ford Foundation and the Governments of Switzerland and Luxembourg.

#### ▪ Advocacy

The advocacy impact was intensified because of the following factors: (1) increased advocacy of the organization's associate member organizations and individual members, (2) increased partnerships, networks, research and communication activities; and (3) a larger FAS human resource capacity spread out in Africa, America and Europe.

FAS made it a priority to build the capacity of both its members and women on the ground in Africa. The organization trained women as advocates, enabling them to influence policies and programmes on conflict prevention, management, and resolution, as well as peace-building. They worked to ensure a gendered perspective and increase women's effective participation in decision-making processes at all levels. Examples of women who have benefited from this training and exposure are from the Mano River (MARWOPNET), and in the Great Lakes from the three national platforms CAFCO, CAFOB and Pro-Femmes. During the four year period, over 500 African women have played a role as peace advocates.

***One respondent from DRC had this to say about FAS' work: "Before I came in contact with FAS, I was a rebel and strongly believed that warfare was the most definite way of solving the problems we faced. Coming in contact with FAS allowed me to listen to other women's experiences and this changed my whole perspective of the role I could play. Now as a minister, I am able to look at these things very differently."***

#### ▪ Partnership

An organization such as FAS would not be as successful as it is without the support of various partners. Therefore, it continually strives to build strategic partnerships and link with all stakeholders such as organizations, policy makers and implementers within governments, regional bodies and United Nations agencies. By so doing, it reinforces initiatives related to gender, development, peace-building, post-conflict reconstruction, building of democratic institutions and avoid duplication in the implementation of programmes. From 2004, FAS has increased its number of partners from 17 to 41, which represents a 60% increase.

Between 2004 and 2007, FAS worked with a variety of technical and funding partners: Governments, Development Cooperation Agencies, UN agencies, Foundations, International and



African NGOs. Over the years, it has been invited to participate in more than 25 meetings/events taking place in Africa, Europe, the USA and even Asia. Ms Diop, members and staff represent the organization.

**At the sub-regional level**, activities have been implemented in partnership with the UNDP, the UNIFEM, the United Nations Democracy Fund (UNDEF), UNFPA, the OSIWA, the African Women's Development Fund (AWDF), CORDAID, the Governments of Finland and Norway for the Mano River and Great Lakes programmes.

**At the regional level**, FAS has implemented its activities in partnership with:

- The AU including the AUWC, the Pan-African Parliament (PAP), UNECA, UNDP, UNFPA, NEPAD, ACHPR, ECOSOCC and Roll Back Malaria for mainstreaming gender in the African Union and implementing the SDGEA;
- The 50 African CSOs involved in the "Gender is my Agenda" Campaign to move forward the SDGEA implementation;
- ALF, AUGD, AWDF, UNECA, OSIWA, the Government of Finland and GTZ (Germany) for the organization of Women's Pre-Summits;
- The Governments of Luxembourg, Senegal, Mali, South Africa, and the Global Fund of Women for the organization of the Conference on Gender, Peace, and Security in Africa held in Bamako in 2006;
- NEPAD, UNIFEM, AWDF, AU, the African Development Bank (ADB), the International Organization for Migrations (IOM), OSIWA, UNECA, the Organization of the Francophone (OIF), the Senegalese Ministry of Family and Female Entrepreneurship, the Diasporan Touch, the Governments of Italy and Portugal for the African Gender Forum and Award.

FAS' insights and expertise on Africa, peace and gender was requested by Trust Africa, a newly established Foundation launched by the Ford Foundation to support African NGOs. The United Nations Office for West Africa (UNOWA), the UN Office of the Special Adviser on Africa (OSAA), the UN Office of the Special Adviser on Gender Issues (OSAGI), and the UN Department of Economic and Social Affairs (DESA), UNFPA, IOM and ADF have also invited FAS to share its experience on its areas of expertise. FAS is also regularly invited by UNDP Regional Gender Programme for its expertise on gender and peace building in Africa.

IOM launched a Database on Migration, the first of its kind, initiated in partnership with FAS and the UK-based organization Africa Recruit.

**At the international level**, FAS has been working on bringing gender issues into the international agenda, in particular through the implementation of UN SCR 1325, in partnership with the Office of the High Commissioner of Human Rights (OHCHR) in Geneva, the UN Division on the Advancement of Women (DAW), UNDP and Roll Back Malaria. FAS has also been invited by CORDAID, TICAD (Tokyo International Conference on African Development), DFID, the Government of Spain, the Government of the Canary Islands, and the Conrad N. Hilton Foundation to share its experience in its areas of expertise.

**For the establishment of the Pan-African Centre on Gender, Peace and Security** for building the capacity of women by providing them with advanced training, information, research and documentation skills to promote gender parity in peace building and development initiatives in Africa.. The Centre has been developing relationships with UNDP, UNFPA, UNICEF, UNITAR,



OSAA (Office of the Special Advisor on Africa), OSAGI (Office of the Special Advisor on Gender Issues), UPEACE, Instituto de Empresa of Spain, UCAD (University of Cheikh Anta Diop in Senegal), ICRC and the Government of Senegal.

**FAS' institutional support** was mainly covered by the Government of the Netherlands along with Ford Foundation, the Governments of Switzerland and Luxembourg. This allowed FAS to build its capacity by opening a Regional Office in Dakar, which has established the PAC and a Liaison Office in New York. These organizations also contributed to the strengthening of FAS' networking and partnership capacities.

This major increase of partners had a positive impact on the mobilization of financial resources for the organization's programmes. Medium and long-term commitments are still very difficult to get, and more of them are needed to ensure the sustainability of the programmes. FAS has been working on a fundraising strategy towards the private sector to complement traditional financial partnership with Cooperation agencies, Governments, the UN system and foundations.

## ▪ Networking

One objective was to develop strong networking relations with civil society organizations around a common agenda. FAS participates in networking activities with the aim of developing strong relations and mobilizing resources to maximize voices at the decision-making levels and learning from the experiences of others on gender and women's empowerment. It identifies partner organizations according to their expertise and policy (peace, security, gender and development), their geographical location (conflict-affected countries) and outreach capacity (umbrella organizations).

During the 2004-2007 period, FAS worked to coordinate and link with the following networks and organizations committed to peace building, reconstruction and development initiatives in Africa:

- integrated existing networks like the ICRC international Adviser Group, Roll Back Malaria, the Migrants Rights International Networking, and the International Women Leaders on Global Initiative.
- integrated networks that were created with FAS involvement like the "Gender is my agenda" campaign, the NEPAD Gender Task Force, the African Women's Foresight Group and the Spanish/African Network.
- linked with networks like CAFCO that was created with FAS support.



NETWORKS / *New networking relationship with FAS		
Sub-regional	Regional	International
<u>Mano River</u> MARWOPNET - Consortium of an estimated 30 umbrella organizations operating in multi-sectoral areas which focus on promoting peace and development. The largest member organizations include - the Coordination of Women's NGOs in Guinea (COFEG) - National Women NGO of Liberia (NAWOL) - Liberia Women's Initiative (LWI) - Sierra Leonean Women's Forum (SLWF) - MARWOPNET Chapters in Liberia, Guinea and Sierra Leone	*Gender is my Agenda Campaign (50 women's groups, regional bodies, UN agencies and governments from 28 African countries) coordinated by FAS created in 2006	CONGO (500 members)
<u>Great Lakes</u> - CAFOB in Burundi, an umbrella of 36 women's associations created in 2006 - Profemmes Twese Hamwe in Rwanda composed of 48 members - CAFCO* - in DRC, an umbrella body of 50 NGOs	*African Women's Foresight Group (35 African Leaders) created in 2006	NGO/CSW (60 NGOs)
<u>Horn of Africa</u> - Save Somali Women & Children - Sudanese Voice for Peace - Sudanese Women Forum - Ethiopian Women Lawyers Association - National Union of Eritrean Women	* ISIS-WICCE	Working Group on Women, Peace and Security in New York (11 NGOs) Working Group on Peace in Geneva (50 NGOs) Arab Women International Forum; ICC; S.M. Foundation *ICRC International Group of Advisers *NEPAD Task Force including FAS, FEMNET... *Roll Back Malaria (network-KVINNOFORUM) *Network of African/Spanish Women - 2007 *Migrants Rights International Networking *International Women Leaders on Global Security Interventions

## ▪ Research & Documentation

FAS consistently seeks to increase its knowledge of women's issues and enhance the impact of its advocacy activities on women and peace. As such, it attempts to improve research and documentation on its activities to foster and promote peace building and gender-mainstreaming initiatives.

The Research section was created in October 2005. Research is undertaken as a primary activity as well as a component of programmes implementation. The objective of this section is to produce reliable data for use either internally to support its work or for dissemination to members like MARWOPNET. The effective use of the Internet is crucial in furthering these aims, especially for



the distribution of the various documents produced in the last 13 years that constitute also a great source of information.

FAS interns take an active role in conducting research and analysis on gender, peace and developments issues, and in monitoring developments regarding international instruments such as UN SCR 1325 and the MDGs.

The following are some of the research papers produced:

#### **For internal support:**

- To monitor specific country situations especially where FAS is involved and is looking to get involved and relevant topics and themes (e.g, migration, economic empowerment) to increase its knowledge about them
- To provide technical support to MARWOPNET
- To support the creation of a comprehensive database of contact-names of members, partners, donors, networks and media composed of over 5000 entries by the end of 2007
- To provide content and support for analysis for the production of background documents, project proposals/funding proposals, statements
- To provide content and support for analysis for the production
- To provide support to the Scientific Committee for the African Gender Forum and Award

#### **For members and partners support**

- To provide working documents for each major event such as Women's Pre-Summit Consultations or African Gender Forum and Award, FAS researches and writes *Aide Memoire* background documents for the use of its staff, partners and participants of the events.
- To allow the production of methodological tools such as the two best practice manuals on its work in the Democratic Republic of Congo (DRC) and in the Mano River region of West Africa, planned to be issued respectively for 2008 and 2009.

#### **For international advocacy**

- To produce each year FAS **statements** at the CSW and HRC sessions. In 2007, four oral statements and one written statement were made to HRC. Some of these statements are covered by the media (print, radio, or Internet). FAS also prepares **position papers**. In 2006, FAS undertook **five research papers** in preparation for its participation in conferences and **eight background research documents** for its different activities.
- To make each year an average of 10 presentations for delivery by the Executive Director at various international events such as the EU Development Days in Lisbon, Portugal, the ICRC Advisors Meeting in Geneva, Switzerland, and the International Women Leaders Global Security Summit in New York, USA.
- To document processes, experiences and activities, and support the production of publications and other FAS communication tools listed in the section below.

### **■ Communication**

FAS communication tools consist of its comprehensive Website, publications, reports, statements, press releases and audiovisuals. A **Communication and Information Function** is the focal point for media related activities. Also, a **Website designer** is creating a new Website that will make it interactive. Both support the programmes carried-out in all its offices - Geneva, New York, and Dakar.



## Strategic document

A communication strategy was developed in 2007 in order to adopt a more strategic approach to communication activities. The strategy includes the use of communication tools (press releases, newsletters, information notes, broadcast media, brochures, posters, radio and television interviews and fact sheets) in order to disseminate information about activities, projects and programmes to members, networks, media partners and donors.

## Information dissemination

The effective dissemination of information produced is a cornerstone of the communication strategy. On one hand, the effective use of the media can help FAS promote its activities and the impact of its programmes at the sub-regional, regional and international levels. On the other hand, the good management of the database (its regular update, relevant dissemination) is also a critical factor for an effective dissemination, as much as the good use and management of its Website.

In order to facilitate this dissemination, FAS has created a database of members, partners, donors, networks and media composed of over 5 000 entries by the end of 2007 who are interested in its work. This database receives regular updates on FAS activities via internet by e-mail, as this is the most cost-effective and rapid means of reaching readers.

Some positive results have already been seen with increased coverage in the local and international media of its activities and a more responsive network that give feedback on information sent to them.

## Websites

In June 2007, FAS launched its new Website. The Website is now more engaging, user-friendly, and easy to update. It includes news on FAS activities, publications, as well as useful external resources. The Website enjoys more visits than its previous version, and the Information and Communications Officer in the International Secretariat can easily update the Website with the help of the Webmaster. A section for media contacts has been added to the database and is regularly updated for use by the Information and Communications staff.

New opportunities are also presenting themselves. More media such as Webcasts and audio files can now be uploaded from the Website. As FAS works more with television and radio outlets, this new Website is an excellent tool to demonstrate the scope of media coverage that the organization enjoys.

One constraint is the lack of a French version of the Website. This issue will be addressed as funding becomes available to have a full-time translator and bilingual webmaster.

Besides its main Website, FAS has also created specific Websites for the African Gender Forum and Award and the “Gender is my Agenda” campaign.

## Publications

From 2004 to 2007, FAS produced the following publications:

- 9 FAS Electronic Newsletter called “FAS News” since its creation early 2006
- 2 bi-annual Newsletters “Gender is my Agenda” campaign, issues of January and June 2007 (English and French)



- Booklet: “Engendering the Peace Process in West Africa: the Mano River Women Peace Network”
- Booklet: “Women Peace Building in Africa: The Case of the African Women Committee on Peace and Development,” in collaboration with the AWCPD
- Booklet: “Intégrer la Perspective Genre dans le Processus de Paix en République Démocratique du Congo” - French only
- Booklet: “Launch of the UN SCR 1325 implementation project, Burundi”
- Civil Society Shadow Report on the Solemn Declaration on Gender Equality in Africa (English and French)
- Civil Society Shadow Report on States’ Implementation of the SDGEA
- Civil Society Guidelines and Mechanism for the Implementation, Monitoring and Evaluation of the Solemn Declaration on Gender Equality in Africa (English and French versions)
- Brochure “Training and Mentoring Programme for Women-Led Business Project in Liberia, South Africa, DRC, Mozambique, Senegal and Rwanda”
- FAS also contributed to the NGO/WGP publication “ Women’s Best Practices”

## Reports

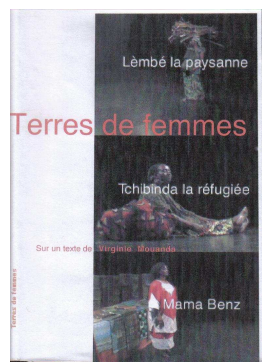
FAS produced the following reports:

- 4 Annual Reports, also available on the Website
- 2000-2005 Report of Activities “Engendering the peace process in Africa”
- Final report of the 1<sup>st</sup> Edition of the African Gender Award and Forum
- Report of activities of Women’s Pre-Summits (9<sup>th</sup>, 10<sup>th</sup> and 11<sup>th</sup> Pre-Summits)
- Report on African Women Pioneers
- Migration and Gender in the African Context
- Study on the women movement for peace and security: 10 years of practice

## Audiovisuals

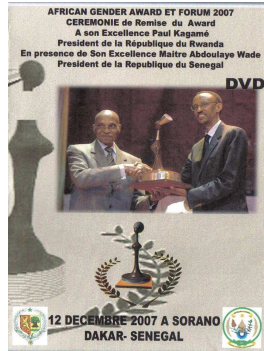
Besides print documentation, FAS also produced several films to be used for documenting and advocacy purpose:

- Documentary film called “Nandi, the African”. Nandi symbolizes the African women.
- A DVD on theatrical scenes called “Terre des Femmes” (Africa Women’s World) in collaboration with a theatrical group in Paris, France with the support of OSIWA. This film is being continually distributed at FAS events to members and partners.





- Films on the 2<sup>nd</sup> Edition of the African Gender Forum (AGF) and the African Gender Award



- Films on the 9<sup>th</sup> and 10<sup>th</sup> Women's Pre-Summit Consultation on gender mainstreaming in the African Union
- Film on the African Women's process leading up to the 9th Pre-Summit Consultative Meeting on Gender Mainstreaming in the AU
- Film on the FAS/UPEACE workshop on Gender and Peace building organized by PAC in Senegal
- A documentary film on FAS activities during the 50 CSW session in New York
- "Women in front line" (English), Impression de femmes (French)

## Media Relations

FAS also works increasingly with the media to help publicize and arrange coverage of its major events. It established and strengthened existing relationships with local and international media agencies and offices by sending them press releases, organizing press conferences, producing press kits for distribution to media representatives and conducting TV and radio interviews.

FAS has been producing, on average per year about 5 regular press releases and information notes to report on FAS activities. They are widely disseminated to members, networks, the media and posted on the Website. The Information and Communications Officers of the Geneva and Dakar offices collaborate on the majority of these. Among these, approximately half were produced in both English and French. Some press releases were produced by external media consultants.

FAS has also been organizing regular press conferences: Press conferences were organized during the 9<sup>th</sup> and 10<sup>th</sup> Women's Pre-Summits and at the two African Gender Forum and Award in 2005 and 2007.

## Media Coverage

For the two African Gender Forums and Awards in 2005 and 2007 in Senegal, FAS invited Pan-African as well as international and local media: APA News, Panapress New African magazine, BenTV (UK), BBC World Radio (UK), Radio France Internationale (France), Pamuzinda Productions (South Africa), West Africa Democracy Radio (WADR), RTS (Senegal) 2sTV (Dakar), and various local media (Dakar). The 2<sup>nd</sup> African Gender Forum and Award was covered on a programme on SABC called "Eye on Africa" and produced by Pamuzinda Productions.



In 2006, FAS participated in a live worldwide radio show in New York organized by the International Women's Tribune Centre Office and Radio Fire on the occasion of the 6<sup>th</sup> anniversary of the UN SCR 1325. 7 interviews were also held with FAS members on emerging issues by RFI, le Quotidien Newspaper, GFM/Radio Gold and Frontpageafrica.com. An article on FAS work was also included in the 4<sup>th</sup> issue of "Byblos" Switzerland, a national and international multilanguage book published in 6 languages/10,000 copies distributed in five star hotels.

Following FAS' participation in a mission to the refugee camps in eastern Chad, it was featured in magazines such as *The Times* (Mary Robinson: Leader's role in ending the misery in Darfur, 3 September 2007); *Press Association UK* (Robinson in pleas for Chad women, 4 September 2007); *Sudan Tribune* (Prominent women plead for action on Sudan's Darfur, 6 September 2007).

Ms Diop was profiled in the French-language magazine *Continental* in November 2007. The project in the DRC was the focus of an article in the *News from the Field*<sup>6</sup> available on UNDEF Website. Christophe Farah, producer of *The World Today* on BBC Radio in London, England, interviewed Ms Diop during the African Gender Forum in December 2007. She was also interviewed on two programmes on RFI, *Elan* (hosted by Benson Diakité) and *Reines d'Afrique* (hosted by Kidi Bebey).

In 2007, during the 5th Session of the Human Rights Council in Geneva, Switzerland, FAS statements were covered by *Tribune de Genève* (Switzerland), the *Human Rights Tribune* (Switzerland), Reliefweb (USA), the Website of aidh, and the *UN Press Centre* (USA).

For the 7 Women's Pre-Summits Consultations organized from 2004-2007, FAS has been inviting Pan-African print media like the New African Magazine, TV and news agencies like Ethiopian TV and Ghana News, as well as international ones like BenTV and GFM radio both from the UK. For Internet, Panapress was targeted. The most comprehensive coverage of the Consultations has been done by the local media and Panapress. In October 2007, the launch of the FAS 10 year study<sup>7</sup> in Dakar was covered by the local media and news agency Panapress.

## Promotion/Advertising

FAS has also started to promote its events with radio and TV spots:

- TV Spot for the 9th AU Pre-Summit Consultative Meeting on Gender Mainstreaming in the AU
- Radio Spot for the 10th Pre-Summit Consultative Meeting on Gender Mainstreaming in the AU
- TV Spot for the Second Edition of the African Gender Award

## ■ Coordination

Strengthening the coordination capacity as a mechanism for effective operation of the organization was another specific objective of this programme. Activities involved the establishment of an operational regional office in Dakar and a liaison office in NY, the cohesion of FAS members and staff, creation of effective communication channels among the three offices,

<sup>6</sup> <http://www.un.org/democracyfund/XNewsDRC.htm>

<sup>7</sup> Study on the women's movement for peace and security: 10 years of practice



and the mobilization of sufficient human and financial resources for the sustainability of the programme.

### **New offices and staff**

With the opening of the Dakar Regional and New York Liaison Offices, FAS tremendously enhanced its advocacy work. There was more human resource available than in 2003. While FAS had 4 core staff in 2003, it increased to 11 in 2007 (4 in Geneva, 1 in NY, and 6 in Dakar). This positive development was mainly made possible by the funds from the Government of Netherlands's Theme-Based Co-financing Programme.

During the four year programme, FAS' work was supported by an average of 12 interns (5 in Geneva, 4 in New York, 3 in Dakar). This complement of human resources is extremely valuable to its work, even though the interns change on a bi-annual basis.

More than 5 consultants have been also mandated to work on specific projects during this time period to support FAS wide scope of activities.

#### FAS Secretariat in Geneva, Switzerland

FAS established its Secretariat in Geneva in 1996 in order to facilitate its efforts in partnership and networking, as well as to maximize the visibility of women's initiatives at the international level. It serves as a contact point for international organizations, NGOs and donor agencies.

The full-time staff at the Secretariat in Geneva consists of the Executive Director, a Coordination Officer, a Finance Officer supported by the Government of Switzerland and interns in the following functions: Partnership and Fundraising; Networking; Information and Communication; ; Monitoring and Evaluation; Research; a Focal Point for the African Gender Award and Forum, and a Webmaster.

It coordinates FAS programmes at the international level and contributes to maximize the visibility of women's initiatives. The Geneva Office has the responsibility of advocacy activities at the Human Rights Council, of maintaining contact with other UN agencies such as UNHCR and OCHA; and works closely with the Conference of NGOs (CONGO) and its committees such as the NGO Working Group on Peace.

The Geneva Office carries out advocacy work at the UN Human Rights Council (HRC), the meetings of the CONGO, the Geneva NGO/CSW (part of CONGO) and the Working Group on Peace (WGP), as well as other meetings in Geneva. CEDAW has recently moved its headquarters to Geneva; therefore FAS will be working more closely with it. The Secretariat has been transferring work and responsibilities to the Dakar Office for the latter to take over an increasing amount of operational activities.

#### FAS Liaison Office in NY

In 2004, FAS has set-up a Liaison Office in New York to provide FAS with permanent representation in New York, allowing for greater access to the United Nations-NY and ensuring wider civil society partnerships. The opening of a liaison office in New York complements FAS advocacy activities, previously governed exclusively from the International Secretariat in Geneva.

The Office in New York is represented by a Coordination Officer and four support interns in Research, Partnership, Networking and Communication. It works closely with the UN, the CSW



and the NGO Working Group on Women, Peace and Security to promote the implementation of UNSCR 1325.

Since its creation, late 2004, the New York Office participated in all the sessions of the Commission on the Status of Women (CSW) held in New York, the October Advocacy Week on Resolution 1325 and other activities organized by the Working Group on Peace and Security Council and various UN partners.

#### FAS Regional Office in Dakar

The Regional Office based in Dakar was established in 2004 but only operational by March 2005. The opening of a regional office in Dakar was incontestably a new strategy aimed at getting closer to African women networks that benefit from FAS support to better assess their needs and expectations, but it was not an easy process. Time was needed to provide the office with the necessary logistical materials and human resources, and the recruitment process took up to one year.

The Dakar office enables FAS to better support women's peace activities by strengthening local organizations and advocating for the greater awareness of women's efforts in the field. In this capacity, FAS is better able to facilitate its programmes on the African continent, especially in the sub-regional level of West Africa and the Great Lakes region.

The full-time staff at the Regional Office in Dakar consists of a Programme Officer, Information and Communication Officer, an Administration and Finance Officer, a Coordinator for the Pan-African Centre, a Coordination Officer, a Programme Officer Assistant, and an Administrative Support Officer. In December 2007, the Dakar Office reinforced its support with the recruitment of a Programme Officer Assistant, and an Administrative Support Officer. Throughout the year, the office relied on 3 motivated interns who provided support to the full time staff.

It is responsible for all field activities, project design and implementation and the relationships with grassroots organizations and NGOs and networks as well. The office plays a paramount role in developing, strengthening and promoting the leading role of women as agents for change in Africa. Furthermore, the Dakar team contributed to the design and drafting of all the documents supporting the Programme of the Pan-African Centre for Gender, Peace and Development (PAC)<sup>8</sup>.

The Regional Office organized the 2 training workshops of the Pan-African Centre for Gender, Peace and Development on Gender and Peacebuilding in Senegal, the 8<sup>th</sup> Pre-Summit Consultative Meeting on Gender Mainstreaming in the African Union in Banjul, Gambia in June 2006 and FAS Conference and General Assembly in Bamako. It also supported the regional and sub-regional programmes and participated in various regional activities.

#### **FAS membership and governing bodies<sup>9</sup>**

FAS is composed of individual members and associate members from 35 African countries (88 individuals and 19 NGOs). Membership has increased by 67% since 2004 (29 members)<sup>10</sup>. Members contribute voluntarily to the implementation of the programme in the field by conducting training seminars and participating in advocacy activities. They meet at a General

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<sup>8</sup> See "Pan-African Centre for Gender, Peace and Development programme" section of this document for further information.

<sup>9</sup> Full list under Appendix 4

<sup>10</sup> See Appendix 5 for details on FAS membership evolution



Assembly every three years in a plenary session where its Board Members are elected and its general policies and strategic activities are reviewed and planned.

**The Advisory Board** is composed of 15 eminent personalities such as Ruth Sando Perry, former Acting Head of State of the Republic of Liberia, who contributed to the promotion of peace in Africa. The members are selected in accordance with their outstanding achievements in the areas of peace-promotion, peace-building and their role in the obtainment of women's human rights. They serve as advisors to the Board and represent the organization at important events. Like the members of the Executive Board, they are involved in fundraising and advocacy activities.

**The Executive Board** is composed of 8 African women from different backgrounds, all of whom work on a volunteer basis. The Executive Board meets once a year convened by the President. The Board elects the President of the Board from among its members. Between meetings of the General Assembly, the Board is in charge of the direction of FAS, within the framework of general policy and orientation defined by the Assembly to which it is responsible. The Board appoints an Executive Director and a Treasurer who both sit at the Board. They remain in contact with the Secretariat while living and working in Africa, and conduct FAS activities throughout the continent. The Executive Board is responsible for the overall overview of the organization which includes establishing broad policies, appointing and evaluating the Executive Director, who is in charge of the day-to-day activities.

Task forces<sup>11</sup> were also formed in Geneva and New York to support FAS activities.

Between 2004-2007, 1 General Assembly (GA) and 5 Board meetings took place on the margins of the Women's Pre-Summits, the African Gender Award and the Conference held in Bamako. At Board meetings usually FAS members review the audited report, the previous year's activities and discuss the way forward including with regards to fundraising strategies.

### **Cohesion among members**

Building a network of institutions can be a daunting task because of the diversity and the originality of FAS' multi-dimensional approach (national, sub-regional, regional and international). There is a need for continuous leadership and team building for constituent members and staff to ensure their commitment to value-added of the coalition to the work of their respective organizations.

### **Staff team building and capacity-building**

FAS also conducted numerous team building workshops and training sessions to build capacity and reinforce a comprehensive vision of its mission, objective and role of each staff member. Specific meetings focused on building its advocacy capacity and its ability to strengthen the ability of African women to participate in their respective countries' peace and security processes.

The Dakar Office organized 4 team building meetings and several staff meetings throughout 2006. In Geneva, the International Secretariat held 7 teambuilding meetings and several staff meetings. Other meetings to review the programme, mid-term evaluations, planning sessions and reviews of three month planning sessions were also held. A 2-day staff retreat comprising all the staff of the regional office, the NY representative and most staff of the Secretariat took place in December 2007. Staff from the three offices participated in the 50th CSW session in NY in March 2006 as a way to strengthen **team building among the three offices**.

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<sup>11</sup> See full list under Appendix 4



## **b) Evaluation Process**

The board and General Assembly, annual reports as well as the Conference in Bamako allowed FAS to monitor and evaluate the programme progress, obstacles, risks and opportunities, and new orientations.

## **c) Lessons Learnt**

Staff coordination and capacity still remain an issue. At certain periods in 2007, FAS staff found themselves overworked in order to effectively implement the programmes. Support from teams of up to 5 interns, who work on a sixth-month basis, has been very valuable, but training and acclimatisation takes time when new groups enter. This turn-over of interns impacts negatively on the smooth running of the programmes. In order to effectively sustain its work, FAS needs urgent institutional support. This will allow the organization to hire full time professionals to carry out its work in a more efficient manner.

## **d) Conclusion & Way Forward**

In the four year period, FAS was clearly able to strengthen its institutional capacity in terms of human resource, advocacy, partnership, networking, research, communication and coordination as detailed above.

However, medium and long-term financial resource mobilization still remains an important constraint. The transfer of work to the Dakar Office from the Geneva Secretariat is also taking more time than expect putting a lot of pressure on Geneva staff.

### **Future Plans:**

- On the fundraising issue, despite the fact that the Netherlands cannot provide more institutional building funding, new funding possibilities have been identified in 2008 through the 'MDG 3 Fund Investing in Gender Equality' financed by the Dutch government. FAS is also planning to apply to the European Commission's call for proposals. Simultaneously, a fundraising strategy will be established to advertise the new FAS Action Plan for 2008-2012 through Donor Roundtables in New York, Geneva and Addis Ababa and through trips to donor countries. FAS will, as well, approach the private sector.
- Focus will be on the implementation of the Pan-African Center as an important number of women and men peace trainers could be trained in one or several of its 4 areas of focus (Gender & Peace building, Leadership & Governance, Economic Empowerment of Women & Development, Education, & Documentation Programme). The Center will propose 14 training modules a year, and organize 5 seminars and 5 workshops with its institutional partners.
- Plans are underway to establish a liaison office in Addis Ababa, Ethiopia, to ensure permanent representation at the negotiations of the organs and agencies of the AU, thus enhancing its advocacy impact.



- The organization has identified the absence of a regional strong network in Africa that works on the economic empowerment of women as a major challenge. While these groups exist at the national level, there is no continent-wide network that is focused on the promotion and protection of women's economic rights. FAS believes that the creation of the Foresight Group could put in process the establishment of a network focusing on economic issues.
- In research, a database facilitating the management and sharing of files and reports needs to be put in place to improve research outcomes.
- In communication, the focus will be on developing a media strategy for the Regional Office in Dakar. The Information and Communications officers of both offices will be working together to design the long-term media strategy that will become a part of the 2008-2012 programme of activities. Particular focus in both cases will be on raising FAS profile in Africa, especially in its project countries, and on increasing the frequency and quality of publications, including newsletters, DVDs, narrative reports, and best practice manuals. FAS main Website should be translated into French and a Website should be created for the Pan-African Centre.
- In 2008, FAS in collaboration with the Swiss Foundation, will offer a unique Fellowship opportunity to a young African woman or man looking to gain international experience in the fields of gender, peace and development. The Wanjiru Kihoro Fellowship will present the candidate the opportunity to work for a period of 9 months at FAS International Secretariat in Geneva, before returning to put their skills into action through an additional 3 month placement with an NGO in Africa. The Fellow will have the occasion to gain practice at the international level, including through work with the United Nations Human Rights Council, while actively participating in the activities of an NGO through research and writing. This experience will subsequently facilitate the transfer of knowledge to organizations in the field.



## **VII. OVERALL FAS PROGRAMME EFFECTIVENESS**

The main objective of the “Engendering the peace process in Africa” programme was to build women’s capacity to enable them fulfill their critical role in peace and development processes. It was expected that this improved situation would then have an effect on enhancing political support to engendering the peace process and women’s empowerment in all spheres of public and private life. It was also foreseen that the public would also be more aware of the gender dimension to peace and security as well as the fundamental role of women and their concerns during conflicts and reconstruction processes.

To what extent was this done? Was the FAS programme effective in achieving these expected outcomes?

A number of observations can be made from the above programme evaluations:

- The number of activities implemented in this period is substantial.
- Activities in all the programmes have resulted in many positive outcomes as documented under each programme section.
- The organisation was able to be active on many different levels without abandoning its mission, progressing steadily on each programme.
- In difficult circumstances like with the MARWOPNET crisis, FAS was able to keep on track with its objectives. The obstacles encountered with MARWOPNET demonstrate FAS’ effective management capacity in ensuring that focus still remained on the peace processes and not chapter differences. FAS did not give-up but rather made sure to progress diligently on this issue, informing and involving the Liberian President Ellen Johnson Sirleaf in addressing this issue. She reiterated her commitment to work to bring peace to the three countries and to find solutions to the crisis in Guinea, and proposed the organization of the Colloquium to facilitate the revitalization of MARWOPNET.
- Some programmes such as the regional one had more impact than others. At the regional level, the organization of regular Women’s AU Pre-Summit Consultations allowed significant progress on mainstreaming gender in the AU and its structures. The election of Ellen Johnson Sirleaf as President of Liberia contributed to building a strong alliance with the AU on this issue.
- Some core expected outcomes such as the formation of the sub-regional framework were delayed due to the evolving context, but globally, the overall FAS programme on “Engendering the peace process in Africa” has realized its main expected outcomes in a more than satisfactory manner. As documented and summarized under the section “Summary of achievements”, FAS programmes did:
  - Build women’s capacity to enable them to fulfill their critical role in peace and development processes;
  - Enhance political support to engendering the peace process;
  - Enhance awareness on the gender dimension to peace and security as well as the fundamental role of women and their concerns during conflicts and reconstruction processes.

Since its founding and during the programme cycle period, conflicts have been resolved, theories have been elaborated and instruments have been adopted by various actors moving the women’s peace agenda forward. Just as FAS was created in response to existing situations in Africa it now functions within existing and emerging structures for equality, peace and development.



This was in part possible due to the contribution of the Government of the Netherlands to the programme which allowed it to strengthen its institutional capacity, and thus its implementation capacity. Without this contribution, less could have been achieved.

The positive outcomes of the programme are also the result of the strategies used to implement the programme. The organization's comparative advantage lies in the fact that it is able to link and give a synergy to African women's mobilization at the national, sub-regional, regional and international level. If many NGOs are dealing with women's empowerment in Africa, very few are linking women with peace and security, and very rare are the ones able to link these initiatives at the national, sub-regional, regional and international level. The establishment of cross-border networks such as MARWOPNET is in itself a major contribution to peace since conflicts arise out of misunderstandings and an absence of dialogue between neighbouring populations. With this new approach, FAS has been innovative in its programme since its creation.

The multi-dimensional and complementary areas of intervention are also a real strength for the organization. The programme operates at different strategic levels (e.g., solidarity peace missions, capacity-building, lobbying and mobilization) to serve an ultimate goal: Engendering the peace process in Africa. A core component of its strategy is partnership. Without its incredible capacity for partnership, FAS could not have achieved so much. Through its Advisory Board, Executive Director, members from 35 countries, and its networks in Africa, FAS can reach organizations at both the grassroots and highest political levels - African Heads of States. This large scope of partnership makes FAS a unique NGO.

The expertise and credibility of FAS have been increasingly recognized by relevant stakeholders over the years:

- The President of Liberia has been increasingly involved in FAS programmes;
- Following Ms Diop's intervention on Sudan at the Arria Formula meeting organized in 2006 by the UK Permanent Mission to the UN, the Permanent Representative of the UK to the UN addressed a letter to her thanking her for her views on gender, conflict, and the Peace building Commission;
- The organisation was invited to observe the Security Council Open Debate on Women, Peace and Security in 2006;
- In 2006, FAS received an Award from the African Women's Development Fund (AWDF) for its work in the Great Lakes Region;
- Ms Diop was invited to participate in a high level international mission to Eastern Chad with Mary Robinson and other eminent women in 2007;
- New memberships and Observer Status have been granted to FAS;
- It has been invited to an increasing number of meetings and conferences to give its input on its area of expertise;
- The evaluation commissioned by the Government of the Netherlands recognized that FAS advocacy work has provided a great visibility to African women.



The organization's positive contribution in its field of intervention was also widely recognized by the 170 recipients interviewed for the 10 year study evaluation<sup>12</sup>: The evaluation stressed that FAS' contributions over the past decade in building the capacity of women's groups across Africa has contributed immensely to peace building and conflict resolution on the continent. When all was taken into account, the overall rating for FAS by its local partners was very good. All the partners interviewed, without exception, had extremely positive views about the nobility of FAS' mission and from a practical point of view, the pertinence of the interventions that it had taken during the crisis periods. Specifically, most respondents were impressed by the contributions made by FAS through facilitations/encouragement, giving visibility to the women and other much needed support to different groups during the periods in question.

All these positive outcomes did not make FAS overlook the areas of its work requiring improvements. The 10 year study recognized that there have been challenges along the way, and recommended to FAS and to the relevant partners, to take the necessary measures to keep channels of communication open in order to facilitate dialogue on any emerging issues. It was duly noted, that most of the grievances, were details touching on personality differences and/or organizational/structural procedures which are likely occurrences in any normal organization. Suffice it to say, that they can easily be overcome by creating an open space for "learning" collectively from the already existing experiences and allowing for a continual healthy dialogue among all the local stakeholders. But most importantly, is the recognition that there is need to greatly mobilize and organize into a network of "learning communities", so that all regional partners and beyond, can be brought together to share a very clear image of what the common agenda is and what must be done by women and men at all levels of society to achieve it.

There is also a need to reflect on the challenges highlighted by the women in the study. One of them is the finding that there is evidence of over-reliance on FAS by some of its partner organizations, which could lead to dependence; and that competition among women in the post-conflict period for political power reduced the power of the common agenda women had achieved during wartime. There remains a gap between achievements made by women at the elite level and those at the grassroots level. Political gains were almost exclusively seen at the elite level but these women did not seem to remain committed to advancements at the grassroots level once they had positions in the government. Young women are largely absent from peace building activities, which could limit the sustainability of these activities. Confusion of roles and responsibilities within some peace building organizations was also observed and a lack of sophisticated early warning and early response mechanisms to detect and prevent the resurgence of conflict throughout Africa. Women expressed continued concern that there were inadequate mechanisms to promote justice during the post-conflict reconstruction and that they continue to face challenges in post-conflict societies in reconstructing the economic and social fabric of society.

Of all the risks identified by FAS, the ones concerning the lack of political will, fundraising difficulties and weak women outreach proved to present some real obstacles to the implementation of the programme. Corrective actions will be taken with the implementation of the next programme cycle.

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<sup>12</sup> "Study on the women's movement for peace and security in Africa : 10 years of practice, impact evaluation"



## **VIII. THE WAY FORWARD**

*The world can no longer afford the risk involved in downplaying the enormous contributions that women have made in order to help transform their societies and the world. For the past half decade, women were instrumental in working to promote peace at the national level, sub national level and global levels. Women's vision is to help their nations recover from the shackles of armed conflicts. However, this vision cannot be realized if the world fails to recognize the significance of more tangible and concrete efforts that promote equal participation.*

***President Ellen Johnson Sirleaf at the Bamako Conference on Gender, Peace and Security on the occasion of FAS- 10<sup>th</sup> anniversary, 11-15 June 2006***

Despite the adoption of various international and regional resolutions referring to the importance of women's participation in peace building, conflict prevention and resolution, only 18 African States have submitted country reports on the implementation of the SDGEA. Women are still under represented in decision making structures and in peace negotiations and real actions by the Governments to ensure women's full participation in conflict resolutions and peace building are rare. The campaign "Gender is my Agenda" has to redouble its efforts for the full implementation of the Solemn Declaration.

The next programme cycle (2008-2012) will take into consideration new developments that came-up during the implementation of the 2004-2007 programme such as the situation in Sudan and Ivory Coast. It will include ongoing projects such as the ones started in the Great Lakes, and propose relevant follow-up activities to the 2004-2007 programme as discussed at the Conference in Bamako (Mali) and during the last two Board meetings.

**At the sub-regional level**, FAS will continue its work in African war-torn countries, in the Great Lakes Region and the Mano River Region in particular because peace remains fragile. There is need for clarification of the obstacles that MARWOPNET is facing. FAS will continue to seek the involvement of Guinea in the sub-regional programme, and support Ivory Coast's integration into MARWOPNET. In the Great Lakes, the project on "Building Democratic Institutions through Gender Equality in the DRC" funded by UNDEF will continue amplifying FAS work in the DRC. The Regional project for establishing the "National Action Plans for the implementation of UN SCR 1325 on Women, Peace and Security in the Great Lakes Region (Burundi, Rwanda and DRC)" funded by the Government of Finland will be used to create a sub-regional platform in the Great Lakes. The Horn of Africa is also expected to become another region of focus.

**At the regional level**, the "Gender is My Agenda" Campaign working with the African Union has to reach more women. In this regard, efforts will be made to strengthen the coordination and communication tools of the campaign as well as the focal points. The campaign will actively lobby for actions and practices, beyond just policies taking into consideration the recommendations of the evaluation on gender mainstreaming in Africa. The work to monitor progress and declarations, mainstream gender in continental organizations is a long process which requires resources and commitment. Therefore, FAS will continue organizing other African Gender Awards to reward African leaders and Governments' achievements in gender mainstreaming and women's advancement.

As an interface organization, it is often difficult to create a space for dialogue and experience sharing with the grassroots level to amplify its work. The organization has sought to address this through the **Pan-African Centre for Gender, Peace and Development (PAC)** which will continue attracting women and train them on issues of gender and peace building. The building of



the Centre should be a priority for the next programme cycle while progressing on the implementation of the 4 different programmes to be proposed regularly by PAC.

**At the international level**, more work is needed to increase the capacity of women's groups, particularly those of Sudan and Somalia, and their visibility at the Human Rights Council (HRC) and at the Security Council including the CEDAW Committee. An ongoing challenge, due to limited resources, is to bring women from the grassroots level to speak for themselves at these international gatherings. The New York and Geneva offices have taken on the role of interlocutor between women's groups on the ground and the international community, and yet much more resources are needed to ensure their systematic participation in such forums.

The move of CEDAW HQ to Geneva represents a great opportunity for international advocacy.

**On the institutional side**, FAS will continue strengthening its capacity, consolidating what has been newly established under the 2004-2007 programme such as the transfer of operational work to the Dakar Office, the coordination among the three offices, capacity-building of its new staff, and make fundraising a priority. Medium and long-term fundraising strategies that will support the full implementation of the next programme cycle have to be put in place, ensuring a more sustainable impact on peace in Africa.

Following the end of this programme cycle, FAS has developed a new 5 year strategic plan for 2008-2012 that takes a thematic approach rather than a geographical one. The strategic plan is divided according to the following thematic strategic areas with a budget of USD \$13,220,819:

- Empowerment: Peace promotion and post conflict resolution;
- Advocacy: Transforming politics into practice to ensure gender parity and mainstreaming;
- Communication: Development of communication strategies;
- Research, documentation, publication and dissemination;
- Resource mobilization: Mobilizing human resources, developing fundraising activities and income generating activities;
- Institutional building: Strengthening management systems and building the capacity of staff;
- Monitoring, evaluation, learning, sharing and auditing.

FAS will appoint focal points that are thematic and programme based. The choice whether to have a focal point will be driven by the needs of the activities on the ground.

For each thematic area, strategic objectives and activities will be developed in line with the findings and recommendations of the two evaluations commissioned by FAS<sup>13</sup>, and the discussions that followed during the Conference in Bamako, Mali, the 2006 FAS Board and General Assembly meetings, and 2007 Board meeting regarding FAS' future programme. Follow-up activities for each of the previous programmes mentioned above will be integrated in the new 5 year plan of action being.

With the increasing recognition of FAS work, a more sustainable financial commitment from financial partners is to be expected for the next programme cycle, allowing FAS to achieve much more progress in each of its programme.

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<sup>13</sup> Study on 10 years of practice, and Evaluation on gender mainstreaming in Africa



## ACRONYMS

ACDHRS	African Centre for Democracy and Human Rights Studies
ACHPR	African Commission for Human and People's Rights
APF	African Partnership Forum
AU	African Union
AUGD	African Union Gender Directorate
AUWC	African Union Women's Committee
AWDF	African Women's Development Fund
AWEPA	The Association of European Parliamentarians for Africa
CAFOB	Collectif des associations et ONG féminines du BURUNDI
CEB	Chief Executive Board
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CONGO	Conference of Non Governmental Organizations
CSO	Civil Society Organisation
DAW	Division for the Advancement of Women
DFID	Department for International Development (UK)
DRC	Democratic Republic of Congo
ECOSOC	UN Economic and Social Council
ECOWAS	Economic Community of West African States
GIMAC	Gender is My Agenda Campaign
GLR	Great Lakes Region
GTY	German Technical Cooperation
HRC	Human Rights Council
IC/GLR	International Conference on the Great Lakes Region
ICRC	International Committee of the Red Cross
IOM	International Organization for Migration
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
CSW	Commission on the Status of Women
FAS	Femmes Africa Solidarité
MARWOPNET	Mano River Women's Peace Network
NAP	National Action Plan
NGO	Non Governmental Organisation
NGOWG	NGO working Group on Women, Peace and Security
OECD	Organisation for Economic Cooperation and Development
OIF	Organisation Internationale de la Francophonie
OSIWA	Open Society Initiative for West Africa
PAC	Pan African Centre for Gender and Development
SCR	Security Council Resolution
SDGEA	Solemn Declaration on Gender Equality
UN	United Nations
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commission for Refugees
UNIFEM	United Nations Development Fund for Women
UNOWA	United Nations Office for West Africa
UPEACE	University for Peace



WGDD  
WILPF  
YWCA

Women Gender and Development Directorate  
Women's International League for Peace and Freedom  
Young Women Christian Association



## **IX. FINANCIAL REPORT**

### **OVERALL FINANCIAL ANALYSIS**

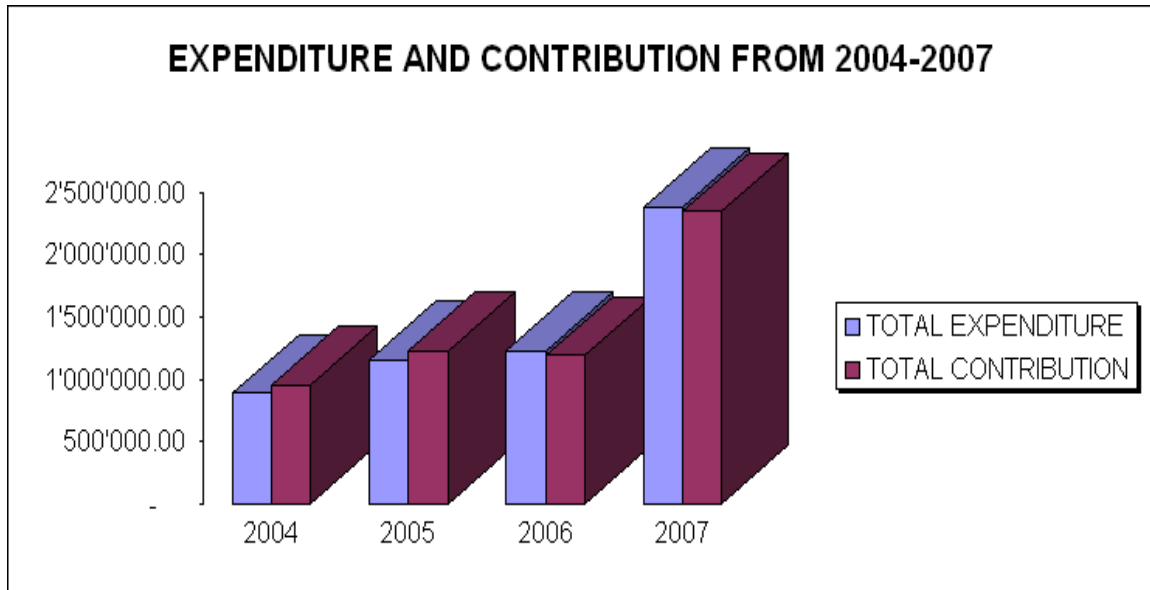
The FAS budget of 5,384,222 CHF was not fully realized (4,832,969.97 CHF was gathered) as planned due to the following reasons:

1. Donors gave funding on a project by project basis as opposed to overall institutional funding.
2. There were very few donors focused on post conflict peace building so the funding became difficult.
3. A huge turnover of human resources at FAS as it mainly depends on a bi-annual recruitment of interns. This results in an experience gap being created in the organization.
4. Most of the contributions to FAS came from Governments and hardly anything from the private sector.

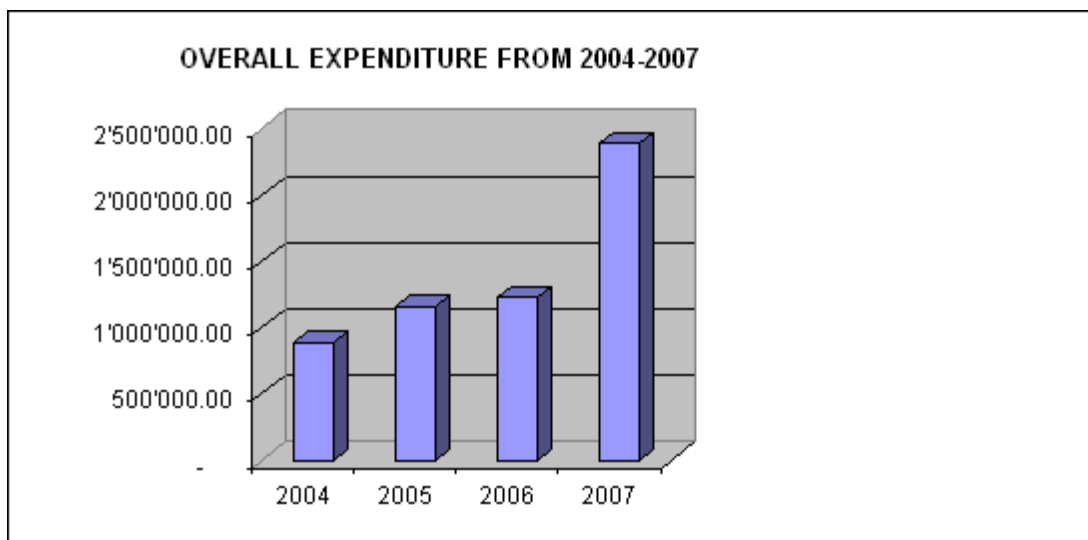
On the other hand, FAS was able to:

1. Build on its human resources in the three offices (Geneva, Dakar and New York) because of the institutional funding received from The Netherlands.
2. Get new partners for some of its projects like the Government of Senegal for a place to build the Pan African Centre for Gender, Peace and Development and the United National Democracy Fund for the project called: “Building Democratic Institutions in the Democratic Republic of Congo”.

Below are the Details of the revenues and expenditures from 2004 to 2007 according to planned budget. All amounts are in Swiss Francs.



	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>TOTAL EXPENDITURE</b>	886'519.71	1'159'178.00	1'229'011.12	2'385'999.64
<b>TOTAL CONTRIBUTION</b>	950'369.89	1'226'623.17	1'193'248.04	2'349'860.45



	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>SUBREGIONAL</b>	187'167.81	68'718.00	83'824.57	200'125.46
<b>REGIONAL</b>	112'987.42	152'779.00	71'460.03	479'699.45
<b>INTERNATIONAL</b>	56'719.92	26'436.00	68'494.26	77'738.85
<b>CORE PROGRAMME INSTITUTIONAL BUILDING</b>	529'644.56	911'245.00	1'005'232.26	1'628'435.88
	<b>886'519.71</b>	<b>1'159'178.00</b>	<b>1'229'011.12</b>	<b>2'385'999.64</b>

24%

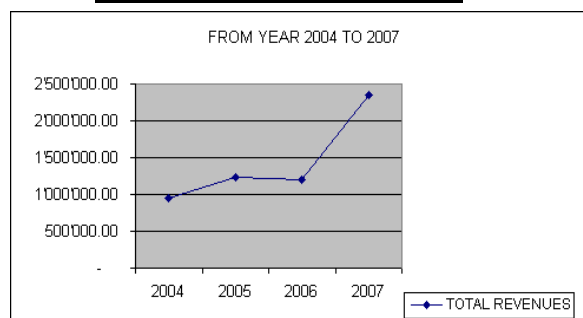
28%

63%

✧ From the Year 2004 to 2007 there was a growth in expenditure by 63%.



## REVENUES FROM 2004-2007



23% | 20% | 60%

✧ From the year 2004 to 2007, there was a growth of 60% in contributions.

## Details of sources of Contributions from 2004 to 2007

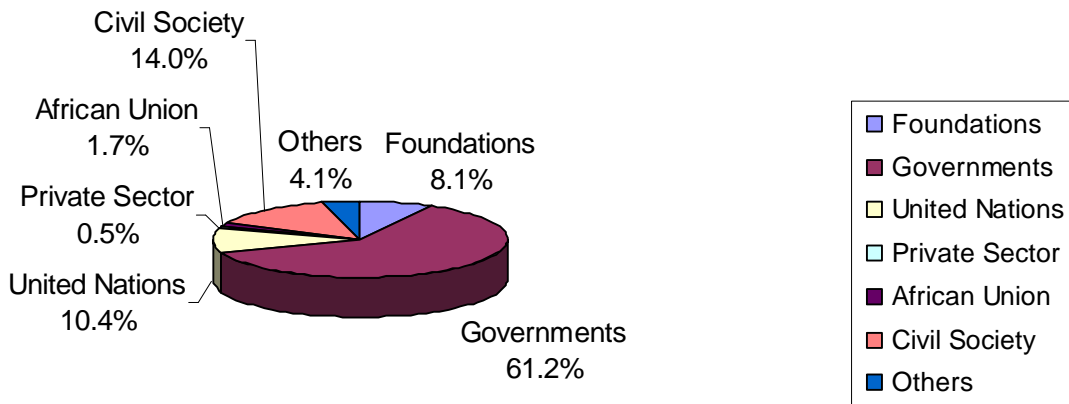
	2004	2005	2006	2007
FORD FOUNDATION	113'785.85	136'994.08	109'651.53	98'580.00
GOVERNMENT OF FINLAND	77'255.87	106'442.00	130'622.84	554'916.04
OSIWA	45'105.00	6'581.57	103'498.98	287'518.53
NORWAY	118'394.22	-	-	-
UNFPA	37'485.00	-	11'915.69	27'166.47
UNICEF	22'408.00	-	-	-
AFRICAN UNION	11'994.68	39'648.00	5'357.00	42'871.28
NEPAD	803.95	-	2'069.72	5'577.51
ECONOMIC COMMISSION FOR AFRICA	34'090.62	7'333.00	-	9'646.04
AFRICAN WOMEN DEV FUND(AWDF)	5'602.00	3'574.00	29'732.41	23'833.99
UNDP	46'324.16	15'480.42	61'004.48	1'858.20
GOVERNMENT OF NETHERLANDS	225'975.00	228'090.00	241'455.00	228'090.00
UNIFEM	1'091.25	-	-	11'057.36
MEMBERS WORKING GROUP ON PEACE	1'025.00	-	-	-
FRANCOPHONIE	1'863.20	-	-	-
GOVERNMENT OF SENEGAL	125'380.00	485'308.04	4'720.00	355'008.71
GOVERNMENT OF Luxembourg	-	65'385.80	40'242.50	-
INTERNATIONAL COMMITTEE OF THE RED	-	7'231.04	7'458.50	5'613.50
GOVERNMENT OF LIBYA	-	27'019.32	-	-
INTERNATIONAL ORGANISATION FOR	-	1'750.00	-	1'258.06
AFRICAN LEADERSHIP FORUM	-	5'058.54	-	-
TUNISIAN MOTHERS ASSOCIATION	-	1'230.00	-	-
OFFICE OF SPECIAL ADVISER OF AFRICA	-	5'421.16	-	-
CONDIFA	-	-	1'173.17	-
GLOBAL FUND FOR WOMEN	-	-	8'798.80	-
PRIVATE SECTOR MALI	-	-	8'753.48	-
GOVERNMENT OF THE REPUBLIC OF MALI	-	-	161'518.43	-
GOVERNMENT OF THE REPUBLIC OF SOUTH	-	-	43'995.96	-
KVINNFORUM (MALARIA ROLL BACK	-	-	53'450.79	-
GOVERNMENT OF THE REPUBLIC OF SPAIN	-	-	10'797.75	152'397.44
NDI(NIGERIA)	-	-	3'376.00	-
FDC MOZAMBIQUE	-	-	8'959.04	-
ICCI	-	-	3'657.22	-
UNIVERSITY FOR PEACE	-	-	97'904.41	-
OXFAM	-	-	-	16'859.00
ECOSOCC	-	-	-	3'859.28
AFRICAN DEVELOPMENT BANK	-	-	-	17'691.45
GOVERNMENT OF Portugal	-	-	-	16'923.69
GTZ	-	-	-	16'147.07
ACDHRS	-	-	-	296.36



AFRICAN BUILDING CAPACITY FOUNDATION	-	-	-	5'399.17
CONGO GENEVE	-	-	-	1'712.77
UNESCO BREDA	-	-	-	27'321.58
GOVERNMENT OF ITALIA	-	-	-	101'542.14
AFRICAN DEMOCRATIE FORUM	-	-	-	712.60
ISIS-WICCE	-	-	-	2'769.89
UNDEF	-	-	-	307'414.55
CORYMBO FOUNDATION	-	-	-	1'230.00
OTHER INCOME	60'580.00	84'076.20	43'134.34	24'587.77
OTHER SUBVENTIONS	21'206.09	-	-	-
<b>TOTAL REVENUES</b>	<b>950'369.89</b>	<b>1'226'623.17</b>	<b>1'193'248.04</b>	<b>2'349'860.45</b>
		23%	20%	60%



### SOURCE OF CONTRIBUTION



### SOURCE OF CONTRIBUTION FROM 2004-2007

Foundations	465'640.63
Governments	3'501'480.75
United Nations	593'838.26
Private Sector	26'444.93
African Union	99'870.96
Civil Society	799'241.62
Others	233'584.40
	<b>5'720'101.55</b>



<b>BUDGET COMPARE TO REALISATION : 2004</b>						
	<b>ACTIVITIES</b>	<b>PLANNED BUDGET</b>	<b>EXPENSES</b>	<b>CONTRIBUTION</b>	<b>DONORS</b>	<b>COMMENTS</b>
<b>SUBREGIONAL</b>	Strengthening the Capacity of MARWOPNET (Mano River)	482'127.00	187'167.81	187'167.81	Norway Ford Foundation Cordaid Osiwa	<b>39% activities achieved. There was more donor attention in Liberia and less on Great Lakes.</b>
	Building a Great Lakes Women's peace Network					
<b>REGIONAL</b>	Mainstreaming Gender in the African Union & NEPAD	235'152.00	112'987.42	112'987.42	Unicef African Union Nepad ECA AWDF UNDP / UNFPA	<b>48% activities achieved UN Agencies attention was more on AU Pre-Summit</b>
<b>INTERNATIONAL</b>	Supporting International Advocacy	43'352.00	56'719.92	56'719.92	Unifem Members of the working group on peace ATM Ford Foundation Others	<b>100% activities achieved More activities were to support women from grass root to participate in UN CSW and UN HRC sessions and they advocated against violence. Excess 23% to be used next year</b>
<b>CORE PROGRAMME INSTITUTIONAL BUILDING</b>	Build FAS Advocacy Capacity Build Strong Networking & Partnership Develop FAS's Research & Documentation Strengthen FAS Communication Programme Team Building Monitoring & Evaluation Institutional Support Panafrican Center for Gender and Peace Building	714'057.00	529'644.56	633'994.74	World Movement of Democracy IDEA Women Defending Peace FEMNET International Alert London Ford Foundation / Cordaid Westminister Foundation Francophonie UNDP / UNFPA Government of Senegal Unicef Netherlands Osiwa / Books / Others	<b>74% activities achieved, 16% received in excess to be used next year. New project was launched to sustain PAC - The Headquarters' Agreement with the Govt. of Senegal was signed.</b>
<b>TOTAL</b>		<b>1'474'688.00</b>	<b>886'519.71</b>	<b>990'869.89</b>		



**BUDGET COMPARE TO REALISATION : 2005**

	<b>ACTIVITIES</b>	<b>PLANNED BUDGET</b>	<b>EXPENSES</b>	<b>CONTRIBUTION</b>	<b>DONORS</b>	<b>COMMENTS</b>
<b>SUBREGIONAL</b>	Strengthening the Capacity of MARWOPNET (Mano River)	363'895.00	68'718.00	68'275.04	Government of Finland OSIWA UNDP Others	<b>19% of activities achieved Resistance among women in MR. FAS focused on Liberia Election.</b>
	Building a Great Lakes Women's peace Network					
<b>REGIONAL</b>	Mainstreaming Gender in the African Union & NEPAD	228'583.00	152'779.00	150'127.87	Ford Foundation Government of Luxembourg Government of Lybia African Union NEPAD	<b>66% of activities achieved Deficit of 0.16% to be received next year GIMAC composed of many civil societies put in place. Regional Institution were involved</b>
<b>INTERNATIONAL</b>	Supporting International Advocacy	82'763.00	26'436.00	26'436.38	Ford Foundation Others	<b>32% of the Activities achieved</b>
<b>CORE PROGRAMME INSTITUTIONAL BUILDING</b>	Build FAS Advocacy Capacity Build Strong Networking & Partnership Develop FAS's Research & Documentation Strengthen FAS Communication Programme Team Building Monitoring & Evaluation Institutional Support	620'055.00	428'273.00	496'476.42	Ford Foundation AWDF ICRC IOM OSSA UNDP Others Government of Netherlands Government of Finland Government of Luxembourg Dakar Funds on Hands	<b>69% of activities achieved. Financial Support from the Government of Netherland Networking and Partnership helped to raise more funds</b>
<b>PANAFRICAN CENTER FOR GENDER AND PEACE BUILDING</b>			482'972.00	485'308.04	Government of Senegal	<b>PAC Program Financed by the Government of Senegal</b>
<b>TOTAL</b>		<b>1'295'296.00</b>	<b>1'159'178.00</b>	<b>1'226'623.75</b>		



		<b>BUDGET COMPARE TO REALISATION : 2006</b>				
	<b>ACTIVITIES</b>	<b>PLANNED BUDGET</b>	<b>EXPENSES</b>	<b>CONTRIBUTION</b>	<b>DONORS</b>	<b>COMMENTS</b>
<b>SUBREGIONAL</b>	Strengthening the Capacity of MARWOPNET (Mano River)	449'285.00	83'824.57	73'326.87	AWDF Government of Finland Ford Foundation CONDIFA UNFPA DRC Ford Foundation	<b>19% of activities achieved deficit of 12.52% to be covered next year Main focus on the Great Lakes Conference and DRC Election</b>
	Building a Great Lakes Women's peace Network					
<b>REGIONAL</b>	Mainstreaming Gender in the African Union & NEPAD	222'015.00	71'460.03	111'376.46	Government of Finland African Union Open Society for West Africa Nepad	<b>32.18% of activities achieved Excess of 36% to be used next year</b>
<b>INTERNATIONAL</b>	Supporting International Advocacy	43'352.00	68'494.26	63'245.41	Ford Foundation Government of Finland	<b>100% of activities achieved and new support from Finland</b>
<b>CORE PROGRAMME INSTITUTIONAL BUILDING</b>	Build FAS Advocacy Capacity Build Strong Networking & Partnership Develop FAS's Research & Documentation Strengthen FAS Communication Programme Team Building Monitoring & Evaluation Institutional Support	739'601.00	738'537.65	786'390.40	Gov. of Senegal Global Fund for Women Private Sector of Mali Ford Foundation Gov. of Mali Gov. of Luxembourg Gov. of Finland Gov. of South Africa	<b>99.85% of activities planned were achieved More Government support on the PAC Program</b>
<b>PANAFRICAN CENTER FOR GENDER AND PEACE BUILDING</b>			266'694.61	158'908.89	University for Peace UNDP Regional Bureau For Africa Gov. of Senegal	<b>deficit to be covered by the pledge next year</b>
<b>TOTAL</b>		<b>1'454'253.00</b>	<b>1'229'011.12</b>	<b>1'193'248.03</b>		



		BUDGET COMPARE TO REALISATION : 2007				
	ACTIVITIES	PLANNED BUDGET	EXPENSES	CONTRIBUTION	DONORS	COMMENTS
SUBREGIONAL	Strengthening the Capacity of MARWOPNET (Mano River)	304'778.00	200'125.46	469'191.51	Ford Foundation UNDEF Finland OXFAM Others	66% of Activities achieved New Partner UNDEF promised 68% of funds that will be used next year Implementation the National Action plan in the DRC mainly supported by the Republic of Finland
	Building a Great Lakes Women's peace Network					
REGIONAL	Mainstreaming Gender in the African Union & NEPAD	222'015.00	479'699.45	479'699.44	Finland GTZ AWDF African Union NEPAD ECOSOCC ACDHRS ECA OSIWA	100% of Activities achieved More Donors Interest in AU Pre - summit
INTERNATIONAL	Supporting International Advocacy	43'352.00	77'738.85	77'738.85	Ford Foundation Finland Corymbo Foundation	New Partner Corymbo Foundation to support South Fellowship
CORE PROGRAMME INSTITUTIONAL BUILDING	Build FAS Advocacy Capacity Build Strong Networking & Partnership Develop FAS's Research & Documentation Strengthen FAS Communication Programme Team Building Monitoring & Evaluation Institutional Support	589'840.00	646'332.64	414'703.30	Gov. of Netherlands Gov. of Senegal Ford Foundation UNDP WILDAF Others	100% of activities achieved Contribution to be received next year to cover the difference



<p><b>PANAFRICAN CENTER FOR GENDER AND PEACE BUILDING</b></p>			<p>982'103.24</p>	<p>908527.33</p>	<p>UNESCO BRED UNFPA FINLAND Government of Spain OSIWA IOM AWDF UNIFEM African Devel. Bank Government of Portugal Government of Italy Ford Foundation Government of Senegal</p>	<p><b>Funding for the Building of the PAC in Senegal</b></p>
<p><b>TOTAL</b></p>		<p><b>1'159'985.00</b></p>	<p><b>2'385'999.64</b></p>	<p><b>2'349'860.43</b></p>		