



Activity and Financial Report

January-December 2011

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I. Activity Report

The year 2011 was a very unusual one, but perhaps we should accept that every year will be unusual and we must remain ready to adapt ourselves to whatever comes our way.

We in fact had planned to continue our activities in the same way as in 2010, concentrating our efforts on increasing our financial and human resources and by developing a strategic plan for the next five years. However, the sudden uprising of the people living on the southern shores of the Mediterranean forced us to move much faster and differently than expected.

As the Fund already was established in the region, we effectively found ourselves solicited on all sides for advice, analysis, and assistance. The Fund had to operate on very different levels: in the field, in the public sphere and in the media, and in the sphere of political debate.

The Fund had to accelerate the development of its role as a bridge between the women's movement and donors and institutions, serving as an intermediary for funding, meetings and networking. It also tested for the first time its role of supporting strategic reflection and the integration of a comprehensive perspective.

Today, its specificity as a Fund that sprang from the women's movement of the region is recognised clearly in the requests made to it by donors and associations and an increasing number of collaborative efforts are planned with both.

This reinforced confidence shown by donors allowed the Fund to double its grant programme and to award 100 000 € this year.

This increased activity led to, from an organizational point of view, the decision to devote more resources to respond to these requests and develop our activities as planned in our strategic plan. While the Fund operated with just one salaried employee and limited resources for three years, we have reached a new stage in our development by employing more people and providing them the means to work correctly. We gambled that through the work of these people, the Fund would increase its fundraising and bring to fruition its new programmes. As these changes took place near the end of 2011, we will be able to see the ensuing benefits over the course of 2012.

1. Evolution of the organization and intensification of the communication activities

In order to extend and consolidate its activities, the Mediterranean Women's Fund must make itself known, expand its network, develop its analysis, explain its strategy, and demonstrate the results of its work: this implies producing articles or other forms of communication, organizing events, and participating in meetings. This represents considerable but absolutely necessary work if the Fund is to expand operations based on a solid rock of support and sympathy: enabling its structure to evolve by allocating more resources to conduct its mission has become one of our priorities.

a. Evolution of the organization

- Changes on the board: in September, it was decided to hire Fawzia Baba Assa as a consultant focused on fundraising among individual donors and corporations, particularly in France. She therefore no longer holds the office of President. Marta Giral, a founding member of the Fund and a board member since its creation, has assumed the office of Fund's Chair.
- Expansion of the team and setting up an office in Paris: in addition to the aforementioned recruitment of Fawzia Baba Aïssa, a combination of circumstances allowed the Fund to hire a video journalist on a part-time basis (70% funded by the government under an employment reinsertion policy). Since October, she has been in charge of producing short video documentaries on the women's movement in the region and on Fund beneficiaries.
As these individuals, in addition to several members of the Board of Trustees, live in Paris, the question of opening an office for the Fund in Paris was raised. When the opportunity arose to share a location with two other organizations, the decision to rent an office on a permanent basis was made.
Despite the additional cost that this engenders, we are gambling that this space not only will enable us to work more efficiently, but also will facilitate encounters with people interested in the Fund: this already has been shown to be true!
- Training the team: as numerous volunteers had requested a "training" on the Fund to be better able to publicize its work, the founding members conducted training sessions to brief the volunteers on the details of the Funds' activities.
This enabled the capacity of those in charge to present the Fund to be assessed, and another internal training was conducted by a member of the Board of Trustees, herself a communications trainer.
The new members of the team also followed individual trainings, one on corporate philanthropy and the other on digitalizing and editing videos.
- Development of a strategic plan: after three years of operations, it was time to develop a five-year strategic plan. With the help of a consultant (who offered to undertake part of the work free of charge), we organized 6 meetings in Paris and Montpellier to gather together the most committed friends of the Fund in each of these cities, as well as members of the Board, in order to consider together the future actions of the Fund. A total of 25 people participated in this reflection.
These brainstorming sessions allowed us to simultaneously harmonize our vision and understanding of the role of the Fund, to project ourselves into the future, and list our priorities. It was what triggered the decision to hire more staff (even as consultants) to help the director.

A difficulty that emerged as a problem during these discussions was our uncertain financial situation. While we were able to identify the directions we wish to pursue in the future, our reflections were hindered by the uncertainty over whether we would have the necessary resources (See attached the Strategic plan).

b. Publication of a bi-annual letter

A 4-page biannual letter has been published since January 2010 on both paper and the Internet, in French and English, to communicate the Fund's activities. This letter was intended mainly to give information to donors, particularly individual donors who do not receive the annual report, on projects financed with their support. Over time, high demand from women's associations in the region convinced us to expand our mailing lists, first to associations receiving support, and then to an even broader audience to make ourselves better known in the region. Furthermore, a paper version allows us to present a picture of the Fund at each local, regional, and international meeting that we attend.

Feedback that we have received on this form of communication has been very positive. The associations that are mentioned in our letter thank us for highlighting their work and the individual and institutional donors send us very encouraging comments.

In 2011, the 3rd and 4th editions of the letter were sent to over 500 people and associations in French and to 300 people and associations in English. Most of them pass copies on to others and our letter consequently reaches several thousand people. In addition, three hundred copies in each language are printed to be distributed at regional and international meetings.

A special edition also was published in April to present the Fund's analysis of the role of women in the revolutions in Egypt and Tunisia. (See attached biannual letters n° 3 and 4 and the April special edition).

c. Setting up a documentation centre

During meetings with the International Network of Women's Funds (INWF), the issue of enhancing the visibility of feminist funds' contributions to women's associations was raised often. Thanks to the investment of the person in charge of the documentation centre, over a dozen Fund beneficiaries already have been interviewed and an audiovisual document is being finalized.

We hope to be able to use this work in meetings that we organize and with institutional donors in order to better convince them of the importance of supporting the Mediterranean Women's Fund.

d. Organization of a photography competition

First conceived to publicize the Gala organized in 2010, the photography competition has become a means to publicize the Fund. During the competition period, we effectively have noted that the number of visitors to our site increases considerably. Featured not only in dozens of specialized professional photography magazines, but also in daily papers of countries around the Mediterranean, by radio stations and on sites covering Mediterranean culture or women, the competition encourages people whom we usually do not reach easily to visit our site and learn about our activities.

This year the theme, “Women, Their Revolutions” seemed a natural choice as women were showing themselves to be key players in democratic change. It also was an opportunity to reflect on both sides of the Mediterranean about what kinds of democratic societies women today wish to build. How do they understand the word, ‘revolution’?

The goal of this competition (that was open until 30 November 2011) was to showcase the different forms of expression used by women to assert their rights and create new horizons.

We received over 300 photos from around the Mediterranean (Algeria, Cyprus, Croatia, Spain, Egypt, France, Greece, Italy, Israel, Lebanon, Morocco, Palestine, Tunisia, Turkey).

A highly qualified jury composed of figures internationally known for their commitment and talent such as Reza, Marie Paule Negre, Frédérique Jouvale, Sylvie Hugues, Souad Belhadad, Pierre Gimenez, and Malika Benameur announced the winners of the competition at the end of December (See attached the photos)

e. Organization of events

One component of the 2011 action plan was to organize a series of events in several French cities to make the Fund known to a greater audience and to find new donors. The sudden uprisings in the Mediterranean region required so much attention that this component fell slightly by the wayside. It was only in November that two events were organized:

- ✓ **In Montpellier:** on November 4 an aperitif-debate was organized at the home of one of the eldest members of the feminist movement in the city to gather feminist leaders and institutional figures likely to help the Fund. This meeting aimed to make the Fund known to guests so that they could become relays and provide their support for a larger event.
- ✓ **In Paris:** on November 29, a meeting entitled “Women’s place in the Syrian revolution” was organized by the Fund and the organization Sourya Hourya with the support of the Mayor's office of Paris. Over 150 people assembled in the town hall of the 3rd arrondissement to listen to a talk by the writer Samar Yazdek and be presented with different information gathered by the associations that organized the event. The actress Fadwa Soleiman contributed a video message for this occasion. TV5 and Jeune Afrique covered the meeting (see attached flyer and photos).

f. Participation in local, regional and international meetings

The Mediterranean Women's Fund participated in numerous meetings and encounters in France and in the region with women’s associations, donors and the general public. These meetings provided an opportunity to make the work of the Fund better known, to collect information, and to refine its analysis and elaborate strategies for the future with the donors and associations met.

- **In France,** on January 20 in Nimes to participate in the women’s movement in the Maghreb on the invitation of the La Pléiade association.
- **In Tunisia,** March 11 to 14 for the national conference of Tunisian Women for

Equality and the meeting the AFTURD, ATFD and Collectif Maghreb Egalité associations.

- **In Turkey** from May 5 to 8 for the general assembly of the Coalition for sexual and body rights in Muslim societies, in which the director of the Fund is a founding member.
- **In France** on May 22 to participate in the Days of the Mediterranean of Grabels with a presentation of the Fund.
- **In Egypt** June 13 to 17 in Cairo for a strategic reflection meeting organised by the Fund with Egyptian women's associations.
- **In France**, June 14 in Paris for the official meeting of the launching of the Foundation for Women of the Mediterranean.
- **In Germany**, June 18 to 22 in Hamburg for the meeting of the European feminist funds of the international INWF network.
- **In Italy**, June 24 to 26 for the international Punto G meeting on gender and globalization organized in Genoa by the association Mavea.
- **In Algeria**, July 13 to 21 in Alger, a working session with the head of UN Women and meeting with beneficiary associations.
- **In France**, July 2 to 3 in Ivry, for the national meeting of the women's movement. Thirty-five feminist associations organized the first summer event, "Feminists in motion".
- **In Tunisia**, July 25 to 31 in Tunis, meeting with Tunisian women's associations and networking to mobilize the political participation of women.
- **In Spain**, September 16 to 17 in Barcelona, meeting with the board of Calala and meeting with Spanish women's and migrant's associations to present the Fund.
- **In Holland**, September 21 to 22 in Amsterdam, meeting between feminist funds and some associations of young women to discuss funding for young women and girls.
- **In France**, September 26 to 30 in Lyon, the "Women in Revolution" meeting organized by the Solidarity with Women in Arab Revolutions collective.
- **In Algeria**, October 7 to 11 in Alger, meeting with women's associations and UN Women.
- **In Belgium**, October 27 and 28 in Brussel, participation and video capture of the international meeting organized by WIDE network (Women In development Europe) and CRTD-A Lebanon, on the issue "Women rights in the Arab Springs".

- **In France**, November 18 in the Senate, Paris. Participation in the conference, « Women of the Mediterranean » organized by the women's European Union.
- **In Lebanon**, December 6 to 8 in Beirut, presentation on Istanbul Marrakech conclusions, international women's rights norms and standards and the daily lives of women in the workshop « Equality first » on the invitation of the associations Najdeh, RDFL and EFI. Meetings with Lebanese women's groups.
- **In Algeria**, November 24 to 28 in Alger. Meeting with women's associations for the self-analysis of the women's movement program. Participation in the Balsam network call centers Day.
- **In France**, December 8 in Paris, participation in the «Women, Networks, and Revolutions» conference organized by the Foundation of Women for the Mediterranean.

2. Fundraising activities

a. Institutional donors

For the first time in its existence, the Fund began the year with the equivalent of the 2009 budget in its treasury. Over the course of the year, Sigrid Rausing Trust, Mama Cash and the Rita Fund also expressed a desire to accord us multi-year grants. Other donors that have supported the Fund since it was established, Global Fund for Women and Pro Victimis, furthermore renewed their support. All of these contributions enabled us to double our grant programme, consolidate the operations of the Fund, and take action by hiring more staff in October (for the time being, on short term contracts). Lastly, the launching of our programme to reinforce the women's movement in ways other than funding also received the support of UN Women, with whom we are working in partnership in Algeria.

While this is rather positive, we are aware that it is quite insufficient and that it does not completely correspond to our plans. The upheaval in the region effectively consumed so much of our time and energy that fundraising was neglected slightly: we must redouble our efforts next year to find new donors.

b. The quest for "local" donors

Since 2009, the Mediterranean Women's Fund has been developing activities to obtain donations at the local level: this involves convincing entrepreneurs and individuals to help finance projects undertaken by women in their countries.

This year, the Fund was able to draw some lessons learned from these experiences and decided to devote more resources to developing this activity component.

i) Business enterprises

With regard to businesses, the Mediterranean Women's Fund follows two approaches:

in the first, the Fund does not seek to be the recipient of donations but acts more as an intermediary between a company and an association and proposes itself to serve as a guarantee for both parties.

This means that the Fund must know the possibilities available at the local level and be able to contact the company, invite it to help a women's association, and introduce the company to the association.

In general, the projects that can benefit from the financial and material assistance of a business enterprise involve development, economic integration projects, humanitarian assistance, and centres for women who are victims of violence.

Under the second approach, the Fund asks businesses to assist its activities: either to organize an event or to support projects through the Fund. In this case, the Fund is the recipient. For the time being, this approach only is envisioned for France where the Fund is headquartered and is authorized to deliver tax exemption receipts to donors.

- **The Fund as mediator**

- In Algeria

Since 2009, the Fund has served as a link between a company and an association. Since then, two enterprises, the Société Aladin and the Compagnie Lebon, have given funding to the Res'art project, a network of women artisans, in so doing rounding out the network's budget, which had been inadequate to carry out its activities.

In 2010, the Fund also requested the participation of the Association des femmes Managers et Entrepreneures (Association of Women Managers and Entrepreneurs), which passed on information about the Fund and sent out a fundraising appeal by email to its 500 members.

This initiative did not produce much save for a positive response from the association of women entrepreneurs in Sétif, a town in the interior of the country, which promised to provide support but only for an association working in its area.

Thanks to this first contact, in December the Fund was able to ask them to support a feminist theatrical project in their town, the request for which had just come in: we are waiting now for a response.

- In Lebanon

Last May, a request to fund a centre for women victims of violence in Lebanon that the Fund could not meet persuaded us to consider local funding possibilities. Taking into account the fact that there are a good number of wealthy entrepreneurs in Lebanon, and that we had to establish contacts between these individuals and the Lebanese women's movement, members of the Fund's Board of Trustees directly intervened with numerous potential donors. They also benefited from being in Beirut to meet with the directors of the centre and put them in touch with individuals likely to help with fundraising.

- **The Fund as beneficiary**

- In France

The different approaches taken with regard to French businesses to finance the 2010 Gala led to rather disappointing results and the conclusion that opportunities undoubtedly existed but they require an important investment in networking.

This is the reason for which in September a working group made up of Board members and members of strategy committees supporting the Fund put into place a strategy to approach small and medium size businesses.

In a first step, a person on our team took a training course on corporate philanthropy to learn how to master the related legal and communication tools. A consultant then was recruited in

Montpellier to target small enterprises in the Languedoc-Roussillon region, either in relation to the theme of the Mediterranean or to that of women.

These two people are now working in close collaboration in order for the team to learn and then undertake a similar operation in the Paris area.

ii) Individual donors

During the development of the Fund's strategic plan, the place, and therefore the energy, to be devoted to individual donors was discussed at length. Experience over the past two years with a fundraising letter had not been particularly decisive (more people were contacted in 2010 than in 2009 but the level of donations was lower), and the question was raised as to whether the effort should be discontinued. The answer would have been yes if we only viewed our work in economic terms. However, the goal of the Mediterranean Women's Fund is to create a net of solidarity in which each person feels as if they have a stake.

We esteem that everyone cannot or does not want to involve themselves in the daily struggle on the ground but many are convinced that without the field work carried out by feminist associations, the status of women would not have changed: the fundraising letter rekindles contacts with donors and provides information on the development of the Fund. It is, along with our bi-annual letter and diverse events that we organize, a means of linking the associations in the field with the individuals supporting the cause. It seems that this link with people interested in the activities of the Fund is becoming reinforced because an increasing number of small donations are being made throughout the year, not in response to a particular appeal but rather following a meeting or the publication of our bi-annual letter.

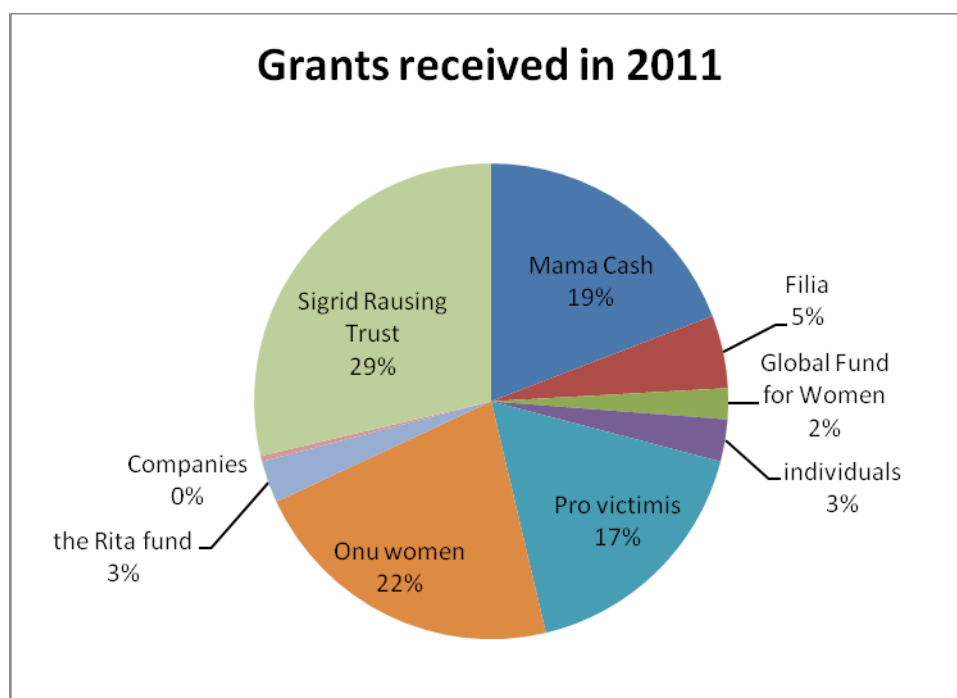
A new fundraising letter therefore was sent out in November to 600 people in France (500 by the post and 100 by email) and the results are better than those of 2010 (see call for donation letter and table 1). At the same time, an on-line donation system was set up at the end of the year but we will not be able to assess its impact until a few more months have passed.

Another fundraising formula was tested on the occasion of the birthday party of Marta Giral, the Fund Chair. She suggested to her friends that in lieu of gifts, they place a donation for the Fund in a box set aside for that effect. During the party, Marta Giral presented the Fund and reminded everyone of her wishes. The result was a donation that amounted 900€.

Table n° 1 Individual donations

	2009	2010	2011
Fundraising letter	Sent to 140 people 24% return, average donation 70 € 5000€	Sent to 500 people, 10% return, average donation 40 € 2500 €	November Sent to 600 people 4500 € Average donation 50 €
Gala/birthday party		6000€	900 €
Spontaneous donations			1100€

Graph n°1



NB : UNwomen grant received in 2011 will be used in 2012

c. Reinforcing collaboration with other donors in the region

The Fund already had started to collaborate with other donors in the region in 2010, but invitations to work together multiplied following the Tunisian and Egyptian revolutions, a sign of the recognition of the Fund's expertise.

Today, we have several types of collaborative relationships underway:

- with Filia Frauenschiftung: this collaboration began in 2010 based on a proposal by Filia that the Mediterranean Women's Fund take charge of redistributing funding from Filia to women's organizations that the Fund believes are important to support and which Filia cannot reach directly.
Since then, the relationship also has taken a new form, with the Fund responsible for transferring the grant Filia decided to award to a young Egyptian feminist organization. In this last case, the Fund plays a simple role of intermediary.
- with the Sigrid Rausing Trust: the Trust decided to increase its grant to the Fund so that the Fund could redistribute part of the funds to groups in Tunisia and Egypt.
- with UN Women – Maghreb : numerous working sessions took place with the Algeria programme officer (in February, May, July, October and November) in Alger to establish a partnership involving the project for a national gathering of the movement for equality. In this project, the Fund plays a mediator and facilitator role between women's associations and UN Women because the Fund is a product of the women's movement. The Fund drafted the project proposal in accord with

the women's organizations and presented it to UN Women; the Fund will manage the funding obtained in liaison with the organization committee.

- In September, the Fund was invited to meet the feminist fund Calala in Barcelona in order to present its work to Calala's Board of Trustees. This exercise was very interesting for the managers of the Funds present because some members of the Board of Calala were founders and directors of feminist funds in Central America. At the end of this meeting, collaboration between Calala, based in Spain, and the Fund, which includes Spain in its action zone, was evoked. Since then, the idea of co-funding Spanish women's groups was let go in order to award larger grants.

Lastly, a form of collaboration is being reinforced with other women's funds:

- The meeting of the IWFN network of European Feminist Funds in Hamburg in June was the occasion for the Fund president and director to learn from more experienced funds and the discussions reinforced the conviction that feminist funds must develop advocacy work among institutions to support and reinforce the women's movement around the world.
- The Fund also was invited to Amsterdam in September to participate in a project launched by FECAM and Mama Cash regarding funding granted to young women and girls. This project unites a dozen funds of the network, one mission of which is to reinforce the capacities of young women and girls. Links with other funds were reinforced through this meeting and new collaborative relationships were born. The Mediterranean Women's Fund thus reiterated its support for the new Frida fund for young activists and offered its assistance for the revision of the French translation of their site.
- Lastly Urgent–Action Fund-Africa and the Mediterranean Women's Fund decided at the end of this meeting to work together for North Africa. This decision quickly bore fruit: during the elections in Tunisia, a women's group made an urgent request that we transmitted to Urgent Action Africa to propose a co-financing arrangement that was organized within a week.

3. Supporting the women's movement

a. Funding associations and networks

Of the 55 requests received since January:

- 32 were rejected: 10 fell outside the region, 15 fell outside our criteria (most often personal artistic projects), 7 came from organizations whose projects either were not a priority for the Fund or were advised against by local advisors.
- 23 projects were retained by the selection committee: no action has been taken on 2 because our emails have gone unanswered, 20 were financed directly, and 1 was introduced to local donors.

In addition, 1 project was received and retained by Filia and the Fund served as an intermediary for its funding (see Table n°2).

The requests came from the entire Mediterranean region, most often the southern Mediterranean, with a particularly strong demand from Israel: the majority of these involved Arab (or Palestinian) women of Israel who often are overlooked by donors because they fall between the cracks. Their situation is so dramatic from a military, economic, and social perspective that the women are obliged to organize themselves, which may induce a greater mastery of grant seeking processes than in the rest of the region.

Despite the uprisings in Egypt and Tunisia, the requests from these countries were not particularly high: this may be explained by the fact that donors suddenly are interested in these countries and women's organizations have wider opportunities for larger grants.

With regard to southern Europe, requests came above all from France, the Fund having had numerous opportunities to participate in meetings of the women's movement in different towns: some of the requests coming from France are covered by individual donations made in France.

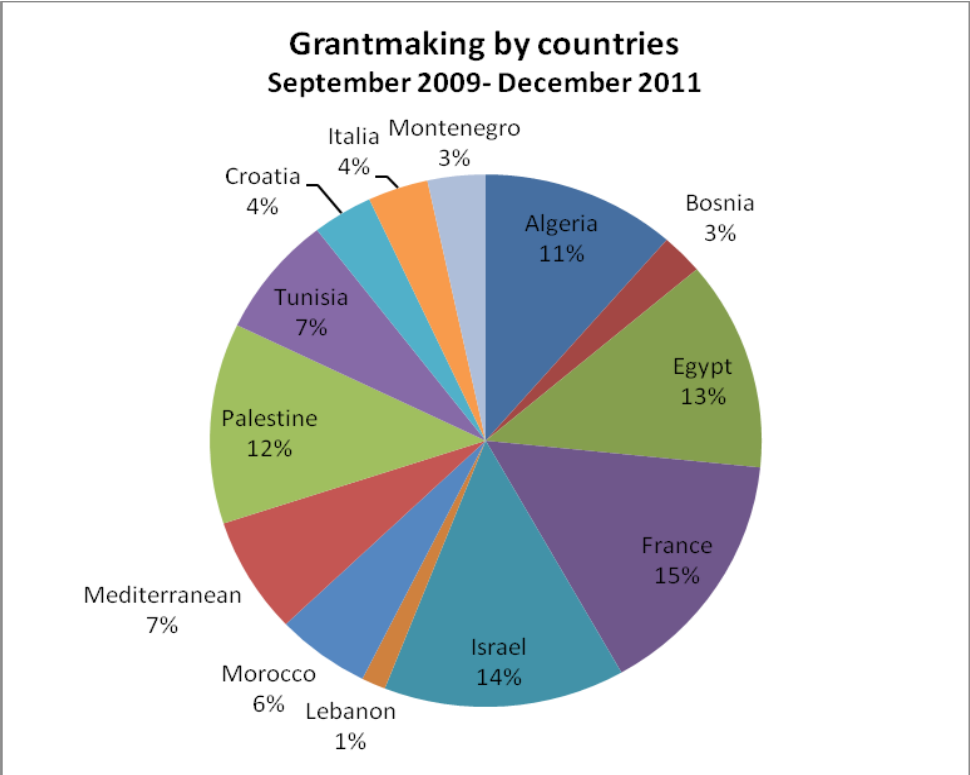
For the first time, requests came from Italy, Montenegro, and Croatia, which demonstrates that information about the Fund finally is spreading throughout the Mediterranean.

Lastly, some requests are treated as Mediterranean because they come from networks of the region that wish to work on the scale of the Mediterranean.

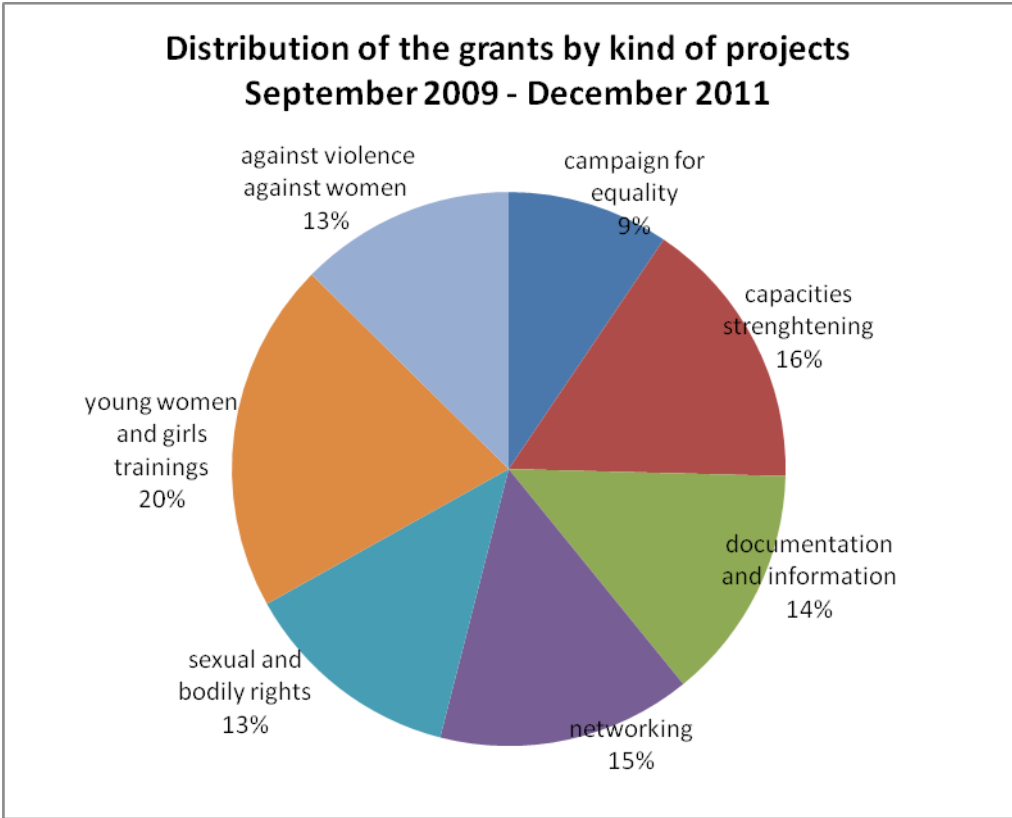
Table n°2 – List of projects funded in 2011

Etincelles	France	5000	Training in theater tools for mentalities evaluation
Mada El Carmel Arab center for applied research	Israel	5000	Making women from Naqab recognized
The working group for equality in Personal status issues	Israel	5000	Campaign against coerced underage marriage
La Pleiade	France	2500	Women's caravan for equality
Marea	Italy	5000	Punto Genoa meeting gender and globalization
Centre d'information et de documentation sur les droits de l'enfant et de la femme	Algeria	2500	Maghrebien workshop on equality in inheritance
Zakher association for developing women's capacities	Palestine	5000	Civil campaign to demand women inheritance rights
Engagement citoyen	Tunisia	5000	Youth and women, key-actors of the democratization process
Association of Egyptian female lawyers	Egypt	5000	Legal clinic for victims of sexual harassment
Nova feminist culture center	Montenegro	4800	Western Balkans Women's performing artist network
Kayan feminist organization	Israel	2700	Jusur developing and institutionalizing the grassroots Arab movement in Israel
Radio girls only*	Egypt	5000	Feminist radio
Res'art**	Algeria	1000	Network of handcraft women
Fondation Ytto pour l'hébergement et la réhabilitation des femmes victimes de violence	Morocco	5000	Campaign against forced and underage marriages
Mada el Carmel Arab center for applied research	Israel	5000	Bridging Palestinian students fragmented spaces using media
Women and their Bodies	Israel	5000	Workshops on women's health and sexuality
Initiative féministe Européenne	Mediterranean	5000	Strengthening women's human rights in the Mediterranean region
Masria hora speak out	Egypt	5000	Empowering women for political participation
Brod group for Women human rights	Croatia	5000	Social Inclusion and Integration of Women Victims of Domestic Violence in the Labour Market
Engagement citoyen	Tunisia	5000	Media campaign for women's participation in elections
Voix de femmes	France	5000	Campaign against forced marriage
Harass map	Egypt	5000	Activist work against sexual harassment
* re granting for Filia ** grant transfer made directly by the company			

Graph n°2



Graph n°3



b. Reinforcing the women's movement

Since January, in view of the results of certain groups to which we allocated a grant, we decided to develop another form of support for the women's movement in the region. We thought that this support should serve to help feminist activists be more efficient in conducting their work and communicating their ideas by forming long term coalitions, accept ambitious projects, and take time to develop and implement strategies.

- **Proposal to organize a space for exchange and strategic reflection for women's movements responding to emergency situations**

The sudden revolutions pushed us to implement this programme sooner than we expected. During times of upheaval such as in Tunisia and Egypt, we knew (based on experience in Algeria) that it is very difficult for women's organizations to find space to consider strategies that they must implement, alliances that they absolutely must consolidate, and actions that they must undertake collectively. Furthermore, and this is even more true with the sudden liberty of expression coupled with political redeployment, they undertake endless debates on points of disagreement concerning minor issues that end in frustration and lassitude.

➤ In Egypt:

We organized, in the space of three weeks (thanks to an emergency grant from SRT), a place of exchange and strategic reflection in Cairo by assuming responsibility for all of the organizational issues in order to liberate the activists on the ground who were extremely busy with current events.

The initial project was to unite 30 individuals in a workshop and not in a large meeting, among whom there would be leaders of feminist associations, young women and men who had stood out for their dynamism and feminist positions, and 6 to 8 people coming from neighbouring country networks, invited to share their experience and know-how that could be of immediate use to Egyptian activists.

This first experience was only a partial success:

16 members of 11 Egyptian women's organizations responded very positively to our proposal and gathered for a day to reflect together about the current events in their country and the actions to undertake together. All said at the close of the meeting that it was the first time that they spoke together in such a way (even if they were members of the same coalition).

We believe that they felt so free to speak because the organizers contributed a third, moderating presence (without extensive intervention). There were 4 individuals from "outside" the Egyptian experience that participated in this meeting, the director of the Fund helped by two members of the EFI network for organising and the sole intervener that was able to obtain a visa: a woman from Poland invited to share her experience on democratic transition. The other participants invited, feminist activists from other countries (Morocco, Lebanon, and Algeria) could not obtain their visas for June 15, the date of the meeting, although they had submitted their requests several weeks in advance.

We thus were able to validate that there was a need for women's associations to gather together to analyse the overall situation of their country but the transmission of tools and experience (in a very practical manner) could not be tested on this occasion.

It also is clear that one strategic reflection meeting is far from enough to start a coalition consolidation processes and the operation must be able to be repeated upon the request of the associations.

➤ In Algeria

It was with the same idea that the Fund proposed to feminist associations in Algeria to organize together a meeting of the women's movement and more broadly the movement for equality. As this idea had been evoked by many organizations, alongside that of an auto-evaluation of their practices, it was very well received and the project was pursued in two stages: the auto-analysis was undertaken and the synthesis of results of all of the associations was presented to the national meeting. The Fund organized numerous meeting with 6 historic feminist associations in order to form an organisation committee in which the Fund is a stakeholder as facilitator and financial manager of the project. It also is responsible for proposing and discussing the project with UN Women that is ready to finance meetings of the same type in other Maghreb countries and prefers to pass through the Fund as facilitator in Algeria.

• **Training proposal in collective feminist intelligence**

The analysis of the weaknesses of women's associations, and in consequence of the women's movement, led us to consider reinforcing the capacities of activists themselves.

As feminist activists, we realized that numerous training programmes were offered to women's associations and yet the actions implemented by associations, and even more so collective actions such as campaigns, continued to encounter the same obstacles that they encountered prior to these trainings. It struck us that this was because these trainings were oriented around practical (setting up projects, seeking funding) or intellectual (women's rights, CEDAW, etc) matters, and very rarely were there trainings (the word is inadequate) linked to the psychological aspect of constructing a social movement (relations of domination, self-esteem, capacity to work together).

This therefore was what the Fund decided to tackle: design and test trainings (preferably for young people) that develop collective intelligence. In November, the first meetings with specialists on the issue were held and a more precise articulation of the project is emerging.

• **Assistance on seeking funding**

When a project has retained the interest of the selection committee but it turns out that the Fund cannot finance the project or can finance only part of it, we systematically furnish the association the addresses of other donors likely to support them. It has happened that the Fund introduces associations to donors and helps them connect. This is the case with local business enterprises, as well as with private foundations, feminist funds, and even with the local offices of UN Women.

To be able to be so reactive, the Fund team maintains ongoing relations with donors supporting human rights and regularly keeps itself well informed to identify less well known

donors. The team also maintains ongoing relationships with associations in order to be better able to recommend them.

- **Support for conception and formulation**

The Fund accompanies newly established associations, or ones with little experience, on two levels:

- ❖ Once a grant has been accorded in order to help the association implement its project as effectively as possible: this is the case for new associations formed by young people. The Fund advised in this way the Egyptian association Harass map so that it could start its operations.
- ❖ When the project is being mounted in order to help associations put into place their structures and activities and to formulate their projects for other donors: this was the case, for example, with the Tunisian association, Engagement citoyen.

- **Reinforcing relationships with grantees**

Whenever possible, Fund staff meet the organizations-grantees, participate in their events and take every opportunity to know more about their work, the difficulties they face, the strategies they implement.

With this in mind, the staff in Paris have invited during the last months 10 women human rights activists to visit the office and talk of their work and some staff members (mostly the director but now increasingly the woman in charge of documentation resources) have participated in conferences organized by the organization Africa in Paris, by French feminist organizations in Lyon and Evry, by European Feminist Initiative in Beirut, and by CIDDEF in Algiers.

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