Consultancy for southern Lebanon successfully completed

A consortium of five specialist consultants, including the PRDU, has successfully completed preparatory activities for a regional socio-economic development programme for southern Lebanon, requested by the Government of Lebanon through the High Relief Committee and in collaboration with the United Nations Development Programme (UNDP) in Lebanon.

The consortium – L’Institut d’Aménagement et d’Urbanisme de la Région d’Île-de-France (IAURIF), Paris; Team International, Beirut; CRI (Consulting and Research Institute), Beirut; ECODIT, Washington; and PRDU – carried out their respective studies between Autumn 1998 and Spring 1999, to research on a wide range of economic, social and institutional rehabilitation and development issues in the region. Their report recommends a ten-year development programme following a possible Israeli withdrawal from the region, as well as two versions of a three-year programme based on the hypotheses of (a) total withdrawal and (b) present conflict situation continuing.

Ongoing opportunities for socio-economic development in Southern Lebanon: reconstruction work and the fishing industry.

The study area referred to as ‘Southern Lebanon’ covers the Cazas of Tyre, Bint-Jbeil, Marjayoun and Hasbaya and, for certain aspects, parts of the adjacent Cazas of Nabatieh, Jezzine, Western Bekaa and Rachaya, including the United Nations Interim Force in Lebanon (UNIFIL) deployment area.

continued on page 4
In the coming years the PRDU’s perspective will be to strengthen its links with other departments at the University of York whose work has gained great acclaim in an international arena – in particular, the Development Studies Group in the department of Politics, whose expertise lies in issues of governance, democracy and gender and development; and the highly regarded department of Social Policy and Social Work with its growing focus on Latin America, Africa, the Middle and Far East, and the former Soviet Union.

The Unit has recently been active in a number of projects – including the preparation of rehabilitation and development plans for South Lebanon and Northern Uganda – whilst support to associated centres, such as the Disaster Manage-ment Training Centre in Amman, has continued. The highly regarded achievements of the Unit’s graduates in their places of work is very rewarding, and speaks volumes for the success of the MA in Post-war Recovery Studies programme.

In May the PRDU hosted GIS in Cultural and Environmental Heritage Management – An International Workshop and Exhibition. A group of 15 participants from Croatia, Poland and Lebanon were joined by professionals from the UK, and PRDU students.

Discussion centred around the opportunities Geographic Information Systems (GIS) offer, and some of the limitations in various associated activities that act as a barrier to further progress. Participants considered various approaches from Silesia, Warsaw, Gdansk, Split and Zagreb together with those of English Nature and the North Yorkshire Moors National Park.

The workshop concluded with a visit to Helmsley, North Yorkshire, to explore the practical issues of cultural and environmental heritage conservation, restoration, and management of the house at Duncombe Park, the gardens and National Nature Reserve, and Helmsley Castle. Earlier, the participants had enjoyed a formal reception given by the Lord Mayor of York.

The group agreed to keep in contact so that progress could be enhanced through the sharing of common problems and solutions. It is expected that the workshop proceedings will be available towards the end of the summer.

ACKNOWLEDGEMENTS

Peter Halls, GIS Adviser, The University of York; Davorin Kerekovic (INA, Zagreb) organised the visit by colleagues from Croatia and Poland. In Helmsley the Workshop was led by: Lady Falconer at Duncombe Park; Nigel Fisher (English Nature) & Tim Tolls (Helmsley Estate Head Forester) at the National Nature Reserve; Keith Emerick (English Heritage) at Helmsley Castle.

The Unit has been fortunate in securing additional support from the University of York, which has offered a scholarship for the forthcoming academic year from its overseas student fund, and particular thanks go to the Alumni Office, whose scholarship from its Alumni Telepledge Fund will assist a student from Bosnia to study on the MA programme.

The University, through the efforts of the Development and Alumni Office, is drawing more on the reputation and experience of its Alumni. The PRDU’s Director, Dr Sultan Barakat recently accompanied senior University colleagues to an event of the London Alumni Association at the House of Commons in London. The event, set in the terrace room overlooking the River Thames, was an opportunity for former students to catch up with old friends and meet University staff and other graduates working in similar fields to themselves.

Funding success for professional training programmes at the PRDU

The PRDU has been successful in receiving financial assistance from the Higher Education Funding Council for England’s Continuing Education Grant to develop a range of short courses in Post-war Recovery Studies.

Four courses, each of three-week’s duration, will be offered annually, commencing in October 1999. Aimed at mid-career and senior practitioners, the programmes aim to help participants to develop the professional, multi-disciplinary knowledge and skills required to plan, manage and implement programmes that build towards the sustainable recovery of war-torn societies.

For further information please contact the Programme Administrator, Hazel Parker using the details on the front cover of revival.

GIS and Heritage Management

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Scholarships to aid study at the PRDU

Sponsorship is vital in enabling students from war-torn countries to study in York, where they can acquire the professional knowledge and skills necessary to make a real contribution to the recovery and reconstruction of their homelands.

The PRDU wishes to acknowledge the generous support given to its present students by the British Council and the UNDP; the Altajir World of Islam Trust for its annual scholarship; the British Scholarship Trust for its annual sponsorship for Bosnian students; and the Barakat Trust’s continued sponsorship, from its zakat funds, for Muslim students.

The Unit has been fortunate in securing additional support from the University of York, which has offered a scholarship for the forthcoming academic year from its Overseas student fund, and particular thanks go to the Alumni Office, whose scholarship from its Alumni Telepledge Fund will assist a student from Bosnia to study on the MA programme.

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Under decentralisation, Local Governments in Uganda are mandated to provide community services in the areas of their jurisdiction, utilising resources provided by the central government, received from donors and generated locally. In order to guide the implementation process and resource identification and allocation, Adjumani District Local Government, with the support of SNV (Netherlands Development Organisation) has contracted Dr Sultan Barakat as an external consultant to lead the team preparing their District Development Plan (DDP). The team includes: Dennis Ambayo, Planner/Statistician of Adjumani District; Andrew Tiondi, National Programme Officer, Population Secretariat, Ministry of Finance Planning and Economic Development, Kampala; John Zaniaago, Planner and Senior Population Officer of Moyo District; Carel Richter, Technical Advisor, SNV, Adjumani and Moyo.

The District Development Plan is a statement of action, intended to give a clear picture of what the District aims to achieve within a three year period between July 1999 and 2002. The preparation of this plan took place at a time when the District had embraced UNHCR’s ‘self-reliance strategy’ (SRS), which aims at bringing the Sudanese refugees to a situation where they are able to manage their own lives with as much ‘external aid’ as that provided to the nationals – a more delicate issue that needs to be considered in more detail at a later stage.

The vision
The 1999–2002 DDP aims to provide the general developmental framework within which Adjumani District can recover from the effects of armed conflict, meet the social needs of its populations, and build on the economic opportunities created by the current peaceful situation. The plan maximises the potential of local resources by basing its objectives on recent developmental achievements – thus rewarding development successes and investing in peace and social harmony.

Developmental goals
1. Improve peoples’ access to services, through: (i) raising the effectiveness of the existing infrastructure; and (ii) providing additional services to disadvantaged areas (i.e. improving quality and coverage).
2. Increase populations’ income at the household, village, sub-county as well as at the District level, thus enhancing growth and reducing poverty through investment in production, marketing and trade, as well as the encouragement of public-private partnerships.
3. Strengthen the capacity of the local administrative institutions at all levels to be able to define, plan, manage and sustain their own development priorities while optimising the use of local revenues.
4. Maximise collaboration opportunities between all development partners to the benefit of the District’s populations.
5. Prioritise development objectives in an Appropriate, Targeted, Achievable and Sustainable manner, with the aim of consolidating peace and achieving social harmony among the District’s population.

Planning Methodology
The Adjumani District Development Plan attempts to combine top-down and bottom-up planning approaches to development through maximising linkages between the various levels of planning from the national to the district and sub-county level. All along, the Plan has attempted to build its analysis and recommendations on an adequate grass-roots information base.

The study employed qualitative and quantitative methods of data collection in order to assess the coverage and impact of social services, to establish people’s degree of satisfaction, as well as to identify gaps and constraints in various development sectors. Quantitative data gathered by Heads of Departments and the different sectors was made available to the District Planning Unit. In order to cross-check available data and to seek more qualitative information the following methods were employed: key informants’ interviews; community’s needs-assessment; review of key documents; participation in the District’s annual Budget Conference; and action planning workshops. The use of such planning methodology has greatly enhanced the input of the local community into the development plans.
Setting the scene
Southern Lebanon has been a region of instability and conflict for the past 30 years. In June 1993 and April 1996, Israeli attacks resulted in considerable damage to the basic infrastructure, productive sectors and the private housing in the area. The local economy has been badly affected and the prevailing situation has led to a steady migration out of the area. The conflict situation remains an obstacle to the development of the region.

Challenges and opportunities
There are currently 260,000 people living in the region, approximately 75,000 of whom live in the occupied zone. Agriculture represents about 25 per cent of the labour force, while industry and services are not developed – for example 90 per cent of businesses employ less than five employees.

More than half of these employees earn less than the average monthly income of US$ 375, while 25 per cent earn under US$ 200. The production of tobacco, one of the most commonly grown crops in the region, presents a specific problem, as the government pays six or seven times above its true value in order to support the local population. The management of water resources is another major challenge – 90 per cent of the cultivated areas are not irrigated and there are serious water shortages even for domestic purposes. Illiteracy, particularly high among women over 40, is another important obstacle to long-term development plans.

The area has great potential and provides opportunities which could serve as a basis for its long-term sustainable development: the water resource potential provided by the Litani River; important commercial towns such as Tyre and Nabatieh; the region’s richness of archaeological and historical sites which could be an important attraction for tourism; and the Lebanese diaspora who are still concerned with the destiny of the region.

PRDU input
The two studies carried out by the PRDU for this important initiative aimed at supporting and enriching the programme’s overall comprehensive structure as well as its successful implementation in the future. The first, entitled *A Source Book on the State of the Art in Post-Conflict Rehabilitation*, had the objective of providing a critical overview of rehabilitation experiences from a wide range of countries which have gone through phases of post-war recovery. To produce a systematic analysis of these experiences, the study adopted a framework of six sections: national planning strategies; physical reconstruction; economic recovery; social rehabilitation; human security problems; and demining issues. This comprehensive structure recognises that peace-building is a long-term task whose success depends entirely on the holistic and integrated implementation of various post-war rehabilitation programmes. The study was prepared bearing in mind that all societies have a range of institutional, social, human and material resources at their disposal. The crucial point is to be able to act timely, to maximise the use of the resources available, and to allow plans to take a long-term perspective. However, experience shows that planners, policy makers and practitioners involved in post-war rehabilitation programmes are often governed by certain financial and political constraints, and have to deal with the pressure to respond as quickly as possible to recovery needs. As a consequence, this study has placed the issues of social, economic and physical rehabilitation in the context of a national planning strategy, referring to other countries’ experiences and deriving lessons from them for the Lebanese context.

The second study, *Directory of Funding Sources*, is a compilation of donor and implementing agencies involved in the rehabilitation and development processes of south Lebanon. This study will be particularly significant during the implementation of programmes, as resource mobilisation and its effective allocation for recovery is one of the most decisive elements in the formulation of a reconstruction strategy. Experience shows that if the resource mobilisation is not tackled efficiently and effectively, it can result in long delays in reconstruction, duplication of effort and ultimately the waste of badly needed resources. Therefore in parallel to the process of designing rehabilitation programmes, it is essential to identify the donor and implementing agencies which may be involved in the development of southern Lebanon. It is expected that this study will be a useful directory for Lebanese planners and practitioners in targeting the appropriate agencies in order to successfully obtain funding for their respective programmes.

ACKNOWLEDGEMENTS
The PRDU team was led by Dr Sultan Barakat, assisted by Dr Alpaslan Özdemir. Dr Ian Davis acted as consultant. Other contributors included: Ghassan El-Kahlout, Dr Peter Kienzle, Dr David Last, Rae McGrath and Arne Strand. Thanks also to the personnel of IMAURIF and TEAM International Consortium; most notably Dr Fouad Awada, Eric Huybrechts, Dr Yusef Salam and Zaki Nakkash; and also the representatives of the CRI and ECODIT, in particular Dr Kamal Hamdan and Joseph Karam for their continuous support, shared ideas and experiences. The study team acknowledges its debt to Dr Sati’ Arnaout who managed the programme with exceptional skill and energy.

Tobacco production presents a specific problem.
MA Field Visit

In December 1998 a group of PRDU staff, MA and DPhil students, together with a number of associates from Bosnia, Great Britain, Australia and Norway travelled to Lebanon for the MA in Post-War Recovery Studies field visit. As with the last two year’s visits to Iran and Afghanistan, the students heard and reviewed first-hand experience of humanitarian assistance and post-war recovery in various parts of this war-torn country. The group was hosted by SOLIDERE (a joint stock corporation formed in 1994 to manage the development of Beirut’s Central District), Team International, and the American University of Beirut (AUB).

Why Lebanon?
The armed conflict in Lebanon (1975–90) resulted in widespread physical, social and economic destruction. According to the United Nations, the damage inflicted on the country’s infrastructure – roads, water supplies, telecommunications and power generation – was estimated to be around US$ 25 billion. The war left 170,000 dead, whilst 800,000 people were displaced from their homes of origin. Since the Ta’if Agreement in 1990, which brought the civil conflict to an end, Lebanon has initiated a massive post-war recovery process in every aspect of life. The Lebanese reconstruction strategy, also known as Horizon 2000 aims to provide US$ 18 billion of public investment while generating US$ 42 billion from the private sector towards various rehabilitation programmes.

Between January 1992 and December 1997 the Council for Development and Reconstruction (CDR) awarded 1,336 consultancy and construction contracts worth US$ 4.2 billion, mainly in the electricity, telecommunications, water, waste water, education and health sectors. 948 of these have already been completed, and a 48% progress rate has been achieved for the remaining projects. It was because of these reconstruction initiatives that Lebanon was chosen for this field visit, which comprised three elements.

1. Introduction to the Lebanese context
As an introduction to the field visit, the group took part in a one-day seminar entitled The Challenge of Post-war Reconstruction in Lebanon, organised in collaboration with the Centre for Behavioural Research, AUB. A number of distinguished Lebanese academics and practitioners informed the York participants of their respective work: ways of re-arranging society in order to make the post-war recovery process sustainable; Horizon 2000 and post-war government sponsored initiatives; the role of municipalities; the socio-economic context; and the different alternatives for the Green Line. Field visits to Beirut’s suburbs – Elyssar and Linord, Sabra and Shatila Refugee Camps, and the UNDP’s Mountains Projects – also provided the group with first-hand information.

2. Spotlight on south Lebanon
Field visits and meetings with various organisations and community representatives in Saida and Tyre, provided first-hand information of reconstruction projects in south Lebanon.

1975–82 saw a total change in the make up of Saida. Israeli attacks on the Palestinian camps displaced many people into the city, while the original families moved out. Overcrowding, and direct action by the Israelis who destroyed Saida’s sea front in 1982, caused widespread damage. Central government was not in a position to alleviate the suffering caused by the lack of infrastructure and other public services. A prominent local, Mr Harriri, requested his son, Mr Rafiq Harriri (who later became Prime Minister) to rebuild The Great Mosque, and so started the Harriri Foundation which took the responsibility of providing as much assistance as possible to the population of Saida without replacing the public institutions. Pilot projects were implemented as an example of what could be done within existing resources. 36,000 students were funded to study in Lebanon and abroad. Improvements in Saida brought migration from surrounding rural areas. In response the Foundation tried to channel available funding to these areas. For example, instead of building a 200-bed hotel in Saida as originally planned, the project is now building several 40-bed hotels in surrounding areas, encouraging rural tourism.

Since the peace deal in 1991 the central government has strengthened its position in Saida and, consequently, the Foundation has pulled back from many of its socio-economic rehabilitation projects, apart from its social welfare programmes.

In Tyre the group visited reconstruction programmes carried out by Jehad Al-Bina which forms the civilian part of Hizbullah. Here they saw construction and rehabilitation of schools, hospitals, public places, cultural and religious places, houses and water networks. Jehad Al-Bina also carries out income generation programmes such as agricultural assistance, reforestation campaigns, animal husbandry and bee keeping.

Jehad Al-Bina explained that the main aim of the reconstruction projects was to keep people in their homeland and discourage them from migration – a resistance to the expansion policies of Israel. All buildings are reconstructed, even if the same building has to be done ten times. Necessary repair work is carried out quickly, and the reconstruction of houses has become part of the economy of the area.

3. Using the knowledge gained
The visit concluded with a three-day continued on page 11

Artist’s impression shows plans for part of the reconstruction of Beirut.
MA placements 1998/99 ...  

PRDU’s MA students have recently spent several weeks undertaking their individual work placements. An essential part of the programme, the placement gives students the opportunity to spend six weeks within an organisation of their choice, often in a country or field of work, or at a level which is new to them. Some were placed at their host organisation’s headquarters whilst others undertook field work.

As experienced professionals, students are able to offer the host skills, knowledge and expertise during their placement. On their return to York, students are required to submit a placement report for assessment and to give a presentation – three students have kindly agreed to summarise their experience here. The PRDU would like to thank all this year’s host organisations mentioned opposite, whose support is greatly appreciated.

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<td>Zuhair KHADER</td>
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<td>Freda PYLES</td>
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New challenges in Uganda

I spent my work placement in Moyo, Eastern Africa, with Aktion Afrika Hilfe (AAH), a well-known German non-governmental organisation. Moyo is a small town with a population of around 7,000, located in North Uganda, 5km away from the Sudan border. Prior to my arrival, I knew very little about the context, the frightening diseases and coping with the intense heat. The only information I was able to collect was very encouraging, describing Uganda as one of Africa’s most progressive countries in terms of economic performance. Apparently, over the period 1991–96 the domestic economy expanded at an annual rate of some 6.5%! So what place could be more suitable for someone whose interests concern the economic improvement of countries trying to recover from the destruction and cruelty caused by protracted internal conflicts?

My optimistic expectations were immediately dampened when I landed in Kampala, the capital of Uganda. The first news I read in New Vision, the national newspaper, referred to the unstable security situation and to the ongoing rebel activities menacing the well-being and safety of the Northern population, especially of the West-Nile area where Moyo is located. Unhappily this information was confirmed on my arrival in Moyo. Ageing Sudanese aeroplanes overhead, and the retaliatory ground fire they provoked, welcomed me to Northern Uganda. Then I was reminded of the PRDU field trip to Lebanon where for the first time I had experienced the so-called ‘sonic bombs’. But after a few days, thanks to the optimism of the local people and the AAH staff, I was convinced that everything was under control and that since last November they had neither been attacked by the rebels nor by Antonov’s bombs. What a relief!

The placement’s environment was enriched by frenetic discussions and meetings between the different actors responsible for Moyo and Adjumani’s post-war recovery. The Self-Reliance strategy announced by UNHCR was the first attempt to embark on the long path towards sustainable development. Moyo is currently hosting more than 30,000 refugees and another 15,000 self-settled refugees in addition to 5,000 IDPs, as a result of rebel insurgencies in Uganda. In this context, the new policy of integration was conceived with the aim to transform refugees into self-sufficient people competing with nationals in the allocation and utilisation of local resources. Suddenly AAH, as one of the principal implementers of UNHCR, is striving to adapt its intervention to conform with the new challenges.

To further complicate the situation, the particular political environment characterised by the implementation of structural adjustment policies in line with IMF and World Bank rules, has to be considered. Since 1997 the Local Government has been delegated to act as ‘the provider’ of basic services to the overall population. This means that within the integration policy refugees are to be considered as targeted recipients.

All of these considerations have triggered my interest and raised in my mind the following questions:

- Will the Local Government have sufficient capability to support the integration policy and, at the same time, achieve an improvement in the quality of life of its 150,000 inhabitants?
- Can development at local level be reached through the macro-economic policies recommended by external donors?

These questions will form the basis of my MA dissertation.

Nika Salvetti (Italy)
Living with the refugees in Sudan

Human Appeal International (HAI) – a United Arab Emirates-based NGO providing relief and social, medical & educational aid to victims of war and natural disasters – kindly hosted my placement. One of their major projects is in Sudan, where refugees in the Eastern state and internally displaced people (IDP) live in camps surrounding Khartoum, the capital. After a short period of briefing in UAE I went on to Sudan where I spent four weeks focussing on the organisation’s day-to-day work in the field.

The projects were set up to help refugees and IDP’s from the civil war between the Sudanese government forces and rebels from the South. The main purpose of my placement was to conduct a survey focussing on the implementation of HAI’s programmes in the Kasala state – in particular the Eritrean refugee camps in Shigrab, Khashm Al-Qirba and the IDP’s around Khartoum. I have attempted to compare the administrative, operational, and evaluation of HAI’s experience in conjunction with other Islamic relief organisations working in Sudan and in comparison to western relief organisations working in the same area.

My work took me to three types of settlement: agricultural – where farmers can grow food for themselves and the market; rural – where schemes provide paid work for farm labourers; and urban – where skilled and semi-skilled workers find employment as mechanics, truck drivers etc, and women work as nurses or in hotels.

Community participation in Sri Lanka

My study placement was spent with FORUT – a Norwegian NGO whose involvement in Sri Lanka began in 1981. Today, the programme and its scope of intervention has expanded dramatically in response to the instate conflict, which erupted in 1983 between the Liberation Tigers of Tamil Eelam (LTTE) and the Government.

The placement was essentially a monitoring exercise in which I reviewed FORUT’s Vavuniya South Rehabilitation Project (VSRP), located in the North-Eastern Province of the Vanni region. The VSRP is one of 18 Projects FORUT operates in the country and is primarily focused on rehabilitation and community development, targeting poor and vulnerable families in need of assistance. Interventions include: rehabilitation and development of community infrastructure and public utilities; resettlement/relocation of IDPs; establishment and/or strengthening of small group credit and savings schemes; as well as early childhood development orientated activities. To ensure sustainability, all interventions are based on community participation.

I conducted several field surveys, including visits to the newly liberated government areas, to analyse project activities. I held discussions with villagers, FORUT staff, local authorities, and UNHCR to determine beneficiary priority needs; and reviewed the processes involved in setting up the community-based organisations. I also assessed the need for continued support of FORUT’s computer training centre, COMPUTEC, and the capacity of the staff to run this institution without FORUT’s involvement.

The findings, along with recommendations based on the results of the review, were presented in a report submitted to FORUT. The recommendations were aimed at exploring ways of promoting the sustainability of FORUT interventions and assisting staff in planning its future.

The placement provided me with the opportunity to review FORUT’s integrated rehabilitation and community development approach, and to compare its effectiveness in a post-war setting different in cultural, socio-economic and political terms to those experiences I gained while working in Cambodia. It also enabled me to share ideas and develop new friendships.

Andrew Duncan (Australia)
“We have always believed that the ultimate test of the quality of the education we provide is the future employment of our graduates and the contribution they make at the workplace.”

Sultan Barakat & Charles Cockburn

1996–97 STUDENTS

Haneef Atmar continues as Programme Manager for Norwegian Church Aid’s Afghanistan Programme, in Peshawar, Pakistan. His book “Institutional Development of Southern NGO’s: What Role for Northern NGO’s?” is now available (see page 11).

Monica Honn is working as Community Development Manager at International Rescue Committee in Tbilisi, Georgia.

Zaki Nakkash is Project Coordinator of the Regional Socio-Economic Development Programme for South Lebanon (RSEDAP) at Team International in Beirut, Lebanon. Zaki helped arrange the recent PRDU Field Visit to Lebanon and was involved in the South Lebanon project (see pages 1, 4 & 5).

Akbar Nour worked in Bosnia-Herzegovina for a British NGO, then in Sarajevo for ICVA as a Program Assistant. From June 1998 he worked for the Norwegian Afghanistan Committee as a Project Coordinator in Pakistan/ Afghanistan. He is now an Information Coordinator with ENDA Maghreb, a southern international NGO, in Morocco.

Nick Macdonald is working in Albania for the Catholic Relief Services Albania Programme.

Magus Wolfe Murray was, until recently, International Medical Corps’ Country Director for Bosnia and has just taken up a new post as an Emergency Coordinator in Albania.

Kristin Sandberg works as Coordinator/Senior Executive Officer at the Department of International Community Health at Oslo University, Norway.

1997–98 STUDENTS

Sean Deely is working as a Senior Officer, department of Disaster Policy, International Federation of Red Cross & Red Crescent Societies in Geneva (see opposite).

Fahim Hakim is Programme Coordinator at Co-operation for Peace and Unity (CPAU) in Peshawar, Pakistan.

Chris Hutton is in Nairobi, Kenya, working as Project Manager on the Disaster Management Programme for LINHCS (HABITAT).

Ghassan El-Kahlout, having received an Al Tajir scholarship, is now studying at the PRDU for a DPhil. His research topic is ‘The Reconstruction of Palestine’.

Abel Kalonda returned to his post as Head of the Development Fund Department at the World Bank’s International Fund for Agricultural Development in Zambia.

Tajna Kurt is Programme Officer at the European Community Humanitarian Office (ECHO) in Mostar, Bosnia & Herzegovina.

Barbara Manzi went out to Angola to work as a Field Adviser for UCAH (see opposite).

Ayako Omura returned to Japan and is Architect, Facilities Department, Kanto Bureau of Postal Services.

Carol Seikaly joined the Disaster Management Training Centre in Amman, Jordan, as Technical Assistant on the Capacity Building Project under the UNDP (see page 12).

Fernando Soares is based in Geneva, working for the International Federation of the Red Cross.

George Somerwill was an observer with the UN Office, Iraq, Oil-for-Food Programme, then Spokesperson and Head of Information for the UNOHCI (see opposite).

Nermina Tanković returned to Bosnia to work for OSCE (Organisation for Security and Cooperation in Europe) and is now working in Geneva for the International Federation of Red Cross and Red Crescent Societies as a Coda Implementation Officer.

Nato Tsintsabadze returned to her home town of Tbilisi, Georgia and is working as a Conservation Consultant for ICOMOS.

Jolanda van Dijk worked as a human rights officer for OSCE-KVM in Pristina, Kosovo. After being evacuated in March she stayed briefly in Macedonia before going to Albania to work with Kosovar refugees.

Arne Strand has received Research Council of Norway funding to continue his studies as a DPhil student at the PRDU looking into “NGO Coordination, to the Benefit of Forced Migrants?”, with field research in Afghanistan and Bosnia-Herzegovina.

Living quickly

A

fter a year in old Europe, in the calm, quiet York, I took the plane with some emotion, within my bag some new dreams, knowledge acquired and fear of facing again the ‘real’ world. When writing my MA dissertation I wondered whether my perceptions were appropriate to the reality of Angola; now on the plane I felt the chance to verify some of the theories.

This was my second trip to Angola, as I had done my work placement there. It was not difficult to enter quickly into the daily routine of this UN office – the Humanitarian Assistance Coordination Unit (UCAH).

My first job was to organise and carry out a training programme for the 18 Provincial Humanitarian Coordinators (PHCs) of the Technical Unit for the Coordination of Humanitarian Assistance (UTCAH). This project aims to strengthen the capacity of UTCAH in coordinating humanitarian activities at the provincial level, and contributes to building a bridge between the progressive withdrawal of UN humanitarian assistance agencies and the assumption of full responsibility by local dedicated institutions. The major challenge we had to face for the implementation of the project was related to the continuous changes in the situation on the ground. In particular, the increase in the level of conflict mutated the premises of the project. The further escalation of the hostilities – since December 1998 – and the subsequent increased need for the coordination of humanitarian response, were the first test for the UTCAH PHCs. Their response highlighted the strengths...
Nine months in a life

The biggest change between my last frantic thesis-polishing weeks in York and my arrival in Baghdad, was not the temperature (from 15 to 40 degrees Celsius in 24 hours). No – the biggest change was from the peaceful, almost bucolic air of university life to the highly charged political atmosphere of Iraq.

Prior to finishing my degree I had been offered a job by the UN Office of the Iraq Programme to work as an observer for the Oil-for-Food Programme, a UN-managed project which allows Iraq to sell up to $5.265 billion dollars worth of oil every six months to be used for the purchase of urgently required humanitarian supplies. The observation process was interesting, allowing me to travel all over Iraq, including the three northern governorates of Erbil, Dahuk and Suleimaniyeh, near the borders of Iran and Turkey. In these governorates, the UN implements the humanitarian programme on behalf of the Government of Iraq.

However the relatively calm life of a UN observer in Iraq was shattered eight weeks later when the UN asked me to take over as the Spokesperson and Head of Information for the UN Office of the Humanitarian Coordinator for Iraq (UNOHCI) – it seemed that someone had noted on my CV that I had been a journalist for 15 years and thought that I might be more productively employed than as an observer! I took over the spokesperson’s job at the beginning of November – just in time to be ‘thrown into the deep end’ during the so-called ‘November Crisis’ and, the following month, the four day bombing of Iraq by US and British aircraft and missiles.

During both periods we were forced to move into the UN’s headquarters in a suburb of Baghdad (a former hotel) and sleep in our offices; or in a downstairs corridor, away from windows, when the air raids were on. After the first night of bombing I conducted more than 100 telephone and ‘on-camera’ interviews for radio and TV stations as far afield as New Zealand, Argentina and Alaska.

The nature of the job, then and now, could best be described as riding a unicycle on a wire across Niagara Falls while juggling at the same time. In Iraq, a non-political UN humanitarian programme is being delivered in a very political environment. This programme is unique in that it is controlled by the UN Security Council, rather than the Secretariat and the Secretary-General. As such, heavy political pressure on the UN in general and the specific programme, is applied by all parties to the conflict. My job is to try to chart a path through this minefield.

I have been asked many times what will be my lasting impression of Baghdad. Without hesitation I can say that it is the quiet dignity and courage of the ordinary Iraqi people. Though they live in very difficult circumstances, not one Iraqi has ever shown aggression or anger to me or my colleagues. During the bombing in December not one Iraqi UN staff person failed to show up for work. Their attitude towards us, their international colleagues, was always professional, friendly and with a strong sense of humour. This alone makes my work worthwhile.

George Somerwill, Baghdad, Iraq

While studying for my MA in York, I was offered the unique opportunity of undertaking a work placement with Dr Peter Walker, Director of Disaster Policy at the International Federation of Red Cross and Red Crescent Societies. Since graduating, I have been working as a Senior Officer in Dr Walker’s department at the secretariat in Geneva. My job is to develop the International Federation’s policies and practices, focusing on three areas:

• co-ordinating the International Federation’s preparations for the International Conference of the Red Cross and Red Crescent which takes place in Geneva later this year;

• supporting the Federation’s involvement in the implementation phase of the Local Capacity for Peace Project;

• developing policy and strategy for the institution’s operations in post-conflict situations.

The International Conference meets every four years to examine and decide upon humanitarian matters of common interest to its members – the Delegations from the recognised National Red Cross and Red Crescent Societies (175), from the International Committee of the Red Cross, from the International Federation and from the States Parties...
Learning from a UK Urban Regeneration project

An area “in deep trouble” suffering from “a sense of lawlessness”, its community “deeply divided and on the edge of civil disorder”. This is how a project consortium responsible for regenerating North Benwell, in Newcastle described the area at the outset of their task.

Students undertaking an assignment in conjunction with the MA in Post-war Recovery Studies at the PRDU were invited to undertake a short study of this area in the north of England, to learn from initiatives there. Their task was to examine a range of social and economic issues and come up with “paper” solutions. Staff from ‘Reviving the Heart of the West End’ briefed the students, whose study was conducted over a period of three weeks, and introduced them to members of the local community and other organisations working in the area.

Whilst this was a purely academic exercise it is hoped that students will benefit from the analytical process involved in researching community/area type problems and coming up with workable solutions. Skills developed in this exercise include: strategic thinking, needs assessment, action planning, programming and budgeting, and the inter-relationship between economic and social recovery.

One group’s objectives included the identification and establishment of a community focal point for social and commercial use/exploitation by Benwell citizens; socio-economic stimulation through the physical reconnection of Benwell to the greater city and the periphery suburbs; effective use of the site to maximise other social and commercial activities. These objectives could be achieved by the construction of a marina/jetty as a permanent berth for a ‘flagship’ for the community of Benwell; revitalising and beautifying the historic route from Benwell to the river into a scenic garden path; provision of an abandoned waterfront site, which could be transformed into recreational space for the neighbourhood as well as being used to exploit commercially tourists, workers and Newcastle residents.

Another group’s objectives focussed on crime reduction and prevention; unemployment reduction and job creation; improving education, literacy and youth programmes; improvements to housing security and the local environment. They reviewed the consortium’s programme and devised an Action Plan:

1. To continue funding beyond 2001 and expand the programme to include hiring more Benwell residents; developing more after-school programmes and activities; adding additional community events; continuing upgrading the image; working with Newcastle’s two universities to get in student tenants; strengthening community crime prevention programmes;

2. The City Council should subsidise the vision by buying more of the empty housing stock; continuing to provide more green spaces and use community initiatives for green space design; developing multi use of the building stock; establishing credit opportunities for poor people wishing to buy; monitoring and improving garbage collection; continuing economic development for semi-skilled labour opportunities;

The third group of students identified the problems as: economic decline, physical decay, social disintegration. They concentrated their study on children and young people and came up with the following recommendations: involving youth at all levels, including the identification of issues, planning, peer facilitation, and analysing findings; addressing issues from a prevention perspective; empowering youth to implement their own solutions; recognising their successes and sharing these with other youth, families and communities.

Revising a declining urban area in the UK is not the same as recovery in a post-war situation; however some similarities are apparent. Many of the activities identified both by the students and by the project consortium echo those described by Dr Barakat in his paper on ‘City War Zones’ (Urban Age, Spring 98):

Reconstruction should be seen as the first step in a longer term recovery process ... (ii) involves economic, social and psychological readjustment. It is the full range of integrated activities and processes that have to be initiated in order to ‘kick start’ the development process interrupted by a war... One of the most viable ways to encourage more suitable urban recovery is by stimulating livelihoods and economic activities, thus encouraging local markets and commerce.

ACKNOWLEDGEMENTS

The PRDU would like to acknowledge Fiona Clarke of the ‘Reviving the Heart of the West End’ project and all her colleagues and associates, and especially the residents of North Benwell for their support and warm welcome to the students.

... Now walk the walk

continued from page 9

to the Geneva Conventions (currently 188). My role involves co-ordinating between the different working groups responsible for preparations and reporting to the Under Secretary General. The development of background material for the Conference involves inputs from a range of different departments and working units in the International Federation and the ICRC – which is co-ordinated by a team of five, of which I am one. Organisation of the Conference which is undertaken on a shared basis by both institutions is also co-ordinated by the same team.

The International Federation has been involved in the development of the Local Capacities for Peace Project (LCPP) since its inception in 1993. It is currently implementing the project in three of its operations in Bangladesh, Ethiopia and Tajikistan. An LCPP delegate was recruited and is based in Addis Ababa where he carries out training and research workshops with the Federation’s delegations and the National Red Cross or Red Crescent Societies in Addis, Dhaka and Dushanbe. The aim of the project is to apply the findings of the LCPP to National Society and Federation operations in violent or post-conflict situations to determine how the findings apply, and what effects the operations have in either exacerbating or dampening tensions. A training module will be developed during the course of the project for use in Federation and National Society staff training. I act as the Federation secretariat’s focal point for the LCPP, co-ordinating between the different delegations where the programme is being implemented, supporting the LCPP delegate and reporting to donors and involved organisations. Monitoring and revision of the programme implementation plan are also part of his duties.

I am also involved in the development of the Federation’s post-conflict strategy, including a proposal for a joint venture with a major organisation to undertake rehabilitation of the health sector in Somalia and Liberia. Other aspects include the development of Federation positions on Small Arms, Conflict Prevention, Demobilisation and reintegrations of combatants after war, and the role of the International Federation in states where the central government is no longer functioning.

Seán Deely, Geneva, Switzerland

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workshop entitled Reconnecting Beirut Central District: Cross-cultural Exchange of Experiences which was organised jointly with SOLIDERE and facilitated by Angus Gavin (advisor to SOLIDERE’s Chairman) and Sultan Barakat.

The main reason for placing the workshop with SOLIDERE after various visits and meetings in different parts of Lebanon was to provide a better understanding of the overall reconstruction issues in the country before focussing on the reconstruction of a specific area in Beirut. The workshop aimed to identify and explore the context of reconnecting Beirut Central District (BCD) with its surrounding environment – immediate peripheral districts as well as the whole country – and thereby reaching conclusions that could guide future interventions to be taken in the area.

The workshop structure focussed on three main topics: the role of the private sector in post-war reconstruction; cultural heritage, identity and reconstruction; and reconstruction as a tool for reconciliation and peace-building. Each of these topics was allocated a day for presentations and discussions. Professionals and experts from SOLIDERE presented their point of view on the issues, then PRDU’s Masters students highlighted various experiences from different parts of the world, followed by plenary discussions. Participants were divided into three groups for an action planning exercise which included a visit to BCD’s immediate peripheral areas led by John Thompson and Keith Shearer. The final day of the workshop also incorporated closing discussions in order to present a set of recommendations. The proceedings of this workshop as well as a report on the Lebanon visit will be available soon as a PRDU publication.

ACKNOWLEDGEMENTS
Speakers at the one-day conference included: Dr Sameh Khalaf, AUB; Dr Wafa Charafeddine, Council for Development and Reconstruction; Dr Safi Arnaout, The High Relief Committee; Dr Kamal Hamdan, Economic Consultant; and Mr Eric Huybrechts, Responsable de l’Observatoire de Recherche sur Beyrouth et la Reconstruction. The group was hosted by BCD with its surrounding environment – immediate peripheral districts as well as the whole country – and thereby reaching conclusions that could guide future interventions to be taken in the area.

In January 1998 a group of practitioners, policy makers and donors were invited to York to: debate lessons learned; discuss the challenges of the current operating environment in Afghanistan; develop further initiatives/guidelines which could enhance local capacities for peace. This report of presentations, case-studies and group discussions sets out specific challenges, recommendations and commitments.

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Institutional Development of Southern NGOs: What Role for Northern NGOs?
MA Dissertation – Mohammed Haneef Atmar
(1999; PRDU, The University of York/Norwegian Church Aid; 64pp; £20.00; ISBN 0 904761 67 3)
The author studies the philosophy and practice of NGO institutional development, making practical recommend-ations for policy makers and practitioners. A theoretical understanding of the concept of NGO institutional and organisational development is developed, and current practice scrutinised.

From Rhetoric to Reality The role of aid in local peacebuilding in Afghanistan
Edited by Haneef Atmar, Sultan Barakat & Arne Strand
(1998; 106pp [illustrated]; £20.00; ISBN 0 904761 66 5)
In January 1998 a group of practitioners, policy makers and donors were invited to York to: debate lessons learned; discuss the challenges of the current operating environment in Afghanistan; develop further initiatives/guidelines which could enhance local capacities for peace. This report of presentations, case-studies and group discussions sets out specific challenges, recommendations and commitments.

The Revitalisation of the Historic Settlement Politej
Sultan Barakat & Craig Wilson
A PRDU publication in accordance with the World Monument Fund and the Kress Foundation.
(1997; 104pp [illustrated], £20.00, ISBN 0 904761 66 5)

Towards improved Shelter and Environment for Refugees and Displaced Persons within the post-Yugoslav Countries
Edited by Sultan Barakat & Sue Ellis
(1996; 150pp; £20.00; ISBN 0 904761 58 4)
A comprehensive report on the University of York/University of Luton joint International Workshop which brought together academics, practitioners & policy makers, and shelter manufacturers for refugees and displaced persons. Introduction, 10 papers from leading experts, and conclusions & recommendations as drawn up by participants.

Urban Rehabilitation in Kabul Bridging between Communities and Institutions
S. Barakat, M. Ebsan, J. Leslie & A. Strand
(1996; 68pp [illustrated]; £10.00; ISBN 0 904761 57 6)
This workshop was attended by Donors, International NGOs, UN agencies and Kabul Municipality. Real workable findings were produced on opportunities /limitations of involving local community and institutions in the rehabilitation process. Guidelines of Good Recovery Practice were compiled and adopted by the NGOs and UN as a basis for their work in Kabul.

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Islam and the concept of linking relief to development

A Regional Training Workshop, organised by the Disaster Management Training Centre (DMTC) of the Jordan Hashemite Charity Organisation, took place in Amman, 15–19 May 1999. The workshop was facilitated by Dr Sultan Barakat (Director, PRDU) and Dr Alan Lavell (Resident UNDP Consultant at DMTC), and supported by Dr Saleh Khasawneh (Project Coordinator) and CL. Hassan Ajarmeh (Director, DMTC). Its aims were to identify the problems, opportunities, strategies and instruments involved in bridging the gap between relief and development, as faced by Islamic agencies, through the following objectives:

1. define the disaster problematic and its relations to development;
2. examine how Relief can contribute positively to longer-term development;
3. explore ways in which the good practice of rehabilitation and reconstruction can ease the transition between Relief and Development;
4. establish the need for Disaster Mitigation to be built into development practices in order to reduce the possible need for emergency relief.

With 25 participants from 10 Arab countries, the workshop used an interactive approach, encouraging participants to share their own organisations’ experiences and draw on different perspectives derived from Islamic traditions. Themes covered included: the concept of Relief in Islam, and the emphasis it places on the developmental dimension; good practice of relief and the need for a Code of Conduct and recognised standards; the basic principles and practices of Bridging.

The first session focussed on the fundamental meaning of Relief and Development. The Major General of the Jordanian Civil Defence Directorate presented a paper on the role of their forces in Relief and response to Disasters. His Excellency the Secretary General of the Hashemite Charity Organisation and Minister of Awqaf, stressed the importance of Relief practices in Islam and the role of Islamic organisations in this field. These include the planning of effective and prosperous relief activities so that Relief work forms a strong foundation for future development. Dr Khasawneh presented a brief on the concept of Development which implied incurring economic growth and changes in socio-economic and cultural values according to the wishes and requirements of the people.

Dr Barakat presented case studies from Afghanistan, Bosnia, Sri Lanka and Yemen to illustrate the concept of Bridging between Relief and Development, based on practical strategies and lessons learned; and three Civil Defence Officers discussed their understanding of Risk, Vulnerability and Capacity Analysis as well as Impact and Needs Assessment in Disasters. Further relief and development case studies by agencies based in Lebanon, Egypt, Morocco and Saudi Arabia were presented by participants, who were then introduced to methods aimed at helping them to conduct better evaluation of their Organisations’ programmes and projects, thereby strengthening their effectiveness.

It is hoped that further workshops in the future will develop these themes.

Women & Islam

Professor Haleh Afshar, occasional lecturer at the PRDU, teaches politics and women’s studies at the University of York. Her particular fields of interests are women and development and Islam and the Middle East. Joint editor of Macmillan’s York Women’s Studies Series, her most recent book Islam and feminisms focuses on the strategic use of Islamic discourses by the women’s movement in Iran to achieve effective feminist goals. She is interested in women’s participation in the process of reconstruction and collaborates with the Unit on relevant areas.

Excellence in teaching and research at York

A leading UK newspaper, the Daily Telegraph, recently placed the University of York second to Cambridge in its ‘league table’ of teaching quality of 98 universities in Britain, saying York has “confirmed its position as the most outstandingly successful of the new universities”.

This follows the Financial Times naming York as “top provincial university” and the Sunday Times’s statement that “York can now claim to be the premier alternative to Oxbridge.”

Founded in 1963, the University of York now has over 7,000 students and 30 academic departments and research centres. The PRDU continues to draw on the expertise of university colleagues. Staff from several departments – including the Centre for Management, the Departments of Politics and Archaeology, and York’s GIS Adviser – have recently contributed to teaching on the MA in Post-war Recovery Studies.