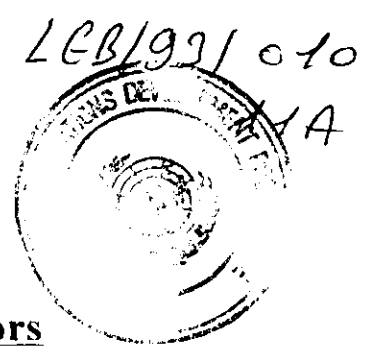


Project: " FORA FOR PEACE "



Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

The Training Session for Moderators
of National Issues Forums
Final Report

Introduction:

The National Issues Forums started in Lebanon in 1993 as a joint program that brought together the International Management and Training Institute (IMTI), the Lebanese Center for Policy Studies (LCPS) and the Kettering Foundation/USA.

Building a strong civil society is one of the most important goals that the three organizations strive to achieve. Moreover, the three organizations believe that building a civil society is a much more complex process than learning how to hold elections. The key actors in such a process are citizens who recognize the need to assume responsibility for what happens in public life. It is not something that could be taught, nor it could be imposed. Rather, it must come from the ground up. Understanding this process, and its importance in maintaining truly democratic regimes has led to the creation of the National Issues Forums (NIF) program in Lebanon. The main purpose of the National Issues Forums (NIF) program in Lebanon is to create public space , through raising the level of citizens' awareness of national issues and fostering a spirit of dialogue and deliberation among Lebanese citizens on issues that could eventually result in improving citizens' participation in the policy decision-making process.

Since 1993, seven Lebanese moderators attended a one week training course at the Kettering Foundation in the US .The Kettering Foundation committed itself to continue to provide training opportunities for Lebanese moderators for the coming three years (two moderators each year) . The Lebanese National Issues Forums (NIF) team includes people from both IMTI and LCPS and also those who participated in the Kettering Foundation International Civil Society Workshop (ICSW) in Dayton -Ohio- USA.

Todate, two issue booklets on Environment and Health and a terminology glossary were produced, and twenty three forums were held with different groups on different issues: Environment and Health Systems.

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In addition, a third issue booklet on women participation was prepared by one of the Lebanese NIF team member during her six months fellowship at the Kettering Foundation.

However, due to the inadequate number of moderators and the fact that the training provided by the Kettering Foundation requires a good command of English as well as a visa to the US. Also, it's limited to two persons every year. The IMTI and LCPS decided to design and conduct a three day training session to train moderators of National Issues Forums (NIF) and to introduce the NIF methodology to Lebanese NGOs interested in building civil society and in strengthening citizens' role in the Lebanese society. The training session was supported by UNDP/Fora For Peace program.

The training session:

"The Training Session for Moderators of National Issues Forums" was prepared, organized and implemented jointly by LCPS and the IMTI with the collaboration of the Kettering Foundation in the U.S.A.

The training session was held on February 29 and March 1-2, 1997 at Garden Hotel - Broumana.

Participants:

Twenty participants (staff and volunteers) were selected from fifteen NGOs which either had special programs aiming at contributing in building civil society or were interested in doing so (list of participants is attached). Participants were teachers, social workers, doctors, pharmacists, engineers. In addition, participants were selected based on the following criteria:

- Age group : 20-40 years
- Experience : 2 years minimum in community social work
- Educational back-ground: University degree or the equivalent.

Trainers:

The trainers were mainly the members of the Lebanese NIF team who has been active in the design and implementation of this program for the last three years and who participated earlier in the International Civil Society Workshop held in Dayton/USA. In addition to their training at the Kettering Foundation, they had acquired relevant experience in:

- implementing forums in different areas in Lebanon,

- in preparing and publishing issues booklets which are used as tools in facilitating the deliberations in the forums, and
- in adapting and translating the deliberation methodology to the Lebanese context.

The training team was supplemented by a trainer who is specialized in moderation techniques and by the program officer of the International Civil Society Program at the Kettering Foundation (list of trainers is attached).

Objectives:

The objectives of the training were as follows:

- Introducing the board definition of politics and citizens' participation.
- Addressing the basic concepts about public polities, the critical elements of the deliberative process.
- Equipping participants with the needed communication and moderation skills to enable them to conduct forums whereby citizens could acquire and develop the most important skills of democratic citizenship such as how to :
 - Identify the different aspect of any public issue
 - Explore the fundamental concerns that connect people
 - Report the views of those with whom they disagree and try to understand what drives those views by listening carefully
 - Express themselves in a non confrontational way
 - " Work through" differences to identify common grounds for action.
- Introducing issue framing techniques.

Schedule:

Throughout the three days of the training session, the participants were engaged in plenaries and small group sessions designed to facilitate the understanding and grasping of the deliberative methodology and the NIF concepts.

In addition, trainees participated in three simulation forums on Environment, Health and Women. Two of them were conducted by the NIF team at the beginning and the end of the training session and the third one was conducted by the trainees themselves on the second day. An evaluation was carried out by the trainees after each forum.

More specifically, the topics covered during the session included:

- NIF principles and concepts.
- Politics and deliberation concepts.
- Exercises on framing and naming public issues.
- Forum's preparation, methodology and techniques.
- Moderation's skills.
- After the Forum activities
- Citizen's role in public issues.

Evaluation:

- The planning phase of the workshop was characterized by cooperation and careful attention aiming at crafting an appropriate and responsive agenda and choosing a supportive and comfortable environment.

- The implementation phase was characterized by the complementarity of theory and practice that was shown among the trainers. One of the trainees, who is a teacher and responsible for one community program in a private school said: "The workshop was very helpful for my work, but what impressed me the most was the complementarity and the credibility of the trainers. Although they had different backgrounds and styles, each one had his/her own way in expressing themselves and attracting and motivating the participants and sharing with them their own experiences."

The combination of the participants enriched the session because they had experiences in working in the South, North, and Beirut and with different categories of people. The group was also very dynamic, productive, highly receptive and participated actively in discussions.

Furthermore, by virtue of their rich experience, participants asked challenging questions and made valuable observations on the applicability of the program and its relevance to their work, especially those who are working with miserable people. One of the trainees (a social worker) said: " Although we are convinced of the importance of deliberation and the necessity to establish common grounds among citizens, it's still difficult to convince Lebanese citizens facing severe hardships that talking and deliberating is needed and is as important as acting".

The interventions of Dr. Randa Slim, the program officer of the International Civil Society Workshop program at the Kettering Foundation was instrumental in understanding the deliberation as a process . Especially because Dr. Slim had extensive and relevant experience in the NIF programs being implemented in 18 countries around the world.

- The evaluation phase was characterized by the frankness and openness of the trainees and by their enthusiasm and motivation to meet again after implementing forums (the summary of the evaluation is attached).

The training session ended with the distribution of certificates and a questionnaire on which participants evaluated the session.

Finally, and after reading the participants evaluation, the trainers noticed, that supporting the participating team in implementing forums in their organizations is a must. In addition, they realized also that they should keep emphasizing the network through small meetings and follow up sessions.

List of Participants:

<u>Names:</u>	<u>Associations:</u>
1- Ziad Daoud	YMCA
2- Mirna Dagher Khonayser	YMCA
3- Georgina Salameh	Collège des Soeurs de St Coeur
4- Noha Daccache	Ecole Libanaise de Formation Social
5- Ali Chahine	Lebanese Red Cross
6- Rania Al Sahely	Lebanese Red Cross
7- Diana Al Samra	Maarouf Saad Social Foundation
8- Mahmoud Al Joumaa	The National Institution of Social Care & Vocational Training
9- Wafaa Naser El Din	Farah Social Foundation
10- Farida Al Awad	Grec Catholique Archbichopric
11- Majed Hamatto	The Popular Solidarity Foundation
12- Hassan Abou Zeid	Al Houssein Medical Center
13- Bassam Nehmeh	Evangelical National School
14- Wafaa Kays	American Community School (ASC)
15- Roula Jaber	American Community School (ASC)
16- Lina Khoury	Grec Catholique Archbichopric
17- Zeina Sbayty	UNESCO Club
18- Khajak Agazarian	Lebanese Center for Policy Study (LCPS)
19- Rima Nour El Din	Lebanese Center for Policy Study (LCPS)
20- Ali Zein	Citizen's Movement

List of Trainers:

Names:

- Dr. Randa Selim
- Jean Dib Hajj
- Angèle Khoury
- Dr. Paul Salem

- Ziad Majed

- Alia Moubayed

- Anna Mansour

Associations:

- Kettering Foundation
- YMCA-IMTI
- YMCA-IMTI
- Lebanese Center for Policy Study
(LCPS)
- Lebanese Center for Policy Study
(LCPS)
- Lebanese Center for Policy Study
(LCPS)
- Independent Consultant

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THE INTERNATIONAL MANAGEMENT & TRAINING INSTITUTE

EVALUATION FORM

Seminar Title : THE TRAINING SESSION FOR MODERATORS OF NATIONAL ISSUES
 Location : GARDEN HOTEL - BROUHANA FORUMS.
 Duration : 3 DAYS. 29 Feb and 1, 2 March, 97.
 No. of Participants : 20 (but only 16 participants applied).

Participant Name : _____ Date: _____
 NGO : _____
 Telephone No. : _____

In an effort to improve the standard of training IMTI is offering, you are kindly requested to fill this form. Please circle the appropriate answer according to the following classification :

Example :

1	2	3	4	5	N/A
Poorly	Less than satisfactory	Satisfactory	Good	Excellent	No Answer

1. Were you aware of the objectives set for this seminar ?
 Yes : (7) No : (6) N/A : (3)

2. How far do you think these objectives were fulfilled ?
 1 2 3 4 5 N/A
 (3) (12) (1)

3. What is your general evaluation of the seminar topics ?
 1 2 3 4 5 N/A
 (4) (9) (2) (1)

10. How do you evaluate the following :

- Meeting place	:	1	2	3	4 (3)	5 (13)	N/A
- Comfort	:	1	2	3	4 (3)	5 (13)	N/A
- Illumination	:	1	2	3	4 (3)	5 (13)	N/A
- Air-conditioning/Heating	:	1	2	3	4 (4)	5 (10)	N/A (2)
- Food and accommodation	:	1	2	3 (2)	4 (1)	5 (13)	N/A

11. Was the program and the daily schedule convenient ?

Yes : (12) No : (4) N/A : (3)

If no, explain why : _____

12. Was this training course up to your expectation ?

Yes : (12) No : (1) N/A : (3)

If no, explain why : _____

13. How do you evaluate the possibility of applying the information and skills gained in this seminar in your future work?

1	2	3 (5)	4 (6)	5 (4)	N/A (1)
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Comments and Recommendations:

- 1- The training session was a great experience allowing us to work in a group using better techniques.
- 2- We need to follow-up on the training and to experiment the whole methodology and its limits.
- 3- The training session was very important but the best thing was the credibility of the trainers.
- 4- We need more training and exercises on moderator's skills to be able to hold Forums.
- 5- More audio-visual aids are needed.
- 6- The methodology and techniques used during the session were very appropriate.
- 7- This kind of sessions allow us to work in communities with a civilized spirit.
- 8- The issues chosen for the forums were somehow difficult for the people who participated for the first time in a forum especially the Health Issue.
- 9- It would be better if the group was more heterogeneous, thus, the outcomes of the discussion and group work will be more diverse.
- 10- The methodology needs more adaptation to be accepted by the Lebanese context. Therefore, more forums and follow-up sessions are needed to benefit from the feedback of the participants.
- 11- A lot of thanks to the NIF team.

- Follow-up meetings with trainees (moderators) were held.

Enclosed are copies of the booklets, produced training material and a detailed report on the moderator's training session.

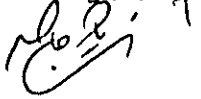
Planned activities for the period May-July, 1997 will include:

- Continuation of the follow-up meetings with trainees (moderators).
- Production of a third booklet on women participation in Lebanon.
- Holding of around five forums in different areas on different issues. The trainees(moderators) will participate in these forums as assistant moderators.

We will keep you posted with the dates and locations of these forums in case you and/or other UNDP staff may attend.

If additional information on the NIF program is needed, please contact us.

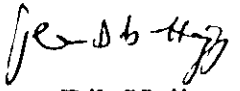
Thank you for your continuous support and cooperation.

On his behalf


Paul Salem
Director
LCPS

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

Sincerely Yours,



Jean Dib Hajj
Managing Director
IMTI

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مركز مشاريع ودراسات القطاع العام