

## ANNEX VI

### FINAL NARRATIVE REPORT

- This report must be completed and signed by the Contact person.
- The information provided below must correspond to the financial information that appears in the financial report.
- Please complete the report using a typewriter or computer (*you can find this form at the following address <Specify>*).
- Please expand the paragraphs as necessary.
- *Please refer to the Special Conditions of your grant contract and send one copy of the report to each address mentioned.*
- The Contracting Authority will reject any incomplete or badly completed reports.
- Unless otherwise specified, the answer to all questions must cover the reporting period as specified in point 1.6.
- Please do not forget to attach to this report the proof of the transfers of ownership referred to in Article 7.3 of the General conditions.

#### 1. Description

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- 1.1. Name of beneficiary of grant contract: Human Relief Foundation
- 1.2. Name and title of the Contact person: Ms. Michaela Leiss – International Peace and Conflict Programmes Manager
- 1.3. Name of partners in the Action: Identity Center for Human Development
- 1.4. Title of the Action: Conflict Sensitivity, Prevention And Peace Building in Jordan
- 1.5. Contract number: 2012/309-516
- 1.6. Start date and end date of the Action: 17 February 2013 to 16 February 2014
- 1.7. Target country(ies) or region(s): Jordan
- 1.8. Final beneficiaries &/or target groups<sup>1</sup> (if different) (including numbers of women and men):

Name of participant	Name of Organization	City of HQ	Targeted Branch
Abadallah Masaeed Ziad Masaeed	Childcare Charitable Association	AL-Mafraq/ Badia	Al-Mafraq
Nidal Obaidallah Mohammad Maryan	Al-Takaful Association	Irbid/ Ramtha	Irbid/Ramtha
Sameera Ayed Ala'a Awartani (drop out) <i>(Apology Letter is attached)</i>	Prince Talal Housing Association for Social Development	Rsayfeh	Zarqa'a
Balkees Hani Raya Hassan	Jordan Health Aid Society	Amman	Amman/Mafraq/Zaat ari
Rana Nassar Maisa Badawi	ARDD –Legal Aid	Amman	Amman
Rasha Bazaia'a Mahmoud Abd-Elghani	All Jordan Youth Committee	Amman	Ma'an

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<sup>1</sup> “Target groups” are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and “final beneficiaries” are those who will benefit from the project in the long term at the level of the society or sector at large.

Adnan Abu Haija Raed Shorman	Noor Al-Hussein Foundation	Amman	Irbid
Nisreen Maslamani Rana Ghaly	Aytam Ma'am Charity	Ma'an	Ma'an

The project targeted **8 Men & 8 Women**. (One man dropped out during the third training workshop and could not be replaced by his organisation due to a lack of availability of employees to commit to the training hours required).

The final beneficiaries are those individuals and communities benefitting from the activities of the participating organisations.

1.9. Country(ies) in which the activities take place (if different from 1.7): Jordan

## **2. Assessment of implementation of Action activities**

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### 2.1. Executive summary of the Action

Please give a global overview of the Action's implementation for the whole duration of the project

Human Relief Foundation (HRF) in partnership with Identity Center (IC) implemented a one year project, building the capacity of Jordanian grassroots civil society organisations (CSOs) in conflict resolution, prevention and sensitivity. Through a series of trainings and on the job coaching, we developed the understanding and expertise of 8 Jordanian CSOs working with Syrian refugees, Jordanian host communities, local and national government throughout Jordan in conflict sensitivity, conflict analysis, and mediation and dialogue programming as methods of peace-building and conflict prevention.

These skills are crucial for Jordanian organisations working in an environment increasingly marked by conflict, but were lacking at the outset of the Action. Since the outbreak of conflict in Syria, a vast amount of refugees have come to settle within host communities in Jordan where family and tribal links remain strong, as well as in refugee camps. The Action focused on the governorates of Mafraq, Irbid, Amman, Zarqa'a and Ma'an, which have seen a particularly high volume of Syrian refugees. Such communities have shown signs of vulnerability well before the Syrian influx with water scarcity and insufficient infrastructure remaining the most pertinent problems. Before the start of the Action, there were tensions, including small-scale violent conflict, between host Jordanian communities and Syrian refugees fleeing from the violent conflict that started with anti-government protests in Syria in 2011. Further violence erupted, particularly in Za'atari camp, one of the world's largest refugee camps, during the implementation of the Action. Civil society as well as international non-governmental organisations (INGOs) were actively responding to the humanitarian crisis in Jordan, but were not equipped to deal with the increasing number of conflicts.

At the outset of the Action, an in depth assessment of Jordanian CSOs and their pre-existing skills and knowledge of conflict resolution was carried out, along with an assessment of existing conflicts and conflict triggers, for which international NGOs and UN agencies were consulted along with the CSOs and local government representatives. 8 CSOs were selected to participate in this Action.

According to the training needs identified by the participants, an initial training curriculum was developed, which was constantly adapted to the needs and requests of the participants. Over a period of 6 months, 5X 1-week trainings were delivered, developing the knowledge and skills of the participants to transform conflict. There was a gap of between 2-8 weeks between trainings during which participants practised and internalised the learning through the implementation of small conflict transformation activities, such as conducting conflict analyses with their constituencies, intervening directly in conflict through dialogue, mediation and negotiation sessions, and incorporating conflict sensitivity into their organisations' programming. A brief mid-term assessment led to a change in the original design of the Action, adding the implementation of a small conflict transformation project by each participating organisation, in order to enable the participants to gain even greater practical experience and take the learning from the Action to the next level – from using the skills in their day-to-day work and private life to targeted conflict intervention in the framework of a project. After the implementation of these projects, a training of trainers was provided for all participants, to enable them to pass on their learning to their colleagues, communities and other organisation and to guarantee the Action's sustainability.

A final event was held with key stakeholders of the Action – beneficiaries, governmental and nongovernmental organizations as well as government and media representatives – to share the Action's outcomes, success stories

and best practices, which were also published in booklet form. Due to sensitivities, we refrained from publishing a conflict map of the situation in Jordan.

## 2.2. Activities and results

Please list all the activities in line with Annex 1 of the contract since the last interim report if any or during the reporting period

### **Activity 1: Comprehensive needs assessment, consultation and preparation in Amman, Ma'an, Zarqa, Mafraq, and Irbid (17 February to 16 May 2013)**

Topics/activities covered <please elaborate>:

- Recruitment of project staff (project manager, 4 community liaison officers, 1 technical coordinator, 2 technical consultants) (*CVs attached*)
- Selection criteria for participants designed (*Selection Criteria attached*)
- Assessment tools designed (for conflict analysis, as well as selection of participants via phone and face-to-face interviews)
- Initial assessment of conflicts and conflict triggers between Syrian refugees and Jordanian host communities as well as within Syrian refugee communities conducted
- Meetings with 17 INGOs/UN Agencies conducted to introduce the Action, explore ways for cooperation and coordination, and inform the conflict analysis:
  - o Save the Children
  - o Care International
  - o Mercy Corps
  - o ACTED
  - o IRC –International Rescue Committee.
  - o UNICEF
  - o OXFAM
  - o IRW
  - o IOCC
  - o Intersos
  - o Finn Church Aid
  - o DRC
  - o NRC
  - o UNHCR
  - o UNDP
  - o UNOCHA
- Assessment of civil society organizations (CSOs), their understanding of conflict resolution peace building and conflict sensitivity and training needs, conducted
- Phone interviews with 21 CSOs held for selection of participants (*Need assessment form attached*)
  - o Jordan Health Aid Society (JHAS)
  - o Ketab W Sonah
  - o Altakafol Alkayryeh
  - o Princess Basma Community Development Centre (Mafraq)
  - o Princess Basma Community Development Centre (Ma'an)
  - o Jordanian Red Crescent
  - o Noor Al Hussein Foundation
  - o Jordan Hashemite Charity Organization
  - o Alkeram Society
  - o Child care Society
  - o Thagret Al-Job Alkayryeh Society
  - o Hamamat Al-Salam Society
  - o Halemah Al-Sa`deyah Society
  - o The Developmental Charity Coalition for Mafraq City
  - o Alsnabel Society
  - o Save the children (Jordan)
  - o Legal Aid
  - o All Jordan Youth Commission
  - o Zain Alsharf Queen Institute

- Prince Talal Fund Association
- South Society for Special Education
- Face-to-face interviews with 15 CSOs held
- Final 8 CSOs (2 members of staff each, 1 management, one programme level) selected:

Name of participant	Name of Organization	City of HQ	Targeted Branch
Abadallah Masa'eed Ziad Masa'eed	Childcare Charitable Association	AL-Mafraq/ Badia	Al-Mafraq
Nidal Obaidallah Mohammad Maryan	Al-Takaful Association	Irbid/ Ramtha	Irbid/Ramtha
Sameera Ayed Ala'a Awartani (drop out) (Apology Letter is attached)	Prince Talal Housing Association for Social Development	Rsayfeh	Zarqa'a
Balkees Hani Raya Hassan	Jordan Health Aid Society	Amman	Amman/Mafraq/Zaatari
Rana Nassar Maisa Badawi	ARDD –Legal Aid	Amman	Amman
Rasha Bazaia'a Mahmoud Abd-Elghani	All Jordan Youth Committee	Amman	Ma'an
Adnan Abu Haija Raed Shorman	Noor Al-Hussein Foundation	Amman	Irbid
Nisreen Maslamani Rana Ghaly	Aytam Ma'am Charity	Ma'an	Ma'an

- Memorandums of Understanding (MoU) signed with the 8 participating CSOs (*MoUs attached*)
- Meetings with three governors (Ma'an, Irbid, Mafraq) conducted
- Assessment of specific training needs of participants

Reason for modification for the planned activity: <please elaborate on the problems - including delay, cancellation, postponement of activities, change in target, etc - which have arisen and how they have been addressed> (if applicable):

Phase 1 was extended from the original period of 2 months to a period of three months into Phase 2, as we assessed more organizations than originally expected and planned for and conducted two rounds of interviews before selecting the final participants. This allowed for more time for the selection of participants through in depth consultations. As Phase 2 focused on training design by the technical coordinator and technical consultants, the project staff had enough time to extend Phase 1 without affecting the achievement of the results of Phase 2. All milestones were achieved within the three months assessment phase; the field visits for need assessment were adopted slightly, as brainstorming sessions with stakeholders became obsolete due to the in depth face-to-face consultations that were conducted with all relevant stakeholders

Results of this activity <please quantify these results, where possible; refer to the various assumptions of the Logframe>:

1. Project staff was recruited (one project manager, technical coordinator and 4 community liaison officers)
2. Needs assessment tools were designed for phone and face to face needs assessments with CSOs
3. Key stakeholders were consulted (see above list)
4. 15 Field visits for needs assessment were conducted with local communities, local key actors, and CSOs
5. 17 field visits for needs assessment were conducted with INGOS, working on similar programs in Jordan
6. Need assessment report was finalised
7. Selection criteria for training participants were developed
8. 16 Training participants were selected
9. 8 MOUs were signed with Civil Society Organisations

## Activity 2: Tailoring of Training (17 April – 16 May 2013)

Topics/activities covered <please elaborate>:

The information collected during the comprehensive consultation and needs assessment activities were used; the technical coordinator and training consultants reviewed the information and designed the training curricula to meet participants' needs and based on international best practices and modules. Training modules were indicative and were adapted throughout Activity 3 to match the pace of development of participants as well as respond to

emerging needs. An indicative training timetable was developed according to the availability of the participants from the selected CSOs and was adapted throughout Activity 3.

*(Training programmes, Training plans, Evaluation reports, Evaluation form, Pre-post evaluation form, Training material and CD with pictures are attached)*

Reason for modification for the planned activity <please elaborate on the problems - including delay, cancellation, postponement of activities, change in target, etc - which have arisen and how they have been addressed> (if applicable):

N/A

Results of this activity <please quantify these results, where possible; refer to the various assumptions of the Logframe>:

Conflict prevention, sensitivity and peacebuilding training module tailored and designed according to the specific needs of the participants.

### **Activity 3: Delivery of training: Building the Capacity of Key CSO Staff over 6 months (16 May – 31 December 2013)**

Topics/activities covered <please elaborate>:

5x 1-week trainings and 1x training of trainers were conducted. All training was practical, participatory and experience-based; the insights, existing skills and knowledge of both the tutors and the participants formed an integral part in the process. It included Western approaches and traditional Islamic approaches to conflict resolution, exploring concepts such as takeem (arbitration), sulh (settlement), wasata (patronage-mediation) and musalaha (reconciliation). The tools used in the workshop were practiced and participants were encouraged to adapt and change the tools to make them their own. Each training day was carefully constructed to ensure that participants' different learning styles are accommodated. Models and frameworks that have been used in other similar contexts were offered as support to participants' own explorations. Presentations were kept short and in simple language, avoiding jargon as far as possible. Key words and diagrams were left on display to assist recall of the sequence of the activities. Use was made of short plenary sessions, interspersed by individual reflection, discussion in pairs or threes and small group activities. It is in these smaller forums where individuals had an opportunity to test and gauge their understanding and engage with one another. A number of multi-purpose activities were conducted to stimulate thinking and help participants prepare for forthcoming sessions, including: brainstorming, role plays and simulations, simultaneous reporting, plenary reporting and drawing and diagrams were encouraged. Handouts were provided in Arabic.

#### **Training Workshop 1: Conflict, violence and Peace – Concepts and analysis (9-13 June 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Ms. Sana'a Al-Tal

Participants: 16 (8 Female, 8 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO), 4 Community Liaison Officers

Technical content: Introduction to core concepts of conflict sensitivity & analysis, conflict prevention, resolution, and peacebuilding, peace and violence and in depth conflict analysis, utilising the following tools: Conflict Mapping, Conflict Life Stages, Conflict Tree, Onion Tool, PIN Triangle (Position, Interest, and Needs), Conflict Roots, Conflict Triangle, Understanding International Principles of Conflict Sensitivity, Local Actor Mapping, Violence in the Media, and Action Planning.

#### Results:

- The concept of conflict transformation (including prevention, management, resolution, peacebuilding, social change) were explored
- Understanding of terms and concepts (peace and violence etc.)

- Conflict analysis skills built: Practical tools and techniques to analyse conflict were learned and conflict analyses undertaken identifying key actors, challenges and opportunities, latent and current areas of conflict, and critical issues to be taken into account such as gender, identity, culture, power, rights
- Implications for participants' own area of work (geographic location, organisation or type of work) were identified
- Action plans for the period between this and the following workshop to gauge learning (undertaking conflict analysis with constituencies) were developed.

### **Training Workshop 2 - Responding to Conflict (30 June – 4 July 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Mr. Mohammed Hussainy

Participants: 16 (8 Female, 8 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO)

Technical content: Review of the activities implemented by the participants between Workshop 1 and 2, Different ways of Responding to Conflict (using power, authority, cooperation), Seven Elements of Negotiation, Two-way Communication using LARA (Listen, Ask, Rephrase, Again), Three Elements of a Message, Culture and Communication, How to ask Questions, and Relation between Content and Process in Dialogue

Results:

- Reports on the implementation of the action plans participants developed at the end of the Workshop 1
- Conflict resolution skills learned: dialogue, problem solving, negotiation
- Identification of which skill sets can be useful for their work and how to utilize them and how to 'make them their own' by merging them with traditional concepts
- Action plans developed for the period between this and the next workshop – utilising the skills learned.

### **Training Workshop 3 - Negotiation, Mediation and Advocacy (18-22 August 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Ms. Sana'a Al-Tal

Participants: 15 (8 Female, 7 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO), 4 Community Liaison Officers

Technical Content: The Concept of Negotiation, Types of Negotiation types and Challenges in the Jordanian context, Differences between Jordanian and Syrian's Culture, Difference between Mediation, Arbitration and Negotiation, Concept of SULH in the Quran, Advantages and Disadvantages of Traditional Arabic SULH, Traditions and Habits in Mediation, Jordanian Mediation Law, Types of Mediators, Characteristics of a good Mediator, Steps and Phases of Mediation, Three Pillars of Mediation, Mediation Agreement, Advocacy, Situation Analysis, Determination of Problems, Influence Map, Theory of Change, and Ladder of Inference.

Results:

- Reports on the implementation of the action plans participants developed at the end of the Workshop 2
- Development of conflict resolution skills: mediation and negotiation (tools: role plays, simulations)
- Identification of which skill sets can be useful for their work and how to utilize them and how to 'make them their own' by merging them with traditional concepts
- Action plans developed for the period between this and the next workshop – utilising the skills learned

### **Training Workshop 4 – Conflict Sensitivity in Project Management (29 September – 3 October 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Ms. Sana'a Al-Tal

Participants: 15 (8 Female, 7 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO), 4 Community Liaison Officers

Technical Content: Concept of Conflict sensitivity in Project Management, Conflict Analysis in Project Management, Projects and Strategic planning, Project Management Life Cycle, Types, Stakeholders in the Context of Conflicts, The Operation of Project Management, Project Expenses/Budget, Project Quality, Human

Resources, Roles and Responsibilities, Conflict Sources in Projects, Communication in Projects, Risk Management, Procurement, and Concept Paper and Logical Framework.

Results:

- Reports on the implementation of the action plans participants developed at the end of the Workshop 3
- Understanding of project cycle management
- Understanding of conflict sensitivity
- Action plans developed for the period between this and the next workshop – Preparation of a Project Proposal and Logical Framework

**Training Workshop 5 – Do No Harm Framework (31 October – 5 November 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Mr. Mohammad Hussainy

Participants: 15 (8 Female, 7 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO), 4 Community Liaison Officers

Technical Content: Revision of Applied Conflict Analysis in Project Management using the Logical Framework and the Project Concept Paper, Self Evaluation of Participants' Understanding of Project Design, the Characteristics of Modern Wars, Win/Lose and Surface and Root Causes of War, Do No Harm Framework, Connection between Logical Framework and Do No Harm, Project Activities and Connectors and Dividers, Theories of Change, Relation between Causes and Effects, Three Lenses of Conflict Transformation, Dogan Conflict Transformation Theory, and Time Dimension in Community Peacebuilding.

Participants submitted a project proposal and logical framework for the implementation of one small project per organisation, which was used as a base to measure their understanding of the theories, techniques and tools in conflict sensitivity and prevention in their programs and activities.

Results:

- Reports on the implementation of the action plans participants developed at the end of the Workshop 4
- Understanding of Do No Harm, Connectors and Dividers
- Deepening Conflict Analysis and Transformation Skills
- Understanding Theories of Change
- Development of Action Plans for next steps.

**Training Methodology**

The Action utilised Responding to Conflict's (a conflict transformation specialist organisation) approach to capacity development combining participatory adult learning-centred approaches with tailored participant-driven adaptation of processes and content to encourage the 'reflective practice' necessary for civil society organisations to learn from and influence (often) rapidly changing conflict and post-conflict contexts. The tools utilised in the training have been developed over the past two decades and have been used and refined by thousands of practitioners from around the world.

The training was based on a Conflict Transformation Approach (CTA), combining methods of conflict resolution grounded on the principles of nonviolence. CTA is a continuous process which recognizes that conflicts are natural, intrinsic parts of human relationships, and provides a conceptual lens and framework for devising strategies to deal with them. Grounded on this Approach, this Action does not only aim to provide the participants with the knowledge and skills to prevent conflicts and implement conflict sensitive project and programmes, but to enable them to build peace and transform systems and structure which are identified as causing inequality and injustice, hinder democracy, and lead to conflict. This involves improving longer-term, interpersonal relationships between people, and developing systematized processes to solving conflicts nonviolently, whilst promoting empowerment, civic participation, justice, rule of law, reconciliation and forgiveness.

Field visits by project staff to each participating organisations were conducted after each training workshop, to support participants in their work in the field and in the implementation of the skills learned. Technical project staff was also available for coaching and mentoring sessions. These visits also helped organisations to increase their institutional capacity in conflict sensitivity and transformation, with some organisations having designed and incorporated policies and strategies into their organisation structure.

**Training of Trainers (22-26 December 2013)**

Venue: Sadeen Hotel, Khalda, Amman

Trainer Consultant: Ms. Sana'a Al-Tal

Participants: 15 (8 Female, 7 Male) from 8 Jordanian CSOs (1 senior management, 1 programme level staff per CSO), 4 Community Liaison Officers, 4 Senior HRF Staff

Technical Content: Team Building, Steps of a Training Process, including Needs Assessment, Training Design, Implementation and Evaluation, Training Methodologies, Top-Down and Bottom-Up Training Approaches, and Review of Conflict Transformation Topics covered in Workshop 1-5.

The training raised the participants' awareness of the difference between conflict transformation/peacebuilding training and 'regular training.' The training included practical elements whereby the participants delivered their own training sessions on conflict transformation to build their practical skills and learn different training methodologies.

Results:

- Improved active communication
- Understanding of training design and implementation
- Training skills developed
- Different training methodologies explored

### **Methodology**

The training focused on practical skills. The trainer applied a participatory approach and used several methods such as brainstorming, working groups, power points and role-plays.

### **Additional Practical Element**

After training 3, a brief informal mid-term assessment of the Action was carried out by the project team to assess if and in what ways participants are actually using the skills learned during the first three training courses. This assessment found that participants were very active and were using the skills learned in training 1-3 actively and successfully in their daily work as well as in their private lives and their attitudes had improved greatly. However, participants were not yet developing any targeted projects to intervene in conflict. In order to get participants to start thinking about using the newly gained skills in order to run their own conflict intervention activities or projects, training workshops 4-5 will be slightly revised to include proposal writing skills and prepare participants to implement their first small 2-months conflict transformation project/activities in November-December 2013. Participants implemented 1 small project per organisation at no costs, such as the joint conflict analysis sessions, mediation and negotiation activities and others.

Reason for modification for the planned activity <please elaborate on the problems - including delay, cancellation, postponement of activities, change in target, etc - which have arisen and how they have been addressed> (if applicable):

The training plan designed for the proposal of this Action was completely revised according to the outcomes of the Needs Assessment of Phase 1 of the Action and in consultation with the Technical Coordinator and Technical Consultants.

Only two, not three consultants were recruited to design and implement the trainings with the support of the Technical Coordinator as difficulties were encountered in finding suitable candidates for the position with the necessary technical expertise, practical experience and fluency in Arabic. Two consultants were sufficient for the tasks.

All participants were included in the Training of Trainers instead of only the Community Liaison Officers as originally intended in the project proposal, as all were interested in receiving this additional training and had proven their skills and abilities in the previous training sessions. This will also help to ensure the sustainability of the Action. In addition, 4 HRF members of staff were included in the training. There were savings from the training budget that were re-allocated to allow for this larger group of trainees.

An additional practical element was included in the Action at no extra costs (please refer to p. 8).

Results of this activity <please quantify these results, where possible; refer to the various assumptions of the Logframe>:

- 172 training hours were conducted in 30 training days (7 hours /day) about conflict sensitively, prevention, mediation, dialogue, Negotiation, Conflict sensitivity in Project cycle management, Do no Harm frame.

- Capacity, conceptual understanding, skills and confidence of 16 Participants from 8 Jordanian CSOs in 4 cities (Amman, Al-Mafraq, Ma'an, and Irbid) in conflict prevention, sensitivity and peacebuilding (conflict transformation) built
- The participants from local and national Jordanian civil society show increased recognition of conflict sensitive approaches, conflict prevention and peacebuilding best practices
- 25 hours of training of trainers (TOT) is provided for 4 CLOs in 5 days
- 23 Jordanian trainers in the field of conflict transformation were trained to guarantee the delivery of trainings in this field in the future and thus contribute to the sustainability of this Action
- Hundreds of conflicts resolved peacefully by participants
- Institutional capacity of participating organisations build in conflict sensitivity, including the designing of policies and strategies to incorporate conflict transformation and sensitivity into their organisational structure by at least three of the participating organisations
- All participating organisations integrated conflict sensitivity in their project and programme cycles
- Over 48 field visits were conducted for practical supervision and experiential learning; these visits also helped to build the commitment of the participating organisations to conflict sensitivity and conflict transformation in the organisations
- A network was formed by the participants to exchange skills, experience and knowledge and support
- A case-referral system was established between the participating organisations, through which cases one organisation cannot help are referred to another organisation

#### **Activity 4: Dissemination of Lessons Learned and Best Practices (Months 10-12)**

Topics/activities covered <please elaborate>:

##### **Lessons Learned and Best Practices Resource**

An additional short-term expert - Success Stories/Media Consultant - Mrs. Dalia Husseiny (no relation to Mr. Hussainy of the Identity Center) - was hired in month 10 to examine conflict resolution and peace building activities carried out by the Action participants in order to assess success stories, challenges encountered and overcome, and to identify which conflict resolution tools work in the local context and which did not, as well as which tools have been adapted and how they have been adapted. A media expert was needed for this task in order to draw out the success stories and write them up in publishable form.

The success stories consultant together with project staff conducted 8 field visits to participating organisations observing their work and interviewing project participants to draw out success stories, challenges encountered and the applicability of the tools learned. She also conducted interviews with the project staff and trainers on success stories and lessons learned of their activities to determine best practices and challenges experienced and overcome. She wrote up 11 success stories in English and Arabic covering a range of topics covered in the trainings, demonstrating the success of the Action, as well as identifying challenges encountered and overcome, lessons learned from the Action and best practices applied.

The Technical Coordinator together with the Success Stories/Media Consultant, External Evaluator, Project Manager and IC Project Coordinator developed the Lessons Learnt and Best Practices as well as Recommendations from the Action. All elements were then combined into a final document, titled and translated into Arabic with the title “Transforming Conflict into Opportunity Stories of struggles and growth from Jordanian Civil Society.”

##### **Final Event to share Lessons Learnt and Best Practices**

A one day closing event was prepared and held on February 13 in Intercontinental Hotel Amman to introduce the Action’s outcomes, success stories, lessons learnt and best practices to the relevant key stakeholders in Jordan. The event was attended by over 90 representatives of embassies, ministries, Royal Cabinet, GOs, INGOs, CSOs, the media and the Jordanian government. The event was under the patronage of by Prince Hassan Bin Talal.

##### Content:

- Presentation of the Action, outcomes, best practices and lessons learned by the technical coordinator
- Participatory theatre performance by *Street Theatre* on conflict topics engaging the audience
- Presentation of three success stories by representatives of the participating organisations
- Distribution of lessons learnt and best practice resource in Arabic and English

##### **External Evaluation**

A consultant was recruited to conduct the external evaluation of the Action – Mr. Jamal Atamneh. He conducted two visits to Jordan: 4 -10 January, 2014 to visit the lead and partner organisations, project staff and project participants; 10 -13 February, 2014 to observe the implementation of the final event, conduct a SWOT analysis with HRF to plan for future projects drawing on the learning from this Action and meet with other relevant stakeholders (2 INGOs and the University of Jordan).

Activities:

- Development of Evaluation Plan
- Development of Inception Report
- Desk Review
- Conduction of 8 field visits to eight participating organisations and observe their work
- Conduction of interviews with project participants, beneficiaries of project participants' activities, project staff and other relevant project stakeholders
- Development of Evaluation Report

Methodology:

- Documentary review -- based on documents provided by HRF and IC country offices
- Semi-structured interviews with HRF staff members, IC partner and key informants
- Focus group discussions with HRF-IC programme beneficiaries
- Direct observation during programme site visits

Reason for modification for the planned activity <please elaborate on the problems - including delay, cancellation, postponement of activities, change in target, etc - which have arisen and how they have been addressed> (if applicable):

The preparations for this activity started in month 11, as sufficient time was needed to meet project participants and compile success stories.

It was decided not to publish a Conflict Map/Analysis of the current Syrian refugees situation in Jordan, as was envisaged in the project proposal. The participants developed a number of conflict maps during the trainings, and an initial conflict assessment was conducted by the project team during Activity 1. The sensitive nature of the outcomes of these exercises led to the decision to refrain from compiling them into one document for publication for fear this would lead to the government's refusal of allowing HRF to conduct similar projects in the future. This decision was reinforced after HRF's President, who attended the Final Ceremony was held and intensively questioned about his and HRF's work in Jordan by security officials at Amman airport on his way back to the UK for the first time in 20 years of regular travel between Jordan and the UK.

Results of this activity <please quantify these results, where possible; refer to the various assumptions of the Logframe>:

- 8 field visits were conducted in 5 cities in Jordan, 15 participants were interviewed on success stories and best practices
- A Lessons Learnt and Best Practices resource was developed, published and distributed in booklet form in Arabic and English, titled: "Transforming Conflict into Opportunity Stories of struggles and growth from Jordanian Civil Society"
- A one-day event was held with over 90 stakeholders working with Syrian refugees in Jordan, such as national and international CSOs and NGOs, political representatives, media to share and discuss resources generated by the Action, the lesson learned and best practices
- External Project Evaluation was conducted, including 10 field visits to the project participants and meetings with other partner organisations

### 2.3. Activities that have not taken place

Please outline any activity and/or publications foreseen in the contract, that have not taken place, explaining the reasons for these

All activities were implemented efficiently as planned and proposed in the contracted proposal, except for the publication of a conflict map/analysis of the current Syrian refugees situation in Jordan. Please refer to p. 10 for details.

2.4. What is your assessment of the results of the Action? Include observations on the performance and the achievement of outputs, outcomes, impact and risks in relation to specific and overall objectives, and whether the Action has had any unforeseen positive or negative results. (Please quantify where possible; refer to Logframe Indicators).

The Action has met all expected results.

**Result 1: The Action provided 8 Jordanian CSOs with increased conceptual understanding of conflict sensitivity, prevention and peace-building techniques including mediation and dialogue.**

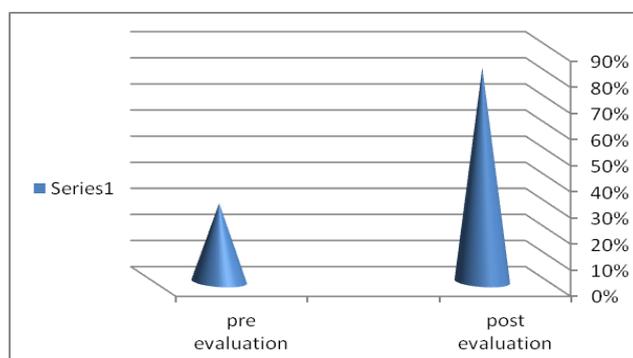
Outputs:

- 5x 1-week trainings in conflict transformation designed according to participants’ needs and priorities and delivered to 16 participants from 8 Jordanian CSOs.
- 16 participants from 8 Jordanian CSOs developed knowledge and skills in: conflict analysis; conflict prevention, conflict resolution (dialogue, mediation, and negotiation); conflict sensitive approaches to development, humanitarian aid and peacebuilding; project/programme cycle management; peacebuilding.

Outcomes:

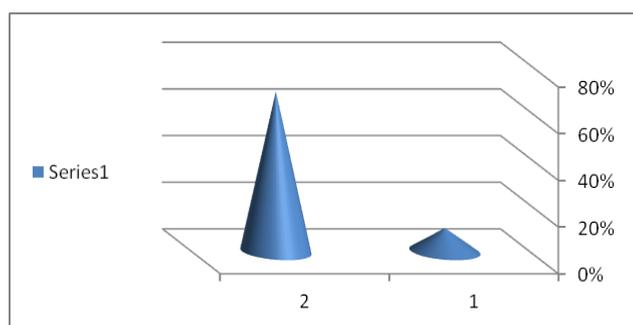
- 16 participants from 8 Jordanian CSOs utilised skills learned in this Action to resolve conflicts in their work with Syrian refugees, between refugees and host communities, within refugee communities, between refugees and their organisations, within their organisations, with their colleagues as well as in their private lives.
- Training Outcomes according to A Pre & Post Training Evaluation measuring the change in the level of participants’ knowledge, skills and techniques before and after each training workshop:

**First Training Workshop: 63.10% change/improvement**

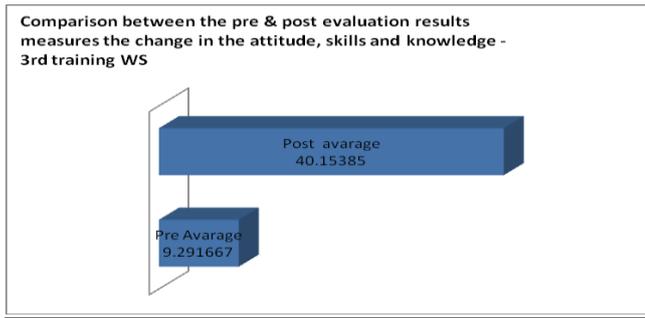


**Second Training Workshop: 85.94% change/improvement**

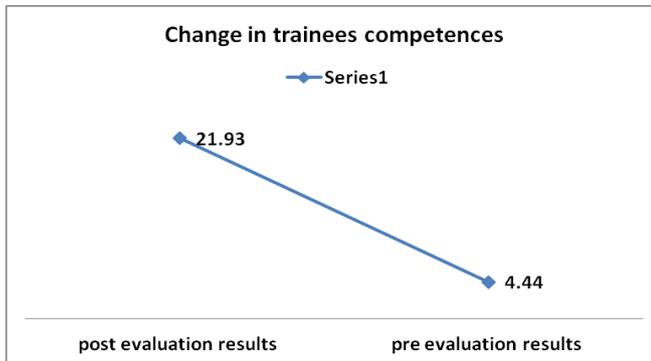
1: Pre evaluation    2: Post Evaluation



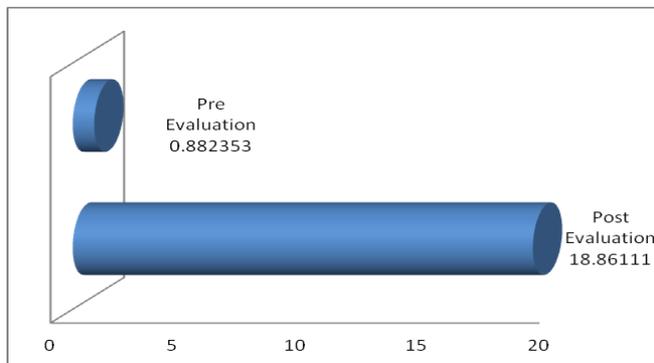
**Third Training Workshop: 78.64 % change/improvement**



**Fourth Training Workshop: 75.68% change/improvement**



**Fifth training WS: 95.58% change/improvement**



**Result 2: 8 Jordanian CSO are now able to design, and implement practical conflict sensitive programmes with different groups in general and Syrian refugees and host communities in particular.**

**Outputs:**

- During the implementation of this Action, the participants designed and implemented a small conflict transformation project as part of the training activities (1 project per CSO).

**Outcomes:**

- Participants are utilising a conflict sensitive approach in their humanitarian and development programming.

- At least 3 CSOs have incorporated conflict sensitivity into their organisation as a whole and in all their programmes and projects.

**Result 3: Local and national Jordanian civil society show increased recognition of conflict sensitive approaches, conflict prevention and peace-building best practices.**

Outputs:

- 15 participants from 8 Jordanian CSOs successfully participated in a 1-week Training of Trainers
- Event held to share the Best Practices and Lessons learned from the Action
- Booklet published and disseminated to national and local civil society organisations in Jordan to share the best practices, success stories and learning from the Action, as well as recommendations to respond to the conflicts between Syrian refugees and Jordanian host communities in Jordan.

Outcomes:

- Participants of the Action have conducted trainings to pass on their knowledge to their peers within their organisations and are expected to conduct

**Impact**

Within a period of 7 months tangible results were achieved, including the change of attitudes in participants and the peaceful resolution of conflicts. It is difficult to measure impact after such a short period and the limited number activities carried out and direct beneficiaries reached in this Action. However, qualitative data collected by the project team shows that the Action has contributed to building peace, promoting peaceful coexistence and improving the relationship between Syrian refugees and Jordanian host communities. In addition, the Action instigated a remarkably positive change in people's views and understanding of conflicts. It also created a general awareness among both men and women who participated in the project about the CSOs' roles in the development of their community.

**Risks**

None of the potential risks occurred.

- 2.5. What has been the outcome on both the final beneficiaries &/or target group (if different) and the situation in the target country or target region which the Action addressed?

The Action contributed in increasing the recognition at the local and national level in Jordanian civil society of conflict sensitive approaches, conflict prevention and peace building best practices, by spreading the lessons and best practices accumulated in this Action widely. It contributed in tremendously increasing the understanding of the conflict sensitivity, prevention and peace building programming among the participating CSOs, and developed a set of resources that can be applied to their work with other stakeholders. The Action contributed in building a society where disagreements between groups are solved peacefully, based on mutual trust and understanding, using new tools to deal with their conflicts like mediation & dialogue. All conflicts encountered by the participating CSOs (within their organisations, between Syrian refugees and Jordanian host communities, as well as between the participating CSOs and the beneficiaries of their projects and programmes) are now resolved peacefully.

- 2.6. Please list all materials (and no. of copies) produced during the Action on whatever format (please enclose a copy of each item, except if you have already done so in the past).

*Please state how the items produced are being distributed and to whom.*

- 1) PDF & hardcopy reading training Material titled: Conflict, Violence and Peace (Arabic) - Concepts and analysis tools. The reading material was developed by the training consultants. Copies were printed and distributed to the training participants; copies were saved for documentary purposes in lead and partner organizations.

- 2) PDF & hardcopy reading training material titled: Negotiation, Mediation and Advocacy (Arabic). Copies were printed and distributed to the training participants; copies were saved for documentary purposes in lead and partner organizations.
- 3) PDF & hard copy Training of trainers manual titled: Professional training of trainers 25 of copies were printed out and distributed to the participants from the selected CSOs and copies were saved for documentary reasons in lead and partner organizations.
- 4) PDF & hardcopy Success Stories, Best Practices and Lessons Learnt Booklet titled: Transforming Conflict into Opportunity - Stories of Struggles and Growth from Jordanian Civil Society (Arabic and English). 250 copies printed and distributed during the final event to representatives of GOs, NGOs, INGOs, CSOs and embassies. The lead and partner organization have furthermore distributed these booklets to their other interested organisations and entities.

*(Hardcopies are attached)*

2.7. Please list all contracts (works, supplies, services) above 10.000€ awarded for the implementation of the action since the last interim report if any or during the reporting period, giving for each contract the amount, the award procedure followed and the name of the contractor.

Two service contracts were awarded for two Technical Consultants/Trainers:

- 1) Identity Center's Director Mr. Mohammed Hussainy was awarded 16,912 Euro for the design and implementation of the trainings as part of Activity 2-3. It was detailed in the project proposal for this Action that this contract was to be provided to Mr. Mohammed Hussainy.
- 2) Ms. Sana'a Al-Tal was awarded 14,496 Euro for the design and implementation of the trainings as part of Activity 2-3. A call for applications was launched for the consultancy and published on international websites such as Reliefweb.

2.8. Describe if the Action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the Action?

The participants of the action received a number of resources, reading materials & manuals as well as an intensive Training of Trainers that will help them to pass on their skills and knowledge to their colleagues, other CSOs as well as to their communities. Participants have furthermore learned how to design and implement conflict sensitive conflict transformation activities and projects, enabling them not only to intervene in any conflict, but also to run their own conflict transformation projects. The local partner organisation IC has furthermore committed itself to provide ongoing support and mentoring to the participating organisations. In addition, the network created between participants and their CSOs will ensure future cooperation in similar projects in their different locations. These factors will contribute to guaranteeing the sustainability of the Action.

This Action was envisaged as a pilot project. HRF is planning to implement further conflict transformation projects in the future, further building the skills and capacity of the participants of this Action as well as reaching out to include national level NGOs and CSOs, representatives of local and national government, together with traditional local leaders to work towards peaceful coexistence and nonviolent conflict resolution across Jordan. In any future Action, the participants of this Action will be given the opportunity to practice their training skills by shadowing expert trainers and co-facilitating any training sessions.

A three-day refresher training in conflict analysis was provided to the participants of the Action in June 2014 by Saferworld in partnership with Human Relief Foundation and Identity Centre. It extended the methodology of the EU funded project by bringing together representatives from some of the municipalities the participants are active in. A joint analysis of the most critical issues and conflicts in the municipalities generated by the influx of the Syrian refugees was conducted on day 1 and 2 and presented to stakeholders from international NGOs working with Syrian refugees in Jordan on day 3. Joint strategies to address these issues were generated by the

over 60 participants on day 3. This activity was part of the “Capacities for Peace Project carried out by Saferworld and Reconciliation Resources, funded by the European Union. The strategies generated as well as synergies created between the different governorates, municipalities, local CSOs and international NGOs will contribute to sustainable.

Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights<sup>2</sup>, gender equality<sup>3</sup>, democracy, good governance, children's rights and indigenous peoples, environmental sustainability<sup>4</sup> and combating HIV/AIDS (if there is a strong prevalence in the target country/region).<sup>5</sup>

The Action utilised a Conflict Transformation Approach, which goes beyond the prevention and resolution of conflicts and aims to change and transform those structures and systems in society and states that lead to and maintain conflicts or lead to their recurrence. There are many causes for conflicts within the structure of Jordanian society, such as the absence of good governance, the violation of human rights, unequal distribution of power, lack of gender equality, among others. This Action build the capacity of Jordanian participants from different communities in conflict transformation to promote peace, the protection of human rights, good governance, (gender) equality, etc. In addition, the conflict transformation and peacebuilding tools and techniques utilised in this Action led to the empowerment of women in dealing with different conflicts that might arise in their different communities and in different cultural environments. Within the group of participants it led to gender equality in dealing with the problems facing men and women, girls and boys every day in the conflicted areas (work, camp, home, neighbourhood, etc).

## 2.9. How and by whom have the activities been monitored/evaluated? Please summarise the results of the feedback received, including from the beneficiaries.

The senior project staff were responsible for the monitoring of the activities using the following methodologies:

- Weekly meetings were held by the project team to discuss progress, challenges and opportunities.
- Weekly reports were submitted by the Community Liaison Officers about their activities, with a focus on their supervision of and support to the participating CSOs.
- The Community Liaison Officers conducted regular monthly field visits to the participating CSOs to monitor and observe participants’ attitudes in dealing with conflict and support participants in implementing and practicing the learning form the trainings and incorporating conflict sensitivity into their programming. The field visits were used to assess the weaknesses and strengths of the participants and identify which further skills were needed in order to allow the project team to modify the training programme according to the needs of the participants. Conflicts observed during the field visits were furthermore used as case studies in following training sessions to keep the training relevant to the local context. In addition, the field visits provided the participants with confidence in applying the methods and techniques of dealing with conflicts.
- Phone interviews were carried out with all participants prior to each training workshop to ensure that the subsequent training module is catering to the different learning speeds and styles as well as the different level of skills and experience of the participants.
- A brief, informal mid-term evaluation was carried out by the project manager and technical coordinator. Semi-structured interviews were carried out with the supervisors of the project participants of 5 of the participating organisations. This evaluation was never intended as a full-fledged evaluation, but to give an indication as to how and when participants are utilising the skills learned in order to adapt the project. The results of this evaluation were as follows:
  - Effectiveness:

All project participants of the five organisations interviewed for the evaluation are using the skills learned in the first three trainings such as conflict analysis, mediation and negotiation in their work context. Some participants also use the skills in their private live. Knowledge and skill development evaluations at the end of each training workshop have confirmed the increase of skills level and knowledge in the trained topics. Attitude changes in all participants have been observed by the supervisors, such as increased patience, taking time for dealing with problems and conflicts and looking for root causes. However, participants have not yet started to take the next step towards thinking about implementing targeted conflict intervention

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<sup>2</sup> Including those of people with disabilities. For more information, see “Guidance note on disability and development” at [http://ec.europa.eu/development/body/publications/docs/Disability\\_en.pdf](http://ec.europa.eu/development/body/publications/docs/Disability_en.pdf)

<sup>3</sup> [http://www.iiav.nl/epublications/2004/toolkit\\_on\\_mainstreaming\\_gender\\_equality.pdf](http://www.iiav.nl/epublications/2004/toolkit_on_mainstreaming_gender_equality.pdf)

<sup>4</sup> Guidelines for environmental integration are available at: <http://www.environment-integration.eu/>

<sup>5</sup> To refer to EC Guidelines on gender equality, disabilities...

projects, beyond addressing conflicts in their day-to-day work. However, this cannot be expected this early in the project. In order to encourage participants to start thinking about using the newly gained skills in order to run their own conflict intervention activities or projects, training workshops 4-5 were slightly revised to include proposal writing skills and prepare participants to implement their first small 2-months conflict transformation project/activities in November-December 2013.

- **Unintended positive/negative consequences:**  
One unintended consequence is the desire and ability of all participants to take part in the Training of Trainers. An informal community of practice was established. The participants are sharing their experiences and giving advice to each other regarding work related cases and conflict resolution activities. Furthermore, they have established a case referral system amongst their organisations, which they use to refer cases to each other. Thus far, no unintended negative consequences have been observed.
- A final evaluation was carried out by an external evaluator. Results:
  - **Relevance:** There is a need for specifically trained and skilled professionals in Jordan capable to understand conflict transformation methods, apply them and be able to timely respond to the emerging needs in Jordan not only caused by the Syrian refugee crisis, but also to respond to other conflicts such as tribal, religious and political conflicts in the country. The project was an essential and very relevant intervention. It was rated of high relevance because it did not work only on the capacity-building of local people, but also provided them with the resources they needed to practice and materialize their potential to organize and improve their own communities' wellbeing, mitigate the negative effect of the Syrian crisis and the influx of refugees into the communities they are providing services for. Consultations with the direct and in direct beneficiaries and local CSOs showed that the project's aims were relevant to their visions and missions as well as being particularly suitable for their social and intellectual needs at this stage. *"This action is quite unique in Jordan and there are almost no other actors. There should be more actions like these."* (Pascal Odul, EU Delegation Amman)  
Both the content and the approach of the project were clearly empowering beneficiaries, were relevant to their work and fulfilling a pressing capacity building need: *"... I learned and was introduced to many ideas that help me even now in organizing my thoughts and the way I think. I found the trainings and skills learnt very useful for me in my daily life, I feel much more confident and much more relaxed."* (Samira Al Salaiemeh, Operation Manager at Bin Talal Association). The beneficiaries confirmed that after having taken part in the project, they do feel 'more independent, confident and equipped' and capable in designing and implementing conflict transformation activities, directly intervene in conflicts and applying conflict sensitivity to their programmes.
  - **Continuous relevance:** The context of the project area continues to be politically complex and the communities there continue to suffer hardship, violation of their civil and human rights at all levels. As long as the conflicting parties in Syria are unable to reach a peaceful end to their conflict, Jordan will continue to be effected by the influx of Syrian refugees to its territory. Because there is a lack of solid expertise and knowledge to in the field of conflict transformation and conflict sensitive approaches in Jordan, more support is needed to develop and enhance local skills and build the expertise of individuals and organisations to lead in this sector in the near future and develop adequate responses to arising needs. The project's objectives are thus still highly valid. The empowerment model utilized in this project and the results achieved so far by the participating organization on their own do not enough to achieve and sustain the required change at the local and national level in Jordan. More needs to be done, e.g. through future projects, to address the changing nature of conflict generated by the Arab Spring and the impediments on conflict transformation posed by conservative societies in the Arab World.
  - **Effectiveness:** All informants expressed high motivation to continue their roles in conflict transformation. The sense of ownership is very high and participants declared that they intend to continue their activities regardless of the continuation of the project; they found the learning useful to their daily life, daily work, and internal organizational context as well as to their beneficiaries and programs. This is not an indicator of sustainability, but it shows that the project stimulated the dynamic of CSOs engagement in collective common causes and needs. Throughout the evaluation, all CSOs/local coordinators showed a high level of ownership and expressed an intention to continue working with their communities. Within their limited capacities, both the CSOs and the field coordinators demonstrated a serious willingness to fulfill the objectives of the strategies they produced as part of the project outputs. Everyone interviewed confirmed that the training they received was very useful and highly beneficial to

them as individuals and as groups. Project activities were implemented on time and according to the plan. The overall feedback from the trainees about the project was positive: the majority of participants in the project were very engaged and eager for more. More work is clearly needed with duty bearers and structures to enable integration of conflict sensitive approaches into response projects at all levels.

- **Efficiency:** In regard to overall programme management, monitoring and evaluation processes, generally speaking and based on the assessment of program effectiveness above, the project was cost effective. Partners implemented all activities within the planned budget framework. Partners' expenses and programme costs were reasonable to achieve these results, and were similar to local market prices. The overall management of the budget reflects that resources were used efficiently, and that HRF was able to sustain work and activities on a least-cost basis, without jeopardizing the quality of implemented activities and trainings. Budget limitations restricted the amount of field visits by project staff.
- **Results:** All expected results were achieved. In addition, the project instigated a remarkably positive change in people's views and understanding of conflicts. It also created a general awareness among both men and women in the areas targeted by the project about CSOs' roles in the development of their community. The extent of effectiveness in achieving the intended results of the project was high. The training content went beyond the proposed training activities to include detailed conflict transformation.

*"The skills I obtained and learnt through the training helped me in my daily work as HR manager, I used to feel much more stressed dealing with disputes and conflicts arising related to my work, now after I have been trained I do feel much more confident to address them properly, understand, analyze and promote solutions. And no less important I do acknowledge conflicts are an integral part of our lives and should not be something good or bad but the way we handle them determines whether conflicts have positive or negative effects."* (Adnan from Noor Al Hussein Foundation)

*" Before this training I used to have a very stressful time in my work, each day at the end of work I could feel my head going to explode, the huge number of refugees in need for aid and the way we used to address these needs, the systems in place, communication and organizational structure were sporadic and not organized, which doubled the load, and frustrated me as well as the refugees. After the training, we revised our organizational systems and structure, our work approach and methods, and then established something new and different, applying conflict sensitivity and mitigation of conflict approaches, minimizing unnecessary workloads and setting up extra systems we previously lacked and made our live and work as well as the satisfaction of the refugees higher."* (Sheikh Adel Ebied Alla from Al Takaful Association)
- **Potential improvements:** Some of the beneficiary partner CSOs' staff and graduate trainers wish they could have been able to enjoy a higher level of personal mentoring. In the next phase, HRF must find ways to enhance channels of communication with local and national public authorities and decision makers to improve participation and dissemination of knowledge in addressing the unique needs generated by the impact of the Syrian crisis in Jordan. It is important that any future activities also address the role of conservative communities in conflict, how conservative communities can escalate conflict and how to initiate a change in beliefs and attitudes. The target numbers of beneficiaries reached by this project has been adequate, but the total number of participants could have been raised by two without meaningful extra costs. This could have given the opportunity to more participants to take part in this very useful and unique training opportunity.
- **Sustainability:** Sustainability remains a highly challenging issue, but equally so, very often very difficult to measure immediately after the end of a project. The project made contributions to ensuring sustainability. As indicated by all participants, there was consensus that the inputs of the project have strengthened participants/trainees and CSOs' capacities in several ways, and there is a sense that they would continue using the skills obtained as a tool for their actions even after the end of the project. This is indicative of positive steps taken towards enhancing local CSOs' and communities' capacity, confidence, and the beginnings of creating sustainability. The participants established their own special network and developed a Facebook page for the group, which they used to communicate, discuss, exchange ideas, refer cases and information and support each other, in a peer to peer non-formal setting. It was not an intended result and initiated by the participants themselves with no direct intervention from HRF or project staff and reflects the high value and interest the participants had in the training outcomes and its useful application to their live and work. This element will also contribute to guaranteeing sustainability.

- All beneficiaries expressed their interest being part of future projects that enhance their conflict transformation techniques and tools and help them to get even more deeply involved in their communities and work with additional different target groups.

## 2.10. What has your organisation/partner learned from the Action and how has this learning been utilised and disseminated?

The Action built on HRF's experience in implementing projects in the realm of conflict transformation and capacity building and provided the partner IC with the opportunity to implement its first project in this sector with the support of HRF. The following lessons were learned by HRF and IC:

- The project was initially targeted at Jordanian CSOs working with Syrian refugees and Jordanian host communities. Throughout the project, however, it became clear that participants could have benefitted from a greater number of Syrians in the training, as this would have contributed to developing a better understanding of conflict issues within both Jordanian and Syrian communities. Joint analysis, counteracting stereotypes and building better relationships between Jordanians and Syrians directly in the training rooms would then be built on and expanded in the real world.
- The managers or directors of project participants should be engaged in the training. Through, for instance, inviting them to participate in some of the training sessions. This would have raised awareness of the organizations' management regarding the importance of conflict analysis and resolution skills as well as conflict sensitivity when working in delicate environments such as Syrian refugee response. This could have led to greater support for the trainees in their efforts to integrate their learning into their work context. It could also have assisted in the evaluation process, as managers would have had a clearer idea of the change processes that their staff and their organization went through.
- Capacity building of individual CSOs during the project life cycle could be considered. They could be provided on topics not related to the training material in order to strengthen weaker participating organizations through skills training such as organizational and financial management as well as team building and team leadership skills. This would support them in their efforts to implement conflict transformation activities in the future and contribute to organizational sustainability.
- Participants may benefit from a higher level of individual coaching throughout the training. This could give them the opportunity to discuss challenges they face in implementing the information from the training and provide them with important advice and support for dealing with difficult cases. It would also provide space for in depth one-on-one training to examine subjects that are important to the work context of each individual.
- After an intensive capacity building phase, projects could provide a sub-grant option as a second phase for successful pilot projects with participants interested in designing and implementing a project based on their learning.

These lessons, together with success stories from the Action as well as best practices and recommendations have been compiled in a booklet and disseminated to relevant stakeholders in Jordan. The learning has been utilised to inform the design of future conflict transformation projects in Jordan and Libya.

## **3. Partners and other Co-operation**

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### 3.1. How do you assess the relationship between the formal partners of this Action (i.e. those partners which have signed a partnership statement)? Please provide specific information for each partner organisation.

HRF signed a partnership agreement with Identity Center for this Action. Identity Center is a political, economic and social development organisation which is well placed within the Jordanian CSO sector and has developed experience and expertise in election monitoring and active citizenship and is a specialised capacity building organisation. Identity Center's expansive knowledge of and existing relationships with CSOs in Jordan were very useful for the recruitment of the CSO participants. IC furthermore provided office-space and management support for the four Community Liaison Officers. In addition the Identity Center's Director was one of the two training consultants. One weakness of the partnership was the lack of experience in implementing conflict

transformation projects. This impacted on the follow up with and supervision of the four Community Liaison Officers and led to limited contributions of the local partner throughout the Action’s life cycle.

3.2. Is the partnership to continue? If so, how? If not, why?

The partnership with IC has continued after the end of the Action. In June 2014, HRF and IC hosted and facilitated a workshop for the participants of this Action and representatives of the municipalities of the participating CSOs as part of a joint Saferworld/Conciliation Resources project (see p. 14). HRF and IC are considering submitting a joint application for a follow-up project of this Action should any suitable funding opportunity arise.

3.3. How would you assess the relationship between your organisation and State authorities in the Action countries? How has this relationship affected the Action?

Relevant state authorities (Ministry of Social Affairs and Development) were informed about the project prior to its implementation. The Governorates of Ma’an, Mafraq and Ramtha were provided with an introduction to the project and were interviewed on the conflict context in their areas as part of the needs assessment in Activity 1. Representatives of the Ministry of Planning and International Cooperation, Ministry of Interior, Ministry of Social Affairs and Development, and Parliament as well as different political parties were invited to attend the Final Event in which Success Stories, Lesson Learnt and Best Practices from the Action were shared. Overall, state authorities did not become sufficiently engaged in the project. As the project was intended as a pilot project targeting civil society, state authorities were not considered potential participants. Future projects will bring together the participants of this Action with representatives of local and national government to conduct joint analyses, generate solutions and implement joint activities to address conflicts in Jordan.

3.4. Where applicable, describe your relationship with any other organisations involved in implementing the Action:

- Associate(s) (if any)

Not applicable.

- Sub-contractor(s) (if any)

Not applicable.

- Final Beneficiaries and Target groups

16 participants (8 male, 8 female) from 8 Jordanian CSOs were selected to participate in this Action:

Name of Participating Organization	City of HQ	Targeted Branch
Childcare Charitable Association	AL-Mafraq/ Badia	Al-Mafraq
Al-Takaful Association	Irbid/ Ramtha	Irbid/Ramtha
Prince Talal Housing Association for Social Development	Rsayfeh	Zarqa'a
Jordan Health Aid Society	Amman	Amman/Mafraq/Zaatari
ARDD –Legal Aid	Amman	Amman
All Jordan Youth Committee	Amman	Ma'an
Noor Al-Hussein Foundation	Amman	Irbid
Aytam Ma'am Charity	Ma'an	Ma'an

The 8 CSOs signed Memorandums of Understanding with HRF, stipulating the terms of the partnership and their commitment to participate in the Action, delegate two members of staff (1 management, 1 programme level) to participate in full-time in all training courses and implement activities in the realm of conflict transformation, including conflict sensitivity.

All selected CSOs participated in the Action actively. All were very cooperative in responding to the needs of the Action by applying the learning from the trainings in their programmes and activities, and accepting the directions and direct supervision of the project staff. They openly shared lesson learnt, best practices and success stories, even sensitive information that helped other participants to learn from the experience and best practices applied but had to be kept confidential. All communication and interaction among participants as well as between

participants and lead and partner organisations was respectful and understanding and marked by a high level of team spirit, the willingness to cooperate and collaborate and share and exchange information and experience.

- Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc)

Not applicable.

### 3.5. Where applicable, outline any links and synergies you have developed with other actions.

The Action has created synergies with another conflict transformation project implemented by HRF in Libya, which is building the capacity and skills of CSOs and activists in context analysis, dialogue and problem-solving to address those conflicts and issues hindering the transition process and the emergence of a democratic state in Libya. Training material was shared between both projects and case studies from the Jordan project were used in Libya and vice versa to enrich the learning experience of participants.

In addition, a partnership was formed between HRF, IC, Saferworld and Conciliation Resources through the implementation of a joint workshop, bringing together the participants of this Action with members of their local municipalities and representatives of international NGOs for a shared analysis and the development of joint strategies to address the conflicts and issues generated by the influx of Syrian refugees in Jordan (see p. 14). This partnership will continue and we are exploring to conduct future projects collaboratively.

### 3.6. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this Action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

Not applicable.

### 3.7. How do you evaluate co-operation with the services of the Contracting Authority?

The team of the European Union Delegation in Jordan were very responsive to the questions and requests by HRF. They provided relevant information in regard to financial approvals and budgeting and were available for meetings.

The EU delegation carried out a monitoring and evaluation visit in October 2013 as part of the evaluation of the funding instrument under which this Action has been financed. In addition, the EU team attended one of the training workshops where they met the HRF team, participants and trainers.

The project team would have appreciated a closer engagement of the European Union and would have wished for representatives to attend more of the training days and ideally pay visits to the participating organisations to gain a better understanding of their work on the ground and the huge positive impact this project has had on them and their communities.

Head of Delegation Mrs. Joanna Wronecka attended the Final Event on 13 February 2014 where she delivered a speech.

## 4. Visibility

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How is the visibility of the EU contribution being ensured in the Action?

1. All articles and press releases published regarding this Action mentioned that the project has received funding from the EU. (*See news articles attached*)
2. All training material (manual, reading material, certificates) as well as the Success Stories, Lessons Learnt and Best Practices Booklet and the awards handed out at the Final Event to the participating CSOs, partner organisation, EU and Prince Hassan Bin Talal bore the EU logo and stated that the project was funded by the EU.

3. Banners and roll-ups were displayed in all trainings as well as the final event displaying the EU logo and saying that the project has been co-financed by the European Union.

**The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.**

Due to sensitivities regarding the content of this project we would like to have a conversation before the report is published and perhaps exclude or amend sections.

Name of the contact person for the Action: Michaela Leiss

Signature: 

Location: Amman

Date report due: 16.08.2014

Date report sent: 13.08.2014