External Evaluation Report For The Project

Conflict sensitive project-Jordan (February 2013 - February 2014)

Managed by:

Humanitarian Relief Foundation – UK and in partnership with Identity Centre Amman-Jordan

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By: Jamal Atamneh

jatamneh@yahoo.co.uk

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Acknowledgment

The Evaluator would like to thank the many people who have contributed to this evaluation. I would like to thank all stakeholders, partner organizations, and other key informants who contributed their time and insight to this evaluation. I'm mostly grateful to the trainees, practitioners and engaged beneficiaries, for their insights that make this evaluation meaningful. I hope I'd have given justice at least in part to the range of perspectives that have contributed to this report.

Special gratitude goes to Mrs.Rasha Fityan project manager, Ms. Michaela Leiss - International Peace and Conflict Programmes Manager and Dr. Dr Salah Daak International Programmes Director at HRF.

Yours
Jamal Atamneh

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Acronyms

CBO	Community Based Organisation
CPMR	Conflict Prevention Management and Resolution
CfP	Call for Proposals
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
EC	European Commission
EU	European Union
HRF	Humanitarian Relief Foundation
IC	Identity Centre
INGO	International Non Governmental Organisation
LA	Local Authorities
M&E	Monitoring and Evaluation
NGO	Non Governmental Organisation
NSA	Non State Actors

Background

The humanitarian crisis arising from the civil war in Syria has continued to escalate over the past two years, both inside Syria and in the refugee-hosting neighboring countries.

With the influx of Syrian refugees fleeing the civil war that began in Syria in 2011, many problems and conflicts arose in Jordan (especially in the northern governorates), e.g. over resources, infrastructure rent, jobs, cultural differences, conflicts between children in school, etc. In order to equip Jordanian grassroots organizations with knowledge, skills and techniques to understand, address, resolve and prevent these conflicts, Human Relief Foundation (HRF) and Identity Centre (IC) developed and are currently implementing an intensive conflict transformation capacity building project.

As part of its commitment to the EU as the main donor for this project, the HRF and IC has commissioned an external evaluation (see overall ToR attached) for their project "Conflict sensitivity, prevention and peace building in Jordan". The project is providing capacity building for eight Jordanian grassroots/ Civil Society Organizations (CSOs) working with the Syrian refugees and Jordanian host communities in Mafraq, Ma'an, Irbid, Ramtha, Amman, Rsayfeh and Zarqa in conflict analysis, resolution, prevention and sensitivity.

Purpose of the evaluation

The purpose of this evaluation is to conduct an external assessment as to whether the project specific objective has been achieved and progress towards the overall objective has been made. Moreover, the evaluation aims at providing answers to a set of specific questions as outlined in the Terms of Reference and as defined in the DAC Criteria (www.oecd.org) applied by the EU. These questions steered the assessment to look into aspects related to relevance, efficiency, effectiveness, and sustainability.

Objectives of the assignment:

As set out in the overall ToR, the evaluation aims at assessing the achievements, quality and overall impact of HRF-IC conflict response project and to evaluate the HRF-IC mechanisms and processes to the crisis in host communities in Jordan based on the following specific evaluation objectives:

1. Assess to which extent the planned results were achieved as outlined in the agreed proposal 2013-2014.
2. Review the performance of HRF and implementing partners in terms of management, fundraising, coordination, reporting, monitoring and evaluation, visibility, communication and dissemination of information and partnership with local actors.

3. Identify lessons learnt and best practices used by HRF, IC partner and the trained CSOs partners to date to inform follow-up/revisions and to improve wider HRF future conflict response strategies.

Scope of the external evaluation

The evaluation will cover ALL project activities (See Annex 1), and will specifically assess the following:

- To undertake an external evaluation of the project Conflict sensitivity, prevention and peace building in Jordan
- To understand if and in how far the project has:
    - ✓ strengthened the capacity of 8 CSOs in conflict sensitivity, prevention and peace building,
    - ✓ contributed to encouraging a society in which tensions between groups – in particular between Syrian refugees and their host communities – are resolved peacefully, based on mutual trust and understanding
- To measure if and in how far the project has achieved the estimated results
- To measure the overall success of the project
- To identify possible future activities and follow up projects
- To collect Lessons Learnt from the project

Limitations

Given the limits of time, budget and other constraints – particularly those relating to security in Jordan – the evaluation will be focused more on some elements of these objectives than others. A review of individual member performance relating to management, fundraising and visibility will not be undertaken, though some general analysis will be made of the HRF performance as a whole, including the funded program mechanisms in relation to conflict response in the Jordanian host. The analysis of 'planned results' will based more on outputs than on impact – though the question of how impact is measured will be considered.

Evaluation approach and specific questions

The evaluation will attempt to achieve the specified objectives by addressing four main types of questions (based on the headings in the ToR, with some modification):

- Situational/needs analysis and program design
- Programme results and issues of quality, monitoring, accountability
- Implementation issues, including capacities
- HRF policies, coordination and humanitarian principles

Under these headings, the evaluation will also consider the generic evaluation criteria of relevance, appropriateness, efficiency, effectiveness (but not impact) and sustainability. The emphasis throughout will be on *lessons learned* by the main applicants and their partner in the course of designing and implementing their programmes; and on lessons learned from the joint application process.

The following **guiding questions** under each heading (adapted from those in the ToR and further) will be used in the analysis:

Suggestions (from the ToR):

- Did the project build the capacity of 8 Jordanian CSOs in conflict analysis, prevention peace building and in conflict resolution/transformation?
- Do project participants have an understanding of and skills in conflict transformation?
- Did the attitudes and behavior of project participants change and if yes, how?
- Has there been an impact on the relationships between and attitudes and behavior of Syrian refugees and Jordanian host communities in the target areas and if yes, what kind of impact?
- Did the project contribute overall to peaceful coexistence between Syrian refugees and Jordanian host communities?
- Did the project contribute to encourage a society in which tensions between groups – in particular between Syrian refugees and their host communities – are resolved peacefully, based on mutual trust and understanding?
- Was the training appropriate for the participants and the local contexts?
- What are the lessons learnt and best practices of the project?

Two **overall guiding questions**, relating to the above, will be used in discussions with HRF-IC staff members:
- What has been learned from the conflict response/project to date?
- How will this inform the future conflict response projects?

In addition to the above generic questions, some specific questions will be addressed in relation to the response **activities/trainings**. These include:
- What have been the specific challenges (including security, bureaucratic, other) to supporting SCOs' work inside the host communities? How have these been addressed?
- Over the course of the proposal development and submission until its approval, how effectively has the conflict response adapted to the dynamic and constantly changing situation and needs in Jordanian host communities?
- How well has the HRF partnership with IC worked as a basis for the response? Did IC have the necessary capacity to adapt to the scaled up ToT programme? Have they been given the necessary support to do so?
- What accountability challenges ('upwards 'and 'downwards') have the conflict response ToT in Jordan faced, and how have these been addressed? Have basic standards of accountability been maintained?

- Did the conflict response trainings and other activities meet basic humanitarian principles of impartiality, neutrality and independence?

Methods

The methods to be used for the evaluation are as follows:

1. Documentary review -- based on documents provided by HRF and IC country offices

2. Semi-structured interviews with HRF staff members, IC partner and key informants

3. Focus group discussions with HRF-IC programme beneficiaries

4. Direct observation during programme site visits

The resulting data will be analyzed to produce findings, using the questions and criteria described above. It is anticipated that the great majority of the evidence and resulting analysis will be qualitative in nature, though quantitative analysis will be conducted to the extent that the relevant data is available. While the independent nature of the review will be respected throughout, a conscious attempt will be made to elicit from HRF-IC staff members their own conclusions and learning points. The final analysis will be that of the consultant, and the Lead Evaluator will make the final judgment about what will enter into the report.

Site visits and observations:

The evaluator conducted two field missions; the first from4-10 January 2013 and the second from 11-13 February 2013.

- The evaluator conducted visits to the beneficiaries' organization in the following towns and cities in Jordan: Amman, Irbid, Ramtha, Swelleh and Al Rsiefeh.
- HRF and IC Offices in Amman
- Observation- success stories ceremony

Data collection

In depth Interviews

- HRF International Programme Director
- HRF Peace and conflict Programme Manager
- HRF Project Manager
- HRF-IC 4 Community Liaison Officers
- HRF Food Security Programme Officer
- IC Director

- IC Programme Manager
- Programme Manager EU Delegation
- Two External Trainers
- Mangers of four local partner NGOs
- All the trainees
- Two external informants from INGOs operating in Jordan.

Focus groups
- One with beneficiaries
- One with the Community Liaison Officers

Desk review

- Needs assessment
- Project proposal and budget
- Logical framework matrix
- Implementation plans
- Training manuals
- Donor feedback
- Midterm evaluation

Relevance

In regard to the relevance of the project priorities integrating conflict sensitivity approaches into the humanitarian and programme support programmes in Jordan, addressing the Syrian refugee, is highly valid in the current reality of the hosting communities in Jordan. Enhancing Jordanian CSOs' capacity and empower their staff to give the needed response applying best practices to conflict transformation and peace building remains largely valid. No one single individual, stakeholder or participant in this evaluation objected to the importance and the need to have more conflict sensitive approaches integrated into their programmes dealing with the Syrian crisis's consequences, effect and needs. Never the less, the need to have specifically skilled and trained professionals in Jordan capable to understand the value added by these methods, apply them and be able to timely respond to the emerging needs interrelated to this subject matter.

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 CBOs 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)

As for the content and activities, they were relevant and based on actual needs, because rights awareness, conceptual understanding and knowledge about conflict transformation, integration of conflict sensitive methods into humanitarian and development programmes and social responsibility are currently lacking in the socio-political context of Jordan.

In providing capacity building and training, both the content and the approach were clearly empowering. In referring to the relevance of the training, a member of the beneficiaries/participants indicated that:
"... 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 Iskan Talal Association). Thus, the content and activities were relevant and based on actual needs.

From a beneficiary perspective, their overall feedback confirms that they do feel 'more independent, confident and equipped' since their participation in HRF training workshops and capable in local level political participation. While the external environment in Jordan and other countries of the region is beyond the control of HRF, some participants made explicit suggestions that could help minimize the effect of the external environment.

Suggestions included the need to integrate economic empowerment alongside conflict transformation training offered to them, and the need for supportive enabling mechanisms to channel vulnerable Jordanians and Syrian refugees' problems and voices from the grassroots to decision-makers. This experience is indicative of another potential for the programme, giving a sufficient attention to creating an enabling environment for practioners to operate in once they had acquired those important skills, such as through sub-grant mechanisms.

Which beneficiaries were addressed?

The following beneficiary groups were identified based on the various project outputs.
- Professionals of national NGOs dealing with Syrian refugees consequences in Jordan
- Members of CBOs and service provision organizations dealing with Syrian refugees
- Syrian refugee activists, working for Jordanian SCOs serving Syrian refugees
- HRF staff and employees
- IC staff and volunteers

The total targeted number of direct beneficiaries as presented in the proposal was 20, 16 trainees form 8 different NGOs/CBOs in Jordan from four governorates and 4 Community Liaison Officers based in Amman with IC.

The indirect beneficiaries are the staff of all the 8 NGOs/CBOs which sent trainees to take part in this project and the communities and beneficiaries they served, altogether more than 10,000

vulnerable Syrian refugees and Poor Jordanians. Considering that the project influenced everyone's life to some extent, the number of actual beneficiaries was about the same as targeted, which is a high positive deviation. Although reports produced on the project consisted of a systematic comparative between planned and actually implemented activities, the analysis of this positive deviation and its implications for the project's capacities and resources was not available in project documents.

Who was not reached?

Public Authorities and policy makers were partially introduced to the context and the results of the trainings. They did not become sufficiently engaged in the project, and their input was insignificant at this stage. This reality decreases the potential of change coming directly from public authorities and policy makers, and thus requires an approach that is based on developing a well-coordinated advocacy strategy, the support, awareness raising and capacity building for policy makers, and to mobilize the latter to introduce and develop polices to allow for services and development activities to reach the people in most vulnerable areas which is not feasible in the short run.

Also, Jordanian national government officials and ex officials were reached partially at the national level; however their involvement in the process remained at a public relations level. Their input consisted of attending ceremonies, open days and visits.

The private sector as a potential partner in the sustainability of the project was not involved in either the planning or the implementation of the project.

To what extent are the project objectives still valid to a follow up phase?

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, pressuring the limited resources and infrastructures Jordan has. Any developmental and livelihood intervention support is crucial and relevant especially those that target women, children and youngsters and apply rights-based approaches and integrate awareness rising concerning good governance and accountability.

Furthermore, the socio-economic status in the host communities is a matter of high concern because the communities are highly conservative, tribally oriented and there exist cultural differences between the Syrian refugees and host communities particularly in regard to the role women play (among others). The socioeconomic situation of the host communities does in many areas not differ very much from that of the Syrian refugees, future approaches should take into consideration local host communities' needs and relations between host communities and refugees.

The lack of solid expertise and knowledge to the field of conflict transformation and conflicts

sensitive approaches in Jordan needs more support and enhancement to develop and enhance local skills and expertise to lead the sector in the near future and develop the adequate responses to arising needs.

The project objectives are thus still highly valid, especially if the adjustments recommended in this evaluation are taken into consideration and integrated in future project plans and activities.

Effectiveness

How effective was the original planning in meeting the project objectives?

All informants expressed high motivation to continue their roles in conflict transformation. The sense of ownership is very high and most of them 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 programmes. 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 CBOs/local coordinators showed a high level of ownership and expressed an intention to continue working with their communities. Within their limited capacities, both the CBOs 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 evaluation analysis demonstrates that the project carried with it elements of effectiveness. It developed and strengthened relationships within and between the different actors in the project and it stimulated Jordanian CSO community awareness and interest in the conflict transformation and conflict sensitivity approaches and the approaches' relationship to Syrian crisis response (and beyond) activities they do, as presented in the following pages of this report.

It also increased the knowledge base and the capacity of the targeted CSOs which contributed to the validity of the project and to its effectiveness.

The overall feedback from the trainees about the HRF programme was positive: the majority of participants in HRF supported programmes/trainings 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.

The HRF and IC collective efforts in developing a monitoring scheme for the implementation of project activities was evident and the quality of that scheme was excellent. Yet, the partners felt short when it came to thinking about a monitoring mechanism for the management of the project. The absence of a steering committee, or some other mechanisms to take responsibility for management and leadership, detracted from the effectiveness of partnership management and

increased the load over the staff and over the limited resources that HRF has.

An additional output was the development of training curricula based on the results of a Needs assessment conducted prior to launching the project.

The term "Conflict Resolution" has been used to refer to the transformation, termination, reduction of violence, management/settlement of conflicting relationships by using academic, activist and diplomatic approaches. It is also referred to as the building of bridges between hostile communities, working to clarify issues which represent points of confrontation between them, and creating opportunities for developing new relationships based upon a process of peaceful change and grassroots level reconciliation (Rationalization of Conflicts in Northern Kenya Series, September, 2005)[1].

The role of civil society in conflict resolution has gained tremendous recognition in the past decade when the end of the Cold War saw an increase in intra-state conflicts leading to the genesis of the engagement of the civil society organizations in the area of Conflict Prevention, Management and Resolution (CPMR). This was further strengthened by the introduction of Boutros Boutros-Ghali's Agenda for Peace. The Agenda for Peace stipulates that NGOs including academic research organizations should work with the UN in addressing the new mix of conflicts in the post-Cold War world. It emphasizes that information generated by NGOs on early warning systems can be synthesized with leading political indicators to determine the existence of threats to international peace and security and for the purposes of preventive diplomacy and other relevant UN activities (Boutros-Ghali, 1992 and Alker, 2002)[2].

Civil societies have also played a role in promoting settlement of conflicts. Civil society actors have performed useful roles in areas such as networking among a broad range of civil society elements as one important way of enhancing their ability to influence the conflicting parties in the direction of a peaceful settlement; they help mitigate those factors that aggravate conflict, including humanitarian disasters, trafficking of arms, and the ambitions of power-hungry political leaders; they can encourage conflicting parties to engage in a long-term communication processes including mediation or facilitation and apply can pressure; local media play a crucial role in helping conflicting parties to seek peaceful settlements and to defuse conflict.

All CSOs that were reviewed in the evaluation were engaged in activities related to conflict prevention either directly or indirectly. As such they had limited knowledge of conflict prevention management and resolution (CPMR) activities prior to the trainings as part of this project although few of their staff had acquired CPMR training and skills. The evaluation confirmed that there was room and opportunities for training and retraining the human resource in CPMR skills in almost all CSOs covered. Some CSOs dealing in other areas like providing alternative livelihoods, food security and health still need CPMR skills since they offer services

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[1] Rationalization of Conflicts in Northern Kenya Series, September, 2005. A critical look at the existing institutional framework on conflict resolution and peacebuilding.

[2] Boutros-Ghali B. (1992). An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping. United Nations, New York.

to conflict affected communities. Already conflicts over food distribution were reported among WFP beneficiaries. WFP however, has inadequate skills in monitoring CPMR activities within the areas it is covering in its food distribution programs.

It was evident that HRF has an improved conceptual knowledge of conflict transformation and conflict analysis as a holistic process to be learnt and applied, HRF team do focus their intervention and programme on conflict transformation aspects, which contribute to analyzing and identifying the root causes of conflicts and to further develop the useful toolkits that can address those and transform them.

Most CSOs trained are able to reach grassroots communities with messages and other support. The levels of inter-CSO coordination have been growing and can act as a basis for scaling up conflict transformation in the Jordan.

Some have *"developed institutional financial and logistical capacity to manage cross border and regional humanitarian and aid activities."(Nidal Al Takful Association Al Ramtha)*

Challenges

The state of poor social services and infrastructure in Jordan remains at the heart of the structural challenges undermining CSO CPMR initiatives. For example, delivery of potable water and sanitation, agriculture modernization, improved education and health, expansion of road networks and environmental and nutritional services are major predicaments.

All in all the culturally sensitive approach applied during the training by the selected trainers did reflect the excellent knowledge and understanding of the local culture they have. Many problems would have been stimulated if the chosen trainers were lacking of good understanding local tension and tribal culture. The skills, personal communication abilities and knowledge of the specific local expert trainers of each session contributed significantly to the success of the project.

The planned results: to which extent where those achieved

Result 1: Comprehensive needs assessment, consultation and preparation

Participants from the eight CSOs were recruited, organized and were introduced to the rationale behind the project through meetings which took place at each participant CSO. HRF and IC staff held consultations and need assessment sessions, presented the project aims and objectives, what it will include and what not, answered all participants inquires and confirmed project aims and objective. The outcomes of the consultation process fed into the second result (bellow) of tailoring the specific training material. However, importantly, the consultation processes led to established transparent partnerships. In all interviews with participants in trainings all did confirm the sufficient level of information received and HRF transparency and consistency. Furthermore, participants and interviewees appreciated the open and transparent communication channels. At the staff level, project manager and liaison coordinators expressed a high level of understanding and communication with all stakeholders and communities they worked with.

Result 2: Tailoring of training modules

Based on the information collected during the comprehensive consultation and needs assessment activity, technical project staff (including trainers) reviewed and adjusted the established training modules to meet specific needs of the target group. An expert trainer in the field of conflict transformation was chosen to conduct the review and tailoring of the training materials. The training materials, modules and manuals were ready on time and shared with the other trainer, including best practice advices for trainers on how to implement plans consistently.

In all interviews participants/trainees, were very positive about the high relevance of the training materials, and the fact that the materials reflected the situation they live and work in, while the training met their specific needs. Furthermore, the approaches, methods and techniques applied during the trainings were well developed. Participants noted some differences in the training styles of the different trainers. Some of the participants thought that the theoretical part of the training modules were less engaging and appealing, and did have little room for interactive participation in contrary to the ToT part of last module.

Result 3: Delivery of training, Capacity building for 16 participants in conflict sensitivity and conflict transformation methods.

Thematic contents of training included: Introduction to core concepts of conflict sensitivity & analysis, conflict prevention, resolution and peace-building techniques – in particular mediation and dialogue; Steps in conflict sensitive programming; Understanding international conflict sensitivity principles; Using conflict analysis; Conflict mapping and analysis; Local actor mapping; Core concepts of practical peace-building programmes; Gender mainstreaming in peace-building; Youth and peace-building programmes; Mediation and dialogue programmes; 'Peace dividend' programmes (e.g. cash for work etc); Advocacy and working with the media. Additional training activities included a consultancy period where project staffs were available for participating CSOs to support them in designing peace-building projects.

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.

All of the trainees were able to reflect and remember terms, concepts and tools they trained in to use in conflict analysis and conflict transformation, " *Listen, Ask, Reframe Again (LARA) technique, mediation, conflict analysis tools e.g. Sun, Onion, ABC triangle…and conflict transformation principles" (Nidal, Rana, Samira, Nisreen, Adnan, Rasha and Balqees)*

Attitudes and deep believes in relations to gender roles and positions has not been addressed sufficiently yet. Many of the stakeholders and participants interviewed approved of the willingness and openness for women to take part in conflict transformation activities and community public life, however this does not reflect a deep change in values and issues around (in) equality in regard to the role of women in conservative communities.

Additional on-going sub-activities: 'Train the Trainer' (ToT) elements – where junior project staff and participants were targeted as future trainers

The ToT training, reported to be the one that led to the most significant change in participants feeling confident and able to apply conflict sensitive techniques or/and conflict transformation activities. The trainer's capacity, expertise in the field and methods he applied were found to be very useful and effective. All trainees took part in the ToT and reported they were highly impressed with the level of the training and the approach used by the trainers. "*The ToT trainer, represented a role model for me, I hope and wish to have similar capacity in the future, I found it useful beyond the subject matter of the conflict transformation field, the methods and style could be applied in a variety of sectors and can be useful to any trainer*".(Adnan, Nidal, Samira)

Most of the participants appreciated the fact the ToT trainers incorporated a pro active review for all the pre training phases especially the theoretical part.

Beyond what was planned in the proposal, all participants were included in the training of trainers, together with the 4 Community Liaison Officers in order to ensure a broad sharing of the learning of the project with indirect beneficiaries and to guarantee sustainability.

In quick and very abstract feedback by the graduate trainees collected during the interviews they have reported the following levels of satisfaction with the training.

1very positive 2 positive 3 no change 4negative 5 very negative
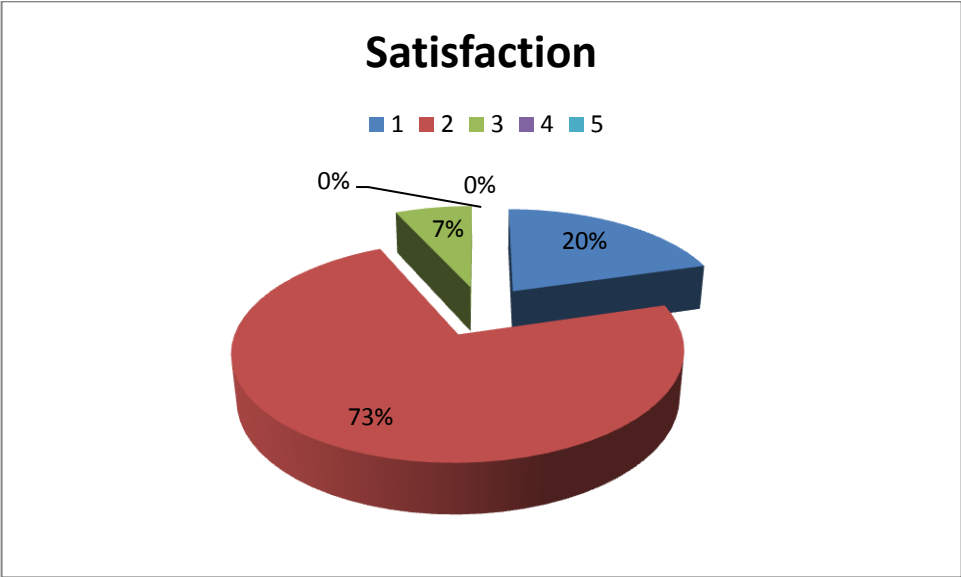
20% of the participants thought it had a very positive impact, 73% said it had a positive impact and 7% said it did not change anything; participants looked for tangible results to directly improve their capabilities, their opportunities. Overall, the percentages show that the majority of the participants evaluated the project as very good this needs to be revisited a few months after the end of the project.

Though the method applied in collecting these data was not comprehensively structured, the timing I chose to raise the questions did vary and were collected in open discussions and in-depth interviews. It can give an indication to the overall trends and support the qualitative findings and analysis.

Field visits including 1-to-1 mentoring on building institutional conflict sensitivity capacity and the Integrated M&E component to feed directly into lesson learning and best practice dissemination

Participants reported on progress in raising the level of responsiveness and accountability of their CSOs and their ability to apply to conflict sensitivity in their work. They were able to mobilize support from their senior managers in integrating conflict sensitivity into at least one area of work of their organizations and their organizational structure. Many of the graduates feel confident of being able to do the tasks of being a trainer, mediator or transformer.

The empowerment model utilized in this project and the results achieved so far by the participating organization on their own are 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. In order to achieve this, HRF needs to develop a more comprehensive model of intervention that addresses all elements and contributes to transform conflicts in Jordan and mainstream conflict sensitivity into development and aid work.

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 most cases this role has been designated to the Community Liaison Officers, in some cases, CSOs reported the *"modest capacity and experience they [the Community Liason Officers] have in the field did not very much contribute to enhancing their skills to the level the level they wish to have."(Adnan Abu Haija – Noor Al Hussein Foundation).*

Result 4: Dissemination of lessons learned and best practice.

A one-day event was held with key stakeholders operating with Syrian refugees in Jordan in mid-February in which HRF shared and discussed resources generated by the project It was attended by senior officials, representatives of INGO sector, other stakeholders, the Ambassador of the EU Delegation in Jordan, media, trainers, project staff and project graduates attended the meeting. The resources presented include:

(i) A lessons-learnt and best practice report, which's the key findings were presented; (ii) presentations of three success stories by three participating CSOs. These resources are beneficial to CSOs and other organizations that are or are planning to work in the field of conflict transformation in Jordan or want to integrate conflict sensitivity into their work. Thus, through this event, a large number of potential direct and indirect beneficiaries were reached. A Conflict maps/analyses' of the current Syrian refugee situation were developed by the trainees applying a 'learning-by-doing' exercise analyzing conflicts in each area of operation of the participating CSOs. Due to sensitivities in regard to the Jordanian government, these documents were not compiled and published but used for internal purposes only. .

"This action is quite unique in Jordan and there are almost no other actors."

'There should be more actions like these, the EU will consider another call addressing conflict sensitivity related to Syrian refugees implication on Jordan during 2014." (Pascal Odul EU Delegation Amman)

A 'Lessons Learned/Best Practice Resource' bringing together lead and partner experience from implementation. This will be used to replicate the training elsewhere.

The project team collected and compiled an impressive booklet of success stories, best practices and lesson learnt. This booklet was presented in the above mentioned event in Amman in early February.

The graduates could reflect publicly to what extent the trainings affected their capacities and learning, they shared their personal experience and practical examples of how useful the training was to their work and practices.

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 believes and attitudes.

Additional Project Activities

After an internal mid-term evaluation, the HRF decided to design an additional activity that was not foreseen in the proposal. In order to get participants to go beyond including the learning into their ongoing work, participants were tasked with developing their own small conflict sensitive conflict transformation projects from planning through to evaluation. They were given space, time and mentoring during the training period to prepare simple project proposals. Each CSO

then implemented, monitored and evaluated a small project over a period of two months at the end of 2013. This gave the participants the opportunity to practice their newly gained project cycle management and conflict transformation skills in depth.

"A mid-term evaluation resulted in the recommendation and decision to organise exercises for the development of projects by the beneficiaries during the last months of the project". (Pascal Audol EU delegation Amman).

Taking into account that conflict transformation is a long term approach to building active and sustainable capacities, and that it involves building trust, raising self-esteem and confidence, as well as overcoming barriers to participation and conflict, the extent of effectiveness in achieving this intended result of the project was high. The training content went beyond the proposed training activities to include detailed conflict transformation.

Actions reported to be carried out as result of the training by the graduate trainees.

1 learning more 2 raised awareness 3 discussed with family/community 4 discussed with decision makers 5 changed attitude 6 change other people attitude 7 other
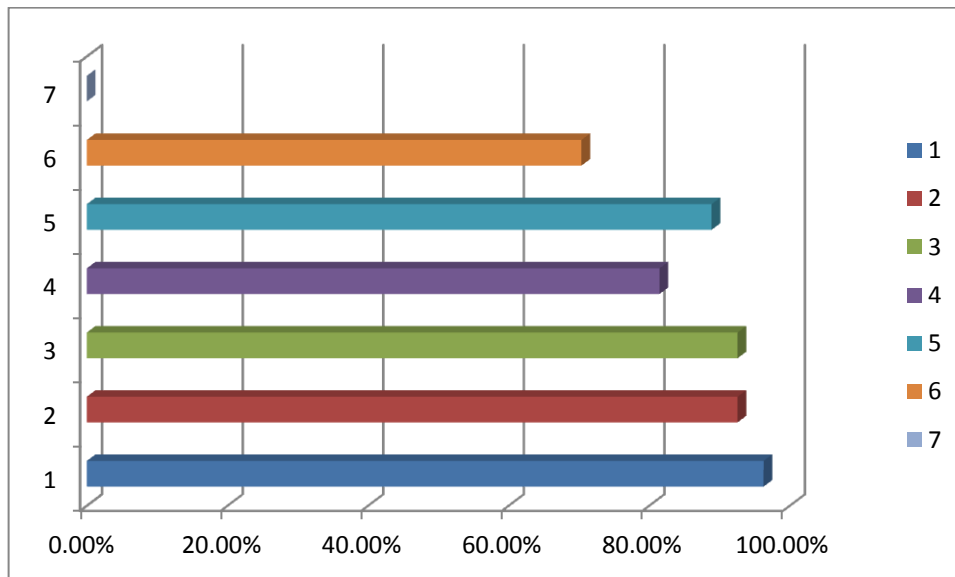
The chart above shows clearly that all participants where disseminating and sharing information, knowledge and experiences they gained widely and in very high percentages. However, self-learning by looking proactively for new resources, reading further materials and self-education is not existing at this stage, which could be explained by the fact that the trainees were exposed to a lot of new information and training manuals as well as a lot of learning during the training It would be good to revisit this again in later stages and learn more about graduates' practices in enhancing personal learning.

The same limitation explained for the previous chart applies.

Efficiency

In regard to overall programme management, monitoring and evaluation processes, generally speaking and based on the assessment of programme 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.

A sizable portion of the expenditure was spent on establishing the partnership, and training (including accommodation and transportation. HRF and its local partner IC hosted the project, and provided adequate materials, tools and equipment as needed. This aspect of providing a base for the project was much appreciated and valued by the HRF and their partner IC because it reflected positively on their partnership and cooperation with each other.

Budgeting and financial management

On the level of financial management, the budget shows that a small number of adjustments took place during the project. These adjustments were efficiently made based on actual implementation and actual expenditures, and the total approved amount of project support remained the same. This shows that the essential flexibility and the ability to monitor and manage finances were efficient.

The project was co-financed by HRF.

Nonetheless, there was space for improvement that was connected to some deviations from the original allocation of expenditure items. In analyzing the budgetary changes, a disparity in planning vs. actual cost per unit and, in some items, a disproportion in the ratio of allocated human resources against expected results, were identified. The Community Liaison Officers could have been taken down to two staff members only with higher quality without hampering the end results and activities of the project.

The direct cost of project operation and implementation (about xx%) was spent on activities in the field,. About xx% was spent on personnel (excluding field staff). The remaining was spent on financial management and logistics.

Additional amounts were spent on transportation costs for the provision of technical assistance and follow-up which were carried out mostly by the project's field staff- Community Liaison Officers, and project manager, particularly, the field staff did their best to cope with the limitations of the budget, using public transportation, private cars and others. The HRF Project manager did her best to find solutions for coping with budget limitations with limited success. These limitations could have been addressed more strategically, e.g. through finding additional funding resources.

> " I did carry out a limited number of field visits to the partner beneficiaries NGOs, in total during the life of the project I did between 2-3 visits to each NGO, always two at a time, each time I planned to go I had to consider the limited resources allocated for local

travel, if there were more resources defiantly I could have done more visits". (Liaison officer)

"Using my private car to go to work related meetings and activities, especially those in remote areas. I find it much more efficient and saving me time and hassle of the inefficient public transportation, I get compensated for using my car by HRF, however the rates used are very modest and cover actual fuel costs and do not consider other expenses". (Community Liaison Officer)

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 implementing activities and trainings.

Programme planning, evaluation, and linkages between cycles could be improved: Programme planning and management processes could function in a more integrated manner of systematic planning, monitoring, evaluation, and reporting. This short time period between different phases of the programme has attributed to short and intensive cycles, corresponding with short-term programme objectives and a lack of long term consistent approach located within an overarching theory of change for conflict transformation in Jordan.

" If I had the chance to redesign the project, I would have taken out part of the general training, e.g. log frame and, invested more in developing and enhancing personal trainees' skills in conflict transformation, mitigation and sensitivity, than on the bases of the outcomes of the trainings and participants' needs we could have designed the practical fields based actions to be carried out by the trainees" Rasha Fytian.

"The short and intensive cycles of the training phase of the project did not leave room for thinking and reflecting, we barely had time to breathe" Michael Leiss

"I wish we the time frame for the training sessions has been phased over 2 years, it could have given us sufficient time to complement the activities in higher quality and adequately" Dr. Salah Daak

As reflected in the evaluation outcomes, the vast majority of trainees highly valued the quality and relevance of the trainings including the potential contribution it could have on their future work;, most of the negative comments and reservations made were in relation to the time frame, many did highlight the intensive trainings as a burden, especially young married women with small children and full time jobs.

"Each time I had to go attend one of the training session I had to wake up very early in the morning at about 5, to make sure I do prepare food for my family during my absence, prepare my kids to go to school and feed my baby, then I had to commute in public transportation for more than two hours to get to the training place in Amman, on the way back I reaches my home after dark too. I could not stay overnight as I could not stay away from my family and to give them the support they need me to give". (Balkees Bani Hani)

Another participant could not carry on to the end of the training as she had to give birth toward the last phase of the training; this could have been avoided through discussion and expectations of participants.

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 for more participants to take part in this very useful and unique training opportunity.

Some delays took place in the starting hours of the different training courses, mainly to do with participants delayed arrival at the training venue. Trainers tried their best to accommodate the programme and sessions to the changes in the starting time by:

"Reducing the time for the breaks and pushing the lunch break to be at the end of the session". (Mohamad Al Hisiene - CLO)

All of the participants appreciated the option they have been given to have free accommodation and overnight stay in Amman in the same place where the training venue was, saving them time, energy and resource of daily commuting to far distances and mostly *"to be fresh and not tired during the sessions". (Nidal Ebied Alla - Participant)*

Reporting and M&E: The HRF project manager carried out a pre-assessment evaluation and a feedback evaluation, pre and after each training session; trainees were asked to fill evaluation forms and submit back to her. These semi-structured evaluations and the end-of-session feedback shared by the trainers, established a good base of understanding the ongoing project progress. The EU delegation carried out a monitoring and evaluation visit in December 2013 to evaluate the funding instrument under which this project is financed. During their visit in which they met with HRF team, the trainers and several of the training participants, they went through all projects approved activities, budgets and results, the EU. The visit confirmed the following:

"Reporting was satisfactory and we are now waiting for the financial report. The project has achieved its outcomes within the current time frame and allocated resources. The quality of the human resources was adapted to the project activities. No significant modifications compared to the original description of the action were made and the responses were timely and almost according to plan" (Mr. Pascal Odul, EU Delegation Amman).

Sustainability/Impact

Sustainability remains a highly challenging issue, but equally so, a crucial consideration of well-intention NGOs investing in capacity development initiative, very often very difficult to measure the lasting level of such intervention immediately after the end of the project. As far as the HRF conflict sensitivity and peace building program is concerned, and in relation to the TOR's specific question on the processes and systems established to support the continued implementation of the program, there have been some contributions made which pave the way towards this sustainability. As indicated by all participants, there was consensus that the inputs of

the HRF programme have strengthened participants/trainees and CSO/CBOs' capacities in several ways, and a sense that they would continue using the skills obtained as a tool for their actions even after HRF had withdrawn. This is indicative of positive steps taken towards enhancing local CSOs', CBOs' and communities' capacity, confidence, and the beginnings of creating sustainability.

The project was an example of how basic community mobilization and a good set of capacity building can trigger improvements and good governance; many participants reported applying the tools learnt in their daily work life and programmes.

"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 it 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 end of the work day I could feel my head going to explode, the huge number of refugees in need of aid and the way we used to address these needs, the systems in place, communication and organizational structure was 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 life and work as well as the satisfaction of the refugees higher". (Sheikh Adel Ebied Alla from Ramatha)

The participant trainees established their own special network and developed a Facebook page for the group, on which they could 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 it is a useful application to their life and work.

"The development of a spontaneous and informal network between the beneficiaries with positive effects in terms of information sharing and coordination of the relief aid provided to the communities is also linked to the quality and motivation of the participants."(Pascal Odul EU delegation Amman)

The absence of a post-training scheme, and the difficulty in measuring the project's impact on attitudes and behaviors was a weakness. Hence, the project is a good example of the tendency of initiatives to focus on measuring achievements against a pre-determined set of results while, in reality, in many cases, those predetermined results cannot be measured within the duration of the project. It is essential to have milestones, a path that directs projects and steers them in a certain direction, but the focus should be on the importance of the process just as much as the importance of results. Process in this project was as important as its results.

"A midterm evaluation resulted in the recommendation and decision to organize exercises for the development of projects by the beneficiaries during the last months of the project."(Pascal Odul EU Delegation Amman)

Within its short time scale the project had the capacity to ignite a light in people's lives that may at some point in the future become the source of a burning motivation to change. The difficulty is not in determining whether a trigger was set, but rather in predicting when it will start burning and become an engine for social change. It is like planting seeds. If they are given sufficient time, and proper conditions, they will certainly blossom.

The project obviously planted many seeds in the minds and awareness of the trainees. When the seeds will grow, what kind of flowers they will produce, and the colors of those flowers, are factors that cannot be determined within the duration of the project. It is the planting of the seeds that is the mere success. If a project wants to see the flowers, it has to have a built-in post-project scheme of follow up and monitoring activities, which HRF is currently working on.

Furthermore, the original project design did not include an exit-strategy. The absence of an exit strategy hampered sustainability. Most people interviewed expressed high hopes and expectations that the project would continue and did not internalize that the project support had ended and that it was their role to proceed with the activities.

"HRF intends to maintain the close contact with the graduate trainees and their organizations, HRF will invest its own resources until more feasible funding will be available to sustain the trainees network, conduct some small follow up trainings, hold discussions on future plans and support participants applying conflict sensitivity methods through their programs, and furthermore to act as a live resource of knowledge and expertise in the field of conflict transformation and peacebuilding. (Michael Leis, HRF Peace and Conflict Programs Manager)

It was hard for the evaluation to determine how long-lasting the project's effects were likely to be because it was completed at the date when the project activities ended. In that regard, the long term sustainability of the project activities would be better facilitated by the establishment of a follow up mechanism that could serve as a vehicle for obtaining sustainable support from national and international organizations. HRF could play a crucial facilitative role in developing an adoption model as a means for augmenting the sustainability of the actions' outcomes.

Access to resource for small projects is a common feature of the last generation of projects funded by many EU and other donor funding schemes, including sub-granting. It could and would be useful for HRF to consider applying the sub granting method through allocation of small funds for trainees to apply and implement the capacities they have learnt in conflict sensitivity and conflict transformation in their communities, in many cases the facilitation of access to resources for CSOs and individuals could have contributed to the long term sustainability of the project.

The political context in the targeted communities and, especially in relation to the Syrian refugee crisis continue to make for fragile working environments in host community areas in Jordan and

pose with many challenges. HRF needs to be aware and ready to apply their expertise in dealing with the subject matter of conflict transformation and mainstreaming conflict sensitivity in the context of the changing dynamics and realities of these communities, and sustain a presence, lasting long-term partnerships, and relations with these communities. This will enable HRF to maintain their project's outcomes, implement further interventions and address emerging needs. This will lead to improved and enhanced conflict transformation capacities and abilities of these communities, in turn enhancing their resilience and satisfaction. Due to the trust established during the implementation of this project, HRF has HRF actions a comparative advantage over other actors and will increase aid effectiveness.

Exploring the partnership with Identity Centre.

The model HRF chose to apply for this project to go into partnership with local NGO based in Jordan is highly valid. Identity Centre is well placed within the Jordanian CSOs sector and has developed experience and expertise in election monitoring and citizenship, as well as political development. Identity Centre supported the efforts of identifying and nominating potential participants from their network of local Jordanian CSOs. The selected and suggested CSOs included very active, committed and interested organizations. The IC also hosted for the four Community Liaison Officers, provided them with an office space and facilities to enable them carry out their desk-based work as HRF did not have the office space to host the CLOs at the start of the project and thus IC support was very useful. IC's director was one of the two trainers of this project.

The time, limitation and the fact IC did not have expertise and knowledge in the conflict transformation sector limited the options and chances for their contribution to the content and program development. This applied to the vast majority of the Jordanian CSOs who all lack expertise and solid knowledge in the sector of conflict transformation. HRF later expanded their office and had more space available. It should have been considered moving the CLOs to the HRF premises to be closer to the project manager in order to support her and be closely supervised by her. In the interviews with the IC director and CLOs all were aware of having missed the opportunity for doing that; andIC director Mr. Mohamad Hussainy stressed his agreement for the need to have the project team working together closely. Another limitation was that IC's mandate and core programme do not deal with conflict transformation so they could not support the capacity enhancement of the CLOs in the field of conflict transformation.

A further limitation was the limited local travel budget, the amounts allocated were very small and did not give the chance and ability to the CLOs to spend more time in the field, especially considering that this project included beneficiaries and partner organizations from Almafraq, Al Ramtha, Irbid and Ma'an beside Amman and it's suburbs. It would have been beneficial for the project to consider having extra resources for local travel expenses. The IC director and CLOs both acknowledged that at times the CLOs found themselves sitting in the office with little to do as they did not have the resources to go to the field and visit/support the participating CSOs.

A third limitation was found in the CLOs. In my opinion and on the basis of the workload, it would have been sufficient to recruit two CLOs with a higher level of practical experience and quality. This way, financial resources could have been freed up to be reallocated for travel expenses.

The C LOs were the weakest part of the project, not because of their failure to do what they were designated but due to the limited consideration of their potential role in the planning and project design stage.

Equity

The overall design and initial needs assessment of the project did ensure that an inclusive approach was used to include and give an opportunity to most vulnerable and to people with special needs. One of the participants had special needs.

Two out of the 16 participants were of Syrian origin, their presence and participation enriched the discussion and learning of the group. Yet this was unintended result, however positive. It would be good to make sure that in any future projects the space for similar participation is maintained and enhanced.

The voice and role of public authorities were not reflected and it could have been useful to consider ways and means to include these voices and start a dialogue and cooperation with these authorities to the benefit of sustaining and promoting the conflict transformation in Jordan.

The backgrounds of the participants were diverse and rich, and included different sectors and educational backgrounds as well as diverse age groups and thought frameworks. The selection was very good and contributed greatly to the success of the training program and discussions between the participants.

Participation

Guiding questions for this section include: To what extent are project beneficiaries actively involved in the implementation, management and monitoring of the project, rather than simply being recipients of aid e.g. how are young people involved in project decisions? Do beneficiaries feel a sense of 'ownership' of the project?

Through this evaluation I had the chance to meet and talk to many of the direct and indirect beneficiaries of this project, in all cases, they gave the feeling and impression of being positively engaged and highly motivated, a lot of positive energy has been created in the meetings and activities that engaged the participants in this project. The initial planning phase did not have sufficient time to consider proper participation in the design of the project, however, in the implementation phase the beneficiaries were fully involved and aware and to some extent proactive In some cases ideas and suggestions they raised could not have been accepted due to the limitation of resources; however, this did not hinder their motivation and engagement.

Of course, as many similar projects, the level of participation varied among the beneficiaries, however, they have been provided with space to participate and trainers and HRF staff feel very close to the beneficiaries/trainees.

"Though I did have some past experience in some of the topics covered in this training programme, and even consider myself a trainer in some aspects of these topics, the trainers were able to integrated and divert my experience to the benefit of the trainings, designated me roles and responsibilities reflecting a proactive role, avoided excluding me or subordinating the knowledge I did have, I felt much more committed and essential to the trainings and particularly to those I did have past experience in."(Adnan Abu Elhieja, Nour Al Hussein Foundation)

Were there monitoring tools? What did they comprise?

Monitoring tools included weekly meetings for the project staff lead by the project manager and monthly meetings between the partners, questionnaires for feedback on training disseminated regularly before and after each training course and field visits to partner organizations carried out by the CLOs.

The EU delegation office in Amman carried out one external midterm evaluation of the project as part of their evaluation of the funding instrument under which this project is funded, which included a review of progress and results achieved so far..

The extent of achieved objectives was monitored closely and communicated through internal reports and discussions.

Lesson learnt

The need and relevance of conflict sensitivity and conflict transformation projects in Jordan in the current context are very high. This kind of work needs to be carried out and made as accessible to as many people as possible.

Very few participants raised the issue of the timing of the trainings, preferring having it earlier, especially in winter time as well as more allowing more flexibility.

To phase the trainings in a less intense schedule, and to apply, when possible, a differentiated approach to consider the levels, knowledge and experiences of the participants.

The gender balanced approach applied in this project was highly valid, useful and appreciated; women felt empowered, their voices were heard and gave the chance to participants to establish cross-gender dialogues which are rare in the current context.

Additional topics could be considered for new trainings, including presentation skills, public relations, drama, theatre and gender and conflict. It is in general very useful to consider

community needs, interests, and resources as well as participant profiles and needs before designing future trainings.

To design the second phase based on the actual outcomes of the initial trainings and not to pre-design it.

To allocate more resources, financial and human into similar projects in the future, to ensure easier impendent commuting and movement, to have the staff rewarded for their efforts to the level of 10-15% above the average market salary.

To maintain knowledge and learning, the intensity of this project did not give room or space for the HRF team to properly discuss and analyse learning.

To combine all management aspects of the project "under one roof", to have with all project staff in the same office.

Cooperation and partnerships with local Jordanian partners like IC are very useful, but HRF should be clear on the added value of partnerships and how they can be useful to the project goal and objectives. HRF should continue developing capacity in terms of knowledge and skills among Jordanian CSOs in the conflict transformation sector.

Recommendations

Support for and development of community based organizations, cultural centers, women's centers, charities for children, universities, national CSOs and schools in Jordan to raise their awareness on conflict sensitivity approaches and peaceful conflict transformation tools.

Develop a new generation of young leaders empowered to develop their communities and take over the different roles and position to mitigate and transform conflicts.

Liaise and coordinate with local, national and public authorities, train them and lobby them to promote polices supporting peaceful conflict transformation, considering a small package of introductory trainings to ministry of education staff, health and social affairs as well as police and security authorities.

Networking and cooperation with other institutes active in the sector and set up and facilitate a network at national level to engage local and international CSOs and NGOs.

To consider a project steering committee whose role is to ensure the quality of partnership management, enhancing participation and promoting project sustainability in future phases/project design having.

For future phase/projects, it is recommended that HRF considers strengthening the CLOs more by training them and making them a vehicle for the responsiveness of the program at the local

level, and by empowering them to perform their role as a watchdog, mentors and if possible coaches for supporting the beneficiaries.

Future work should include a set of post-project objectives that focus on sustainability and advocacy.

To improve "risk analysis" and "political economy analysis" within the project formulation, including the mapping of relevant actors and the identification of their stakes and interests.

An exit strategy, clear handover activities, and a post-project monitoring scheme must be embodied in all future planning.

To activate and support local CSOs through capacity building, mentoring, networking and developing joint work and even consider handing over parts of the project activities to them.

To consider increasing the number of the Syrian participants in future projects as this helps the participants to get diverse views and better reflect the context they aim to address.

For HRF to have solid resources to develop their core staff capacity in the field, maintain their leadership over the sector, and to have a highly skilled, diverse pool of trainers, aware and familiar with the approach and the needs of HRF's program.

To split the training in phases with different levels, introductory, middle and advanced skills, to consider larger numbers of participants for the introductory levels and less for the advance level; hold the introductory training in three areas: Amman, northern and southern Jordan.

To include in such projects in the future an implementation element, practicum, where the graduates can implement what they have learned, and are mentored and coached to enhance their skills.

To set a coordination mechanism for the trainers if there is more than one trainer, facilitated by HRF to ensure consistency, complementarily and added value.

To have good visibility, communication and advocacy plan incorporated in such projects, to disseminate, ensure the voices of the participants are heard and changes are promoted in wider contexts.

For HRF to enhance their learning and development of the unique contexts of conflicts that are a result of the Arab Spring and develop best practices and ways to address these conflicts.

For HRF to integrate and mainstream conflict sensitivity approaches in their humanitarian programme across the board.

To maintain and sustain cooperation, collaboration and support for the beneficiaries of the project and their organizations, setting a series of meetings, once every few weeks, e.g. to have given a lecture, provide a training session, conduct a learning event and hold discussions.

Appendix A – ToR External Evaluation

I. Project Summary

With the influx of Syrian refugees fleeing the civil war that began in Syria in 2011, many problems and conflicts arose in Jordan (especially in the northern governorates), e.g. over resources, infrastructure rent, jobs, cultural differences, conflicts between children in school, etc. In order to equip Jordanian grassroots organisations with knowledge, skills and techniques to understand, address, resolve and prevent these conflicts, Human Relief Foundation (HRF) and Identity Centre (IC) developed and are currently implementing an intensive conflict transformation capacity building project.

Project Brief	Human Relief Foundation (HRF) and its local partner Identity Centre (IC) are currently implementing the 1-year *Conflict sensitivity, prevention and peacebuilding in Jordan* project funded by the European Union. The project is providing capacity building for eight Jordanian grassroots Civil Society Organisations (CSOs) working with the Syrian refugees and Jordanian host communities in Mafraq, Ma'an, Irbid, Ramtha, Amman and Zarqa in conflict analysis, resolution, prevention and sensitivity. The participants' skills and knowledge will be built through a series of five one-week trainings, with periods of 2-6 weeks between trainings for participants to internalise the learning through practical activities, and a Training of Trainers. A one day conference will be held at the end of the project with all relevant stakeholders in order to present the lessons learnt and best practices identified through the project.
Objectives of the action	**Overall objective:** To encourage a society in which tensions between groups – in particular between Syrian refugees and their host communities – are resolved peacefully, based on mutual trust and understanding. **Specific objective:** To strengthen the capacity of Jordanian civil society organisations (CSOs) working with Syrian refugees and host communities in conflict sensitivity, prevention and peace-building programming, including mediation and dialogue.
Target group(s)	8 Jordanian CSOs, Syrian refugees and their host

	communities.
Final beneficiaries	Jordanian civil society, Jordanian society at large.
Estimated results	1) 8 Jordanian CSOs have increased conceptual understanding of conflict sensitivity, prevention and peace-building techniques including mediation and dialogue. 2) 8 Jordanian CSOs are able to design, and implement practical conflict sensitive programmes with different groups in general and Syrian refugees and host communities in particular. 3) Local and national Jordanian civil society shows increased recognition of conflict sensitive approaches, conflict prevention and peace-building best practices.
Main activities	1) *Comprehensive needs assessment, consultation and preparation:* includes identifying participating CSOs, signing Memorandums of Understanding, developing comprehensive picture of needs of participating CSOs and their target groups. 2) *Tailoring of training modules:* technical project staff (including trainers) review and adjust established training modules to meet specific needs of target group, based on consultation period. 3) *Delivery of training:* including classroom sessions in Amman, field visits, learning-by-doing exercises in CSO operating locations and 'train the trainer' elements. Technical content will cover best practices in capacity building for conflict sensitivity and analysis, conflict prevention, resolution and peace-building techniques – in particular mediation and dialogue. 4) *Dissemination of lessons learned and best practise*: outputs will include a 'conflict map' of the current Syrian refugee situation, a 'Lessons Learnt/Best Practice Resource' bringing together lead and partner experience from implementation, and a one off workshop with key stakeholders to share and discuss resources generated by project.
Start and end date	February 17, 2013 – February 16, 2014

II. Purpose and Objective of the Evaluation

Purpose: The purpose of this evaluation is to conduct an external assessment as to whether the project specific objective has been achieved and progress towards the overall objective has been made. An external evaluation is furthermore a requirement from the European Union for this project.

Objective:
- To undertake an external evaluation of the project *Conflict sensitivity, prevention and peacebuilding in Jordan*
- To understand if and in how far the project has:
  - ✓ strengthened the capacity of 8 CSOs in conflict sensitivity, prevention and peacebuilding,
  - ✓ contributed to encourage a society in which tensions between groups – in particular between Syrian refugees and their host communities – are resolved peacefully, based on mutual trust and understanding
- To measure if and in how far the project has achieved the estimated results
- To measure the overall success of the project
- To identify possible future activities and follow up projects
- To collect Lessons Learnt from the project

III. Scope

The external evaluation will cover ALL project activities:

Activity 1: Comprehensive needs assessment, consultation and preparation (8 weeks): In-depth needs assessment and consultation process to: (a) Identify specific participating CSOs, including grassroots, regional, and national CSOs from Jordan; Memorandums of Understanding to be signed with participating CSOs; (b) Development of a more comprehensive picture of needs of participating CSOs and their target groups, in order to tailor the specific training modules to these needs.

Activity 2: Tailoring of training (2 weeks): Using the information collected during the comprehensive consultation and needs assessment activity, technical project staff (including trainers) review and adjust if necessary established training modules to meet specific needs of target group.

Activity 3: Delivery of training (spanning 31 week period): Training sessions held in Amman; Field visits and learning-by-doing exercises in CSO operating locations (across Amman, Al Mafraq and Ma'an governorates), 16 individual participants in total (8 CSOs and 2 members of staff per organisation). Technical content of training to include: Introduction to core concepts of conflict sensitivity & analysis, conflict prevention, resolution and peace-building techniques – in particular mediation and dialogue; Steps in conflict sensitive programming; Using conflict analysis; Understanding international conflict sensitivity principles; Conflict mapping and analysis; Local actor mapping; Core concepts of practical peace-building programmes; Gender mainstreaming in peace-building; Youth and peace-building programmes; Mediation and

dialogue programmes; 'Peace dividend' programmes (e.g. cash for work etc); Advocacy and working with the media. Additional training activities will include: Consultancy period will be where project staff are available for participating CSOs to bring in and help design a relevant peace-building project; Field visits including 1-to-1 mentoring on building institutional conflict sensitivity capacity. Meanwhile additional on-going sub-activities: 'Train the Trainer' elements – where junior project staff will be targeted as future trainers; Integrated M&E component to feed directly into lesson learning and best practice dissemination (see Activity 4).

Activity 4: Dissemination of lessons learned and best practise (8 weeks): A one-off workshop to be held with key stakeholders operating with Syrian refugees in order to share and discuss resources generated by project. This will include: (i) A 'conflict map/analysis' of the current Syrian refugee situation: as part of the training process, a 'learning-by-doing' exercise will be to create conflict maps where individual CSOs operate, these are to be consolidated by implementing organisation into one document for sharing with other actors operating with Syrians; (ii) A 'Lessons Learned/Best Practice Resource' bringing together lead and partner experience from implementation. This will be used to replicate the training elsewhere.

IV. Evaluation Questions

Suggestions:

- Did the project build the capacity of 8 Jordanian CSOs in conflict analysis, prevention and peacebuilding and in conflict resolution/transformation?
- Do project participants have an understanding of and skills in conflict transformation?
- Did the attitudes and behaviour of project participants change and if yes, how?
- Has there been an impact on the relationships between and attitudes and behaviour of Syrian refugees and Jordanian host communities in the target areas and if yes, what kind of impact?
- Did the project contribute overall to peaceful coexistence between Syrian refugees and Jordanian host communities?
- Did the project contribute to encourage a society in which tensions between groups – in particular between Syrian refugees and their host communities – are resolved peacefully, based on mutual trust and understanding?
- Was the training appropriate for the participants and the local contexts?
- What are the lessons learnt and best practices of the project?

To be discussed between HRF, IC and External Evaluator

Indicators to be used as detailed in the project Log Frame.

V. Methodology

Specific tasks:

1. Debriefing with HRF/IC and development of Workplan – between December 4 and 11, 2013
2. Inception – Between December 4 and 11, 2013
3. Desk Review – Between December 8, 2013 and January 3, 2014
4. Field visits to participants and two of their communities (Amman (2 CSOs), Irbid (1 CSO), Ma'an (2 CSOs), Mafraq (1 CSO), Ramtha (1 CSO), Zarqa (1 CSO)), meeting with implementing organisations HRF and IC and EU – January 4-10, 2014
5. Lessons Learnt and Best Practices to be shared with HRF/IC – January 11-18, 2014
6. Debriefing – end of January
7. Final Report – 16 February 2014

Data collection and analysis tools:

Mainly qualitative (interviews, focus groups) – to be suggested by the External Evaluator

Reporting Format:

To be suggested by the External Evaluator, but in line with EU regulations.

VI. Main Roles and Responsibilities of the External Evaluator

1. Design and conduct an external evaluation of the project *Conflict sensitivity, prevention and peace building in Jordan* in the period between December 15, 2013 and February 16, 2014

2. Develop instruments, tools, and strategies for collecting data needed, including but not limited to questionnaires, tests, focus groups, interview protocols, assessments, and use of other existing data. Determine the reliability and validity of any instruments or protocols that are used.

3. Organize, analyze, interpret, synthesize and summarize data from evaluation studies. Produce oral and written reports based on these data that are methodologically sound and meet the guidelines and requirements of the donor and employer.

4. Conduct field visits to eight participating organisations and observe their work.

5. Conduct interviews with project participants, beneficiaries of project participants' activities, project staff and other project stakeholders.

6. Write evaluation report in English.

7. Support writing of final donor report.