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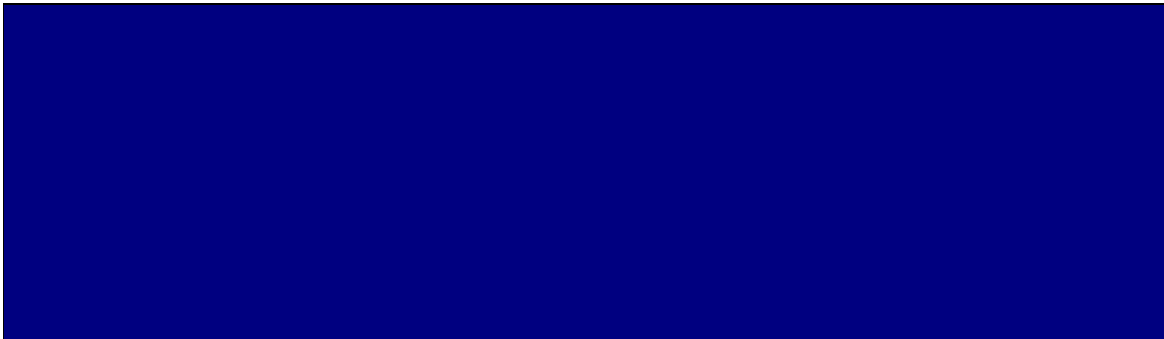
INTERDISZIPLINÄRES ZENTRUM FÜR KONFLIKTANALYSE, POLITISCHE ENTWICKLUNG  
UND WELTGESELLSCHAFTSFORSCHUNG

## **TRANSFORM e.V.**

**The Interdisciplinary Centre for Conflict Analysis,  
Political Development and World Society Research**

### **ACTIVITY REPORT**

**January – December 2009**



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## **ABOUT TRANSFORM**

TRANSFORM is a non-governmental and not-for-profit organisation established in 2007. The organisation is committed to promoting political, economic and social development, inter-cultural tolerance and understanding, and the values of scientific rigour and ideological neutrality in general and in dealing with conflict, in particular. The organisation focuses its work on areas which suffer from protracted violent conflict, most notably the Middle East as well as on conflict prevention and transformation in Europe, Sub-Saharan Africa and Asia. TRANSFORM is guided by the idea that reliable information on the origins, evolution and consequences of political, economic, and cultural conflicts must replace polemical dispute.

TRANSFORM carries out scientific research programmes in order to identify problems and to test the viability of proposed solutions. Alone or in collaboration with other like-minded partners the organisation also designs, implements and evaluates projects and programmes focussing on conflict engagement and constructive community and organisation development worldwide. Furthermore the organisation organises conferences, seminars, trainings and workshops aimed at enhancing dialogue, civic awareness and the exchange of knowledge. In its own structure and all of its work, TRANSFORM strives towards gender mainstreaming and involvement of young people.

TRANSFORMs research focuses on a number of themes that are relevant for understanding the dynamics of the conflict and assessing efforts aimed at its transformation. An underlying concern in all our research work in this area is to explore the links between meta-theory, theory, policy, methods and practice.

The founders of the organisation include academics, young politicians, policy advisors, conflict and community development workers, and students, most of whom have been collaborating in different contexts since the early 2000s.

## **CONCEPTUAL BACKGROUND**

The idea behind TRANSFORM is to promote science and research in the areas of political, economic and social development, conflict transformation, intercultural tolerance, integration and mutual understanding and to promote social commitment and international understanding. TRANSFORM carries out scientific studies, research programs and projects such as projects, trainings and workshops and develops problem-solving models. Due to the combination of research and action TRANSFORM gets a deep understanding of the conflict situation and its background and therefore can develop and implement projects which are adequate to create a change.

In 2009 TRANSFORM worked on one major project called "Beyond managing the Israeli-Palestinian conflict. Demonstrating the Effectiveness of a Social Transformation in Conflict Approach".

The project includes Methods Development/Integration and implementing a bottom-up approach to contribute to transforming the Israeli-Palestinian conflict over a period of 10 years.

TRANSFORM and its partner organisations Heinrich Böll Foundation, Berlin (applicant organisation) as well as MIFTAH, Ramallah and YIFC, Israel have received a grant from the European Unions Partnership for Peace Programme. Furthermore TRANSFORM received a fund from the Institute of Foreign Relations (ifa-zivik), Germany.

### **CONFLICT WORK AND METHODS DEVELOPMENT/INTEGRATION**

Six experts in methods development have, since early 2006, been collaborating on creating a synthesis of their respective tools. Central to this toolkit is KUMI: a method for participatory strategic planning in conflict. This method modifies the Participatory Strategic Planning (PSP) process developed by the Institute of Cultural Affairs over the last four decades by enriching it with components from two other methods: ARIA, developed by Jay Rothman to engage primarily with identity-based conflict and TRANSCEND, a structural analytical approach to conflict engagement developed by Johan Galtung and is currently being codified by, among others, Wilfried Graf and Gudrun Kramer from the Institute of Integrative Conflict Transformation and Peacebuilding. This synthesis is intended to establish a vision-led, action-orientated processes that can be launched across all regions at all levels in order to enable people (both rulers and ruled) to identify and analyse the issues together, to seek ways forward and to plan concrete next steps. By combining these great traditions of praxis, it is hoped that peace makers will have a more robust tool for articulating and demonstrating the new type of politics needed for building peace and security.

With the above mentioned grants TRANSFORM and the partner organisations conducted several workshops: some were real training workshops to train Israeli, Palestinian and European facilitators on the new method KUMI. The other workshops were conducted with Israeli and Palestinian organisations or groups which still work together across conflict lines.

### **BEYOND MANAGING THE ISRAELI-PALESTIAN CONFLICT: DEMONSTRATING THE EFFECTIVENESS OF A SOCIAL TRANSFORMATION IN CONFLICT APPROACH**

The overarching aim of the project is to enhance the capacity of actors within Israeli and Palestinian civil society to change institutions within their respective societies in working towards a resolution of the conflict. We hope to enable these actors to exert upward pressure on influential figures within their societies and to gain widespread public support for a new inclusive agenda aimed at transforming the conflict from below.

The project attempts to demonstrate the effectiveness of a new methodological synthesis designed to empower groups and individuals to develop and implement strategies for organizational development, creative conflict engagement and attitudinal change. As a part of this we intend to form a core group of leaders/facilitators trained in the use of methods of conflict-sensitive social transformation and committed to building peace from below, both within and between the two societies, with minimal financial compensation.

In order to reach the overarching goal of rebuilding the transformational capacity of Israeli and Palestinian civil society, greatly reduced as a result of the collapse of the peace process and the recommencement of violent conflict, effective tools of social organization and conflict engagement need to be developed. Such tools are needed

in order to change the frustration and despair of those caught up in protracted social conflicts into hope, generating a renewed impetus for collective action. In order to ensure maximum effectiveness the development and implementation of tools of social change, as with all other technological innovations, must be based on valid theoretical assumptions and subjected to rigorous testing and meticulous evaluation.

The first specific objective of the project, therefore, is to demonstrate the effectiveness of an already formulated, but still to be refined, methodological synthesis of identity-based conflict resolution methods, a structural framework for conflict analysis, and action-oriented organization approaches geared towards empowering groups and individuals to develop and implement strategies for collective action.

A new social technology demands experts trained in its use and skilled in its practical application. To this end the second specific objective of the project is to identify and train an initial group of leaders/facilitators in the use of a 'conflict-sensitive social transformation' toolkit. They are expected to be at the centre of an ever-increasing network involved in the expansion of the project on a nation-wide scale, provided that the initial stage is judged to be successful by external evaluators.

## **ACTIVITIES 2009**

### **1. RESEARCH**

#### **1.1. Kumi Method Development and Integration**

As a key component of the larger '*3000 facilitators in the middle east*' project, we have been developing a new facilitation method. The 2-year pilot phase for the testing of this method was to extend from 2009-2010. One of the key parts of this phase was developing the method, first to the point where it could be used in pilot workshops, and then using these workshops as a basis for reflecting on the method, refining it, and developing it further.

One of the chief difficulties in the development of the method has been the fusing together of three separate approaches. This proved to be more difficult than we had originally expected. Intensive effort and energy was given both during the workshops and in between to work out the shape of the method and the way the different components would fit together. This process of method development involved input being given from those who had taken part in the workshops which was then used by the methods development team to further refine the method. The trainees, having been trained in the method and having put it to use in the November workshops, were also a key source of input in adjusting and developing the method.

### **2. WORKSHOPS**

#### **2.1 Workshop "First Mock Pilot – Presenting the new Kumi method to Israeli and Palestinian participants. March 19-25, 2009**

##### *What we planned*

The aim of the workshop was to present the three individual methods which would serve as the components of the final synthesized method, called KUMI, to a group of Israeli, Palestinian and European facilitators and trainers who already have a substantial level of

experience in conflict resolution and community development. A further aim of the workshop was to select out of the participants a group of 15 people who would be invited to be trained as trainers in the new method and to join the project as trainers and facilitators.

#### *What we did*

The workshop took place in Talitha Kumi, in Bait Jalla, near Jerusalem. The first two days were given to the ARIA method for Conflict Engagement. This was followed by a two day presentation of the IICP method and one day for the ICA method. The demonstrations included both an explanatory component and an experiential simulation, allowing the workshop participants to understand the main components of each method, their relative strengths and weaknesses, and to compare the new method to the methods that have traditionally been used in Israeli-Palestinian conflict resolution work. The last day was used for a group evaluation session allowing for participant feed-back.

#### *What was learned*

The workshop was very helpful in revealing the strengths and weaknesses of the various methods through putting them to the test. Feedback from the participants gave insight into the specific strengths of each of the methods helping to bring the methods team closer to creating a synthesized method.

## **2.2. First preparation meeting, March 25 – 28, 2009**

During the preparation meeting the following subjects were discussed:

- Time lines of the project through December 2009
- Role of regional facilitators and the training of trainers
- Creation of the training manual
- Selection criteria for participants and groups of the bi-national workshops
- Objectives for multi-national workshops

The preparation meeting took place following a workshop involving Israeli, Palestinian and European facilitators and trainers with a substantial level of experience in conflict resolution and community development. The workshop served to test and further develop the new methodological synthesis in a controlled environment prior to its practical application in real-life settings. A further aim of the workshop was to select from the participants a group of 15 people to be invited to join the project as trainers and to be trained as trainers in the new method.

The workshop took place at Talitha Kumi, in Bait Jalla, near Jerusalem. The methods experts included Jay Rothman and Brandon Sipes (ARIA), Jim Wiegel and Jonathan Dudding (Institute of Cultural Affairs) and Wilfried Graf and Gudrun Kramer (Institute for Integrative Conflict Transformation and Peacebuilding). During the course of the workshop the Methods Experts presented their respective methods (see attached program of the workshop).

## **2.3 Bi-national Workshop/Training, July 20-25, 2009**

#### *What we planned*

A 5-day workshop had been organized with Jerusalem Link, a coalition of an Israeli and Palestinian women's group from West- and East Jerusalem. It was planned that the trainees would observe the workshop, thus gaining firsthand

experience of the method's application and will have special meetings each evening with the methods team to reflect on the daily sessions from a facilitators view.

#### *What we did*

The workshop with Jerusalem Link concluded earlier than expected after it became apparent that only three women from the Palestinian side were able to attend the workshop. Following the early conclusion of the workshop it was decided to use the remaining time to conduct a bi-national workshop with the trainees serving as participants, giving them the opportunity of experiencing a KUMI workshop directly. The workshop was further used as an opportunity to develop cohesion among the trainees as well as joint understanding by working through the problematic issue of joint activities within the context of the occupation. Following each day's work, time was given in the evening for collective reflection on the process. An extra day was provided during which the trainees got practical experience co-facilitating in small working-groups.

#### *What we learned*

This phase had originally been planned so that the trainees would observe a workshop. After the workshop ended early, it was decided that actually participating in a workshop, in conjunction with jointly reflecting on the process in evening sessions, would be an equally effective way of completing the first phase of training.

## **2. 4 First training session for Israeli, Palestinian and European facilitators on the new method, July 18 – 28, 2009**

The first part of the training included a three day formal training session in which the trainers received an introduction to the project and theoretical instruction in the KUMI method. The session was lead by the methods team in conjunction with the project coordinators. The trainees, who had previously been familiarized with the aims of the project, were given a detailed overview of the project including its short and long term objectives along with its structures and norms. Joint discussion aimed at establishing a common understanding relating to the expectations of the trainees, their role within the project and the nature of their commitment.

Finally a theoretical outline of the KUMI method and its component parts, the ARIA, ICA and IICP methods, was presented by the methods team. In conjunction with this the trainees studied and reviewed collectively the draft of the manual for the KUMI method.

Following the early conclusion of the workshop it was decided to use the remaining time to conduct a KUMI workshop with the trainer-facilitators serving as participants, giving them the opportunity of experiencing a KUMI workshop directly. The workshop was further used as an opportunity to develop cohesion among the trainers-facilitators as well as joint-understanding by working through the problematic issue of joint-activities within the context of the occupation. Following each day's work, time was given in the evening for collective reflection on the process. An extra day was provided during which the trainees got practical experience co-facilitating in small working-groups.

#### *Work on KUMI manual and joint planning*

Following the 5-day workshop two days were given to reflect on the process, work on the KUMI manual and plan the future stages of the project. In working on the manual the trainers provided their input into how best to adapt the method to the social and cultural context of their societies. Finally, on the last day a joint-

planning session took place in which the next steps of the project were discussed and an action plan was created for their realization over the next 12 months.

## **2.5 Parallel Bi-national Workshops/Training, November 2-15, 2009**

### *What we planned*

Following the initial training in July, the next step for those being trained was to co-facilitate an actual workshop alongside the methods experts. Two Bi-national workshops thus were planned to take place in parallel, both at Talitha Kumi, enabling the trainees and methods experts to reflect jointly following each day's work.

### *What we did*

Before the actual workshop there was an initial training session, and after the workshop there was a wrap-up. The two workshops included one with Combatants for Peace, an Israeli-Palestinian coalition, and another workshop with the Young Israeli Forum for Cooperation (YIFC) and Palestinian Vision.

### *What we learned*

Having the opportunity to conduct two workshops simultaneously provided a wealth of information with regards to the method and its sequence. Being able to compare the two workshops enabled us to see what worked more effectively and what did not, and to adjust the method accordingly. Comparing the two workshops, it was concluded that working with existing coalitions seems to be more fruitful than working with groups that don't have a history working together.

## **FUTURE WORK**

Next to the process of establishing the organisation there is an ongoing process of resource development, conceptualizing further research and action projects, including fundraising, grant-writing, foundations research and developing donor-relations.

Due to a grant from European Union's Partnership for Peace programme which was applied for through our partner organisation, the Heinrich Boell Foundation, 14 workshops will take place in Israel and Palestine in 2009 and 2010. For 2010 two workshops on the multi-national level and eight workshops (four in Israel and four in Palestine) on a uni-national level are planned to take place. The new created method will be used in all workshops. Training sessions are planned to train another 12-15 Israeli, 12-15 Palestinian and 12-15 European facilitators on the new method. A manual on the method will be written and be translated into Arabic, Hebrew, German and French.

The main focus of the current work of TRANSFORM is on the Israeli-Palestinian conflict. For the near future TRANSFORM aims to expand its focus also to other conflict regions, e.g. the Balkans. Furthermore TRANSFORM is currently establishing contacts in Europe for a comparative research project in various European states on the issue of integration.

## **PARTNER ORGANISATIONS**

- Heinrich Böll Foundation, Germany
- The Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH), Palestine
- Young Israeli Forum for Cooperation (YIFC), Israel
- Department of Psychology, University of Hamburg, Germany
- Oxford Research Group, United Kingdom
- TRANSCEND, Norway
- Institute of Cultural Affairs:UK and USA
- Institute for Integrative Conflict Transformation and Peacebuilding (IICP), Austria
- ARIA Group, USA

## **BOARD OF TRANSFORM**

Since December 2008 the Chairperson of the Board is

- Dr. Sonja Hegazy, Vice Director and Head External Relations, Zentrum Moderner Orient (ZMO) / Center of Modern Orientalism

Vice Chairperson of the Board is

- Dr. Alexandra Manzei, Sociologist, TU Berlin

## **ACTIVE MEMBERS**

- Ahmed Badawi, Berlin
- Michaela Birk, Berlin
- Micah Brashear, Berlin
- Muriel Kahane, London
- Tobias Lenz, Oxford
- Mario Schejtman, Jerusalem
- Ofer Zalberg, Jerusalem

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