



Final Evaluation Report of “The Peace-building in Yemen Project” CPG/1825/2017

Prepared by: **Sadeq Noman Al-Nabhani**
Email: sadekalnabhani@gmail.com

Shoqi Abas

Country Director – SFCG-Yemen
Search for Common Ground

St. No. 6, off Amman St., Villa No. 4, Sana’a, Yemen
+967 1 442 308/9

samaktary@sfcg.org

Contents

1. EXECUTIVE SUMMARY	4
2. Recommendations:	5
3. PROJECT DESCRIPTION.....	6
4. Evaluation criteria	6
5. METHODOLOGY	8
5.1 Data sources.....	8
5.1.1 Desk study of project documents and development of questionnaires.....	8
5.1.2 Collecting information on progress of the project	8
5.1.3 Data analysis.	9
5.2 Limitations to the Methodology.	9
6. FINDINGS OF THE EVALUATION:.....	10
6.1 Relevance	10
6.1.1 Relevance to the community needs:	10
6.1.2 Relevance of the instruments used to the local communities’ needs and capacities:.....	12
6.2 Effectiveness	14
6.2.1 Success in achieving the project goal and objectives	14
6.2.2 Effectiveness of capacity building activities.....	Error! Bookmark not defined.
6.2.3 Contribution of project activities to the achievement of project objectives	Error! Bookmark not defined.
6.2.4 Key factors influencing the achievement or non-achievement of the objectives:.....	21
6.2.5 Key Challenges:	22
6.3 Sustainability.....	22
6.4 Impact	24
7. CONCLUSIONS.....	27
8. RECOMMENDATIONS.....	28
9. Project Indicators	29
Annexes.....	33
Annex (1) : TOR for Final Evaluation of the “ Peace building in Yemen” project.....	33
Annex (2) Evaluation Matrix	38
Annex (3): Data Collection Tools.....	40

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The External Evaluator,
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Abbreviations and Acronyms

ATOT	Advanced Training of Trainers
CDA	Community Dialogue Approach
CRC	Conflict Resolution Committee
CSO	Civil Society Organisation
CSSF	Conflict Stability and Security Fund
ESDA	the Environment & Social Development Association
FCO	Foreign and Commonwealth Office
FGD	Focus Group Discussion
GoY	Government of Yemen
IMs	Insider Mediators
IP	Implementing Partner
KIIs	Key Informant Interviews
NGO	Non-Governmental Organisation
OECD-DAC	The Organisation for Economic Co-operation and Development – Development Assistance Committee.
SDG	Sustainable Development Goals
Search	Search for Common Ground
ToR	Terms of Reference
TOTs	Training of Trainers
YRO	the Yemen Renaissance Organisation

1. EXECUTIVE SUMMARY

Largely underreported and with little international focus, Yemen's war has led to one of the largest humanitarian crises to date. In addition to local conflicts on limited natural resources including water, agricultural land and other resources, political conflicts breed highly volatile social environments, characterised by the frequent dissolution of public services. The conflict has led to a dire humanitarian situation, with an increasing toll of civilian deaths and casualties, destruction of infrastructure, disruption of trade, commerce and supplies, acute food shortage and massive internal displacement of people.

Search's mission in Yemen is to promote the culture of dialogue and diversity through the involvement of all segments of society, while reinforcing their capacities to contribute to peace. Search-Yemen is working during the ongoing conflict to help members of Yemeni society approach conflicts and differences in a constructive manner, through cooperation and dialogue. It is within this context that the pilot phase of the "*Peacebuilding in Yemen*" project was implemented over a period of 10 months. The goal of this pilot project was to increase local-level social cohesion within six Yemeni districts (Al-Ma'afar and Al-Shamayatain in Taiz; Hubaish and Jeblah in Ibb; and Tuban and Al-Hutah in Lahj).

This final evaluation report was conducted during March 2018, in order to provide an independent assessment on the added value of the Search interventions in Yemen, taking note of beneficiary perspectives, and of the effectiveness, efficiency, impact, and sustainability of the implemented project. It also aims to document lessons learned and to provide practical recommendations for better design and implementation, as well as recommendations on identification of future priority areas. The evaluation was based on the OECD-DAC peace building Evaluation Criteria (relevance, effectiveness, impact, efficiency, and sustainability), investigated their set of questions, and used the performance indicators described in the project document.

Qualitative and quantitative tools were used to gather evaluation data from the six target districts. For this purpose, 21 key informant interviews (KIIs) were conducted with key stakeholders including Search project staff, the ToT trainers, and local partners. Nine focus group discussions (FGDs) were organised with insider mediators (IMs) and community leaders (CLs), three FGDs held in each target governorate. In addition, individual survey interviews with 384 of the community members involved in the different project activities in the six target districts.

Key findings of this evaluation are:

1. Relevance:

According to 93% of respondents, the project was 'extremely relevant' or 'very relevant' and responded to the targeted community's needs and existing issues. Interviews with ToT trainers and local partners, along with FGDs held with IMs and CLs, showed that project interventions created a culture of dialogue within the targeted communities, and that these interventions created a high potential for the continued adoption of conflict prevention and transformation measures.

2. Effectiveness:

The evaluation showed that the project activities were effective in promoting social cohesion and contributed to the achievement of goals and objectives. According to 92% of respondents, the project activities successfully reduced the risk of inter-communal violence through collaborative dialogue processes, whereby the project provided natural resources and services that alleviated the tensions within local communities and strengthened positive relationships. The project also contributed to the mitigation of future conflicts through the establishment of elected Conflict

Resolution Committees (CRCs) composed of IMs at the district level. Opening an office for the CRCs at the district Local Council's headquarters can be interpreted as a sign of support from the local authorities, who have vital role in enhancing the stability of these communities and increase communities' resilience to violence.

3. Sustainability

The project ensured sustainability through the knowledge and skills passed on to ToT trainers and IMs, as well as the creation of the CRCs. These CRCs were established within the offices of the Local Councils, understood as community entities supported by local authorities. Through these structures, Local Councils and local communities apply their skills to peacefully resolve conflicts that may arise. Additional benefits of the project include confidence built among men and women and their improved attitude towards conflict resolution and the sustained knowledge base that will continue to stimulate dialogue processes in the target districts as means for resolution of conflicts whenever these arise.

Furthermore, the majority of the identified and resolved conflicts were service-based or economically-fueled conflicts e.g. water supply and management projects, WASH, education and health projects, etc., rather than ideological or tribal conflicts. The sustainability of the results of these interventions can be expressed in terms of the continued benefits from the re-instating of basic service projects, with built-in measures to ensure upkeep, future repairs, and trouble-shooting of any eventual obstacle.

Nevertheless, the sustainability of these interventions could be enhanced through increased motivation of communities to further include women in resource generation and leadership positions.

4. Impact

Accrued benefits of the project also include increased confidence among men and women and their improved attitude towards conflict resolution and the sustained knowledge base that will continue to stimulate dialogue processes in the target districts.

All survey respondents agreed that the project activities increased collaboration and strengthened the cooperation and social ties among community members, and that the project further promoted a sense of community belonging. The KII and FGDs respondents supported these findings, with most supporting that the project succeeded in creating a solid foundation for promoting social cohesion.

2. Recommendations:

The following key recommendations emanated from the findings of the evaluation:

- Given the positive impacts accrued from the project, it is recommended that future projects and programmes of similar nature be given top priority by Search.
- Additional support is needed to build the capacities of local partners, Local Councils, and local government authorities in order to be able to effectively fill their crucial role in peace-building and conflict transformation.
- Sufficient project duration in order to best achieve the expected outcomes, this includes the duration of the ToT training and IM trainings, which need to be considered in similar future projects and other training and capacity building programmes.

- Similar interventions that have the support of local communities need to be replicated and transferred to other neighbouring geographical areas in order to enhance their impact and reach.
- More capacity building in the field of conflict resolution and transformation should be delivered to women, as well as more focus on strengthening women’s inclusion in decision-making processes.

3. PROJECT DESCRIPTION

With support from Foreign Commonwealth Office (FCO), the Conflict Stability and Security Fund (CSSF), Search-Yemen implemented the “Peacebuilding in Yemen” project, which aimed to increase local-level social cohesion within six Yemeni districts. Over the course of the 10-month pilot project, this goal was planned to be achieved through two main objectives:

- Objective 1: Reduce the risk of inter-communal violence at the local-level in six target districts through dialogue processes.
- Objective 2: Mitigate the risk of future conflicts by creating local conflict-management mechanisms in six target districts.

This action was driven by the following theory of change: **if** target areas are able to design and implement inter-communal dialogue processes and community initiatives to address self-identified conflict issues and institutionalise their cooperation, **then** the risk of inter-communal violence will be reduced and reconciliation promoted, **because** communities will have sustainable and locally-rooted processes to non-violently resolve local conflict.

This initiative proposed Search-Yemen’s tested Community Dialogue Approach (CDA) to build community capacity to opt out of violence and support inter-communal social cohesion. This framework has successfully mobilised local communities through Search’s current programming to resolve conflicts through cooperative action and embedded conflict resolution skills within the local populations. Within the framework of this project, Search-Yemen has implemented the following ten activities:

1. Advanced Training of Trainers (ToT)
2. Insider Mediator Selection
3. Insider Mediator Training
4. Implementation of Conflict Scans and Validation Meetings
5. Project Design and Management Training
6. Local Level Dialogue Processes
7. Community Initiatives
8. Conflict Resolution Committees
9. Mediator Summits
10. Media Engagement

The project was implemented in two districts from three target governorates: Al-Ma’afar and Al-Shamayatain in Taiz governorate; Hubaish and Jeblah in Ibb governorate; and Tuban and Al-Hutah in Lahj governorate.

4. Evaluation criteria

The evaluation is based on the OECD-DAC peace building Evaluation Criteria (relevance, effectiveness, efficiency, impact, and sustainability), investigating their set of questions, and using the performance indicators described in the project document. This evaluation is grounded on the guiding principles of

Search's work: participatory, culturally sensitive, affirming, and positive while honestly, productively, and critically valuing the knowledge and approaches from within the context. The evaluation aims to answer the following set of questions, based on the OECD-DAC peace-building evaluation criteria:

Relevance:

- To what extent did this project respond to the targeted community needs and existing issues?
- What is the relevance of the interventions as perceived by beneficiaries and external observers?
- How relevant were the instruments (Advance ToT training, Insider Mediators training, conflict scans, community dialogue meetings, and small grants) used during the project to the local communities' needs and capacities?

Effectiveness:

- To what extent was the project successful in achieving its stated goal?
- To what extent was the project successful in achieving its stated objectives: reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts?
- To what extent was the project effective in providing (Advanced Trainers and Insider Mediators) the skills and capacities needed to increase community resilience to violence?
- To what extent did the various project activities contribute to the achievement of project objectives?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- How effective were the dialogue processes and approach in increasing community resilience to conflict, what are the strengths and weaknesses of the processes/approach and how can they be further improved?
- What were the major project results and lessons learned?

Efficiency:

- Does the project deliver its outputs and objectives in an efficient manner (results against costs)?
- Were activities cost-efficient (resources applied results)?

Sustainability

- To what extent are the objectively verifiable results sustainable beyond Search or FCO support, disaggregated by gender and location?
- What could have been done differently so the project becomes more sustainable in the future?
- Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?

Impact:

- What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?
- What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?
- What could have been done differently to make the project be of higher quality, greater impact? This will include technical lessons, lessons about project management, and working within local communities' context.
- Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions?

In addition to the above lines of inquiry, the evaluation provides information against the key indicators as listed in the project log frame.

5. METHODOLOGY

5.1 Data sources

For data collection, the evaluation applied the following approach and steps:

5.1.1 Desk study of project documents and development of questionnaires

This included the collection, review, and analysis of all relevant data, information, project documents, quarterly progress reports, activity reports, event reports, and work plans. Based on this initial desk study, questionnaires for each type of target group, including guidelines for focus group discussions, were developed. All questionnaires were discussed and validated in consultation with the Search-Yemen Project Coordinator and DME Coordinator. All questionnaires and other data collection tools, including FGDs guidelines were translated into Arabic.

5.1.2 Collecting information on progress of the project

The process employed mixed qualitative and quantitative data collection approaches. KIIs, FGDs, and field surveys were used. Field data collection took place in the six target districts of Al-Ma'afar, Al-Shamayatain, Jebelah, Hubaish, Al-Hutah and Tuban in Taiz, Ibb and Lahj governorates respectively, in addition to interviews and discussions with Search/project team.

For each governorate, a team of four data collectors (two men and two women) and one FGD moderator were involved in field data collection. The team members were selected from the target areas based on their previous experience in field research. Field data collection teams received training for two days before the field surveys. A data analyst also recruited to develop a database from collected data, based on which, statistical analysis was conducted.

Key Informant Interviews (KIIs)

For the KIIs, a sample of 93 participants were purposefully selected from among the projects' stakeholders. These included project/Search staff, local partners, IMs, ToT trainers, and community leaders (as indicated in table 1).

Focus Group Discussions (FGDs)

Two FGDs with eight community leaders each were conducted in each governorate, in addition to one FGD with eight IMs (four IMs from each district). The FGDs were facilitated by experienced and well-trained moderators, assisted by two data collectors with close supervision and guidance from the consultant.

Individual Survey

The survey principally targeted community members, in order to collect data that measured the effectiveness of the project and sought to provide information about the indicators as per the project logical framework. For quantitative data, a simple random sampling was used for the selection of 384 community members involved in the different project activities in the six target districts. Considering that the 36,000 beneficiaries expected to benefit from the project interventions in the target areas, a sample of 384 is found to be sufficient to attain a 95% confidence with an absolute error of 5%. An additional 18 respondents (5% of the sample) were considered as contingency in case of encountering incomplete data.

The following table shows the distribution of the qualitative and quantitative survey samples in the six districts.

Table 1: Distribution of qualitative and quantitative survey samples

Stakeholder/Beneficiary	Sana'a	Taiz		Ibb		Lahj		Total
		Ma'afer	Shamayatain	Jebelah	Hubaish	Huta	Tuban	
Key Informant Interviews (KIIs)								
Project staff	3							3
TOT trainers		2	2	2	2	2	2	12
Local Partners		1	1	1	1	1	1	6
Focus Group Discussions (FGDs)								
Nine Focus Group Discussions (FGDs) were organized with Insider Mediators (IMs) and Community Leaders (CLs) at a rate of three FGDs in each governorate as follow:								
FGDs with IMs (one FGD in each governorate with eight IMs (four IMs from each district).		8 (2 FGDs)		8 (2 FGDs)		8 (2 FGDs)		24 (3 FGDs)
FGDs with Community Leaders (two FGDs in each governorate)		8 (1 FGD)	8 (1 FGD)	8 (1 FGD)	8 (1 FGD)	8 (1 FGD)	8 (1 FGD)	48 (6 FGDs)
Sub-Total (KIIs and FGDs)	3	15	15	15	15	15	15	93
Individual Surveys								
Community Members (males and females) (173 Women – 45% women)		64	64	64	64	64	64	384
Contingency		3	3	3	3	3	3	18

5.1.3 Data analysis.

A database was developed for quantitative data, which was classified, statistically analysed, and described in accordance with the agreed evaluation criteria and indicators. Both quantitative and qualitative data were analysed with a gender, age, and district level lens. The qualitative and quantitative findings were also synthesised in accordance with the project indicators.

5.2 Limitations to the Methodology.

The methodology faced some limitations including:

1. A baseline survey issued in November 2018 could not be used for comparing the evaluation survey findings.
2. Although CRCs were established in each target community, the establishment of the CRCs at the district level were not yet finalised. Accordingly, the collected qualitative data reflects only the establishment of community-level CRCs.
3. Importantly, security issues led to delay in implementing the IM forums as planned.

6. FINDINGS OF THE EVALUATION:

Overall Assessment: Interviews with all relevant stakeholders and targeted beneficiaries showcased positive feedback on the quality, relevance, and sustainability potential of the project's interventions. There are, however, some key challenges that may have constrained the project from reaching its full potential. In addition to the short implementation of the project (10 months), some other challenges are inherent to the complex political environment and security risks crippling the country – making it difficult for different agencies to operate in. However, the project governance, implementation mechanisms, and management arrangements were able to effectively address most of these challenges.

6.1 Relevance

6.1.1 Relevance to the community needs:

Given the characteristics of the target communities, the current war and security situations, along with the lack of capacities among local authorities to address local conflicts or provide basic services, a focus on increasing local-level social cohesion, reducing the risk of inter-communal violence at the local-level through dialogue processes and mitigating the risk of future conflicts by creating local conflict-management mechanisms was both appropriate and relevant.

Findings show that the project was highly relevant to the needs of local communities and was well received by the target communities. In addition, the project was in line with the national context as well as Search's country programme efforts in peace-building.

Capacity building and training of ToTs and IMs was, furthermore, appropriate due to the relatively low level of knowledge and skills (especially amongst the women, caused by lack of opportunities) in areas related to mediation, dialogue processes, and conflict management.

As a result of conflict scan and validation activities, all priority issues were related to conflicts over natural resources, and the delivery and management of basic services, which are highly needed and relevant to community needs — citizens who suffer lack of and/or deterioration of basic services and infrastructure, including water, sanitation, health, etc.

The general consensus among respondents was that the project was relevant and it did meet the expectations of the beneficiaries. According to 93% of respondents, the project was either 'extremely relevant' (55%) or 'very relevant' (38%) and responded to the target community's needs and existing issues. Only 6% of respondents held that the project was 'moderately relevant' (figures 1 and 2). The findings reflect concurrence among the evaluation respondents that the project interventions were relevant because it was implemented at a time when target communities needed it. Due to the on-going war context, and compounding conflicts over already scarce natural resources, the local authorities, including Local Councils, at the governorate, district, and sub-district levels, lack the capacity to deliver basic resources, or to control and resolve local conflicts.

Conflicts over access to natural resources and basic services are also exacerbated by the severely damaged infrastructure as a result of the ongoing war. While these delivery systems and infrastructure constitute very real and immediate needs for communities regardless of war and peace, they are priorities that cannot be ignored in terms of the direct contributions they can make to peacebuilding efforts in Yemen.

Figure 1: Relevance of the project interventions at project level.

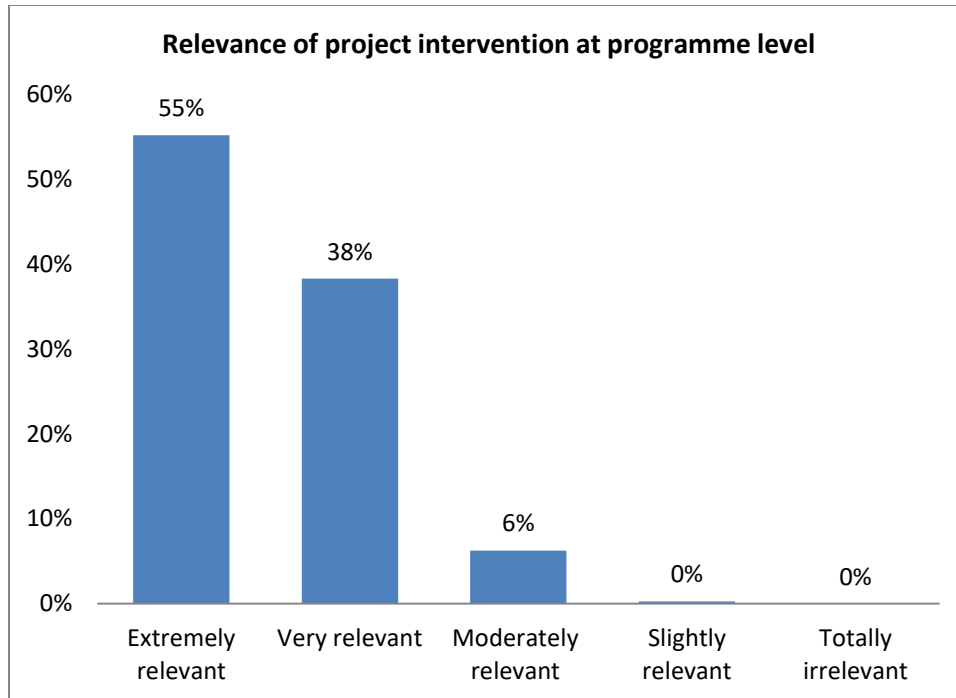
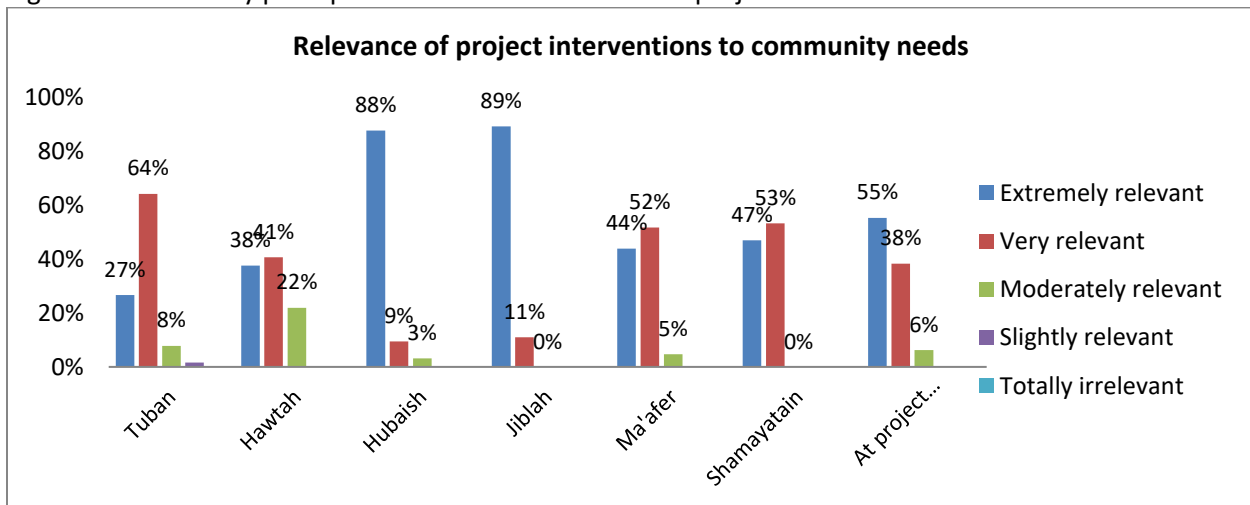


Figure 2: Community perceptions on the relevance of the project interventions.



The findings displayed in the above figures are supported by the KIIs and FGDs held in the six districts. Interviews with ToT trainers and local partners, alongside FGDs held with IMs and CLs, showed that the project interventions created a culture of dialogue within the targeted communities, and thus have a high potential for the continued adoption of conflict prevention measures and non-violent conflict transformation.

Furthermore, a project of this dimension had a strong potential to improve, principally, the capacities of local communities and local authorities in the identification of conflict sources and conflict resolution and transformation. Worth mentioning in this regard is that the ToT trainers and IMs that were selected

from within the targeted communities. Involving them, together with community members, in conflict scans and dialogue meetings related to validation and prioritisation of conflict issues and available solutions, were appropriate interventions for improving the capacities of local communities. In addition, some of the selected and trained IMs are members of Local Councils, and CRCs were established within the offices of Local Councils, further re-enforcing their ability to perform their role as peace brokers. In addition, while these measures have the potential to institutionalise the project interventions, they also have the potential to promote the capacities of local authorities in identification of drivers of conflicts and their transformation and resolution.

As afore-mentioned, this project was developed to address local needs based on Search-Yemen's tested CDA to build community capacity to opt out of violence and support inter-communal social cohesion. This framework successfully mobilised local communities to resolve conflicts through cooperative actions and embedded conflict resolution skills within the local communities.

"In response to current war situation, most other organisations are working in providing food assistance and other humanitarian assistance, while peacebuilding and conflict resolution are highly needed in such situations" shared a respondent from Al-Ma'afar district. *"Under such conditions, economic situations of the already poor people and the provision of basic services further deteriorate and lead to further conflicts"* he added.

6.1.2 Relevance of the instruments used to respond to local communities' needs and capacities:

In light of the national context, this project responded to current needs by creating mechanisms, establishing processes, and implementing interventions appropriate for increasing local-level social cohesion, conflict resolution, and transforming conflict resolution into economic opportunities. These processes were ensured through the application of several instruments relevant to the local community's needs and capacities, including an advanced ToT, IM training, conflict scans, community dialogue meetings and small grants, in addition to establishment of CRCs.

KII and FGD respondents highlighted that the ToTs and IM trainings were highly relevant and needed. The ToT training embedded advanced training skills within local Yemeni civil society, enabling them to continue to build local capacity in key conflict resolution skills. The trainers were trained on conflict scans and dialogue design and facilitation. In response to the low level of knowledge among community members on the use of dialogue as a means of conflict resolution, the capacity building workshops introduced conflict scan tools and methods of mediation, dialogue design, and facilitation.

The IM training increased IM's abilities to (i) conduct conflict scans to identify local-level conflict issues and their unique drivers, impacts, and dynamics; (ii) convene inclusive processes, noting do no harm principles and conflict- and gender-sensitive processes; and (iii) effectively facilitate dialogue processes during inter-communal conflict. Community members and leaders considered the interventions related to the IM trainings and their role as local facilitators as highly relevant, and further shared that IMs played an important role in reaching common ground among participants in the dialogue processes.

"There is a great demand and interest for conflict resolution within the society in general. During this workshop, we were able to understand conflict analysis, mediation and negotiation, although we have practiced over the past years these skills, but in a traditional way. This workshop gave us new skills which will enable us to resolve the various conflicts in the district. We thank Search of Common Ground and the United Kingdom for this generous gesture to implement the Peacebuilding Project in Yemen"

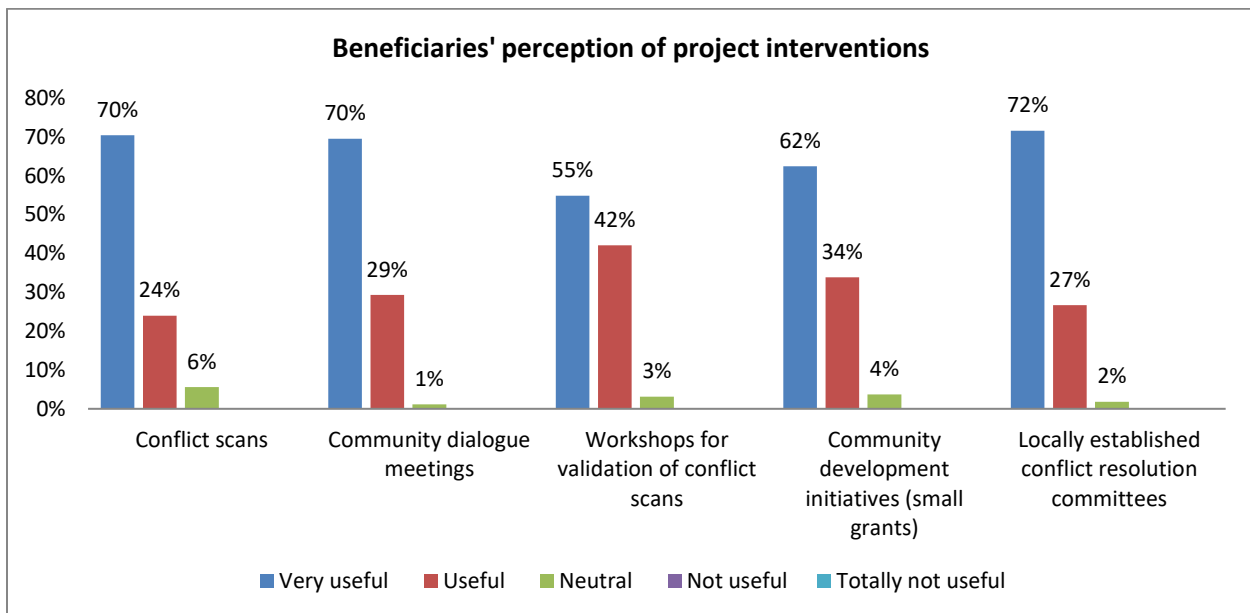
Yahia Ghaleb Al-Mansour – community member and dialogue participant.

“People in Tuban have suffered a lot during this miserable war. This project is a new start in our life. Mediation skills will help me to solve conflict in my city in a very professional way and avoid violence.” - Tahany Murad, Insider mediator from Tuban district.

In addition to the positive responses above, 70% of community members interviewed believed that the conflict scan activity was ‘very useful’, and 22% believes it was ‘useful’. The conflict scan activity aimed to identify the priority conflicts that most negatively affect social cohesion, and to determine conflict causes, dynamics, and drivers as well as peacebuilding prospects and relevant conflict resolution mechanisms. Upon completion of this process, priority community conflicts were highlighted for possible resolution.

With regard to community dialogue meetings, 70% of respondents believed that these activities were ‘very useful’, and 29% believed they were ‘useful’. In addition, the project provided grants to beneficiary communities, which was identified as the right choice for the transformation of conflicts into economic opportunities while supporting the social services at the grassroots level. These small grant activities were also viewed favourably, with 62% respondents claiming they were ‘very useful’, and 34 % claiming they were ‘useful’ (Figure 3).

Figure 3: Project’s response to community needs.



The establishment of CRCs within Local Council offices, and their commitment to provide support to these committees was assessed as the correct avenue for supporting the continuity of the project interventions.

6.2 Effectiveness

6.2.1 Success in achieving the project goal and objectives and the extent to which the various activities contributed to that:

The project goal of increasing local-level social cohesion within six Yemeni districts, and its two main objectives of (i) reducing the risk of inter-communal violence through dialogue processes and (ii) mitigating the risk of future conflicts by creating local conflict-management mechanisms in six target districts, seemed rather ambitious in terms of a 10-month timeframe. This relatively short period may indeed have not provided enough time to achieve the initial outputs and outcomes, especially within an environmental context of war.

In addition, the project was implemented during a unique period of influx of violent clashes (in Sana'a during December 2017 following Saleh's death) and in a very complex and difficult environment (increasing changes within central- governorate- and district-level authorities and tightening of oversight of INGOs in Yemen). The magnitude of the challenges in the country over this period were quite phenomenal, alongside the continued lack of infrastructure, high levels of poverty, fluctuating prices of commodities such as fuel, food, and gas, weak governance structures, and the limited capacity within the civil service and public administration.

Nevertheless, despite these conditions, the evaluation here showed that the project was successful in achieving its stated goal and objectives despite this environment and the challenges it inherently poses. Furthermore, the project achieved the targeted results according to the set indicators. As will be further unfolded throughout this report, the project interventions strengthened positive relationships, increased collaboration among community members, promoted a sense of community belonging, strengthened inclusion in the decision-making process in the target communities, and helped in reducing conflicts and therefore, successfully increased local social cohesion.

On increasing Social Cohesion:

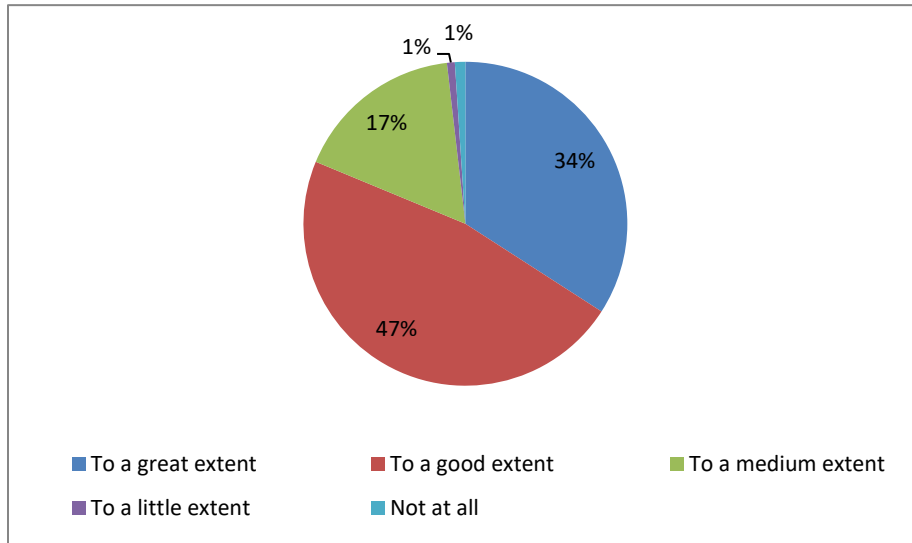
In the current Yemeni context, administrative and social services are lacking, or provided inequitably, and are common drivers of conflict as they can create or exacerbate inequalities and other conflicts. Working with local partners and establishing CRCs within Local Councils, at district and sub-district levels, were good choices to support peacebuilding within the Yemeni context and strengthened the linkages between community members and local authorities. This further has the potential to enhance the capacity of Local Councils and improve service delivery related to conflict resolution and the mitigation of future local conflicts.

Community initiatives supported by the project incorporated a component for dialogues to resolve conflicts concerning local resources and services. These dialogues led to agreements among conflict parties to resolve and transform conflicts into economic opportunities. In this regard, six development projects were implemented in each district, with support from the project staff, local partners, and Local Councils. The evaluation showed that the project activities were effective in promoting social cohesion. The KII and FGD respondents supported these findings and most believed that the project succeeded in creating foundations for greater social cohesion. The evaluation showed that addressing conflict issues over natural resources and basic and necessary services through non-violent and collaborative processes, mechanisms, and instruments has increased the target community's resilience to violence.

“Community dialogues and other relevant project interventions have high potentiality in peacefully resolving conflicts” - respondent from Tuban district.

According to 98% of respondents, the implemented interventions reflected the agreed-upon results and key conflict drivers identified in the dialogue process (figure 4).

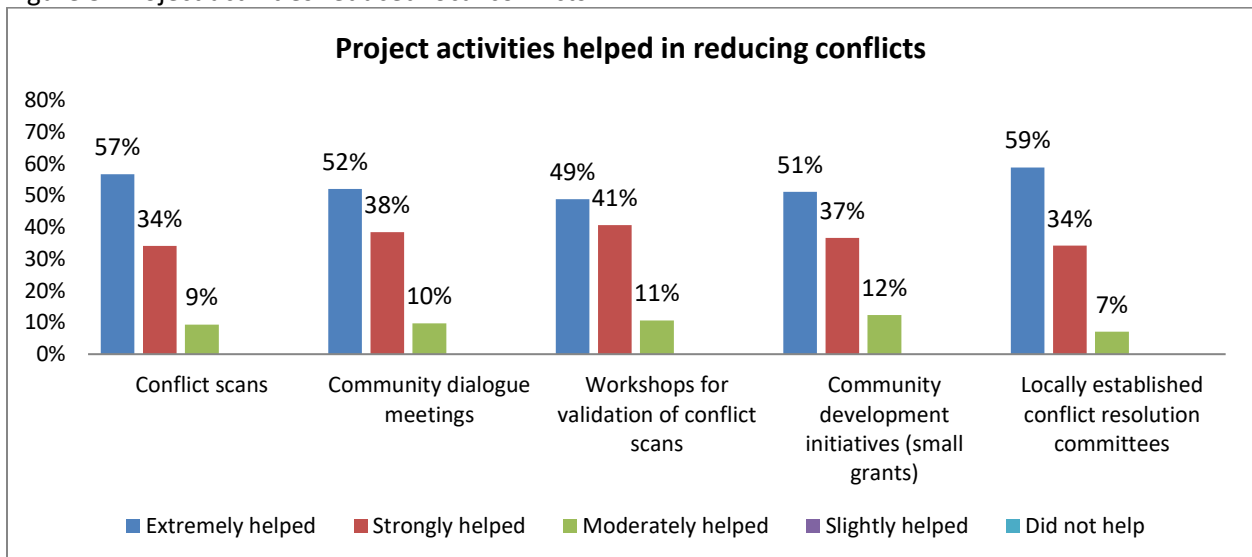
Figure 4: The interventions were based on the agreed-upon results of the dialogue process.



On reducing the risk of inter-communal violence through dialogue processes:

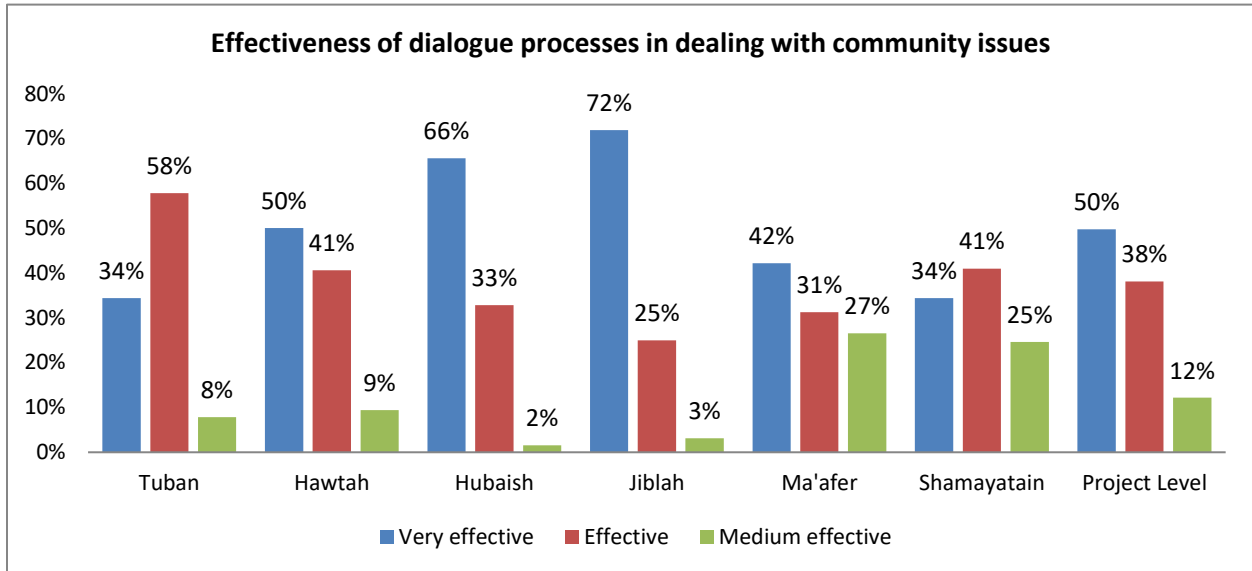
The evaluation showed that the various listed activities: conflict scans, community dialogue meetings, workshops for validation of conflict scans, community development initiatives (small grants), and the establishment CRCs, all directly helped in reducing conflict in the target communities, as demonstrated in figure 5 below.

Figure 5: Project activities reduced local conflicts.



According to 88% of respondents, the dialogue processes were effective in dealing with the community's priority needs and concerns. Indeed, 50% found it 'very effective', 38% found it 'effective', while only 12% found it 'medium effective', as shown in figure 6.

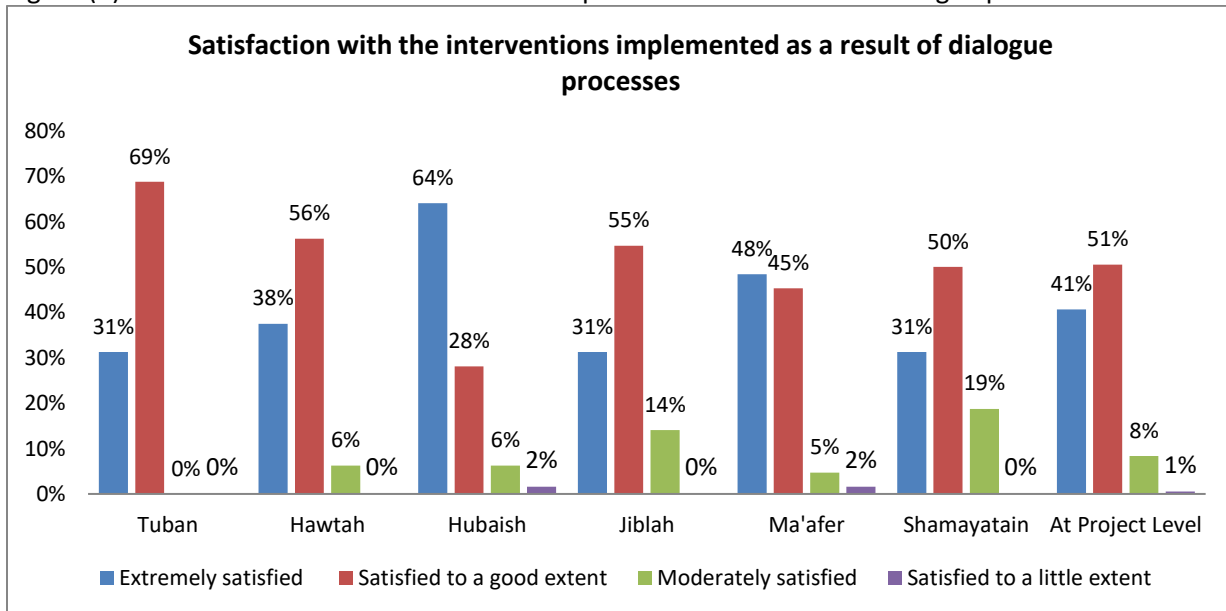
Table 6: Effectiveness of dialogue process in dealing with community issues



In addition, 1% of respondents reported that they are 'extremely satisfied', 51% 'satisfied to a good extent' and 8% 'moderately satisfied' with the local initiatives implemented as a result of the dialogue processes; while only 1% were 'satisfied to a little extent', as shown in figure 7.

FGDs and KIIs participants concurred with these results and expressed their satisfaction that the project interventions were implemented in accordance with the results of community dialogue processes.

Figure (7): Satisfaction with the interventions implemented as a result of dialogue processes



Effectiveness of the capacity building component in increasing community resilience to violence:

The evaluation showed that the project was effective in providing advanced trainers and IMs with the skills and capacities needed to increase community resilience to violence. This is reflected through effective conflict scans, results of validation meetings facilitated by the IMs, effective dialogue processes implemented by the project in dealing with the community issues and the quality of proposals developed related to the supported community initiatives. In addition, pre- and post-test for participants demonstrated increased knowledge among participants.

The ToT embedded advanced training skills within local Yemeni civil society, enabling them to continue to build local capacity on key conflict resolution skills. 33 advanced trainers from new CDA areas received advance training on conflict scans and dialogue design and facilitation.

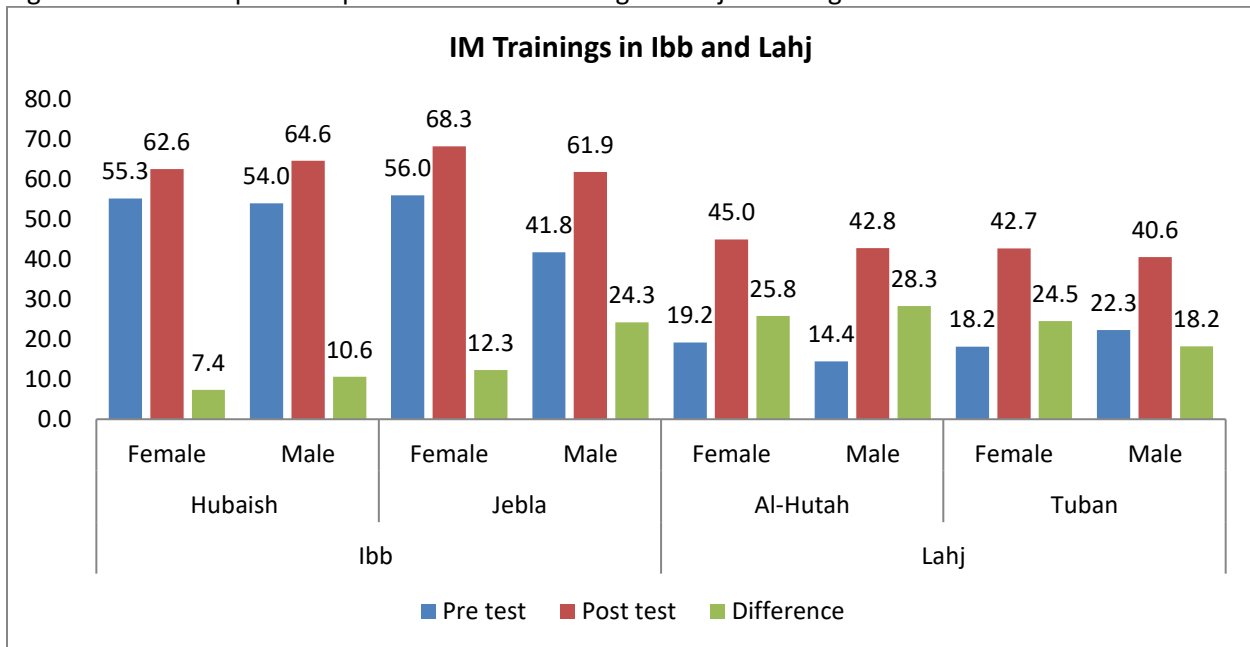
“Through the training, I gained many skills, especially those related to mediation. My expertise in this area is limited to resolving family conflicts. I wished to have these skills to resolve the dispute that has lasted more than three years between my husband and his sister. Many people have intervened to resolve the conflict between them but each time the situation has been getting worse because of the way they approach the conflict. I will seek to apply the skills I have acquired to resolve the differences in my community.” - Jameela Qasem, Insider Mediator.

Table 2: ToTs received advance training:

ATOT	Governorate	District	Male Participants	Female Participants	Total
New CDA Area	Ibb	Jebba	4	3	15
		Hubaish	4	4	
	Lahj	Tuban	5	4	18
		Al-Hutah	3	6	
Total			16	17	33

In response to the low level of knowledge among community members on using dialogue as a means of conflict resolution, the capacity-building workshops introduced conflict scan tools and methods of mediation, dialogue design, and facilitation. A total of 120 IMs, 39 of whom were women, were selected and received different training modules. The training increased IMs’ ability and community members to (i) conduct conflict scans to identify local-level conflict issues and their unique drivers, impacts, and dynamics; (ii) convene inclusive processes, noting Do No Harm principles and conflict- and gender-sensitive processes; and (iii) effectively facilitate dialogue processes during inter-communal conflicts and ultimately to non-violently deal with conflict. This was confirmed during FGDs with IMs, and the results of pre and post-tests showed an increase in the capacities and skills of the IMs in these thematic areas, as shown in figure 8.

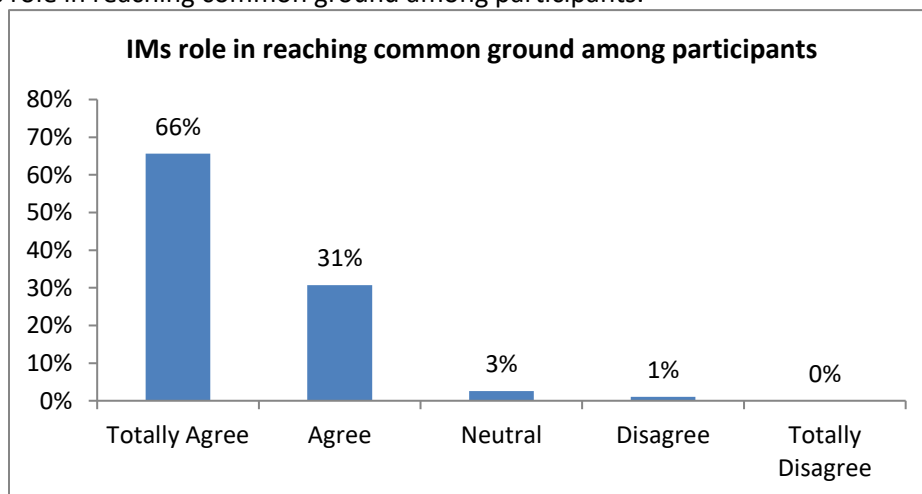
Figure 8: results of pre- and post-tests of IM trainings in Lahj and Ibb governorates.



Following the IM capacity building workshops, each trained IM carried out conflict scans to identify and prioritise key conflict issues in their localities. Subsequently, IMs developed action plans for community initiatives to resolve the identified issues and identify local resources for peace. Afterward, IMs led inclusive community dialogue processes relating to the actions plans.

The evaluation showed that 66% of community members ‘totally agree’ and 31% ‘agree’ that IMs were good at reaching a common ground among participants, while 3% remained ‘neutral’ (figure 9). In addition, 50% of respondents believe the dialogue processes implemented by the project were very effective in dealing with the community issues and 38% believe they are effective. This demonstrates that the project was effective in providing advanced trainers and IMs with the skills and capacities needed to increase community resilience to violence (figure 9).

Figure 9: IMs role in reaching common ground among participants.



Box 1: Success story from Lahj

Opening dialogue in the shadow of AQAP

Mr. Anees Al-Ogaily is a former Yemeni football player, turned secondary school teacher, and now District Director and Head of the Local Council in Alhawtah district, Lahj governorate. As a local leader in his community, Anees has long been concerned about the presence of Al Qaeda in the Arabian Peninsula (AQAP) militants and the effect on local Lahaji populations. AQAP's past governance in certain areas resulted in increased fear and suspicion toward outsiders. Moreover, a scarce presence of international humanitarian, development, and peacebuilding actors has compounded the feelings of abandonment and resentment for local Lahijis.

When Search for Common Ground (Search) began implementation for the 'Peacebuilding in Yemen' project in Alhawtah district, Anees was skeptical of the purpose and potential impact of dialogue, given the level of fear and suspicion in local communities. The negative impact of AQAP was so grave that the local social fabric seemed beyond repair, even after their ousting in June 2016.

However, following his participation in the Advanced Training of Trainers (AToT), the power of dialogue became clear for Anees. Upon gaining skills in mediation and dialogue facilitation, he set out to bridge differences and begin re-sewing the social fabric in his district thread by thread.

Having long identified one key conflict driver within his district, up until then unresolved, Anees set out to use his new facilitation skills to address it. Leading communication and negotiations with the governorate-level authorities in Lahj, he convinced government officials to rehabilitate a bombed-out Security Department building and transform it into a marketplace and bus station. This alleviated the pressure in downtown Alhawtah (the main town of the district), caused by overcrowding in the one remaining central market and surrounding bus stops. As a result, more people are now able to access food sources and tensions over access to transport and food security have calmed. Due to this positive change in Alhawtah, Anees has begun to successfully invite local and international organisations to his district to begin development and peacebuilding work.

Mr Anees, a very influential figure in his district and governorate, is now a true dialogue champion in Yemen: encouraging non-violent narratives and conflict resolution as tangible solutions to the current conflict and local security issues.

On mitigating the risk of future conflicts by creating local conflict-management mechanisms in six target districts:

These established mechanisms including embedding the dialogue culture through in local communities through dialogue processes, validation of conflict scans, and CRCs. These measures all contribute to mitigating the risk of future conflicts by strengthening positive relationships in the target communities. This also applies to the increased collaboration among community members, as a result of the project interventions, and its expected positive impact on reducing the risk of inter-communal violence at the local level. This is supported by 94% of respondents, who believe the project interventions helped in strengthening positive relationships communities, and 98% who believe that the project helped in increasing collaboration among community members.

In addition, the project activities strengthened community members' inclusion in the decision-making process in their communities. This was confirmed by 94% of respondents while only 6% remained neutral, as shown in figure 10 below.

Figure 10: Strengthening inclusion in decision making process.



Women’s participation:

Search has highlighted the importance of women’s participation in community activities and in decision-making processes. This process has emphasised the benefits of and need for increased women’s inclusion in local authorities and decision-making processes in order to gain their buy-in for greater women’s participation. Search promoted women’s leadership through their IM capacity-building trainings. Female IMs led project implementation in their target areas, holding overall responsibility for coordinating with local authorities and communities. Women also led consultative processes within their communities, holding positions of power and impartiality and demonstrating clear capacities for leadership skills, such as management, critical thinking, and decision-making. Search achieved an even greater percentage of engagement of female actors than initially intended (30%) and reached 33% overall.

Box 2: Success story from Lahj

Huda Alawi is a consultant for the *Peacebuilding in Yemen* project in Lahj governorate. A distinguished personality in Lahj, she holds a PhD in Criminal Law and is actively involved in peacebuilding initiatives. When Search approached her to partake in the project, she jumped at the opportunity to continue her mission to encourage Yemenis to “live in peace and accept the other”. Her motivation was clearly visible as she engaged immediately in coordinating project activities, suggesting innovative interventions, and conducting regular field visits.

On November 5th, Dr Huda was returning home from a field visit, feeling invigorated and hopeful, when she received a devastating phone call. Her nephew – an aspiring Civil Engineer in his third year at Aden University – had been a victim during the bombing of the Security Headquarters in Khor District. He had been on his way to class, dreaming himself of taking part in the rebuilding of a peaceful Yemen. He was 21 years old.

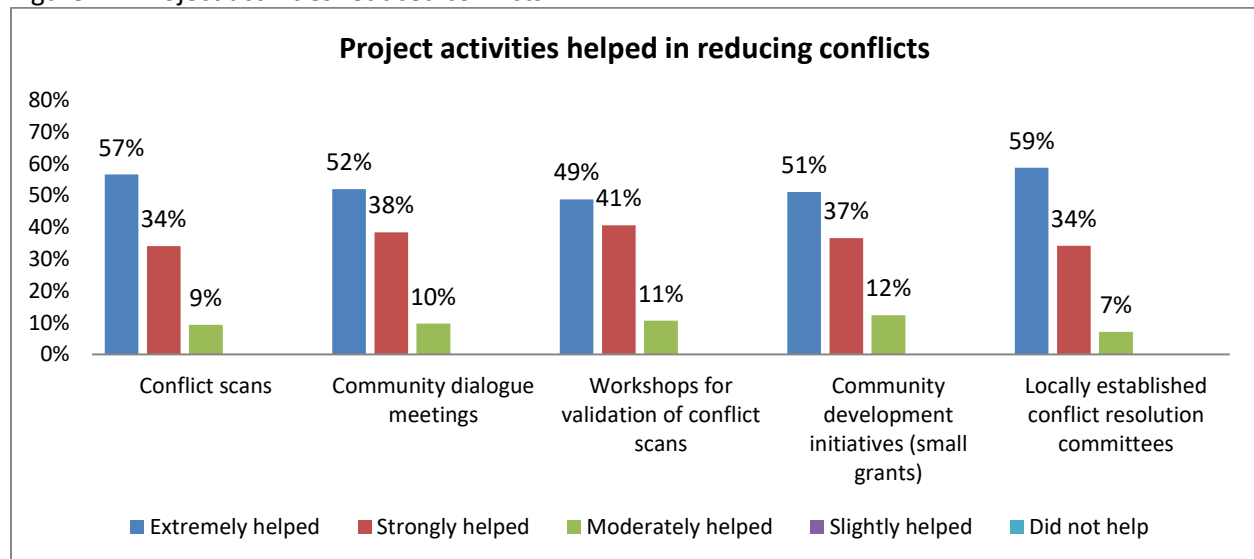
Dr Huda’s shattering loss may have crippled many into inaction. However, her strength and dedication to peacebuilding carried her through her sorrow and served to reinforce her commitment to building peace, one community at a time.

Indeed, she furthered her efforts in Search’s peacebuilding project and initiated trainings for female Insider Mediators (IMs) in Lahj, which will further enhance and enforce the role of women in the resolution of disputes and reduction of armed conflict. She also plans to train these women in dialogue and negotiation techniques, and raise their awareness on human rights in general, and women’s rights specifically. This will shed light upon the importance of women's role in Lahj, which suffered and continues to suffer the presence of AQAP militants and the repression of local women. Search is proud to work with such a formidable individual, and we continue to support Dr. Huda in her efforts.

In Dr. Huda’s own words:

"It's too painful to think that he [my nephew] is not here anymore because of the barbaric behaviour and bombing inside the city. I know what it means to lose a part of my heart, and I really don't want others to feel the same. Yemen has enough of pain and sorrow. We have been stuck in this miserable war for three years, and I do believe that it's time for us as Yemeni people to understand that we can end our conflicts by sitting around one dialogue table, with God overhead and hearts full with love, to look for a common ground where all can live in harmony. I'm so happy to be part of the Peacebuilding in Yemen project, through which my dreams of peace can come true and see conflicts come to an end."

Figure 11: Project activities reduced conflicts.



6.2.2 Key factors influencing the achievement or non-achievement of the objectives:

As mentioned earlier, the project design and implementation approach provided a sustainable mechanism for conflict resolution through capacity building and training of advanced trainers and IMs, conflict scans, community dialogue processes that enhance the culture of dialogue, and the establishment of local-level CRCs.

Among the major factors contributing to the achievement of the project objectives were the efficient mechanisms and approaches used. These included the use of local partners (CSOs and CBOs) with presence and outreach in the target districts, together with local consultants and facilitators selected from the target districts.

In addition, close coordination with different authorities in different areas was considered one of the key factors contributing to the achievement of objectives as it ensured smooth implementation throughout the project's lifetime. In this regard, since the project targets districts under different authorities, Search coordinated closely with both de facto authorities and de jure government authorities regarding their respective areas of control, both to obtain permits and facilitate the implementation of the planned activities of the project.

The project was developed to address the community needs and was based on Search-Yemen's tested CDA to build community capacity to opt out of violence and support inter-communal social cohesion. This framework has successfully mobilised local communities through Search's current programming to resolve conflicts through cooperative actions and embedded conflict resolution skills within the local communities. This was reported and concurred by IMs, community members, and community leaders during field surveys and FGDs.

The AToT training, IM training, conflict scans, validation meetings, management training, and above all the dialogue sessions, were of high quality and were supported by the local authorities, whose participation was remarkable and positively influenced the achievement of the project objectives.

6.2.3 Key Challenges:

Several challenges arose during project implementation. The most disruptive of these challenges were caused by a spike in violent clashes in the city of Sana'a over November and December 2017, which spilled over into neighbouring governorates, such as Ibb, and affected Search programming. This impeded implementation of some project activities including the planned management and writing proposal training.

Random arrests of members of the ex-ruling Party by the de facto government in Sana'a also forced the MoPIC office and government offices in Ibb to close, effectively suspending all INGO activities in the area. Furthermore, trainers had already been selected in Sana'a but were unable to travel due to road blocks and prevention of Yemenis with IDs issued in northern governorates to travel south. Remote training was considered an additional solution, however, slow connections and the disabling of social media platforms and WhatsApp made this impossible. Communications were so impeded that local councils in Al Ma'afar and Alshamayatein districts were unable to communicate with Search staff until clashes subsided, at which time Search learned that community intervention tenders were briefly suspended due to suspected clashes spilling over into Taiz governorate.

On the other hand, while pre- and post-assessments conducted for measuring the impact of all training activities and the project logframe included clear indicators for monitoring the project's progress and processes, at field level, the project consultants, facilitators and IPs monitored the activities progress. However, under the current security instability that impeded the movement of the project staff to and from the target districts and accordingly limited the number of field visits conducted by the project staff.

6.3 Sustainability

The project was developed and implemented in a crisis context to respond to the immediate social cohesion and stabilisation needs in six districts from three governorates. This was realised through skills development, creation of procedures, processes, and mechanisms for reducing the risk of violence and mitigating the risk of future conflicts, including conflict scans, community dialogues, and the establishment of CRCs. Surveyed community members held the belief that dialogue is the best way

to resolve conflicts and that the established CRCs will continue to address future conflicts through dialogue and mediation. KII and FGD respondents supported this and held that dialogue sessions will continue beyond Search and FCO support.

Accrued benefits of the project also include increased confidence among men and women and their improved attitude towards conflict resolution and the sustained knowledge base that will continue to stimulate dialogue processes in the target districts as means for resolution of conflicts whenever these arise. This was confirmed by all advanced trainers, IMs, and implementation partners during the FGDs and KIIs.

In addition, the majority of the identified and resolved conflicts were service-based or driven by economic factors e.g. water supply and management projects, WASH, education and health projects, etc., rather than ideological or tribal factors. Sustainability of the results of these interventions can be expressed in terms of the continued benefits from re-instating of basic service projects as a result of the project interventions.

Moreover, the capacity building activities and knowledge passed on to the project beneficiaries enabled them to effectively participate in decision-making process and community dialogues, and promoted a sense of social inclusion and participation, which are important indicators of the project's sustainability. Advanced trainers and IMs reported increased skills and knowledge and their ability to continue applying them as needed after the project's lifetime.

"We have the knowledge and skills to deal peacefully with different conflicts." – Insider Mediator from Jiblah

Through investment in the ToTs and IM trainings, the project facilitated the availability of and access to these skills related to community dialogue and conflict resolution and transformation, at local levels, which promote the sustainability of the project interventions and results. The project introduced some innovative approaches that could be scaled up and replicated to increase local-level social cohesion while reducing the risk of violence through dialogue processes and creating local conflict-management mechanisms for mitigating the risk of future conflicts. In this regard, Search worked with communities to establish CRCs to institutionalise inter-communal conflict resolution processes and organised Mediator Summits, which aimed to bring IMs across governorates together for peer-exchange to build personal and professional support networks. However, due to the current security situations, coupled with the needed permissions to convene district-level meetings and associated risk of air strikes, at first only local CRCs were established at the village level for each conflict resolution intervention. This resulted in the establishment of six local CRCs in each district. From among the members of these committees, members of the CRCs at district level were selected for establishment of one conflict resolution committee (CRC) at district level (in total, six CRCs were established).

A challenge still remains, however, due to the limited capacity of local level governance structures and staff, including the government and local authorities, community leaders and relevant institutions, to continue with these interventions and also the motivation of women and communities to continue in the absence of dedicated support in resources and leadership. Nevertheless, evidence was obtained from a large number of similar cases where conflict resolution activities continue to be replicated without direct project support in Ibb, Taiz, and Lahj. For example, in these cases, IMs and advanced trainers in the targeted districts began to expand the notion of inclusive dialogue as a conflict resolution

tool in their communities and within more rural and traditional communities. Boxes 1, 2, and 3 describe examples of three success stories from the target governorates

Concurrently, the implementation of field activities through local NGOs, CSOs, and CBOs, as local partners, helped empower them to support conflict resolution and promoted the links and positive relationships between local NGOs, CSOs, and CBOs, local communities, IMs, and advanced trainers. However, additional capacity building interventions might be considered in future projects so that the capacities of these local organisations and local partners are further enhanced and strengthened to effectively lead and implement similar interventions independent of Search activities.

6.4 Impact

Positive impacts of the project were reported by KII and FGD participants, including the promotion of a culture of dialogue needed for addressing conflict in a peaceful manner, which resulted in a decreased level of conflict. In addition, the project’s activities helped increase collaboration among community members, promote a sense of community belonging among people living in the target areas, and promote social cohesion. Respondents expressed their satisfaction with the project and reported positive changes in their lives as a result of reviving some service delivery projects that were suspended due to conflicts, such as water distribution networks, roads, health services, schools, and sanitation (sewage and waste disposal) projects.

According to 94% of respondents, the project activities strengthened positive relationships in target communities while 6% remained neutral, as shown in figure 12. In addition, 83% of respondents reported that the project interventions helped increase collaboration among community members, whereas only 15% believed it moderately helped, as shown in figure 13.

Figure 12: Strengthening positive relationships in communities.

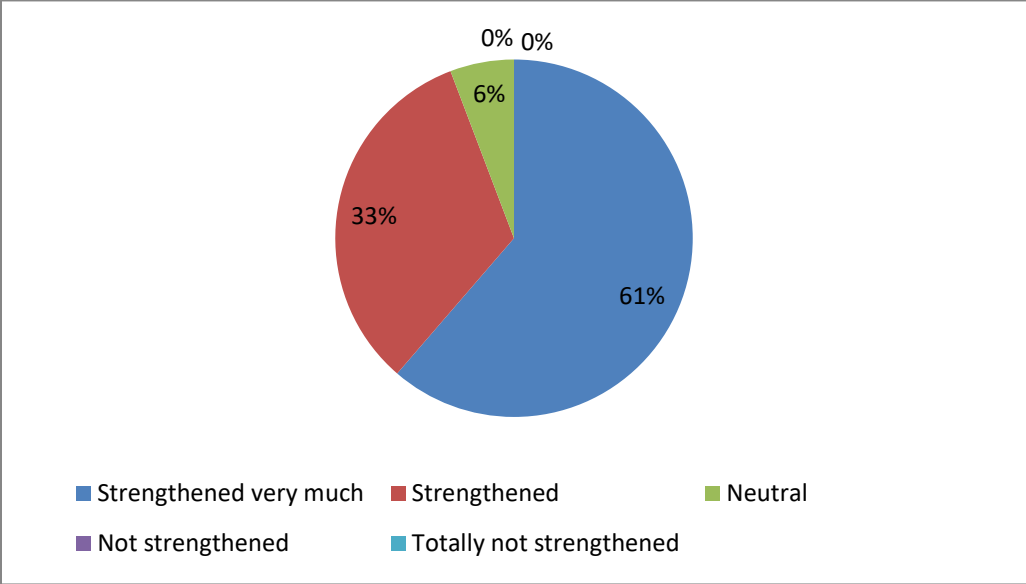
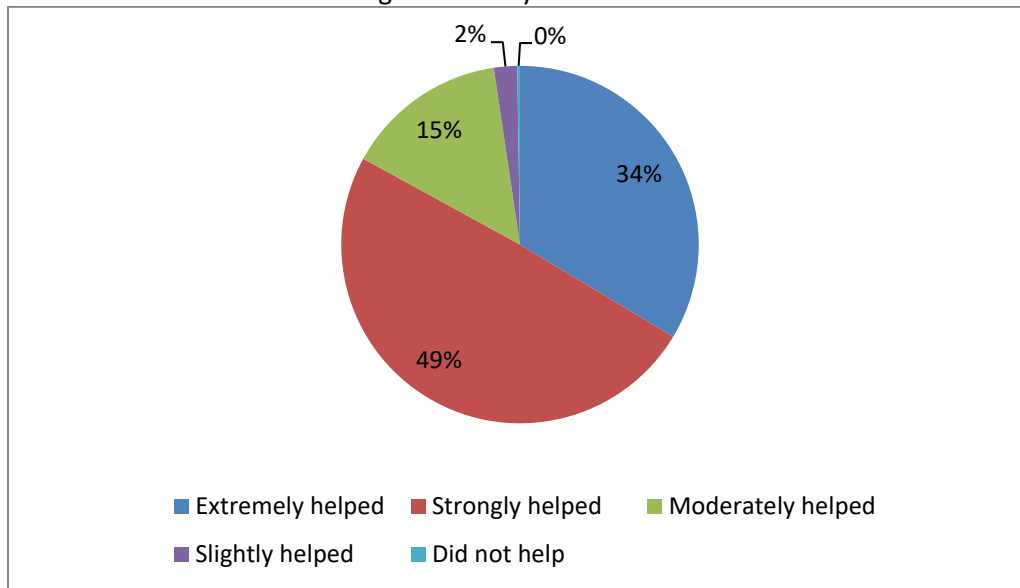
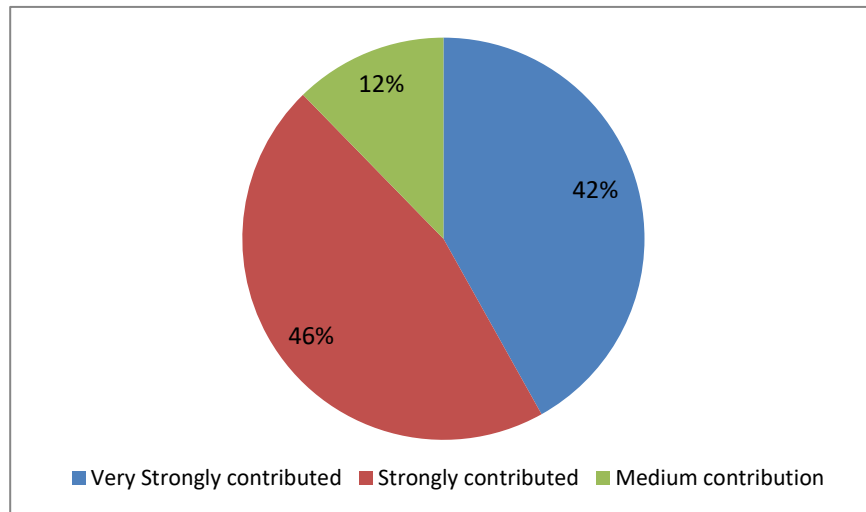


Figure 13: Increased collaboration among community members



In addition, 88% of respondents reported 'very strong' or 'strong' contribution of project activities in promoting the sense of community belonging among people living in the target areas, whereas only 12% think the project interventions had a medium contribution, as shown in figure 14.

Figure 14: contribution of project activities in promoting the sense of community belonging among community members.



These results were confirmed by community leaders and IMs. Indeed, during FGDs it was indicated that the project was able to create common understanding among community members and promote their collaboration, cooperation, and encourage collective work to find solutions to conflict issues.

"Despite the current situation, the project was able to create common understanding among community members." - community leader from Taiz.

On another note, Search held three Mediator Summits (one for each governorate) where IMs, local authorities, and MoPIC staff gathered to discuss lessons learned, stories of success, and future plans in peacebuilding for each district. The sessions were very successful and fruitful. Local authorities pointed to the remarkable impact the project created in such a time where peace is often only a buzz word and sorely needed. The project elevated positive perspectives toward mediation in Yemen, with IMs and the targeted communities believing that the dialogues and interventions opened their eyes to common ground between people who are tired of conflict in their lives.

To further demonstrate project impact on the participants, the story of Mr. Adel Almshamer is included herewith.

Box 3: Success story from Taiz

Al-Ma'afer district was one of the first districts targeted in 2016 by a previous Search project "*Promoting Social Cohesion and Transformation through Insider Mediators*" funded by UNDP. The project idea of solving conflict through inclusive dialogue processes was a new concept to local residents and participants. Despite this, participants were open and curious about the process and very quickly developed a strong sense of ownership over the project. For these local residents, dialogue became entrenched with conflict resolution and increased social cohesion with neighbours and neighbouring villages.

Much like other local residents, selected Insider Mediator (IM) Mr Adel Almushamer, was also new to the concept of dialogue for conflict resolution. Nevertheless, he witnessed its' highly positive impact on communities and avidly took part in the IM trainings, changing his manner of handling conflict, communicating with others, and widening his perspectives on issues affecting his community. Through this process and his commitment to non-violent conflict resolution, he gained the admiration and respect of his community. So much so, that shortly after the project ended, Mr. Almushamer was unanimously selected by local residents to be the new District Director for Al-Ma'afer, and thus also head of the Local Council body.

Thanks to his perseverance and Search's training, Mr Almushamer has begun to expand the notion of inclusive dialogue as a conflict resolution tool throughout the district, including to more rural and traditional communities. Search-Yemen is supporting Mr Almushamer's vision to implement district-wide community dialogue processes by supporting new dialogue processes for his constituents. Through a validation workshop, Search's project team selected six conflict cases from the district, including one which a local community had already started addressing. The community had already begun mobilising under Mr. Almushamer's guidance: completing an initial conflict scan and preparing for dialogue processes to take place. Such ownership and rooting of dialogue processes across Yemeni communities is one of Search-Yemen's goals, and Mr. Almushamer is a pioneering role model spreading social norms related to non-violent conflict resolution and community cooperation.

7. CONCLUSIONS

Overall, the evaluation consultant concludes that the project design and implementation process was appropriate; the project was effective, had the desired outputs/changes, was relevant to the local and national country context, and contained aspects that will be sustained beyond the project's lifetime. The project was effective in increasing local-level social cohesion in the six target districts; the dialogue processes were effective in reducing the risk of inter-communal violence at the local level in the six target districts; and efforts were made in creating local conflict-management mechanisms needed for mitigating the risk of future conflicts.

The dialogue processes were effective in addressing community issues and the project activities contributed to enhancing people's participation in discussing and resolving their conflicts and increasingly participating in community-wide decision-making. It was also found that community initiatives as a tool for conflict resolution and transformation are more potent when they are linked to conflicts over scarce natural resources and basic services delivery and management. Moreover, the involvement of local leaders, Local Councils, community members, together with locally selected IMs, are important tools for increasing social cohesion and reducing local conflicts, especially when dealing with conflicts on natural resources and basic services, as they facilitate participation, better understanding of issues, and cooperation.

The project further helped in increasing collaboration among community members and contributed to promote the sense of community belonging thus to work for the whole community. Furthermore, the project promoted peaceful conflict resolution.

Capacity building and training on conflict analysis, mediation, and dialogue design and facilitation together with establishment of CRCs and creation of dialogue culture are sustainable mechanisms for reducing local-level conflicts and mitigating the risks of future conflicts. It was found that capacity building was a good choice and main factor of sustainability of the project interventions and the IMs and advanced trainers reported that they will continue using the acquired skills and knowledge beyond the project. However, the duration of the trainings was reported to be short and this need to be considered in similar future training and capacity building programmes. The continuity of the project interventions and results beyond the project has high potential, as reported by surveyed community members and KII and FGD respondents. The evaluation shows that all project interventions were highly relevant, appropriate, and useful. However, further support is needed for implementation of community initiatives resulting from the intended conflict scan meetings.

Involving local partners in the implementation of project activities was an excellent choice, as they are now able to continue similar conflict transformation processes within their communities beyond the project, considering the acquired experience and knowledge in addition to the availability of the IMs, trainers, and functioning CRCs. However, finalising the establishment of CRCs at the district level and integrating them within Local Councils have the potential to further enhance the capacity of Local Councils. These local actors have become more critical to stability and peace, as the exacerbated war and divisions preclude the government from operating in a centralised and effective manner. In addition, state functions, such as managing resources and resolving local conflicts have largely been dissolved and there is potential for these to be undertaken by Local Councils and civil society organisations through stabilization programming and support. Accordingly, these actors are expected to play a crucial role in peace building if their capacities are further built and refined.

The project interventions provided some exceptionally good lessons and best practices, as well as highly replicable on-the-ground actions that have the full support of the communities and can be easily replicated as well as transferred to other geographical areas.

In addition, the project interventions strengthened the inclusion of community members in the decision-making process. One further level of enhancement for future interventions would be targeted capacity building for women, in order to be more engaged and active in the field of conflict transformation. At the field level, project consultants, facilitators, and IPs monitored activity progress on an on-going basis. However, monitoring and evaluation activities should have included more field visits to the target areas, especially to have a first-hand experience of the problems of target communities and the implications of conflicts.

While the majority (93%) of community members reported that they were satisfied with the performance of the CRCs, sustainability of these newly established committees is at stake considering the voluntary nature of its members' work and the needed continuous support and engagement from Local Councils, government authorities, and local communities.

Lastly, although Search was unable to complete certain interventions due to the larger grants needed and lack of financial capacity to support these without causing harm (such as larger-scale sewage network expansion and health service installation), Search's project team led a respectful and safe exit from the community, apologising to the communities and supporting the identification of alternative funding sources.

8. RECOMMENDATIONS

1. Capacity building interventions should be extended to building the capacity of local NGOs, CSOs, CBOs, local government authorities, members of Local Councils, and local dignitaries, enabling them to peacefully address conflict.
2. There is a need to conduct more targeted and in-depth gender awareness-raising and sensitising on the positive role of women in peacebuilding and conflict resolution.
3. The design of similar projects should be less ambitious in timeframe compared to the expected outcomes, and trainings durations should be reviewed to ensure the allocation of enough time to cover the training topics.
4. Considering that the majority of identified conflicts are over scarce economic resources and the inadequacy/non-availability of basic services and infrastructure (water, education, health, and roads), the conflict resolution interventions should be prioritised accordingly and focus on conflict issues that have a big adverse effect on social cohesion and community, and that are cost effective.
5. Women-based development initiatives should be considered and women should be given the opportunity to independently implement community development initiatives.
6. Project interventions should be continued and scaled-up and extended to cover neighbouring districts and governorates while targeting larger numbers of beneficiaries.
7. Activating the role of local authorities to ensure continuity and sustainability of projects in the target areas including, inter alia, by involving them in conflict resolution processes, supporting and promoting police and security apparatuses, to ensure effective performance of their responsibilities to keep peace in communities.
8. Monitoring and evaluation activities should include more field visits to the target areas, especially to have first-hand experience of the problems faced by target communities and the implications of local conflicts.

9. Project Indicators

Activity	Performance Indicator	Target	Actual reach	Remarks
Goal Increase local-level social cohesion within six Yemeni districts	% stakeholders involved in the project reporting improved collaboration across sensitive issues.	Note: targets for some indicators will be finalised after the baseline study.	83% of stakeholders involved in the project reported improved collaboration across sensitive issues	83%
	# of examples of successful participant collaboration in project activities (dialogue sessions, established committees, and community initiatives) to peacefully resolve conflict throughout the life of the project.	24 - 36 cases	36 cases	100%
Objective 1: Reduce the risk of inter-communal violence at the local-level in six target districts through dialogue processes	% of community members in target areas participating in dialogue initiatives who report reduced risk of inter communal violence	Note: targets for some indicators will be finalised after the baseline study	90% reported reduced risk of inter communal violence	90%
1. Advanced training of trainers (ATOT) conducted.	# of trainings held.	Two trainings.	Two trainings conducted.	2 trainings
	# of trainers trained	30 trainers (15 Ibb + 15 Lahj) with at least 30% female trainers.	33 trainers (15 Ibb + 18 Lahj) with at least 30% female trainers.	30 trainers trained
	% of trainers who have increased their knowledge of conflict analysis, mediation, and dialogue design and facilitation.	50% increase of knowledge.	42%	84%

2.IM Selection	# of IMs selected.	120 IMs (60 Ibb + 60 Lahj), with at least 30% female IMs.	120 IMs (60 Ibb + 60 Lahj), with at least 30% female IMs.	
3.IMs training in Dialogue Design and Facilitation held	# of IMs trained	120 IMs trained (60 Ibb + 60 Lahj).	120 IMs trained (60 Ibb + 60 Lahj).	120 IMs trained
	. % of IMs who have increased knowledge of conflict analysis, mediation, and dialogue design and facilitation.	50% increase in knowledge	48% increase in knowledge	96%
4.Conflict Scan carried out.	# of community-level conflict scan meetings held.	60 community-level conflict mapping meetings held, with up to 30% female participants.	60 community-level conflict mapping meetings held, with up to 30% female participants.	100%
	# of stakeholders who participate in conflict scan meetings.	900 people, disaggregated by gender	1828 participants (1227 men and 601 women)	203%
	# of conflict analysis reports produced	4 conflict analysis reports produced (1 per new CDA district in Lahj and Ibb).	4 conflict analysis reports produced (1 per new CDA district in Lahj and Ibb).	100%
	# of validation workshops held	4 validation workshops (1 per new CDA district in Lahj and Ibb).	4 validation workshops (1 per new CDA district in Lahj and Ibb).	100%
5.Project Design and Management	# of trainings	4 proposal writing and project management	4 proposal writing and project management	100%

Training held.		trainings (1 per New CDA district in Lahj and Ibb).	trainings (1 per New CDA district in Lahj and Ibb).	
	# of participants	120 IMs trained in proposal writing and project management (60 Ibb + 60 Lahj).	120 IMs trained in proposal writing and project management (60 Ibb + 60 Lahj).	100%
6. Local-Level Dialogue Processes carried out.	# of dialogue processes.	36 community dialogue process (6 per new and existing CDA districts in Taiz, Lahj and Ibb, 36 dialogues in total). With up to 30% female participation.	36 community dialogue process (6 per new and existing CDA districts in Taiz, Lahj and Ibb, 36 dialogues in total). With up to 30% female participation.	100%
	# of action plans produced in dialogue sessions.	36 community action plans produced (6 per new and existing CDA districts in Taiz, Lahj and Ibb, 36 dialogues in total).	36 community action plans produced (6 per new and existing CDA districts in Taiz, Lahj and Ibb, 36 dialogues in total).	100%
	# of stakeholders that participated in dialogue processes.	540 stakeholders participated, with up to 30% female participation.	540 stakeholders participated, with up to 30% female participation	100%
	% of community members who believe the dialogue processes were effective.	40% of community members.	88% of community members.	220%
7. Community initiatives implemented	# of community lead initiatives addressing conflicts identified during community dialogues	24 - 36 initiatives implemented in the three targeted governorates.	36 initiatives implemented in the three targeted governorates	100%
Objective 2: Mitigate the risk of future conflicts by	% of involved stakeholders in the 6 districts reporting the effectiveness of the	Note: targets for some indicators will be finalised after the baseline study	Not implemented at districts. However, CRCs established for each project and 93%	93%

creating local conflict-management mechanisms in six target districts.	committees established.		of involved stakeholders in the 6 districts reported the effectiveness of and the satisfaction with the committees established	
8.Conflict Resolution Committees established.	# of conflict resolution committees established.	6 conflict resolution committees (1 per CDA district in Taiz, Lahj and Ibb).	6 CRCs established at district level and 36 local committees established for each community initiative project	6 CRCs established at district level and 36 local CRCs for 36 community initiative projects
9.IM Summits conducted.	# of IM summits	6 IMs summits held (2 per targeted governorate).	3 IMs summits held for IMs from the six target districts (1 IMs summit in each governorate with participation of the two districts)	3 conflict summits with participation of the six target districts
	# of participants in the IM summits.	6 IMs summits held (2 per targeted governorate).	180 participants in the 3 IMs summits	180 Participants
10. One documentary film produced	# of documentary films produced.	One final comprehensive documentary produced.	Two film and IEC peace materials (Information Education Communication Materials) in 50cm x 70 cm size	Two films and one IEC materials

Annexes

Annex (1) : TOR for Final Evaluation of the “ Peace building in Yemen” project.

1.Context

Organizational Background:

Search for Common Ground (Search) works to prevent and end violent conflict before, during, and after a crisis. Search has a 33-year track record of equipping individuals and societies to find alternatives to violence. We strive to build sustainable peace for generations to come by working with all sides of a conflict, providing the tools needed to work together, and finding constructive solutions. Our mission is to transform the way the world deals with conflict, away from adversarial approaches and toward cooperative solutions. Instead of tearing down an existing world, we focus on constructing a new one. We do this through a type of peacebuilding called “conflict transformation.” We shift the everyday interactions between hostile groups of people, so they can work together to build up their community, choosing joint problem-solving over violent means.

Search’s mission in Yemen is to promote the culture of dialogue and diversity through the involvement of all the components of the society, and while reinforcing their capacities. Search-Yemen is working during the ongoing conflict to help members of Yemeni society approach conflicts and differences in a constructive manner, through cooperation and dialogue. Search-Yemen is currently operational in six governorates and maintains a wide and robust relationship network of local civil society organizations.

Project Summary:

With support from Foreign Commonwealth Office (FCO), Conflict Stability and Security Fund (CSSF), Search-Yemen is implementing the “Peacebuilding in Yemen” project aiming to **increase local-level social cohesion within six Yemeni districts**. Over the course of the 10-month pilot project, this goal is planned to be achieved through two main objectives:

- **Objective 1:** Reduce the risk of inter-communal violence at the local-level in six target districts through dialogue processes.
- **Objective 2:** Mitigate the risk of future conflicts by creating local conflict-management mechanisms in six target districts.

This action is driven by the following theory of change: If target areas are able to design and implement inter-communal dialogue processes and community initiatives to address self-identified conflict issues and institutionalize their cooperation, then the risk of inter-communal violence will be reduced and reconciliation promoted, because communities will have sustainable and locally-rooted processes to non-violently resolve local conflict.

This initiative proposes Search-Yemen’s tested Community Dialogue Approach (CDA) to build community capacity to opt out of violence and support inter-communal social cohesion. This framework has successfully mobilized local communities through our current programming to resolve conflicts through cooperative action and embedded conflict resolution skills within the local populations. Search-Yemen is implementing the following activities:

- Advanced Training of Trainers (ToT)
- Insider Mediator Selection
- Insider Mediator Training
- Implementation of Conflict Scans and Validation Meetings
- Project Design and Management Training
- Local Level Dialogue Processes
- Community Initiatives
- Conflict Resolution Committees
- Mediator Summits
- Media Engagement

The project was implemented in two districts from three target governorates: Al-Ma'afer and Al-Shamayatain in Taiz; Hubaish and Jebelah in Ibb; and Tuban and Al-Hutah in Lahj.

2.Objectives of the evaluation:

Search as an organisation is committed to conducting evaluations for projects in order to maximise the effectiveness of its programming and engage in continuous improvement and learning within programmes and across the organisation. Search's approach to evaluation is grounded in the guiding principles of its work: participatory; culturally sensitive; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context. Search will apply this approach to the evaluation of this project, which will be carried out in consultation and in participation with key relevant stakeholders, appropriate community groups or key civil society individuals.

Audience:

The primary users of the evaluation will be Search-Yemen, other Search country offices and FCO. Secondary audiences will include peer organizations and donors working in peace building. According with Search's policy of transparency, the evaluation will also be published on [Search's website](#) and [DME for Peace](#).

Evaluation criteria and key evaluation questions:

The purpose of the evaluation is to provide an independent assessment on the added value of the Search interventions in Yemen, taking note of beneficiary perspectives, and of the effectiveness, efficiency, impact and sustainability of the implemented project. It also aims to document lessons learned and to provide practical recommendations for better design and implementation, as well as recommendations on identification of future priority areas.

Results of the evaluation and lessons learned will contribute to designing a methodology for preventing inter-communal conflict and promoting local social cohesion that can be replicated on a larger scale beyond this specific project.

The evaluation is based on the OECD-DAC peace building Evaluation Criteria (relevance, effectiveness, impact, efficiency and sustainability), investigating their set of questions, and utilizing and/or addressing the performance indicators described in the project document.

Relevance:

- To what extent did this project respond to the targeted community needs and existing issues?
- What is the relevance of the interventions as perceived by beneficiaries and external observers?
- How relevant were the instruments (Advance ToT training, Insider Mediators training, conflict scans, community dialogue meetings and small grants) used during the project to the local communities' needs and capacities?

Effectiveness:

- To what extent was the project successful in achieving its stated goal?
- To what extent was the project successful in achieving its stated objectives: reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts?
- To what extent was the project effective in providing (Advanced Trainers and Insider Mediators) with the skills and capacities needed to increase community resilience to violence?
- To what extent did the various project activities contribute to the achievement of project objectives?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- How effective were the dialogue processes and approach in increasing community resilience to conflict, what are the strengths and weaknesses of the processes/approach and how can they be further improved?
- What were the major project results and lessons learned?

Efficiency:

- Does the project deliver its outputs and objectives in an efficient manner (results against costs)?
- Were activities cost-efficient (resources applied results)?

Sustainability

- To what extent are the objectively verifiable results sustainable beyond Search or FCO support, disaggregated by gender and location?
- What could have been done differently so the project becomes more sustainable in the future?
- Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?

Impact:

- What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?
- What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?
- What could have been done differently to make the project be of higher quality, greater impact? This will include technical lessons, lessons about project management, and working within local communities’ context.
- Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions?

In addition to the above lines of inquiry, the Evaluation is expected to provide information against the key indicators as listed in the project logframe.

Scope:

The final evaluation will investigate principal target groups: CSO actors and local community representatives in the target governorate listed below:

Governorate	District
Taiz	Al-Ma’afar - Al-Shamayatain
Ibb	Jebelah - Hubaish
Lahj	Al-Hutah - Tuban

The evaluation sample should adequately cover the project target area and be representative of the community structure.

Methodology:

The evaluation will employ both quantitative and qualitative participatory methods. Both quantitative and qualitative data will be analyzed with a gender and age disaggregation. The qualitative and quantitative findings are expected to be synthesized in accordance with the project indicators.

The sampling methodology for the tools and/or instruments will be designed by the consultant, referring to the project’s Risk Management Plan and in coordination with Search-Yemen’s Project Manager, DME Coordinator and the Regional DME Specialist. The sampling methodology should include at least 40% female in the sample size of the evaluation to represent the female beneficiaries.

Furthermore, as part of the data collection and analysis process, the consultant is required to respect the following Ethical Principles:

- **Comprehensive and systematic inquiry:** Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.

- **Competence:** Consultant should possess the abilities, skills, and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.
- **Honesty and integrity:** Consultant should be transparent with the contractor / constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, and any risk that certain procedures or activities produce misleading review of information.
- **Respect for people:** Consultant respect the security, dignity and self-worth of respondents and program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.

In addition, the consultant will respect Search's evaluations standards, to be found in Search's evaluation guidelines: <https://www.sfcg.org/wp-content/uploads/2014/07/SFCG-External-Evaluation-Guidelines-FINAL.pdf>.

- All of the data produced by this study belongs exclusively to Search and all remaining copies of the data will be

Deliverables:

The final deliverables of the evaluation will include the following documents:

- A 10pg (excluding annexes) inception Report, containing an evaluation plan matrix, outlining the specific data collection strategy, responsibility, data collection tools, draft questionnaires and a detailed work plan within 10 working days after signing the contract.
- A draft final evaluation report for review by Search and other stakeholders' staff within (3 weeks) of the completion of the data collection.
- A final evaluation report, due within (5 weeks) of the completion of the data collection. The report should be no more than 25 pages in length (excluding appendices) and be based on the requirements in the Search External Evaluation Guidelines (available on the web), including actionable, data-based recommendations for Search and other stakeholders as well as suggestions for similar future programming.
- Final electronic copies of all data collected (this includes survey data entered through excel/SPSS format; the format needs to be approved by Search before use; also, notes of all FGDs and KIIs done).

The final evaluation report should strictly be written in English language and should not exceed 25 pages (excluding annexes). It should be submitted electronically in an MS-Word document. It may include:

- Cover page
- Executive Summary of key findings and recommendations;
- Introduction, including brief context description
- Methodology
- Evaluation findings, analysis and conclusions with associated evidence and data clearly illustrated. The findings section should be sub-divided as sub-chapters according to the evaluation criteria.
- Recommendations for the future, which should be practical and linked directly to conclusions; and
- Appendices, including evaluation tools, questionnaire, and brief biography of evaluator.

Search will exercise no editorial control over the final evaluation report. Both the final and the summary report will be credited to the consultancy team and will be placed in the public domain, including on the Search website and the DME Learning Portal (dmeformpeace.org).

Duration & Deadlines:

The duration of the contract will be a total period of seven weeks starting from the time of signature. Specific dates will be agreed upon at the beginning of the consultancy.

Logistical Support:

Search will provide preparatory and logistical assistance to the evaluator, which include:

- Background materials (project proposal, implementation plans, progress reports, success stories et cetera).
- Contacts at the respective target governorates and districts to facilitate evaluation process.
- Quantitative and qualitative documentation of project activities.
- Technical assistance with the review and approval of tools and reports.

Team Members:

The evaluation will be conducted by an individual or a firm managed by the evaluation focal point person at Search-Yemen. The evaluator will travel to the previously mentioned governorates to conduct this work. The final writing of the deliverables can be conducted externally to the area.

Requirements of Consultant/ Firm:

Search seeks an experienced evaluator with the following qualifications:

- Minimum Bachelor's level degree in conflict resolution, international relations, a related social science field or statistics
- Proficiency in Arabic and English.
- More than 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups discussion.
- Evaluation methods and data collection skills, particularly in active or post-conflict contexts
- Experience in peacebuilding or conflict resolution.
- Understanding of and experience in Yemen
- Strong communication and writing skills
- Understanding of and experience working with civil society organizations
- Ability to be flexible with time and work schedule

How to Apply

Search-Yemen invites all interested and qualified candidates to submit a letter of interest, indicating clearly how their experience meets desired qualifications, resume along with technical (demonstrating implementation and analysis methodology) and financial (based on the inputs shown above) offers for implementation of the above activities, by **31 December, 2017** to sfcgyemen@dfcg.org
Applications not meeting these requirements will not be considered.

Annex (2) Evaluation Matrix

This Evaluation matrix summarizes the he DAC evaluation criteria to be addressed.

Relevance: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.			
	Key Questions/Issues	Data Sources	Method of Data Collection
1	To what extent did this project respond to the targeted community needs and existing issues?	<ul style="list-style-type: none"> • Project Documents. • Project Team. • ToT Trainers. • IMs. • Local Partners. • Community Members and Leaders. 	Desk Review KIIs FGDs Individual Survey
2	What is the relevance of the interventions as perceived by beneficiaries and external observers?		
3	How relevant were the instruments (Advance ToT training, Insider Mediators training, conflict scans, community dialogue meetings and small grants) used during the project to the local communities' needs and capacities?		
Effectiveness: A measure of the extent to which an aid activity attains its objectives.			
1	To what extent was the project successful in achieving its stated goal?	<ul style="list-style-type: none"> • Project Documents. • Project Team. • ToT Trainers. • IMs. • Local Partners. • Community Members and Leaders. 	Desk Review KIIs FGDs Individual Survey
2	To what extent was the project successful in achieving its stated objectives: reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts		
3	To what extent was the project effective in providing (Advanced Trainers and Insider Mediators) with the skills and capacities needed to increase community resilience to violence?		
4	To what extent did the various project activities contribute to the achievement of project objectives?		
5	What were the major factors influencing the achievement or non-achievement of the objectives?		
6	How effective were the dialogue processes and approach in increasing community resilience to conflict, what are the strengths and weaknesses of the processes/approach and how can they be further improved?		
7	What were the major project results and lessons learned?		
Efficiency: Efficiency measures the outputs—qualitative and quantitative— in relation to the inputs.			
1	Does the project deliver its outputs and objectives in an efficient manner (results against costs)?	<ul style="list-style-type: none"> • Project Documents and reports. • Project/Search Team. 	Desk Review KIIs
2	Were activities cost-efficient (resources applied results)?		
Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.			

1	To what extent are the objectively verifiable results sustainable beyond Search or FCO support, disaggregated by gender and location?	<ul style="list-style-type: none"> • Project Documents and Reports. • Project/Search Team. • ToT Trainers. • IMs. • Local Partners. • Community Members and Leaders. 	Desk Review KIIs FGDs Individual Survey
2	What could have been done differently so the project becomes more sustainable in the future?		
3	Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?		
Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended			
1	What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?	<ul style="list-style-type: none"> • Project Documents and Reports. • Project Team. • ToT Trainers. • IMs. • Local Partners. • Community members and leaders. 	Desk Review KIIs FGDs Individual Survey
2	What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?		
3	What could have been done differently to make the project be of higher quality, greater impact? This will include technical lessons, lessons about project management, and working within local communities' context.		
4	Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions?		

Annex (3): Data Collection Tools

1- Questionnaire for Key Informant Interview (Project Staff)

Name: -----

Position: -----

Gender: Male, Female

Place and Date of interview: -----

Telephone: -----

Email: -----

Questions:

- 1- What was your role in the project? What activities did you involve in?
- 2- How the districts were selected? Should Search work elsewhere? How responsive is the project to the changing context?
- 3- To what extent did this project respond to the targeted community needs and existing issues?
- 4- To what extent was the project successful in achieving its stated goal and planned objectives?
- 5- What were the major achievements of the project in your opinion.
- 6- What were the major factors influencing the achievement or non-achievement of the objectives? Are you aware of any mechanisms (procedures, community committees) agreed upon to deal with future conflicts in the community?
- 7- Are you aware of new mechanisms that been designed to continue any work initiated by this project? If yes, what are they? Will they sustain post-project?
- 8- What could have been done differently so the project becomes more sustainable in the future?
- 9- Are there success stories that have been the most significant changes as a result of the project interventions? What could have been done differently to make the project be of higher quality, greater impact? (This may include project management, constraints and working within local communities' context).
- 10- What are the key lessons learned from the project?
- 11- Do you want to add any other points/comments?

2- Questionnaire for Key Informant Interviews with Trainers received Advance ToT.

- Name of Respondent: -----
- Role: ToT trainer
- Place, Village, District: _____
- Date: _____
- Age:
- Gender: Male, Female
- Telephone number:
- Email:

Questions:

1. How were you selected to participate in the project activities?
2. Do you think the project fits into the local context? Please explain?
3. To what extent you think this project is relevant to the community needs. Why/why not / please explain.
4. In your opinion was the ToT useful/ why /why not Have you benefited from the training? What skills have you acquired? Please elucidate with example/s.
5. Was the ToT helpful in promoting social cohesion and conflict resolution? /Why /why not /can you provide examples?
6. How relevant was the Advance ToT training to your needs and capacities to serve the community? Why/why not / please explain.
7. What are the obstacles that may have hindered/limited the success of this training in your opinion?
8. Do you have any suggestions for developing this type of training in future projects and programmes?
9. What are the implications of this training on local communities, positive and negative (if any)? Please elucidate with example/s.
10. To what extent have these activities contributed to the promotion of the culture of dialogue in local communities?
11. To what extent will you continue using the acquired skills after the project? Please explain.
12. Do you think Search delivered a good quality project? Why and why not?
13. How could they deliver the activities better?
14. Do you know of any stories– that have been the most significant changes as a result of the project? Can you mention some of other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
15. Do you want to add any other points?

Thank the respondent

3- Guide for Focus Group Discussions with Internal Mediators (IMs)

Name of facilitator(s): _____

Place, Village, District: _____ Date: _____

Age of the participants will be capture by using the attendance sheet:

How many people are there in the group?

(Specify how many men, women?)

Ground rules:

- The questions are guiding notes and hints. Please let the community talk on the wider scope
- This is an informal discussion.
- No right or wrong answers – important to hear all sides of the issues, both positive and negative. Different viewpoints are welcome and encouraged.
- Respect others' views though you may not share them
- One person at a time.
- Participate in true spirit and share your views.
- Confidentiality will be maintained.
- Set start and end times.

Introduction (who we are) and purpose of the FGD and how the results will be used.

- Explain why they have been selected for FGD:
- They are part of Search project.
- We need to evaluate this project and the learning would be used to further improve implementation for rest of the project and in the future interventions.
- The best people to learn from are the participants of the project i.e. the community and the target group.
- Explain that participation is voluntary.

Questions:

1. How were you selected as part of this project?
2. What were the activities you participated in? were they useful . Why/why not?
3. What were the major achievements /points of strengths? /what were the weaknesses
4. To what extent has the project been able to develop your skills and ability to facilitate and successfully implement dialogue sessions? Please explain with example/ as possible.
5. In brief, what do you think the project has achieved / did not achieve in your community?
6. How effective were the community dialogues and related development interventions? What are the key results achieved?
Were there any gaps you observed /if yes explain and provide examples/how can we improve for the future
7. To what extent you think this project is relevant to your community needs. Why/why not?
8. To what extent you think this project is relevant to the local context? Why/why not?
9. How relevant were the Insider Mediators training to your needs and capacities to serve the community? Why/why not?
10. What constraints and problems have you encountered during the implementation of these activities that may have limited the success of the activities?

11. Has a conflict resolution committee been established in your area? If yes, how effective is this committee? If not, why? Do the established local committees have any role in solving conflicts in your community?
12. How helpful were these instruments (Advance ToT training / Insider Mediators training, conflict scans, community dialogue meetings and small grants) in reducing tensions in local communities? To what extent the project has led to tangible results in terms of collaboration among community members?
13. To what extent was the project successful in increasing community resilience to violence? Why/why not?
14. To what extent were the community dialogue and mediation sessions effective in resolving conflict? Why/why not /Can you provide examples.
15. Did women have any role in conflict transformation during the project within community?
16. What could promote women roles in conflict transformation and social cohesion within your community?
17. How likely is it that some of these interventions will continue after donor funding has been withdrawn
18. Will you continue using the acquired skills after the project? How so?
19. Do you know of any stories– that have been the most significant changes as a result of the project? Can you mention some of other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
20. Do you want to add any other points?

Thank the respondent

4- Questionnaire for Key Informant Interviews with Local Partners

Name of Respondent: _____ Position: _____

Name of Organisation : _____ Place, Village, District: _____

Date: _____ Age: _____ Gender: Male, Female

Questions:

1. What was your organization's role in the project?
2. What was your role in the project? What activities did you involve in?
3. What do you consider to be the major achievements of the project/ what are the major weaknesses / how can we improve for future similar initiatives?
4. How relevant were the instruments (Advance ToT training, Insider Mediators training, conflict scans, community dialogue meetings and small grants) used during the project to the local communities' needs and capacities? As follow:
 - a. Advance ToT training.
 - b. Insider Mediators training.
 - c. Conflict scans.
 - d. Community dialogue meetings.
 - e. Small grants.
5. To what extent was the project successful in providing IMs with the skills needed to resolve conflict within their community? If not successful why?
6. To what extent d were the project activities (training of ToTs and IMs, conflict scans, community dialogues and community initiatives and small grants) effective in enhancing social cohesion and reducing the risks of inter-communal violence?
 - a. If effective, please substantiate that by some examples
 - b. If not effective, why? how can these be enhanced?
 - c. What are the challenges and difficulties that you encountered in working on some of these tasks.
7. To what extent was the project successful in enhancing the use of community dialogue as a means to conflict resolutions at local levels. Please elucidate with example/s?
8. Are there any mechanisms (procedures, community committees) agreed upon to deal with future conflicts in the community? Do the established local committees have any role in solving conflicts in your community?
9. What are the changes resulted from the various project activities to local communities? Indicate the positive or negative effects, intentional and unintentional, if any, of the following activities:
 - a. Advance training of trainers
 - b. Capacity building of Internal Mediators
 - c. Conflict scans
 - d. Community dialogue meetings.
 - e. Small grants
 - f. Establishment of conflict resolution committees.
10. To what extent do you think the project responded to the targeted community needs and existing issues? Was it relevant or irrelevant why?
11. Do you think the project interventions (project activities) are sustainable beyond the project period? Why/why not?
12. What could have been done differently so the project becomes more sustainable?
13. What are the success stories resulting from the project? Can you mention some of other conflicts that have been successfully addressed using the project mechanisms without the project interventions?

14. Do you have any recommendation or inputs regarding the better implementation of the project activities?

Thank the respondent

5- Guide for Focus Group Discussions with Community Leaders.

Name of facilitator(s): _____

Place, Village, District: _____ Date: _____

Age of the participants will be capture by using the attendance sheet:

How many people are there in the group?

(Specify how many men, women?)

Ground rules:

- The questions are guiding notes and hints. Please let the community talk on the wider scope
- This is an informal discussion.
- No right or wrong answers – important to hear all sides of the issues, both positive and negative. Different viewpoints are welcome and encouraged.
- Respect others’ views though you may not share them
- One person at a time.
- Participate in true spirit and share your views.
- Confidentiality will be maintained.
- Set start and end times.

Introduction (who we are) and purpose of the FGD and how the results will be used.

- Explain why they have been selected for FGD:
- They are part of SFCG project.
- We need to evaluate this project and the learning would be used to further improve implementation for rest of the project and in the future interventions.
- The best people to learn from are the participants of the project i.e. the community and the target group.
- Explain that participation is voluntary.

Discussion Points:

1	What do you know about the project “Peace-building in Yemen”? And was it culturally appropriate to your community?	
2	Do you think the activities “conflict scans, community dialogue meetings and small grants” comply with the targeted community (males and females) needs and existing issues?	
3	Do you think the project was successful in enhancing social cohesion in local communities? Why /why not? can you explain and provide examples. Do you think the project helped reduce the risk of inter-communal violence? why/why not ?can you explain and provide examples.	

	<p>In your opinion what were the major project achievements?</p> <p>What were the major factors influencing the achievement or non-achievement of the project objectives mentioned above in terms of enhancing social cohesion and reducing the risks of inter-communal violence?</p>	
4	To what extent the community dialogues and community interventions are effective means to conflict resolution? What are the key results achieved?	
5	To what extent did the project contribute to improving relations among the local community members? Do you think the project helped strengthen collaboration within local communities / why /why not?/ Can you provide examples .	
6	How effective are the dialogue and mediation meetings in your community?	
7	Did you participate in any of the conflict scans in your community? What was your feedback? Did you think they were useful or not useful? /How? Can you explain? Provide examples?	
8	To what extent did the project contribute to mainstreaming the culture of dialogue in society?	
9	Can you mention some of the conflicts that have been successfully addressed during the dialogue and mediation sessions?	
10	Did women have any role in conflict resolution/transformation during the project within your community? If yes, please explain. If not, explain why not.	
11	What could promote women roles in conflict transformation and social cohesion within your community?	
12	Do you think the benefits of the interventions are likely to continue after Search funding has been withdrawn? Can you mention some of other conflicts that have been successfully addressed without the project interventions?	
13	Do you have any recommendation or inputs	

	for better implementation of the project activities?	
14	Are you aware of any negative implications of the project on your community? If yes what are these?	
15	Are you aware of any conflict resolution mechanisms established in your community as a result of the project / Yes /No what are they? Do the established local committees have any role in solving conflicts in your community?	

6- Survey Questionnaire for Community Members (males and females)

- Respondent Name: -----
- Sex: Male/Female: ----- Age: -----
- Governorate: ----- District: -----Sub-District -----

Notes: Take approval to start the interview, brief the respondents on the interview purpose, objectives, time required and him/her being volunteering in this interview.

Questions

1. Have you heard or participated in any activity with Search’s “Peacebuilding in Yemen Project”?

- Yes.
- Heard but not participated. (go to question 2)
- No (end the interview)

2. If you heard but did not participate, Was what you heard : positive or negative

Please explain: _____

3. What project activities did you participate in? And how useful were they?

#	Activities	Very useful	Useful	Neutral	Not useful	Totally not useful
1	Conflict scans					
2	Community dialogue meetings					
3	Workshops for validation of conflict scans					
4	Community development initiatives (small grants)					
5	Locally established conflict resolution committees					

4. To what extent do you feel the project was relevant and responded to current community needs considering the current situation and context.

Extremely relevant	very relevant	moderately relevant	slightly relevant	Totally irrelevant

5. IMs were good at reaching a common ground among participants.

Totally Agree	Agree	Neutral	Disagree	Totally Disagree

If totally disagree or totally agree (why?)

6. To what extent did the activities you were involved strengthened your inclusion in the decision making process in your communities

#	Activities	Strengthened very much	Strengthened	Neutral	Not strengthened	Totally not strengthened
1	Conflict scans					
2	Community dialogue meetings					
3	Workshops for validation of conflict scans					
4	Community					

	development initiatives (small grants)					
5	Locally established conflict resolution committees					

7. To what extent did the activities you were involved in help build /strengthen positive relationships in your community?

#	Activities	Strengthened very much	Strengthened	Neutral	Not strengthened	Totally not strengthened
1	Conflict scans					
2	Community dialogue meetings					
3	Workshops for validation of conflict scans					
4	Community development initiatives (small grants)					
5	Locally established conflict resolution committees					

8. To what extent did the project help increase collaboration among community members?

Extremely helped	Strongly helped	Moderately helped	slightly helped	Did not help

Can you provide examples of positive collaboration that happened as a result of the project:

9. To what extent did the project activities that you involved in helped reduce conflict in your community

#	Activities	Extremely helped	Strongly helped	Moderately helped	slightly helped	Did not help
1	Conflict scans					
2	Community dialogue meetings					
3	Workshops for validation of conflict scans					
4	Community development initiatives (small grants)					

10. To what extent do you think the project activities in your community contributed to enhance peoples' participation in discussing and resolving their conflicts?

Very contributed	Strongly contributed	Strongly contributed	Medium contribution	The contribution was weak	There is no contribution

11. To what extent do you feel that the project activities contributed to promote the sense of community belonging among people living in your area?

Very contributed	Strongly contributed	Strongly contributed	Medium contribution	The contribution was weak	There is no contribution

12. To what extent do you think the dialogue processes implemented by the project were effective in dealing with the community issues?

Very effective	Effective	Medium	Not effective	Totally not effective

13. To what extent were the interventions implemented based on the agreed upon results of dialogue process.

To a great extent	to a good extent	to a medium extent	to a little extent	Not at all
Comments				

14. To what extent are you satisfied with the intervention implemented as a result of the dialogue process?

extremely satisfied	Satisfied to a good extent	moderately satisfied	satisfied to a little extent	Extremely unsatisfied
Comments				

15. Have any committees been established in your community to resolve conflict,

Yes.

No

If yes, are you satisfied with its performance

Yes.

No

Explain your answer

Thank the respondent

