



The Community Peacebuilding Project

Final Evaluation Report

Implemented by Search for Common Ground

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

ACKNOWLEDGEMENTS	4
ABBREVIATIONS AND ACRONYMS	5
1. EXECUTIVE SUMMARY	6
1.1 Salient findings:	7
1.2 Conclusions	9
1.3 Recommendations:	10
2. PROJECT DESCRIPTION	11
2.1 PURPOSE AND SCOPE OF THE EVALUATION	11
3. METHODOLOGY	13
4. FINDINGS OF THE EVALUATION:	15
4.1. Relevance	15
4.1.1. <i>Relevance to the community needs and existing issues:</i>	15
4.1.2. <i>Relevance of the interventions as perceived by beneficiaries and external observers?</i>	17
4.1.3. <i>Relevance of the instruments used to the local communities' needs and capacities:</i>	18
4.2. Effectiveness	19
4.2.1. <i>Success in achieving the project stated goal?</i>	19
4.2.2. <i>Success in achieving the project stated objectives: reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts</i>	20
4.2.3. <i>Effectiveness of the project in providing Insider Mediators with the skills and capacities needed to increase community resilience to violence.</i>	21
4.2.4. <i>Effectiveness of the project in reducing the risk of inter-communal violence through dialogue processes</i> ²³	
4.2.5. <i>Effectiveness of the project in mitigating the risk of future conflicts</i>	25
4.2.6. <i>Contribution of the various project activities to the achievement of project objectives</i>	26
4.2.7. <i>Key factors influencing the achievement or non-achievement of the objectives:</i>	28
4.2.8. <i>Key Challenges:</i>	29
4.3. Efficiency:	29
4.4. Sustainability	31
4.5. Impact:	32
4.6. Assessment of the impact of Conflict Resolution Committees in the districts targeted in Phase I	37
5. CONCLUSIONS	41

6. RECOMMENDATIONS	42
7. Project Indicators	44
Annex (1):	47
Annex (2):	52
Annex (3):	54
Annex (4):	74

ACKNOWLEDGEMENTS

The evaluator would like to extend sincere gratitude to all those who supported the evaluation process. I am extremely grateful to all Search and Project Staff who shared their time, experience, and knowledge about the project and priority issues in the targeted communities. I would like to acknowledge, in particular, the insight and support bestowed by Ms. Limou Dembele, the Design, Monitoring & Evaluation Specialist for the MENA region, who provided me with invaluable analysis, review, and feedback. Special gratitude goes to Ms. Mona Al-Ariqi, the Project Manager, and to Salman Abdo Ahmed, the Monitoring & Evaluation Officer, who supported the team throughout the evaluation process.

I would also like to express my gratitude to and acknowledge the role and support of Mr. Shوقي Maktary, Search-Yemen's Country Director, for sharing invaluable information, knowledge, and experience on the project and related interventions.

A special thank you goes to the field teams who collected quantitative and qualitative data, conducted the focus group discussions, and implemented the required tasks to a high standard, despite the ongoing war and unstable security situations in the targeted governorates and districts. The field team included: Ahmed Abdulrahman Al-Same'ei, Lina Ali Mahyob Al-Ariqi, Badr Al-Khulaidi, Samira Al-Asbahi, Adhb Aziz, Sami Saif Jayoob, Mansour Husain Thabet, Layla Faisal Mhmoud, Hakeem Ahmed Ali Boslum, Tasneem Nayel Fare'e Ali, Arafat Mohamed Bazel, Maha Al-Aqhali, Abeer Mohamed Abdulwahed and Abdulwahab Ahmed Abdulrab.

Last but not least, thank you to Mr. Ali Salah Al-Marsi, who created a very helpful database compiling collected data and relevant statistical analysis information.

The External Evaluator,
Sadeq Al-Nabhani

ABBREVIATIONS AND ACRONYMS

CDA	Community Dialogue Approach
CLs	Community Leaders
CRC	Conflict Resolution Committee
CSO	Civil Society Organisation
CSSF	The Conflict, Stability and Security Fund
FGD	Focus Group Discussion
GoY	Government of Yemen
HR	Human Resources
IMs	Insider Mediators
IP	Implementing Partner
KIIs	Key Informant Interviews
NGO	Non-Government Organisation
OECD-DAC	The Organization for Economic Co-operation and Development – Development Assistance Committee.
SDG	Sustainable Development Goals
Search	Search for Common Ground
ToR	Terms of Reference

1. EXECUTIVE SUMMARY

The war in Yemen has led to one of the largest humanitarian crises of our time. In addition to local conflicts over limited resources, such as water and land, 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 number of civilian deaths and casualties; the destruction of infrastructure; the disruption of trade, commerce and supplies; acute food shortage; and the massive internal displacement of people.

As of 15 October 2017, health facilities reported 8,757 conflict related deaths and over 50,610 injuries, and over three million people have been forced to flee from their homes.¹ All parties to the conflict have repeatedly violated their obligations under International Humanitarian Law, and civilian infrastructure, including schools, health facilities, and markets have been subject to attacks. Reports of grave violations of child rights and gender-based violence have increased. Millions of people in Yemen need humanitarian assistance to ensure their basic survival. An estimated 17.8 million are food insecure, 16 million lack access to safe water and sanitation, and 16.4 million lack access to adequate healthcare. Needs across the country have grown more acute since June 2017, with 11.3 million in urgent need of humanitarian assistance in order to survive – a number which has increased by 15% in five months.² The recent outbreak of cholera, in the absence of basic services, is meanwhile rapidly claiming more lives in the country's poorest regions. The governance institutions and capacities, both at central and local levels, are weak, and civil society participation in public affairs is limited.

It is within this context that the 'The Community Peacebuilding Project' was designed and implemented. Search's mission in Yemen is to promote a culture of dialogue and diversity through the involvement of all components of society, while reinforcing their capacities. Search-Yemen works in the ongoing conflict to help members of Yemeni society approach conflict and differences in a constructive manner, through cooperation and dialogue.

This final evaluation report was conducted to provide an independent assessment of the added value of Search's interventions in Yemen. This assessment will take into account beneficiary perspectives, as well as the evaluated effectiveness, efficiency, impact, and sustainability of the implemented project. It will also aim to document lessons learned and to provide practical recommendations to improve design and implementation, and regarding the identification of future priority areas. The evaluation was based on OECD-DAC Peacebuilding Evaluation Criteria (relevance, effectiveness, impact, efficiency and sustainability), through investigating the questions provided within these criteria and utilising the performance indicators described in the project document.

In addition, this evaluation provides an independent assessment of the impact of Conflict Resolution Committees (CRC) -- which were established in the districts targeted in Phase I --, on community resilience to violent conflict, and on mitigating the risk of future conflict. Al-Shamayatain district, in Taiz Governorate, was used as a sample.

Qualitative and quantitative tools were used to gather evaluation data from the six targeted districts, as well as Al-Shamayatain district. For this purpose, 51 Key Informant Interviews (KIIs) were conducted with key stakeholders, including project staff, Insider Mediators (IMs), trainees, and local partners. Fourteen

¹ Humanitarian Needs Overview, UNOCHA, 2018

² Humanitarian Needs Overview, UNOCHA, 2018

focus group discussions (FGDs) were organised with IMs and community leaders (CLs) at a rate of two FGDs per governorate. In addition, individual survey interviews were conducted with 556 of the community members involved in the different project activities, in the six targeted districts and in Al-Shamayatain district.

1.1 Salient findings:

Key findings of this evaluation are:

1. Relevance:

The evaluation process has shown that the implemented interventions have been both relevant and suitable to the beneficiaries' needs, in all target districts. This observation is based on the answers provided by community members, IMs, and all relevant stakeholders during the evaluation. The majority of respondents (64%) believe that the project was relevant and responded to community needs while 29% believe that the project was somehow relevant and responded to community needs. These findings were corroborated during FGDs and interviews held with IMs and community leaders and dignitaries.

Communities perceived all project interventions as relevant and responding to their needs. The results show that evaluation respondents agree that the project interventions were either very useful or useful. The majority of respondents - 72%, 71%, 63% and 61% of community members - considered the conflict scans, community dialogues meetings, validation workshops, and community development initiatives as very useful, respectively. In addition, 70% of respondents believed that the locally established CRCs were very useful and 19% believed that they were useful.

In light of the political instability and the deteriorating security situation in Yemen, the project responded to current needs by creating mechanisms, establishing processes, and implementing interventions that are appropriate for increasing local-level social cohesion, achieving conflict resolution, and the creation of economic opportunities. This reflects the high relevance of the project and its instruments.

2. Effectiveness:

The evaluation results show that the project activities were effective in promoting social cohesion, and that the project activities contributed, to a greater extent, to achieving the goals and objectives. The activities succeeded in reducing the risk of inter-communal violence through collaborative dialogue processes, whereby the project provided natural resources and basic services that alleviated the tensions within local communities and strengthened positive relationships. The project also contributed to the mitigation of the risks of future conflicts by creating local Conflict Resolution Committees (CRCs) in the target districts. Finally, the project established mechanisms and instruments that allow for the replication of positive changes within target communities, thus increasing the communities' resilience to violence.

3. Efficiency:

The efficiency of the project is clearly reflected in its activities, measures, strategic approach, and the apt use of its resources. Planning, budgeting, monitoring, and management of financial, human, and other resources were generally good and all appropriate management tools were used. Overall, the use of resources and instruments was largely adequate. The project had excellent human resources capacities, including a third-party monitor (TPM) and an external evaluator for end-of-activity evaluation.

Due to the security situation in the country, the physical implementation of field activities was outsourced to local NGOs, which had demonstrated experience in successful outreach in the target areas. The selection of these local NGOs as implementing partners was based on criteria defined by Search and the evaluation demonstrated that the project was generally successful in reaching the target groups.

4. Sustainability

The project's main factors for sustainability are the knowledge and skills acquired by trained IMs and the establishment of CRCs. CRCs were established within Local Council offices to act as permanent community entities supported by Local Councils themselves, alongside local authorities and local communities, in order to provide peaceful means to resolving conflict. The project has also largely contributed to building the capacities of women and men Insider Mediators (IMs), who will be better able to organise and facilitate dialogue processes in their target districts, in order to resolve conflicts that may arise in the future.

The revival of basic services, as a result of project interventions, will also ensure that the results of the programme continue to benefit local communities beyond the life of the project. The majority of the conflicts that were identified through the project were service-based or economic (e.g. water supply and management, land ownership, roads, etc.). By actively resolving these conflicts, the programme provided target communities with tangible services, thus ensuring the sustainability of its action.

Results show that many of the project's conflict resolution activities are being replicated without project support in the target districts. For example, many IMs in the targeted districts continue to use inclusive dialogue as a conflict resolution tool within their communities, as well as within more rural and traditional communities, after the end of project activities. In this regard, it is important to highlight that the CRCs that were established in target areas during Phase I have succeeded in resolving conflicts without Search-Yemen's support. This demonstrates the sustainability of the Community Dialogue Approach, which ingrains mediation skills at the community level. The CRCs demonstrated their ability to identify conflicts, work collaboratively to find solutions, mobilise existing resources, source funding, and respond to complaints in a conflict sensitive manner.

5. Impact

One of the main positive impacts of the project has been its ability to promote a culture of dialogue among main stakeholders, which is necessary to addressing conflict in a peaceful manner, and has ultimately succeeded in decreasing the number of conflicts.

Furthermore, the project's activities helped to increase collaboration among community members, by promoting social cohesion and a sense of community belonging among people living in the target areas. Respondents expressed their satisfaction at witnessing projects, which had been previously suspended due to conflict, restarted. Respondents reported that these projects -- which focus on issues such as water, roads, and sanitation -- have had a positive impact on their lives.

The results show that all project activities have helped to reduce conflict, promote a sense of community belonging, increase collaboration, and strengthen cooperation and social ties among community

members. The majority of community members reported that project activities directly contributed to reducing conflict; namely conflicts scans, community dialogue meetings, conflict scan validation workshops, community development initiatives, and locally established CRCs.

The project also contributed greatly to building the confidence of men and women through conflict resolution capacity building. Their sustained knowledge will enable these actors to continue to lead dialogue processes in target districts as a means to resolve conflict.

1.2 Conclusions

The evaluation consultant concluded that the project design and implementation process was appropriate; the project was effective, had the desired results, was relevant to both local and national contexts, and is sustainable. The project was effective in increasing social cohesion at the local level 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 targeted districts; and efforts were made to create local conflict-management mechanisms which will serve to mitigate the risk of future conflicts.

The evaluation shows that all project interventions were highly relevant, appropriate, and useful. However, further support is needed in the implementation of community initiatives resulting from the conflict scan meetings. Such support would lessen the gap in demand for a greater number of interventions and greater budget per intervention.

By improving social cohesion and community ties, the project directly contributed to improving local participation in discussing and resolving conflict, as well as in community decision-making. The dialogue processes were effective in addressing community issues, and reducing the risk of inter-communal violence at the local level in the six target districts.

Capacity building and training on conflict analysis, mediation, dialogue design and facilitation -- as well as the establishment of the CRCs and of a culture of dialogue -- are all sustainable mechanisms for reducing local-level conflict and mitigating the risks of future conflict. The main factor for ensuring the sustainability of the project is its focus on capacity building. This will ensure the continuity of interventions and results beyond the life of the project, as reported by community members in KIIs and FGDs.

Involving local partners in the implementation of the project activities was equally effective, as these actors are now able to lead similar conflict transformation processes within their communities, and will continue to do so beyond the life of the project. Their acquired experience and knowledge will directly serve to resolve community-level conflicts, in addition to the new found role of IMs and CRCs.

When dealing with conflict related to natural resources and/or basic services, it is essential to include local leaders, Local Councils, community members, and locally selected IMs, as they play an essential role in increasing social cohesion and reducing local conflict. Moreover, these parties have the potential to facilitate participation, cooperation, and a better understanding of local issues.

The CRCs, which were established in target areas during Phase I of the project, have succeeded in resolving conflicts without Search's support, thus demonstrating the sustainability of the Community Dialogue

Approach in entrenching mediation skills at the community level. These CRCs continued to demonstrate their abilities in identifying conflicts, working collaboratively to find solutions, mobilising existing resources, source funding, and responding to complaints in a conflict sensitive manner beyond the life of the project.

The project interventions enabled and strengthened the inclusion of community members in the decision-making process. However, women could be more engaged if they received more capacity building in the field of conflict transformation.

The project interventions have 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 replicated as well as transferred to other geographical areas.

1.3 Recommendations:

The following key recommendations have been drawn from the findings of the evaluation:

- Given the positive impacts of the project, it is recommended that future projects and **programmes of similar nature be given top priority** by Search.
- Considering the success of the project **community interventions** in stabilising districts of Yemen, these should be continued, scaled-up, and extended to cover more districts and governorates while targeting a larger number of beneficiaries.
- Design of similar projects should **afford more time** to achieve the expected outcomes.
- The **CRCs** should be afforded additional and comprehensive support, such as through support to operational expenses, provision of supplies, and advanced training courses for their members.
- **Capacity building** should be a continuous process and be extended to cover building the capacity of local CSOs, local authorities, members of Local Councils, and local leaders -- enabling them to peacefully address conflicts in their areas.
- **Women-related development initiatives** should be considered and women should be given the opportunity to implement community development initiatives. This will demand more targeted and in-depth gender awareness-raising and sensitising surrounding the positive role of women in peacebuilding and conflict resolution.
- To ensure the **continuity and sustainability** of projects in the target areas, local authorities should be involved in conflict resolution processes. Tailored capacity building and institutional support should be provided to ensure their effective engagement and to keep peace in communities.
- **Conflict resolution interventions** should focus on conflict issues that have a significant adverse effects on social cohesion. Selected intervention should also be cost effective, with priority given to conflicts over scarce economic resources, inaccessible basic services, and weak infrastructure.

2. PROJECT DESCRIPTION

The Community Peacebuilding Project was implemented over a 13-month period and was supported by the Foreign Commonwealth Office (FCO) and the Conflict, Stability and Security Fund (CSSF). The overall goal of the project was to increase local-level social cohesion within six Yemeni districts. Over the course of the 12-month project, this goal was 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, with an increased focus on gender and masculinities.
- 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's tested Community Dialogue Approach (CDA) to build community capacity to opt out of violence and support inter-communal social cohesion. Through Search's current programming, this framework has successfully mobilised local communities to resolve conflict through cooperative action, and has embedded conflict resolution skills within local populations. With support from HMG, Search proposed to implement the following activities and interventions:

1. Insider Mediator Selection
2. Insider Mediator Training
3. Implementation of Conflict Scans
4. Validation Meetings
5. Project Design and Management Training
6. Local Level Dialogue Processes
7. Community Initiatives
8. Community Resolution Committees (CRCs) in the six targeted districts

The project was implemented in six districts from two target governorates: Al-Mawaset, Al-Mesrakh and Gabal Habashi in Taiz governorate; and Radfan, Tuban, Toor Al-Baha in Lahj governorate.

2.1 PURPOSE AND SCOPE OF THE EVALUATION

Search is committed to conducting project evaluations 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 also being honest and productively critical in evaluating knowledge and approaches from within the context. The consultant has applied this approach to the evaluation of this project, which was carried out in consultation with and participation from key relevant stakeholders, appropriate community groups, and key members of civil society.

The purpose of the evaluation is to provide an independent assessment on the added value of Search's interventions in Yemen – with the inclusion 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 to improve design and implementation, as well as

recommendations regarding the 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 primary users of the evaluation will be Search-Yemen, other Search country offices, and FCO. Secondary audiences will include peer organisations and donors working in peacebuilding. According with Search's policy of transparency, the evaluation will also be published on Search's website (www.sfcg.org) and on the DME for Peace website (www.dmeformpeace.org).

The evaluation is based on the OECD-DAC Peacebuilding Evaluation Criteria (relevance, effectiveness, impact, efficiency, and sustainability) and its set of questions, and utilises the performance indicators described in the project document. The evaluation aims to answer the following set of questions, based on the OECD-DAC Peacebuilding 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 (Insider Mediator 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?
- 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, behaviours, 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 community contexts.
- Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions.

- What impact did the Conflict Resolution Committees (CRC) in the districts targeted in Phase I have on community resilience to violent conflict? How did they mitigate the risk of future conflicts? Al Shamayatain district, Taiz Governorate, serves as a case study for this.

In addition to the above lines of inquiry, the evaluation will provide information against the key indicators as listed in the project logframe. This final evaluation investigated the main target groups: CSO actors and local community representatives in the target districts and governorates of Taiz (Al-Mawaset, Al-Mesrakh and Gabal Habashi districts) and Lahj (Radfan, Tuban and Toor Al-Baha districts). Furthermore, the evaluation assessed the impact that Conflict Resolution Committees (CRCs), which were established in the target districts in Phase I of the project, have on community resilience to violent conflict, and how well they mitigated the risk of future conflicts, by using Al Shamayatain district in Taiz Governorate as a case study.

3. METHODOLOGY

“The Community Peacebuilding Project” was evaluated based on the OECD-DAC Peacebuilding Evaluation Criteria (relevance, effectiveness, efficiency, impact, and sustainability) while respecting Search’s evaluation standards, in accordance with the External Evaluation Guidelines of November 2011.

The methodology included collection, desk review and analysis of all relevant data, information, project documents, reports, and plans. Data collection tools included structured and semi-structured questionnaires for collection of quantitative and qualitative data through KIIs, as well as guidelines providing structured questions for FGDs. Additionally, the method of evaluation included various questionnaires, which were made appropriate for each category of stakeholders. All of these tools were translated into Arabic to facilitate the understanding of interviewees, and the results of the interviews were translated back into English.

Seven fieldwork teams were formed and trained. Each team consisted of two members (men and women) and a supervisor for each governorate. Training took place over one day, and focused on evaluation questions and specific tools, the proposed methodology, ethics in evaluation, the principles and techniques involved in conducting interviews and focus group discussions, and the content of the data collection tools. The training covered theoretical and practical activities through role-playing interviews between trainees. After the training, the appropriateness and shortcomings of the questionnaires were tested by the trained fieldwork teams on a small sample of targeted interviewees in the target districts. Based on the results of these tests, the content was reviewed, modified, and approved for actual field data collection.

a. Data collection and analysis

Field data collection took place in the six target districts of Al-Mawaset, Al-Mesrakh, and Gabal Habashi districts in Taiz; and Radfan, Tuban, and Toor Al-Baha districts in Lahj. Al-Shamayatain district in Taiz was used as a case study to assess the impact of the CRCs, which were established in target districts in Phase I of the project to improve community resilience to violent conflict. The evaluation of this district case study aimed to measure how the CRCs mitigated the risk of future conflict.

The process employed used mixed qualitative and quantitative data collection approaches. 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 gender and district level lenses. The qualitative and quantitative findings were also synthesised in accordance with the project indicators. The maximum care was taken to ensure that the data collected was sufficient to evaluate the project according to the agreed criteria.

b. Sample Frame and Sample Size

For the key informants, 51 KIIs were purposively selected among the project's stakeholders including the project staff, local partners, IMs and trainers/trainees. In addition, fourteen FGDs were organised with the participation of 112 IMs and community leaders (men and women). For quantitative data, a simple random sampling was used to select 556 community members (men and women) who were involved in the different project activities (e.g. dialogue processes, local initiatives, and conflict scans) and who were direct beneficiaries of interventions in the six targeted districts. Out of the 556 community members, 56 respondents from Al-Shamayatain district served to assess the impact of CRCs, which were established in target districts in Phase I of the project, on mitigating the risk of future conflict.

This sample of 719 actors, which included a range of different stakeholders and target groups, was found to be sufficient to attain a 99% of confidence with an absolute error of 5%. An additional 28 community members (5% of the sample size of community members) were considered as contingency in case we encountered incomplete data, as indicated in table (1) annex 5. This sample included 45% women. The number and percentage of men and women, disaggregated by gender, who participated in surveys, KIIs, and FGDs are included in table (2) annex 5.

The sample size was calculated using the following formula:

$$\text{Sample Size} = \frac{\frac{Z^2 * p(1-p)}{e^2}}{1 + \left(\frac{Z^2 * p(1-p)}{e^2 * N}\right)}$$

N = population size; e = margin of error (percentage in decimal form); p = percentage picking a choice, expressed as decimal (0.5 used for sample size needed); and z = z-score (z score = 1.96 for 95% confidence and 2.58 for 99% confidence level as per the table below.

c. Key informant interviews

Key Informant interviews (KIIs) were conducted with different stakeholders. As indicated in table (1) and (2) of Annex (5), the evaluation team interviewed 3 project/Search staff as well as 4 IMs, 2 trainers/trainees, and 1 local partner in each district.

d. Individual Survey

The individual survey was distributed among community members with the objective of collecting data to measure the effectiveness of the project, and sought to provide information on the indicators as per the project logical framework. The evaluation targeted 556 community members, who were randomly selected from targeted districts in Taiz and Lahj. To determine the sample size for each district, the number of target community members was proportionate to the total population of target districts and

the nature of evaluation work. The evaluation also included an assessment of the impact the CRCs in the target districts from Phase I of the project and how they succeeded in mitigating the risk of future conflict, by using Al-Shamayatain district in Taiz Governorate as a case study. Accordingly, for Al-Shamayatain district, only 56 participants were surveyed, including community members, IMs, and trainees.

e. Focus group discussions (FGDs)

Two FGDs were conducted in each target district, with the participation of at least 8 community leaders and 8 IMs in each FGD, in addition to one FGD with 8 community leaders and 8 IMs in Al-Shamayatain District in Taiz Governorate. FGDs were conducted by experienced and well-trained moderators assisted by note-takers, and under the supervision of the consultant. Gender sensitivity was taken into consideration in all target districts, and all of the FGDs included women.

4. FINDINGS OF THE EVALUATION:

OVERALL ASSESSMENT

All relevant stakeholders and beneficiaries expressed positive opinions regarding the quality, relevance, effectiveness, impact, and sustainability potential of the projects' interventions. In addition, given the short implementation time of the project (6-9 months), some external challenges could have constrained the project from reaching its full potential. However, the project governance, implementation mechanisms, and management arrangements were able to address effectively almost all key challenges that are inevitable and inherent to the complex political environment and security risks.

4.1. Relevance

4.1.1. *Relevance to the community needs and existing issues:*

Considering the current war and deteriorating security situation in Yemen; the high level of unresolved conflict cases that primarily affect women, children, and marginalised groups ('muhamasheen') in target districts; and the authorities' lack of capacity to address local conflicts or to provide basic services, a project focusing 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 is both appropriate and relevant.

While some of the target districts from Phase I were included in the current programme, new districts were also selected based on identified needs and the number of conflict cases that have a disproportionate effect on women, children, and marginalised groups. In new target districts, Search has implemented the CDA, which incorporates lessons learned from Phase I of the project. In Phase I target districts, the project continued to implement community dialogues and community initiatives, with a significant focus on building, strengthening, and institutionalising CRCs. This ensures that the project remains relevant, builds on existing successes from Phase I, and expands the pockets of stability created and sustained throughout programming.

The project is in line with the needs deriving from the national context as well as Search's strategy for peacebuilding in Yemen. In addition, findings show that the project is highly relevant to the needs of local communities and was well received by many.

Considering the relatively low level of knowledge and skills (especially amongst women, who lack the opportunity to receive education or training) in areas in which conflict scans, mediation, dialogue processes and conflict management were conducted, the capacity building and training interventions were appropriate.

Results collected through conflict scans and validation meetings indicate that almost all identified priority issues were related to conflicts over natural resources and the delivery and management of basic services, which are highly needed. In the current context, conflicts related to natural resources and basic service delivery are also exacerbated by the severely damaged infrastructure and delivery systems. Not only does the proper functioning of delivery systems constitute a real and immediate need for communities, it is also essential that they play an active role in peacebuilding, as they have to capacity to effectively contribute to reducing conflict.

There is a consensus among respondents that the project was relevant and responded to the expectations of the beneficiaries and community needs. According to 93% of respondents, the project was “very” or “somehow” relevant and responded to the targeted community needs and existing issues. Only 6% of respondents believe the project was “moderately” relevant. At the district level, the evaluation respondents believe that all project interventions were either very relevant or somehow relevant (see Figure 1 and 2). This means that there is concurrence among the respondents that the project interventions were relevant and were implemented at a time when communities needed them. In the context of ongoing war and violence -- including conflict related to the scarcity of natural resources -- local authorities, including Local Councils at the governorate, district, and sub-district levels, lacked basic resources and the capacities to deliver basic services or to control and resolve local conflicts.

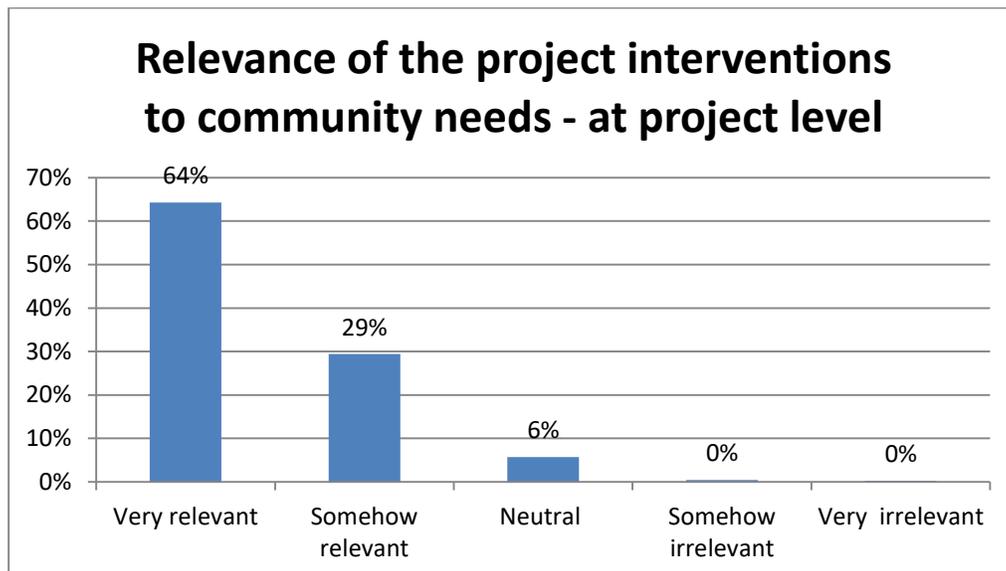


Figure (1): Relevance of the project interventions to community needs at project level

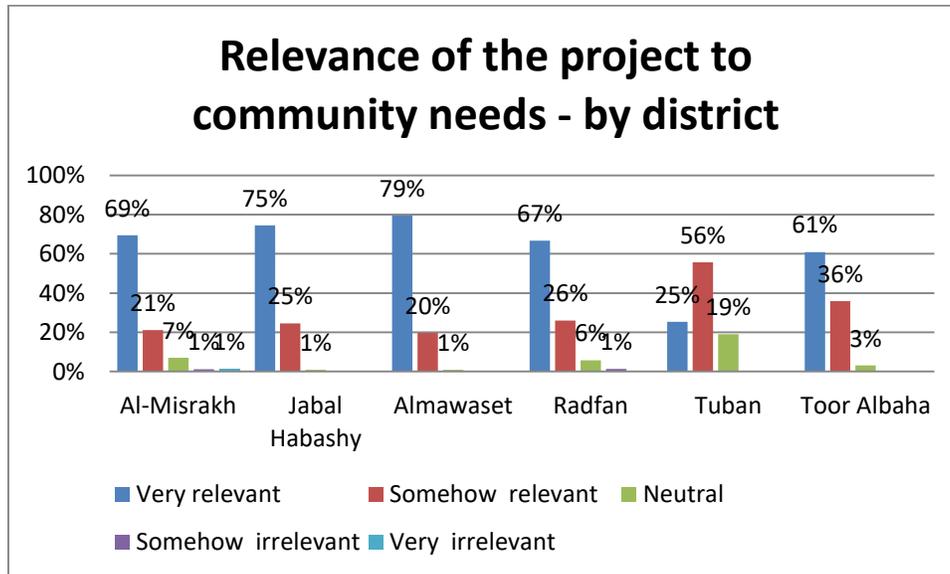


Figure (2): Relevance of the project interventions to community needs at the district level.

4.1.2. Relevance of the interventions as perceived by beneficiaries and external observers?

The project had strong potential to improve the capacities of local communities and local authorities to identify sources of conflict, and engage in conflict resolution and transformation. In addition to the trainings they received, involving selected IMs and community members in conflict scans and dialogue meetings to validate and prioritise conflict issues and available solutions proved to be efficient in improving the capacities of local communities. Furthermore, some of the selected and trained IMs are members of Local Councils, wherein CRCs were established. This decision was made in order to institutionalise interventions led by CRCs, as well as to promote the capacities of local authorities to identify drivers of conflict, and engage in conflict resolution and transformation.

Communities perceived all project activities as relevant and respondent to their needs. The results show a consensus among the evaluation respondents, who stated that project interventions were either very useful or useful. The majority of respondents (72%, 71%, 63% and 61%) stated that the conflict scans, community dialogue meetings, validation workshops, and community development initiatives, were all very useful. In addition, 70% of respondents believe that the locally established CRCs are very useful and 19% considered these committees as useful. – Figure (3).

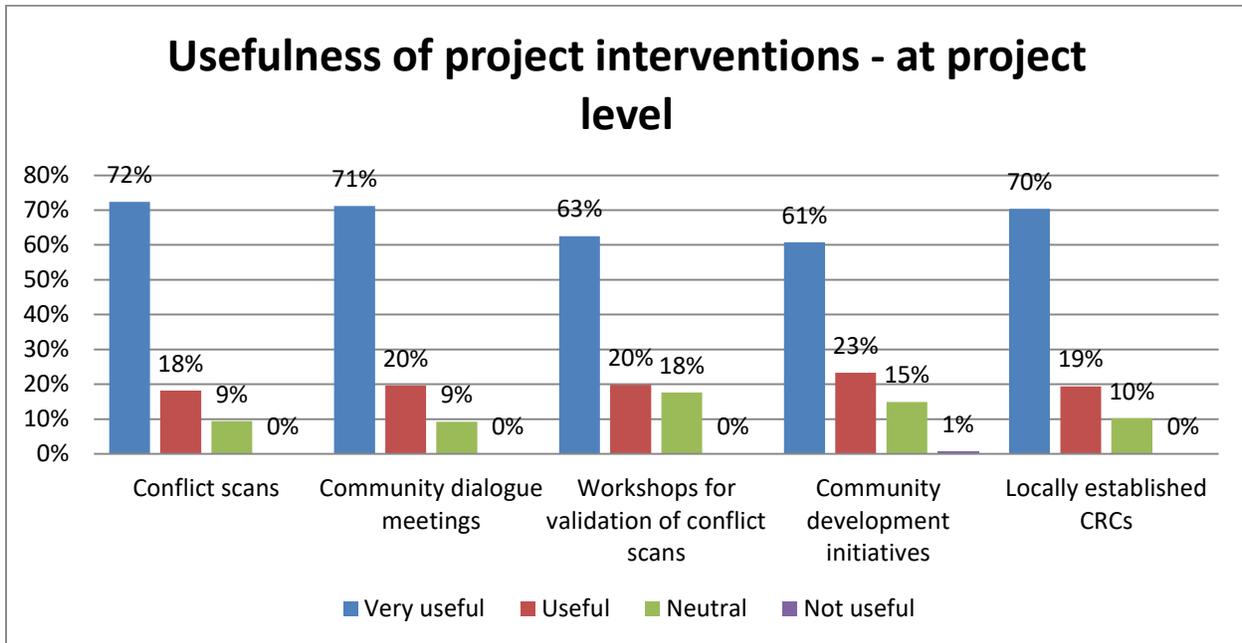


Figure (3): Beneficiaries and external observers' perception of the project activities

The results from the FGDs and KIIs held in the six target districts supported these findings. Interviews with IMs and local partners, and FGDs held with IMs and community leaders, demonstrated that all project interventions were useful and successful in creating a culture of dialogue within the targeted communities, and have the potential to lead to conflict prevention and transformation.

4.1.3. Relevance of the instruments used to the local communities' needs and capacities:

The project and all its instruments remained highly relevant throughout. In light of the national context, political instability, and the deteriorating security situation, the project responded to current needs by creating mechanisms, establishing processes, and implementing appropriate interventions to increase local-level social cohesion and conflict resolution, as well as transform conflict into economic opportunities. In this regard, several instruments relevant to local communities' needs and capacities were applied, including training of IMs, conflict scans, community dialogue meetings, and small grants, in addition to the establishment of CRCs.

The results illustrate that IM trainings were highly relevant and needed. This was also confirmed by all target groups, project partners, community leaders and IMs in the interviews and FGDs conducted by the consultant. The training embedded advanced training skills within local communities, thus enabling them to continue to build local capacities and develop key conflict resolution skills. IMs were trained to carry out conflict scans and dialogue design and facilitation. In response to community members' low level of knowledge regarding the use of dialogue as a means for conflict resolution, the capacity building workshops introduced conflict scan tools and methods for mediation and dialogue design and facilitation. In addition, IMs were trained on peacebuilding project design and management to increase their knowledge of project design, proposal writing, and management.

The training increased IMs' ability 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 IMs' training and their roles as highly relevant and that IMs played an important role in encouraging participants to reach common ground.

The conflict scans aimed to identify priority conflicts which have had an enormous negative effect on social cohesion, and to identify their root causes, dynamics, and drivers, their impact on the conflicting parties, and effect on the local community. The conflict scans also aimed to identify prospects for peacebuilding, to be achieved through the use of conflict resolution mechanisms, resources, and opportunities. Upon completion of this process, priority community conflicts were identified as the focus of the community conflict resolution process.

Community initiatives supported by the project were rooted in dialogue, with the objective of resolving conflicts emanating from scarcity of local resources and lack of access to basic services. These dialogue sessions led to agreements among conflict parties, enabling actors to resolve and transform conflicts into economic opportunities. Furthermore, the project provided grants to the beneficiaries, thus providing them with economic opportunities, while supporting social services at the grassroots level.

The establishment of CRCs within the offices of Local Councils, alongside the continued support from Search and the Local Councils, will contribute to ensuring the continuity of the project's interventions.

4.2. Effectiveness

Yemen faces widespread and devastating challenges, including the ongoing war, political instability, deteriorating security conditions, lack of infrastructure (and destruction of existing infrastructure), high levels of poverty, weak government structures, and a limited capacity of civil service and public administration. This clearly demonstrates the unique complex environment within which the project was implemented.

4.2.1. *Success in achieving the project stated goal?*

The project's goal of increasing local-level social cohesion within six Yemeni districts, and its two main objectives of reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts by creating local conflict-management mechanisms in six target districts, seemed rather ambitious to achieve within a 12-month timeframe.

Due to the difficulty in obtaining timely approvals from MoPIC-Sana'a for project implementation in the districts under control of de facto authorities (i.e. those within the governorates of Ibb and Taiz), Search approached CSSF with a request to move to districts. Upon approval on September 13th 2018, implementation was launched in new districts in Taiz (Misrakh and Jabal Habashi) and Lahj (Toor Al- Baha). Thus, the actual implementation timeframe was limited to 9 months and 6 months in new districts. This relatively short period was not conducive to achieving the initial outputs and outcomes, especially in the context of the ongoing war.

However, the evaluation showed that the project was successful in achieving its stated goal and objectives and has achieved the target results according to the set indicators, some even out-performing expectation. The project interventions strengthened positive relationships, increased collaboration among community members, promoted the sense of belonging, strengthened inclusion in the decision-making process in the target communities, and helped in reducing conflicts, and therefore, increased local social cohesion. In spite of this, had the project activities been afforded more implementation time, certain indicators may have received even greater results.

4.2.2. Success in achieving the project stated objectives: reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflicts

Despite certain constraints to implementation, the project succeeded in reaching the target communities and supporting them in reducing the risk of inter-communal violence through dialogue processes and mitigating the risk of future conflict.

The indicators regarding the capacity building and training of IMs are considered to have almost achieved their target, with 70% of the trainees confirming their increased knowledge of conflict analysis, mediation, and dialogue design and facilitation by 30%. This is further demonstrated by the development of the dialogue and facilitation training manual, and the delivery of 6 proposal writing and project management trainings, which 180 trainees attended. When asked if the trainings had made an impact on their knowledge and performance, all IMs who were interviewed reported that after the trainings, their knowledge of conflict analysis, mediation, and dialogue design and facilitation had improved.

The indicators regarding the implementation of the community-level conflict scan is considered to have been achieved, given the number of community-level conflict mapping meetings held (95 meetings compared to the planned 72 meetings), the number of participants (2491 compared to the planned 1530), and the number of conflict scan cases related to women and youth (33% of conflict scan cases).

Despite the external challenges that the project faced, the indicators relating to local dialogue processes are considered to have been achieved, given the number of community dialogues processes that were carried out, the number of community action plans that were produced, and the number of stakeholders that participated in dialogue processes. In exceeding the target, 40 community dialogue processes were conducted in the six target districts, instead of the estimated 36 processes. This was in response to demands made by the Local Councils of Al-Misrakh and Jabal Habashi districts, due to the importance of additional conflict cases. As a result of the community dialogue processes, 35 community-led action plans addressing conflicts were produced, approved, and were implemented by Search. Among these, 4 plans were implemented by ARK, who agreed to take on larger interventions beyond the scope of The Community Peacebuilding Project. These interventions have an important impact on community stabilisation.

One CRC was formed per target district, and ongoing technical and logistical support was provided for existing CRCs. Three CRCs had been established during Phase I of the project (in Tuban, Radfan and Al-Mawaset), and three new CRCs were established in the other three districts (Al-Mesrakh, Jabal Habashi, and Toor Al-Baha).

4.2.3. Effectiveness of the project in providing Insider Mediators with the skills and capacities needed to increase community resilience to violence.

In the current Yemeni context, lacking administrative and social services and the unequal distribution of resources are common drivers of conflict, as they can create or exacerbate inequalities. Working with local partners and building the capacities of CRCs within the Local Councils at district level proved to be efficient in supporting peacebuilding and fostering linkages between community members and local authorities. This also has the potential to enhance the capacity of Local Councils and improve their efforts in conflict resolution, peacebuilding, and mitigating the risk of future conflicts.

Training of Insider Mediators in dialogue design and facilitation:

A total number of 189 IMs, including Local Council members, Sheikhs, and known social dignitaries, 64 of whom were women (34%), received training in dialogue design and facilitation. The training aimed to enhance the skills of participating IMs in conflict analysis, mediation, facilitating community meetings, and using the conflict scan data collection tool developed by Search.

Table (3): IMs Training in dialogue design and facilitation

IMs Training	Governorate	District	Men IMs	Women IMs	Total
New CDA Areas	Taiz	Al-Mawaset	20	10	90
		Al-Mesrakh	21	9	
		Gabal Habashi	23	7	
	Lahj	Tuban	-	10	99
		Tuban previous IMs	19	10	
		Radfan	20	10	
		Toor Al-Baha	22	8	
Total	2	6	125	64	189

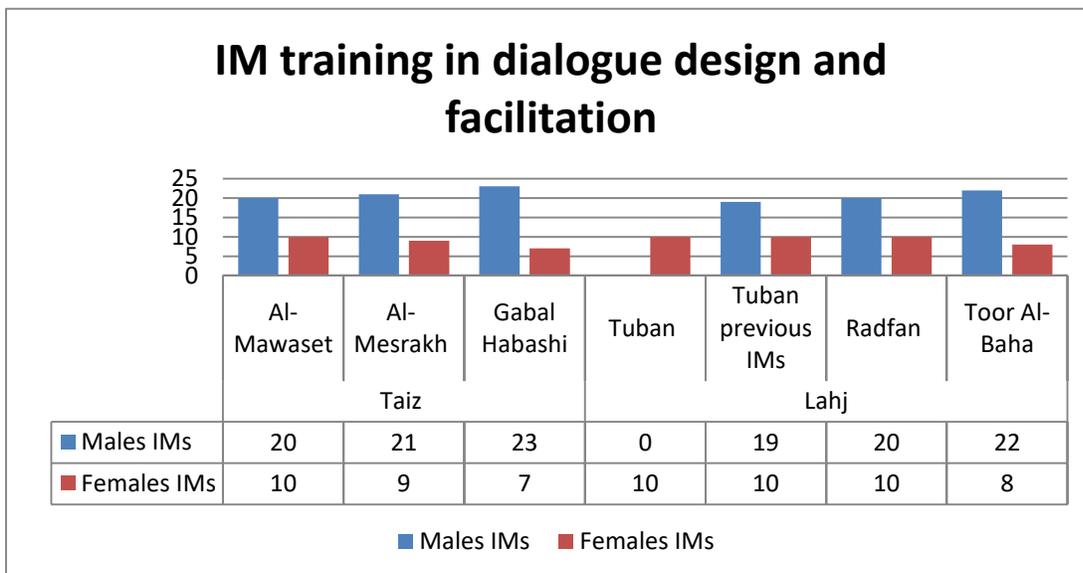


Figure (4a): IM training in dialogue design and facilitation

Training in project design and management:

A total number of 134 IMs, 57 of whom were women (42.5%), received training in project design and management. The training aimed to increase the IMs’ capacities in dialogue proposal development and management, as well as designing dialogue processes, by using Search’s global expertise and previously developed resources. The trainings in proposal writing and peace project management were held in Taiz (Al-Mesrakh and Gabal Habashi) and Lahj (Radfan, Tuban and Toor Al-Baha).

The effectiveness of capacity building in increasing community resilience to violence is illustrated by the conflict scans which identified and prioritised conflicts, the results from the validation meetings that were facilitated by the IMs, the dialogue processes that successfully addressed community issues, and the quality of the proposals that were developed for the community initiatives.

In order to promote the importance of using dialogue as a means for conflict resolution among community members, the training and capacity building interventions introduced conflict scan tools and methods of mediation, dialogue design, and facilitation.

The IMs introduced the project to the community, raised awareness surrounding the values and concepts of peace, and increased people’s awareness of their role in building peace. The initiatives led by the IMs shows their enthusiasm to develop a sense of ownership for Search’s approach in conflict resolution. In addition, IMs were effective in bringing conflicting parties to reach common ground, as reported by 68% of respondents who totally agree, 25% who agree and 6% who moderately agree that the IMs were good at bringing conflicting parties to reach common ground – see figure (4b). Furthermore, as indicated in the later sections of this report, 67% believe that dialogue processes implemented by the project were very effective in dealing with community issues and 26% believe they were effective.

This demonstrates that the project was effective in providing IMs with the skills and capacities needed to increase community resilience to violence. In addition, IMs have improved their skills in project design, proposal writing, and management.

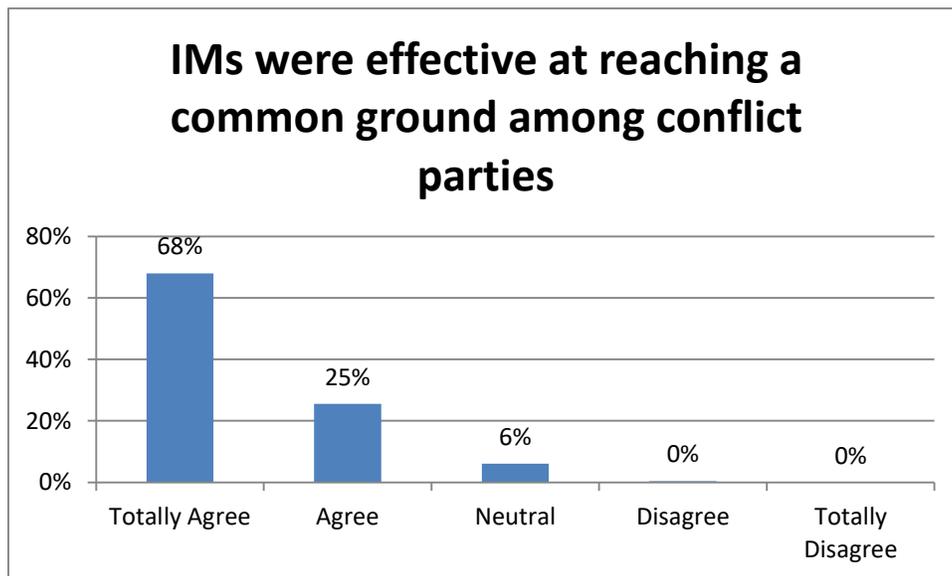


Figure (4b): IM's role in reaching common ground among participants

An example of the IMs effectiveness in bringing conflict parties to reach common ground and in resolving conflict issues is demonstrated by the following success story (box 1):

Box (1) Success Story – Al Mawaset District – Phase 2

Three people were killed in Al-Aloom sub-district as a result of a verbal quarrel. The three killed belong to the same family, two cousins and a nephew of the cousin. Neither the Sheikhs nor Aqels³ in the sub-district were willing to be involved in the resolution of the conflict which had led to the deaths. **Mr. Ali Qasem Abdullah**, one of the IMs in Al-Aloom sub-district, took the initiative to resolve the conflict himself. No matter how difficult and complex the conflict was, he never gave up hope. He brought the conflicting families together, first through intensive dialogue sessions with each individual family and then with all together. Following this dialogue process, he convinced both families to sign an agreement, where the heirs and wounded agreed to end the conflict and overcome their differences. Within ten days, the dispute had been resolved, allowing the families to mourn for the deceased and for the detainees who were jailed to be released.

4.2.4. *Effectiveness of the project in reducing the risk of inter-communal violence through dialogue processes*

As indicated in figure (5), all project interventions and activities have significantly contributed to reducing conflict in the target communities. This applies to all project interventions and activities, including conflict scans, community dialogue meetings, conflict scan validation workshops, community development initiatives (small grants), and the establishment and capacity building of CRCs.

³ **Sheikh:** A sheikh is a tribal leader. **Aqel (Chieftain/Elder):** The literal meaning of the word *akel* in Arabic is 'sane/wise', and is used in Yemen as a designation for someone elderly heading a clan in villages (less in rank than a sheikh) and neighborhoods in towns. These elders play a significant role in community issues, including the provision of services and conflict resolution.

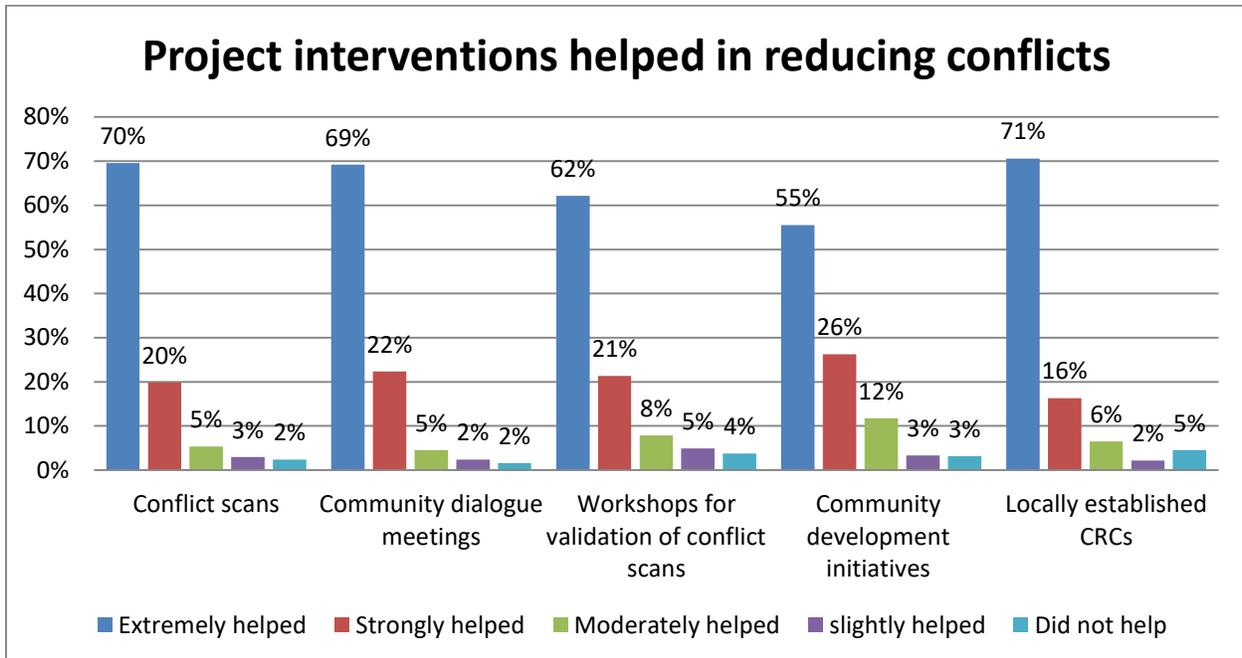


Figure (5): Project activities reduced conflicts

Another example of the effectiveness of the project’s interventions and tools in resolving conflict peacefully is illustrated by the following success story (box 2).

Box 2: Story of Success – Al-Misrakh District – Phase 2

In Mosfer sub-district, Al-Misrakh district, a number of IMs collaborated to resolve a conflict which deeply affected the community over the public road connecting Al-Misrakh to Saber Al-Mawadem district. The conflict remained unresolved for decades due to the landowners’ refusal to expand the road for fear it may damage their property. As a result of this impasse, the local population, especially pregnant women and children, have suffered a great deal, having had to pass through a road so narrow that it was only 50 centimeters wide at certain points.

A significant turning point for Al-Misrakh district started with the implementation of a conflict scan, which was facilitated by Search. The IMs demonstrated the skills they had developed during capacity building trainings by mobilising the communities and influential leaders of both sub-districts. By contacting Sheikhs, Aqels, and other community members, the IMs raised awareness of the importance of expanding the road to alleviate people’s suffering.

After one Sheik donated a piece of land to one of the concerned landowners, other Sheiks followed, hoping to lead their community members by example. Soon, community members stood hand in hand and participated in the expansion and pavement of the road.

The suffering of the people was alleviated thanks to the IMs’ successful initiative, thus making transport much easier between the sub-districts.

93% of respondents believe that the dialogue processes were effective in dealing with the community’s priority needs and concerns. In this regard, 67% considered dialogue processes to be very effective, 26%

considered them to be effective, 6% considered them to be moderately effective, while only 1% disagreed.
- Figure 6.

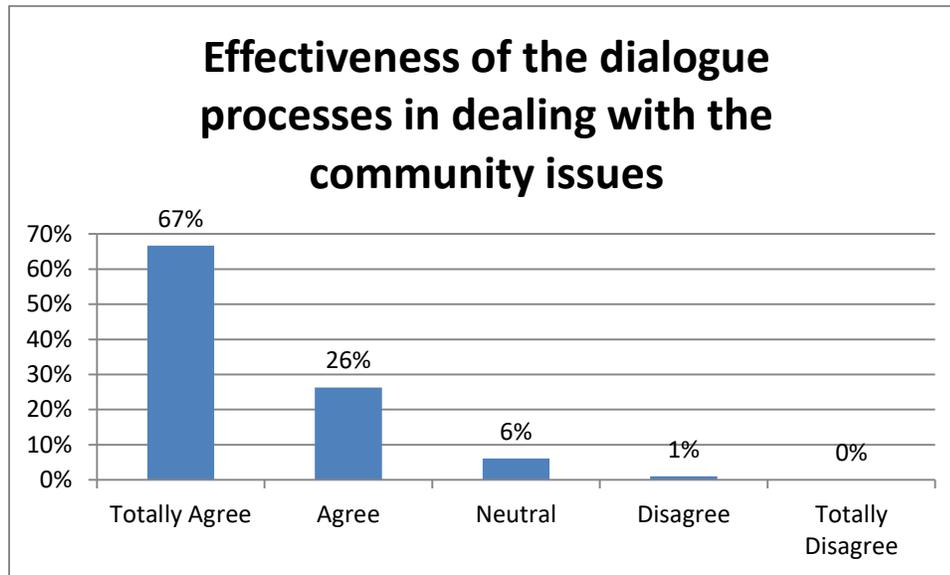


Figure (6): Effectiveness of community dialogue processes in dealing with community issues.

77% of respondents believe that the interventions were implemented based on the agreed upon results of the dialogue process - figure 7. Results from KIIs and FGDs support these findings.

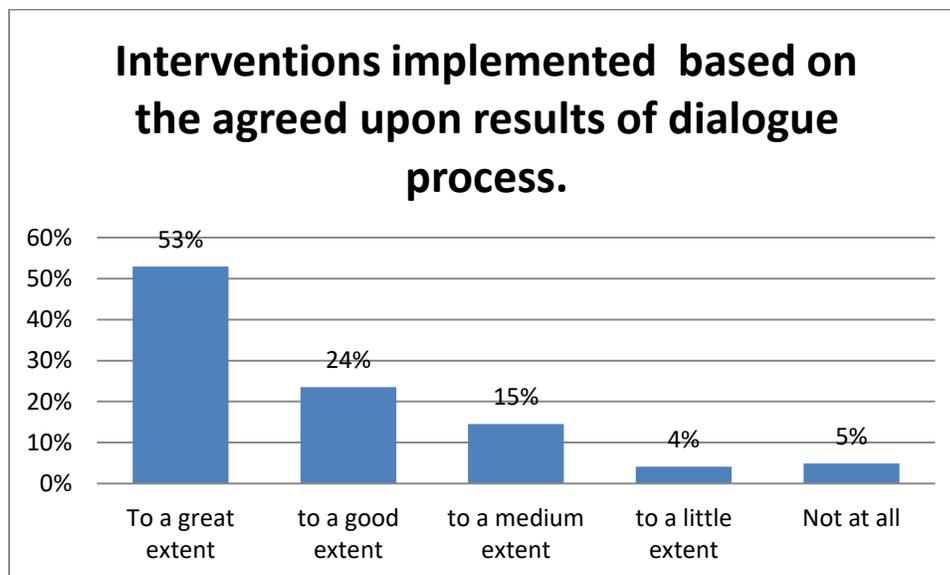


Figure (7): The implemented interventions based on the agreed upon results of the dialogue process

4.2.5. Effectiveness of the project in mitigating the risk of future conflicts

By establishing certain mechanisms, such as embedding a culture of dialogue in local communities through dialogue processes, validating conflict scans, and establishing CRCs, the programme has contributed to mitigating the risk of future conflict by strengthening positive relationships in the targeted communities.

The project’s interventions have also increased collaboration among community members, which is expected to play a positive role in reducing the risk of inter-communal violence at the local-level.

This is supported by 94% of respondents, who believe that the project’s interventions helped to strengthen positive relationships within communities; and 98% of respondents, who believe that the project helped to increase collaboration among community members.

In addition, the project’s activities ensured community members’ participation in the decision-making process of conflict management. In this regard, community members believe that the project activities strengthened their inclusion in the decision-making process. These activities include conflict scans (confirmed by 87% of community members), community dialogue meetings (confirmed by 89% of community members), conflict scan validation workshops (confirmed by 77%), community development initiatives (confirmed by 81%), and locally established CRCs (confirmed by 88%), see figure (8).

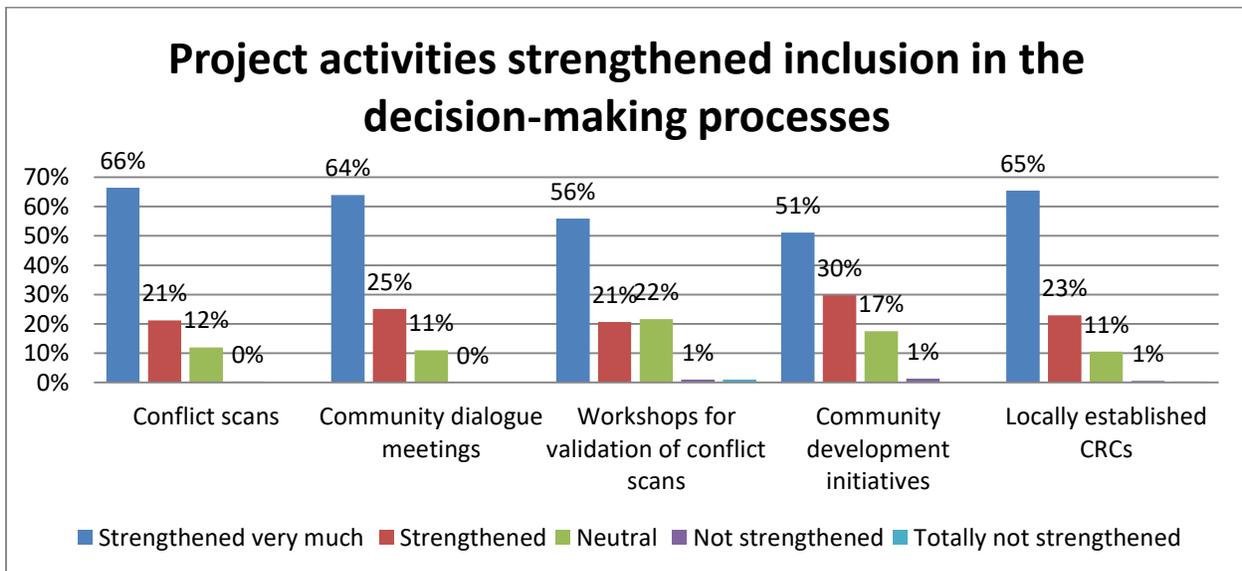


Figure (8): Strengthening the inclusion of community members in decision-making process

In addition, two CRCs and IM summits will be held on 25-27 March 2018 (1 in Taiz and 1 in Lahj) in which the CRCs established during the first phase of the project are invited to participate. This evaluation was conducted before the CRC and IM Summits were held and therefore the evaluation will not comment on the outcomes of these Summits, however can and will comment on their design as an activity in the logic of the project.

4.2.6. Contribution of the various project activities to the achievement of project objectives

The evaluation demonstrates that the project’s activities were effective in promoting social cohesion. The KII and FGD respondents supported these findings, and most of respondents believe the project succeeded in creating the foundations for promoting social cohesion. The evaluation showed that addressing conflict issues on natural resources and access to basic services through non-violent and collaborative processes has increased the communities’ resilience to violence.

57% of respondents reported that they are very much satisfied with the intervention implemented as a result of the dialogue process, 24% also reported that they are somehow satisfied and 15% are neutral about this subject, compared to only 3% and 2% who are somehow unsatisfied and very much unsatisfied, respectively – see figure (9).

The findings from the FGDs and KIs are in line with these results, as participants demonstrated their satisfaction with the project interventions, which they considered to have been implemented in accordance with the results of the community dialogue processes.

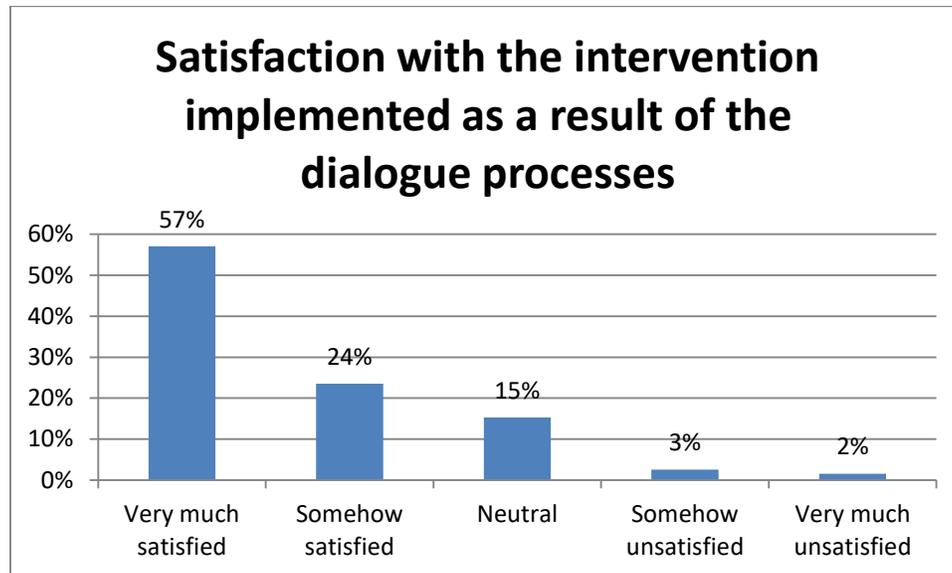


Figure (9): Satisfaction with the interventions implemented as a result of dialogue processes

Gender and Conflict Sensitivity

In order to increase the focus on gender dimensions of local conflicts, deepen the acceptance for women’s leadership, and build an increased acceptance of women mediators throughout all meetings with local authorities, the Search project team highlighted the importance of women’s participation in community activities and decision-making processes. This was particularly incited during kick-off meetings with local authorities in Taiz and Lahj and during the conflict scan in Al-Mawaset in Taiz. In order to further highlight the importance of women in peacebuilding, women’s success stories in both the South (Dr. Huda’s video story shared in the previous report) and in the North (Sheikha Amal’s) were foregrounded during these meetings and throughout IM selection processes and training. This resulted in men recommending women candidates for IM selection; a testament to the efforts being made in involving men in women’s empowerment. In this sense, the selection of participants for the IMs in Al-Mawaset district in Taiz governorate, and Tuban and Radfan in Lahj governorate, were conducted with a gender-sensitive approach and in view of publicly promoting women’s leadership.

In addition to the above, Search also contracted a local woman consultant, who is the Executive Manager of a local NGO (LNGO) in Lahj, called Yemen Women Union. Her specific role was that of Advanced Trainer of Trainers (ATOT), and she was responsible for conducting training sessions for the 10 new women IMs

in Tuban and Lahj. This enhanced the presence and raised awareness of women-focused and women-led LNGOs, both within this project and beyond.

4.2.7. Key factors influencing the achievement or non-achievement of the objectives:

The project was developed to address the community needs and was based on Search's tested CDA, which aims to build community capacity to reduce violence and support inter-communal social cohesion. The approach for the project design and implementation provided sustainable mechanisms for conflict resolution through capacity building and training of IMs, conflict scans, community dialogue processes, and the establishment of CRCs; each of which promote a culture of dialogue in targeted communities.

Some of the key factors that contributed to the achievement of the project's objectives are rooted in the efficient mechanisms and approaches employed. These include the use of local partners, who had significant presence and outreach capacity in the targeted districts, together with local consultants and IMs selected from the target districts.

The close collaboration that Search fostered with authorities in different areas is considered to be another key factor which contributed to the achievement of the project objectives, as it ensured smooth implementation throughout. Search coordinated closely with local authorities to obtain permits and facilitate the implementation of planned activities. Such coordination was launched at the inception of the project and maintained throughout its lifetime. Moreover, the IM trainings, conflict scans, validation meetings, project design and management trainings, and dialogue sessions were of high quality. These were all supported by local authorities, whose remarkable participation played a positive role in achieving the project objectives. Examples of coordination with relevant authorities are included in Box (3) and Box (4).

Box (3): Coordination with Authorities

Shortly following the grant approval from FCO, Search coordinated both with de facto authorities in the North and de jure authorities in the South, regarding their respective areas of control. However, due to the political situation and the appointment of a new Deputy Minister in MoPIC-Sana'a, the Ministry initiated a review process for all INGOs working in Yemen. Furthermore, MoPIC-Sana'a showed little flexibility with regards to international NGOs working in the peacebuilding sector. The signing of the sub-agreements experienced significant delays as a result of this. Several meetings were held with the Deputy Minister to facilitate the introduction and sensitisation to Search's approach, which included engaging with both authorities and target communities. While the Ministry showed some flexibility with regards to the project's implementation, it also insisted that previously-selected local partners must be changed in favour of local NGOs with whom it has a pre-established relationship. In order to facilitate our compliance with this request, the Ministry promised to recommend a list of approved local partners to work with in districts under their control, particularly in Thi Al-Sufal district in Ibb and Mawiah district in Taiz. Nevertheless, Search did not receive this list. Search addressed this issue in a conflict-sensitive manner, by way of holding several meetings to understand the viewpoint of the authorities and reach common ground, and in order for the project to be implemented promptly, with the full participation of communities. Nevertheless, due to delays incurred to the project in waiting for news from the authorities, the project team decided in collaboration with CSSF to change target geographies to districts outside of the control of the de facto authorities.

To a similar extent, MoPIC-Aden imposed new regulations which obstructed a smooth approval process for this project phase. In order to expedite the process, Search secured a pre-approval from the MoPIC office in Lahj to launch field start-up activities (including meetings with local authorities, selection of local consultants, kick-off meetings, and selection of IMs). Nonetheless, main activities could only start once the sub-agreement had been signed with MoPIC-Aden. Search has utilised this flexibility to hold several meetings with local authorities at the governorate and district level. These meetings served to build trust, establish open lines of communication with Search staff, and sensitise local authorities to the project's objectives, activities, and impact. This nurtured relationship proved to be vital once project activities were launched, since it facilitated the implementation of peacebuilding actions and contributed to their sustainability.

Box (4): Insider Mediator Selection:

IMs were selected for the three new districts (Al-Mesrakh, Gabal Habashi and Toor Al-Baha). Local authorities (Local Councils, MoPIC offices, district offices, and local NGOs) in target districts were requested to nominate candidates. A selection process was devised and applied based on agreed upon criteria, including: (i) candidates should be influential and respected individuals from the target location with previous mediation experience within the community; (ii) they should be recommended by the Local Council, MoPIC office, or local NGOs; (iii) candidates should show readiness to conduct conflict scans, initiate dialogue processes, and be committed to the project activities; and (iv) candidates should be members of the Local Council, local NGOs, community leaders, school principals, religious figures, or representatives of marginalised groups such as women or those with a disability. Geographical allocation should be taken into consideration in the IMs selection process to ensure an even distribution across the localities. The final lists were provided to the Local Councils for approval. After deliberation, the final list of IMs was approved and signed by the participating representatives, including the approval by Local Councils.

4.2.8. Key Challenges:

Several challenges arose during the implementation of the project. The most disruptive of the challenges to arise was having to change the project's target districts after 5 months of negotiations with the authorities. The decision was made to suspend negotiations with the de facto authorities, since the project had already incurred significant delays, and move the target districts to those under the de jure authorities which had granted approval. Thus, the work plan that was initially shared was updated in order to mitigate any impact on project implementation in the subsequent quarter. The previously targeted districts of Thi Al-Sufal, Al-Makhader, and Mawia were replaced with the new districts of Jabal Habashi, Al-Misrakh, and Toor Al-Baha. This also prompted changes to the contracted local consultants. Despite these changes to the project plan, the team was quick to respond and to initiate activities in the new districts. Moreover, while this was indeed a significant challenge to the Search team, the decision to move districts has been reaffirmed by the success of subsequent activities. Reinforcing the project's presence in Taiz and Lahj contributes to a more secure and durable pocket of stability in Yemen.

4.3. Efficiency:

The project has demonstrated its efficiency through the implementation of its activities, the adoption of certain measures, its strategic approach, and the apt use of its resources. The planning, budgeting, monitoring, and management of financial, human, and other resources was generally good and all

appropriate management tools were used. Overall, the use of resources and instruments was largely adequate. The project had excellent human resources capacities, including a third-party monitor (TPM) and an external evaluator for end-activity evaluation. Activities were carried out, in some cases in excess of what was originally planned, and the quality of products was high.

Early delays were largely corrected by moving activities to other districts under the control of the de jure government and all targets were achieved, except in the case of IM and CRC summits. The general delays were due to a number of external factors, which are not uncommon and have to be expected given the political instability in Yemen and deteriorating security situation.

The quality of project management in general was good. Regular (quarterly) planning and review exercises were conducted. The monitoring system was well designed and implemented effectively. An M&E plan was established, based on the logframe indicators, and then was updated on quarterly basis using an M&E tracking system. Regular monitoring and reporting was ensured. The modality of external evaluation of all project activities assessed the interventions' quality and thus contributed to the efficient implementation frameworks. Overall, Human Resources (HR) were efficient, both qualitatively and quantitatively, in implementing this project.

Furthermore, given persistent security risks, outsourcing the project from the very beginning (following the Search procedures) to local implementing partners and local consultants recruited at district level is an effective and efficient method of implementation. This particularly contributed to the swift implementation of project interventions, and thus contributed to the project's efficiency. The role of local consultants was to facilitate the implementation of activities, administer logistical support, provide security and mobility updates to project staff, and ensure local community buy-in and support. This was complimented by sensitising community members to the project's goal and impact; which thus helped to mobilise target communities.

Furthermore, based on the feedback Search collected from trainers and IMs during the pilot phase, Search hired two consultants to revise the IM training materials and conflict scan tools. The manual is divided into two modules, the first of which relates to Conflict Scan and Mediation Techniques, which aims to enable IMs to understand the basics of mediation and how to conduct the conflict scan. The second module concentrates on Dialogue Design and Facilitation, which aims to enhance IMs' skills in developing dialogue proposals and managing dialogue processes in their communities. The division of the manual into two modules is crucial since the output of the first module is used as an input for the second module; that is, the data collected from the implementation of conflict scan will be used in conducting the second training module.

Peacebuilding and conflict resolution were systematically linked and integrated with complementary interventions such as training of IMs, establishment of and support to CRCs, conflict scans, validation workshops, and transformation of conflicts into economic opportunities e.g. through financing and implementation of community initiatives. The IM trainings and establishment of CRCs are considered to have been the most efficient activities, given the impact they have at the institutional level and, most importantly, in reaching out to the target communities. The IM trainings, in particular, contributed to

increasing IMs' knowledge of conflict analysis, mediation, and dialogue design and facilitation. In doing so, the project facilitated the availability and access to mediation services, which will be essential tools in addressing and resolving local conflicts that may arise through the use of peaceful methods. In addition, through the establishment of CRCs at the local level, the project not only invested in strengthening IMs' capacities in conflict resolution and peacebuilding through trainings, but also in providing support systems that contribute to the long-term sustainability of the project

Most of the external factor risks -- which would prevent the project from achieving its planned outputs, implementing planned activities, and delivering the required products -- were anticipated in the logframe and risk management logs, which were updated on quarterly basis. However, the most significant external risk (which was not included in the logframe) was the inability to get timely approval of the agreement with de facto government authorities (arrangements and follow up took 6 months) and de jure government authorities (arrangements and follow up took 2 months). As a result, interventions in areas under the control of the de facto government were moved to areas under the de jure government control.

4.4. Sustainability

The project was developed and implemented amid a context of crisis to respond to the immediate social cohesion and stabilisation needs of six districts in two governorates. This was achieved by developing skills and creating procedures, processes, and mechanisms for reducing the risk of violence and mitigating the risk of future conflicts, including IMs' training, conflict scans, community dialogues, and the establishment of CRCs. Community members believe that dialogue is the best way to resolve conflict and that the established CRCs will continue to address future conflicts through the use of dialogue and mediation. KIIs and FGDs respondents supported this finding and believe that the established CRCs will enable dialogue sessions to continue to be conducted beyond the life of the project.

The project also significantly contributed to building the confidence of men and women through conflict resolution capacity building. Their sustained knowledge will enable these actors to continue to lead dialogue processes in target districts as a means to resolve conflict. These findings were supported by community members, IMs, and local leaders during the interviews and FGDs. Specifically, the capacity building and knowledge acquired by the project beneficiaries enabled them to participate in the decision-making process of community dialogues and promoted a sense of social inclusion, both which are seen as important indicators for the sustainability of the impact of the project's interventions. IMs reported increased skills and knowledge, and have confirmed their ability to continue applying them as needed after the end of the project.

The revival of basic services, as a result of project interventions, will also ensure that the results of the project continue to benefit local communities beyond the life of the project. The majority of the conflicts that were identified through the project were service-based or economic (e.g. water supply and manager, land ownership, roads, etc.). By actively resolving these conflicts, the project provided target district communities with the reinstatement of tangible services, thus ensuring the sustainability of its action.

By investing in training the IMs, the project has also facilitated the availability and access to these services, which will be essential tools in addressing and resolving local conflicts that may arise through the use of

peaceful methods. The results of the evaluation demonstrate that large numbers of conflict resolution activities are being replicated without project support in the target districts. This thus promotes the sustainability of the project's interventions and results.

The project introduced new opportunities for conflict resolution measures to the IMs, community leaders, and community members through specialised trainings. The project also introduced some innovative approaches that could be scaled-up and replicated to increase local level social cohesion, all the while reducing the risk of violence through dialogue processes, and creating local conflict-management mechanisms for mitigating the risk of future conflicts.

By involving local CSOs and NGOs as local partners in the implementation of field activities, the current programme empowered them to support conflict resolution and promote positive relationships between local NGOs, local communities, and IMs. However, additional capacity building interventions might be considered in future projects so that the capacities of local CSOs/NGOs and local partners are enhanced and strengthened enough to effectively lead and implement similar interventions.

Search also worked with communities to establish CRCs to institutionalise inter-communal conflict resolution processes. The CRCs which were established in Phase I of the project have succeeded in resolving conflicts independently of Search's support, thus demonstrating the sustainability of the Community Dialogue Approach in ingraining mediation skills at the community level. The CRCs have demonstrated their ability to identify conflicts, work collaboratively to find solutions, mobilise existing resources, source funding, and respond to complaints in a conflict sensitive manner.

Finally, Search will host cross-governorate IM and CRC Summits to bring IMs and members of CRCs together for peer-to-peer exchanges in order to build personal and professional support networks. Members of the already-established CRCs in the Phase I of the project will participate in these Summits and provide guidance to the newly-established CRCs. The inclusion of this activity in the project logic offers a sustainability mechanism, in fostering peer linkages and developing key skills which will remain even beyond donor support.

4.5. Impact:

Promoting a culture of dialogue among key stakeholders is one of the main positive impacts of the project. Dialogue addressed conflict in a peaceful manner, which resulted in a decreased number of conflicts. These findings were confirmed by community leaders, community members, and IMs during KIIs, surveys and FGDs. Further, the projects' activities helped to increase collaboration among community members, promoting the sense of community belonging among people living in the target areas and promoting social cohesion. Respondents expressed their satisfaction with project and reported positive changes in their lives as a result of reviving some projects that were suspended due to conflicts, such as water, roads and sanitation projects.

According to 78% of respondents, the project activities contributed to promoting a sense of community belonging among community members in the target areas. In this regard, the majority of respondents (54%) reported that project activities very strongly contributed to promoting a sense of community

belonging, 24% considered it strongly contributed, while 17% consider the project activities have medium impact in promoting the sense of community belonging among members – see figure (10).

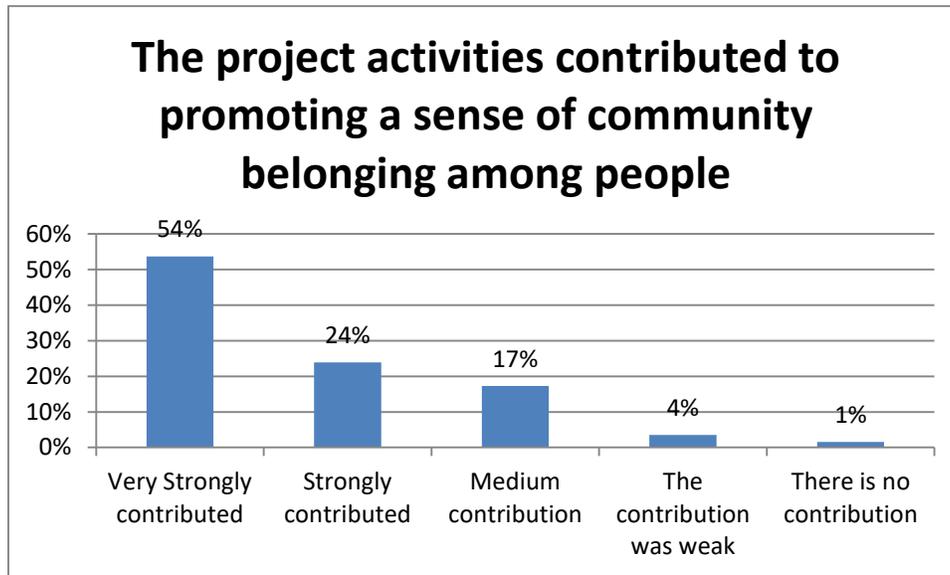


Figure (10): Contribution of project activities to promoting a sense of community belonging among members.

The results show that all project activities helped to different degrees in reducing conflict. The impact of all project activities in reducing conflicts was reported by the majority of community members, who believe that conflicts scans, community dialogue meetings, validation workshops for conflict scans, community development initiatives, and locally established CRCs extremely and strongly helped in reducing conflicts. These were reported by 90%, 91%, 83%, 81% and 87% of community members respectively. These results were confirmed during FGDs and interviews with IMs and community leaders – see figure (11).

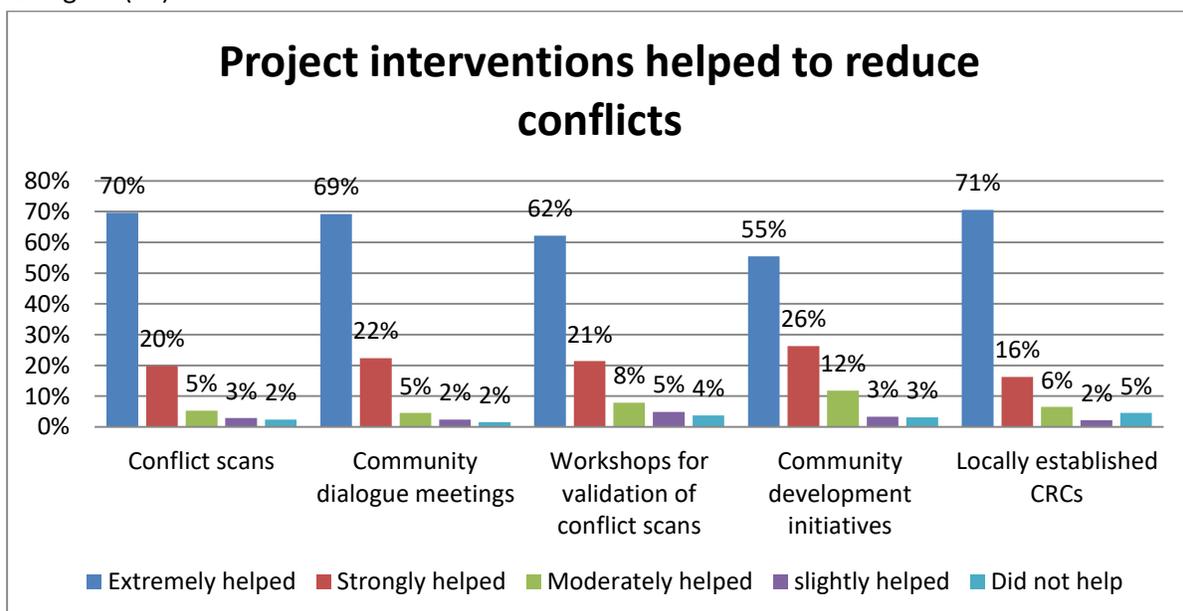


Figure (11): Project activities helped reduce conflicts in target communities.

According to 86% of respondents, the project activities helped to build positive relationships in target communities while 13% remained neutral on this issue – see figure (12).

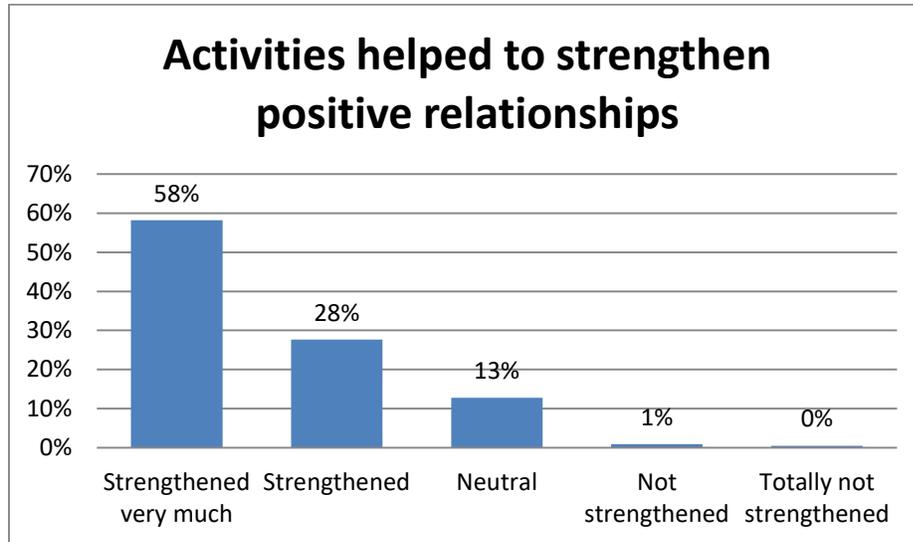


Figure (12): Project activities helped to strengthen positive relationships.

On the other hand, the project helped to increase collaboration among community members. This was reported by 89% of participants who believe that the project interventions have strongly helped to increase collaboration among community members, while 7% believe it moderately helped – see figure (13).

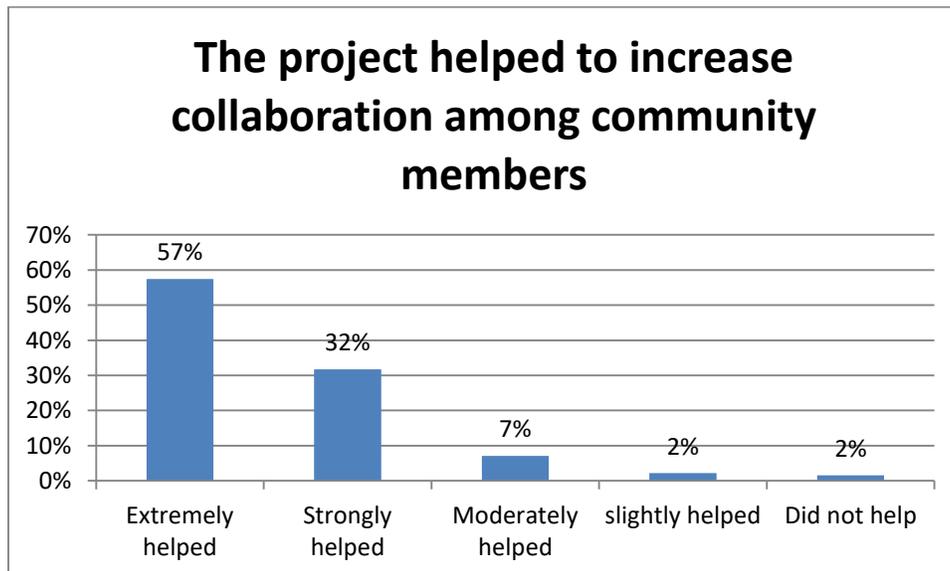


Figure (13): The project helped to increase collaboration among community members.

In addition, the project activities significantly strengthened positive relationships in target communities. This was reported by the majority of the respondents who believe that conflicts scans (according to 89%

of the sample), community dialogue meetings (91%), workshops for validation of conflict scans (81%), community development initiatives (82%) and locally established CRCs (85%) “strengthened very much” or “strengthened” positive relationships in target communities – See figure (14).

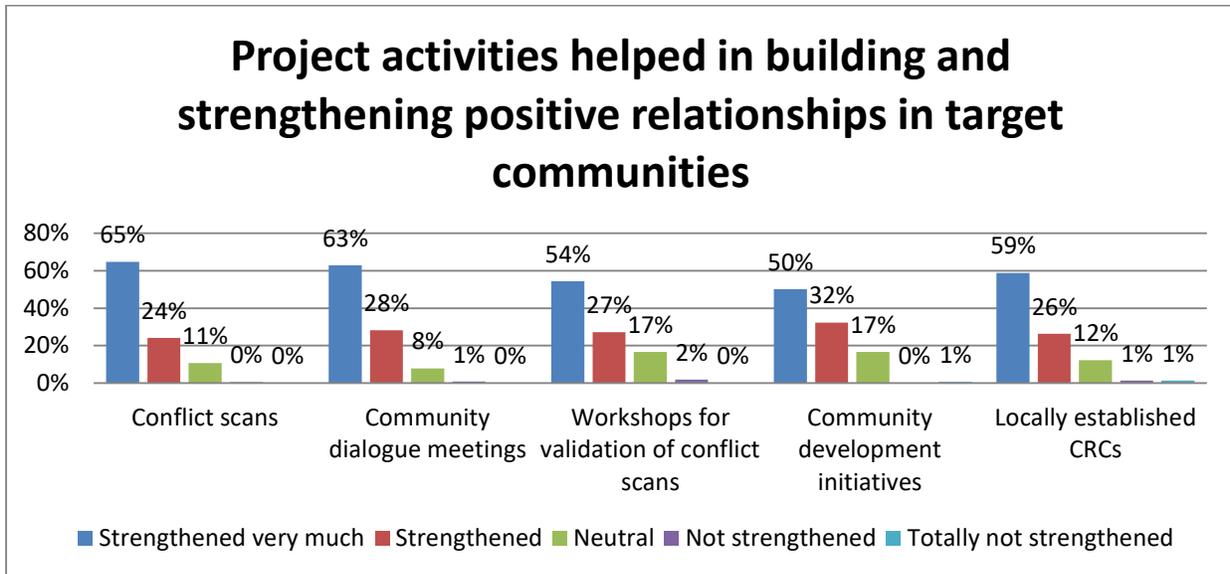


Figure (14): Project activities helped in building and strengthening positive relationships in target communities.

Further, the project activities contributed to enhancing people’s participation in discussing and resolving conflicts. This was reported by 81% of respondents, who believe that the project activities very strongly and strongly contributed, while 16% believe that the project had a medium contribution – See figure (15).

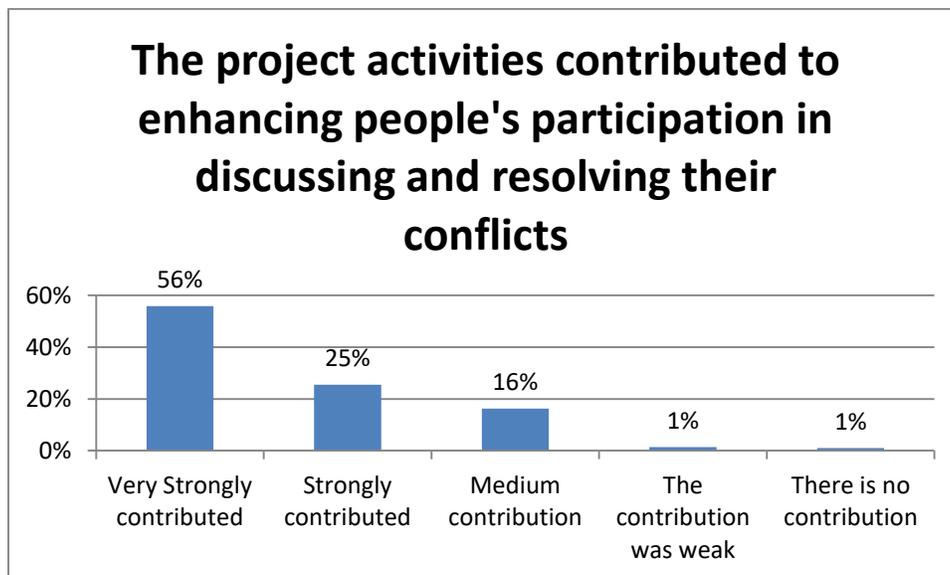


Figure (15): Contribution of project activities to enhancing people’s participation in discussing and resolving their conflicts.

Among other positive impacts of the project is the extent to which its interventions strengthened the inclusion of project beneficiaries in the decision-making processes of the target communities. Conflict scans, locally established CRCs, and community dialogue meetings are believed to have “very much” strengthened the inclusion as reported by 66%, 65% and 64% of respondents respectively. With a lesser-reported impact, workshops for validation of conflict scans and community development initiatives strengthened inclusion in decision-making by 56% and 51% of respondents, respectively. However, community members remain to believe that the following project interventions strengthened the inclusion of community members in the decision-making processes in their communities: conflict scan (by 21%), community dialogue meetings (25%), workshops for validation of conflict scans (21%), community development Initiatives (30) and local established CRCs (23%) – See figure (16).

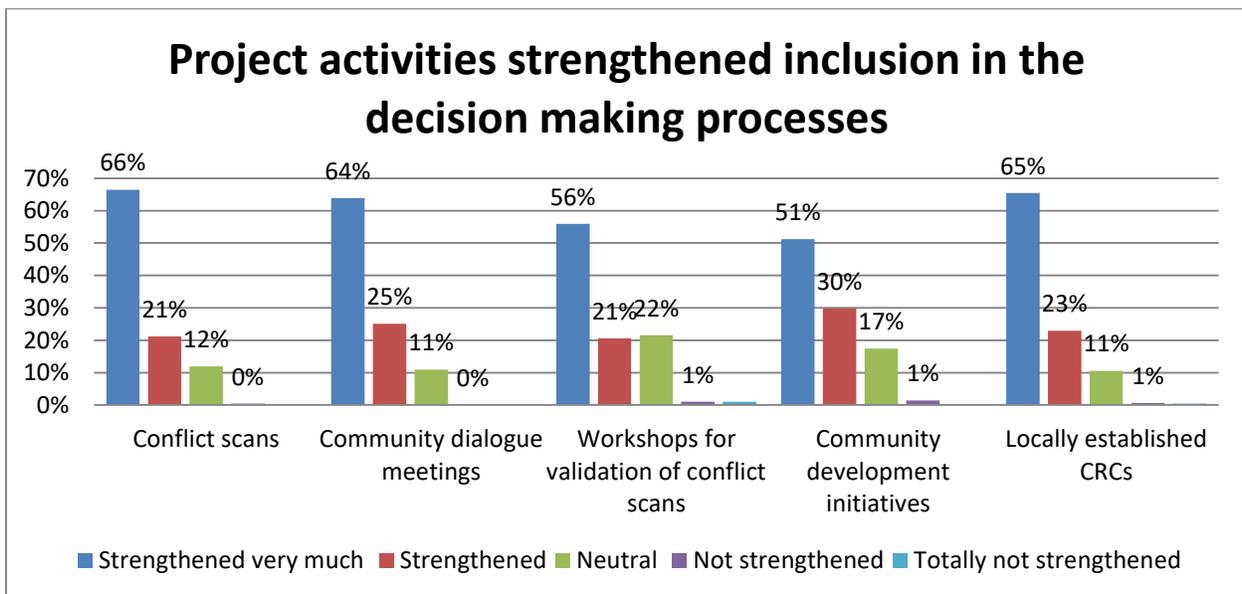


Figure (16): Project activities strengthened inclusion in the decision-making processes.

The above results were confirmed by community leaders and IMs during interviews and FGDs, in which they indicated that the project was able to foster common understanding among community members and promote collaboration to find solutions to conflict issues.

In addition, two IMs and CRCs Summits are planned to be held on 25-27 March, 2019 (one for each governorate) where IMs, members of CRCs, the project consultants, coordinators, districts managers, local authorities, and MoPIC will be gathered to discuss the lessons learned, stories of success, and future plans. Noteworthy in this purview is that members of already established CRCs in districts under Phase I will be invited to these Summits.

To further demonstrate project impact on the participants, the story of Mrs. Kholood Fadhl Ali Al-Matary is expressed in box (5).

Box (5): Story of Success – Radfan District Phase 2

Mrs Kholood Fadhl Ali Al-Matary is an IM in Radfan, Lahj, who led the resolution of the conflict at Al-Zahra'a School. However, her efforts were not limited to the resolution of the conflict, as she expanded her reach and impact further. Below, she documented her story:

"After the Community Dialogues held at Al-Zahra'a Girls School in Al-Habailain, Radfan, I gathered together all the mothers, especially the mothers whose daughters were not accepted to the school. I explained to them the critical condition the school is in, reasons why their daughters were not accepted, and details of the ongoing problems with the school administration. I took this opportunity to touch upon the mission of Search for Common Ground and the importance of community peacebuilding and conflict resolution through dialogue. Fortunately, the mothers understood and I succeeded in bringing harmony among them.

As a solution to the conflict, we agreed to build additional classrooms. To fund this, we launched a donation campaign and asked mothers to contribute with whatever they can in order to fund the construction of classrooms. The mothers welcomed the idea of the initiative and actively participated in the campaign. We managed to collect around 2 million YERs. This amount of money is the community's contribution to the project in partnership with Search for Common Ground, as a solution to the conflict at Al-Zahra'a Girls School."

4.6. Assessment of the impact of Conflict Resolution Committees in the districts targeted in Phase I

Through their own volition, the CRC in Al-Shamayatain carried out conflict scans and held dialogue sessions with conflicting parties, successfully arriving at solutions to several ongoing conflicts in the district. The CRC has continued to work beyond the close of the project phase to raise awareness of peace, cohesion, and dialogue as the most effective ways to resolve disputes and conflict within the community. Due to the progress made in promoting peace, the CRC has become a mouthpiece of the community and a support-system that people resort to in times of conflict. Despite such achievements, the CRC is still in need for support, such as operational expenses, provision of supplies, and advanced training courses for their members.

Among its most prominent achievements, the CRC has established and institutionalised itself as a long-standing mechanism, namely through outlining a basic system, finalising by-laws, and forming an organisational structure. This was followed by an election of the administrative body and subcommittees in the district and sub-districts. In order to support its increasing establishment, the CRC provided capacity building for 11 members of the community committee. Another achievement was the facilitation of conflicts scans by the CRC within the community on the following issues:

1. The waterway in Al-Fajer valley in Al-Za'aze sub-district. The conflict was between farmers over the water distribution for irrigation.
2. The water project in Al-Aza'ez sub-district. The conflict was between community members over water distribution.
3. Al-Maradh road in Al-Qaraisha sub-district. The conflict was between community members and farmers due to the passage of citizens through agricultural land during the rainy seasons, causing rain to sweep away the road.
4. Naqeel Al-Kasar road in Al-Aza'ez sub-district. The conflict was between community members and farmers due to the passage of citizens through agricultural land during the rainy seasons, causing rain to sweep away the road.

As a result of the Conflict Scan process, the above four conflicts were identified in the community. The CRC launched 6 dialogues, through which three of the four conflicts were resolved. These were addressed in cooperation with Yemen Renaissance Organisation to implement interventions to promote social cohesion, with funding from the German Development Agency, GIZ. A breakdown of the outcomes of each dialogue process is below:

- Dialogue sessions to resolve the issue of the waterway in Al-Fajar valley: The agreed-upon solution was to build a cement waterway to ensure that the water does not leak to the agricultural land, whilst distributing water equally. Community members agreed to provide stones and workers to support this effort, while funding was provided by GIZ to purchase the required cement and iron.
- Dialogue sessions to resolve the issue of Al-Maradh road, Al-Qaraisha sub-district: The community members resolved to pave the road with hard-wearing materials in order to make it more durable. The local community and external funds contributed to this intervention.
- Dialogue sessions to resolve the issue of Naqeel Al-Kasar road, Al-Aza'ez sub-district: As in Al-Qaraisha, the dialogue session concluded with an action plan to permanently and durably pave the road. The local community and external funds contributed to this intervention.

Further, the impact of these committees is reflected by the number of conflicts they have resolved using peaceful means beyond the close of the project. These results were confirmed in the interviews with community members and FGDs and KIIs held with local leaders and IMs in Al-Shamayatain district.

“The work of Conflict Resolution Committees is excellent as they resolved most of the existing conflicts. In resolving conflicts, meetings and discussions are held with conflict parties, then a small committee is established that coordinates with local leaders and community members,” reported by a community member from Al-Shamayatain district.

“These Committees played mediation roles among conflict parties and helped to resolve conflicts as they arose. The establishment of these committees enhanced the community’s satisfaction by presenting a mechanism to peacefully resolve conflicts through dialogue processes. This way, the Committee reduced conflicts and entrenched a culture of dialogue among community members,” a respondent from Al-Shamayatain district mentioned.

Results of FGDs and interviews with community members revealed that the embedded dialogue culture has the potential to mitigate the risk of future conflicts. This includes the capacities built, the training received by members of CRCs, and the experience gained in the conflict scan, mediation, and dialogue processes.

In addition, the results of the FGD in Al-Shamayatain district show that the established CRCs have resolved large and complex conflict issues that would not have been resolved otherwise. The CRCs have resolved the conflict issue on the Al-Za’aZe’e road that existed for more than 12 years, as well as the conflict issue of Bani Mohamed Water supply project that escalated to armed hostilities.

“The potential of violent conflicts is reduced as a result of the establishment of CRCs in our district as it entrenched a culture of dialogue and people became aware that the most complex issue could be resolved using peaceful means,” a respondent from Al-turba in Al-Shamayatain district remarked. *“We resolved the conflict on sewage water project in Al-Turab city through dialogue,”* he added.

According to 75% of respondents from Al-Shamayatain district, the pre-existing CRCs in the districts targeted under Phase I very strongly and strongly contributed to enhancing people’s participation in discussing and resolving their conflicts, while 18% believe that the CRCs contribute to a medium extent – See figure (17).

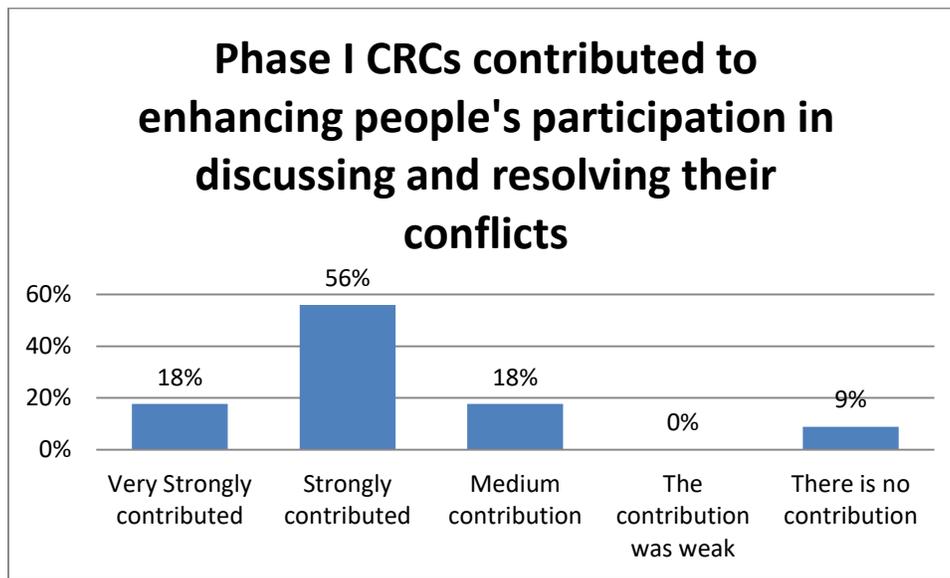


Figure (17): Phase I CRCs contributed to enhancing people’s participation in discussing and resolving their conflicts.

In addition, 71% of the respondents believe that the established CRCs “strengthened very much” and “strengthened” their inclusion in the decision-making process – see Figure (18). These findings were confirmed during FGDs.

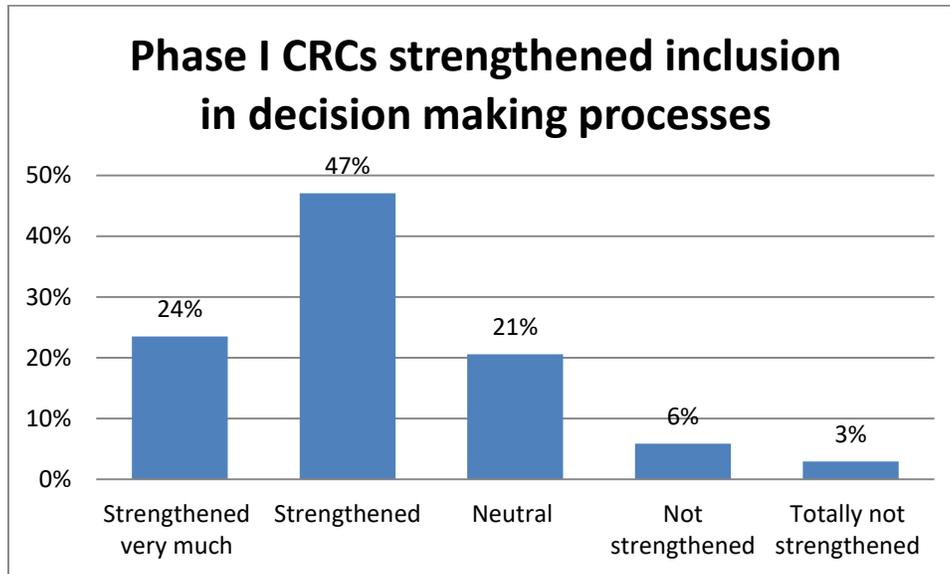


Figure (18): CRCs established under Phase I strengthened inclusion in decision making processes

On the other hand, the previously-established CRCs in the districts targeted in Phase I have helped to build and strengthen positive relationships in target communities. This was reported by 82% of respondents who believe that these committees “strengthened very much” and “strengthened” positive relationships in their communities, while 9% remained neutral concerning this issue – see Figure (19).

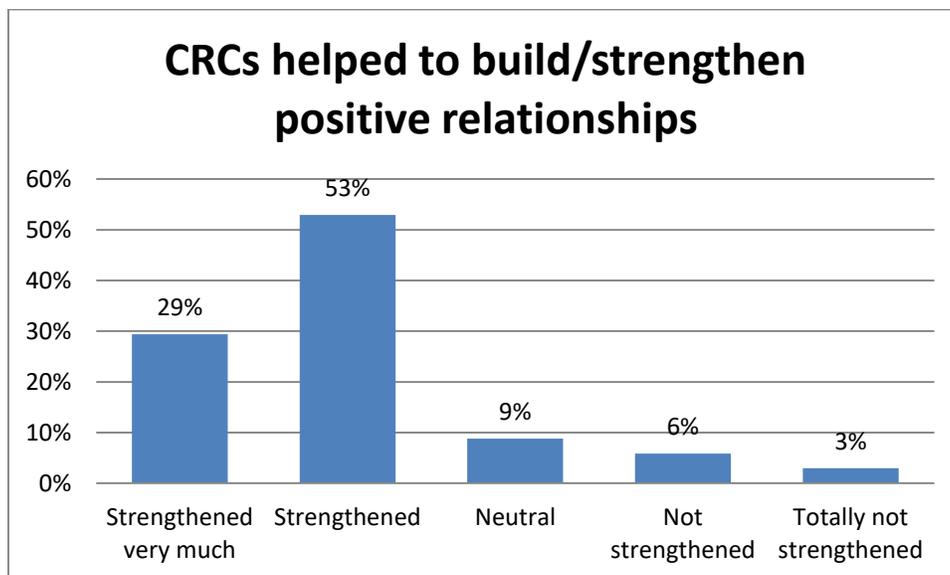


Figure (19): CRCs helped in building/strengthening positive relationships in target community

Overall, the CRCs previously established have succeeded in resolving conflicts independently of Search support, demonstrating the sustainability of the CDA and ingraining mediation skills at the community level. The CRCs demonstrated their abilities to identify conflicts, work collaboratively to find solutions, mobilise existing resources, source funding, and respond to complaints in a conflict sensitive manner.

Box (5) Story of Success – Hubaish District – Phase 1

Mrs Amal Al-Zoum is a prominent IM and CRC member in Hubaish district, Ibb, from Phase I of the Community Peacebuilding Project. Alongside this commitment, she is the Headmistress of Sumaya School for Girls and daughter of the Head of Sheikhs. Since Phase I, Mrs Amal has grasped and developed a sense of ownership for the CDA, through continued active leadership in building peace and raising awareness of the CDA among men, women, youth and adults in Al-Dhulma sub-district. Her initiative, combined with the respect she commands from the community, provides her with the scope to promote peace and cooperate with individuals from a diversity of backgrounds and beliefs.

As a headmistress, Mrs Amal has incorporated peace promotion into extra-curricular activities at school, including during morning activities before school has begun. She leads workshops for girl students to increase their understanding of violence against women and encourage them to carve themselves a path to being a peacebuilder. Mrs Amal has surpassed her responsibility as a headmistress by establishing a **'Students' Mediation Committee,'** which seeks to bring about tangible change in the school environment through result-orientated conflict resolution activities. *"This committee will play an important role,"* Mrs Amal expressed, *"in mobilising girls and instilling the idea of peaceful coexistence and cohesion in the minds of present and future generations."*

Not only has Mrs Amal maintained active networks with her students to expand on their understanding of peace- and gender-related challenges at school, but she also has been as active within her community. She is often involved in conflict scans, dialogues, or conflict resolution sessions and has successfully engaged with conflicting parties, restored cohesion, and established mutual understanding through dialogue. Due to her efforts, achievements, and positive contribution to restoring and maintaining the social harmony and cohesion in her community, Mrs Amal has become the Head of Sheikhs in the sub-district.

Being so dynamic and successful both as an IM and CRC member, Mrs Amal was selected by Search to participate in the UN Women **Yemeni Women Conference for Peace and Social Cohesion**, in Amman, Jordan.

5. CONCLUSIONS

The evaluation consultant concludes that the project design and implementation process was appropriate; the project was effective, had the desired results, was relevant in the local, national and country context, and has aspects that will be sustained. 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 local level in the six-target district; and efforts were made to create local conflict-management mechanisms needed for mitigating the risk of future conflict.

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. This type of support would likely be most effective in the form of a larger allocated budget, which would provide project staff with the opportunity to increase the number of initiatives to be implemented and widen the geographic scope.

The project has promoted peaceful conflict resolution, helped to increase collaboration among community members, and contributed to promoting a sense of community belonging, which has

benefited the whole community. Furthermore, the project activities contributed to enhancing people's' participation in discussing and resolving their conflicts.

Capacity building and training on conflict analysis, mediation, and dialogue design and facilitation -- together with the establishment of CRCs and creation of a dialogue culture -- are sustainable mechanisms for reducing local-level conflicts and mitigating the risks of future conflicts. Capacity building was the main factor of sustainability and continuity of the project interventions. The results, as reported by community members, KIIS, and FDGs, have a high potential of lasting beyond the project.

The involvement of local partners in the implementation of project activities affords them the skills and experience to continue similar conflict transformation processes within their communities beyond the project. In addition, the IMs and CRCs remain available and eager to support. Furthermore, the involvement of local leaders, Local Councils, community members, and locally selected IMs, are important resources for increasing social cohesion and reducing local conflicts when dealing with conflicts over natural resources or basic services. These parties have the potential to facilitate participation, create a better understanding of the issues, and increase community cooperation.

The CRCs already established in areas under Phase I have succeeded in resolving conflicts independently of Search support, demonstrating the sustainability of the CDA and ingraining mediation skills at the community level. The CRCs demonstrated their ability to continue identifying conflicts, working collaboratively to find solutions, mobilising existing resources, source funding, and responding to complaints in a conflict sensitive manner beyond the project closer.

The project interventions strengthened the inclusion of community members in the decision-making process. However, women could be more engaged if they receive more capacity building in the field of conflict transformation. The project interventions also have provided some exceptionally good lessons and best practices, including highly replicable on-the-ground actions that have the full support for the communities and can be transferable to other geographical locations.

6. RECOMMENDATIONS

1. Considering the success of the project **community interventions** in stabilising districts of Yemen, these should be continued, scaled-up, and extended to cover more districts and governorates while targeting a larger number of beneficiaries.
2. Design of similar projects should **afford more time** to achieve the expected outcomes.
3. The **CRCs** should be afforded additional and comprehensive support, such as through support to operational expenses, provision of supplies, and advanced training courses for their members.
4. **Capacity building** should be a continuous process and be extended to cover building the capacity of local CSOs, local authorities, members of Local Councils, and local leaders -- enabling them to peacefully address conflicts in their areas.
5. **Women-related development initiatives** should be considered and women should be given the opportunity to implement community development initiatives. This will demand more targeted and in-depth gender awareness-raising and sensitising surrounding the positive role of women in peacebuilding and conflict resolution.
6. To ensure the **continuity and sustainability** of projects in the target areas, local authorities should be involved in conflict resolution processes. Tailored capacity building and institutional support should be provided to ensure their effective engagement and to keep peace in communities.

7. **Conflict resolution interventions** should focus on conflict issues that have a significant adverse effects on social cohesion. Selected intervention should also be cost effective, with priority given to conflicts over scarce economic resources, inaccessible basic services, and weak infrastructure.

7. 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.		Ongoing	
	# of examples of successful collaboration to peacefully resolve conflict throughout the life of the project.	24 - 36 cases.	Ongoing	
Objective 1: Reduce the risk of inter-communal violence at the local-level in six target districts through dialogue processes, with an increased focus on gender and masculinities.	% of community members in target areas participating in dialogue initiatives who report reduced risk of inter communal violence.		Ongoing	
1.IM Selection.	# of IMs selected.	160 IMs (30 in each district).	160 IMs (30 IMs in each district except Tuban district where 10 women were added to the existing 29 IMs from the first phase of the project).	100%
2. Development of training manual and capacity building for IMs held.	# of dialogue and facilitation training manuals developed.	1 training manual.	Training manual and materials updated, printed and distributed.	100%
	# of IMs trained.	160 IMs (60 Ibb + 60 Taiz + 40 Lahj).	160 IMs trained in Taiz and Lahj.	100%
	% of Insider Mediators who have increased their knowledge of conflict analysis, mediation, and dialogue design and facilitation.	70% of the trainees have increased their knowledge by 30%.	70% of the trainees have increased their knowledge by 30%.	100%
3.Conflict Scans carried out.	# of community-level conflict scan meetings held.	72 community-level conflict scan meetings held.	95 community-level conflict scan meetings held.	132%
	# of stakeholders who participate in conflict scan meetings.	1530 people, disaggregated by gender (30% or more of the conflict scan cases related to women and youth).	2491 participated in conflict scan meetings, of which 33% women.	162%
	# of conflict analysis reports produced.	6 conflict analysis reports produced (1 per target district).	6 conflict analysis reports produced (1 per target district).	100%

	# of validation workshops held.	6 validation workshops (1 per target district).	6 validation workshops (1 per target district).	100%
4. Peacebuilding Project Design and Management Training held.	# of trainings.	3 proposal writing and project management trainings (1 per governorate).	6 trainings held (1 in each district) at a rate of 30 participants each.	200%
	# of participants.	NOT IDENTIFIED.	180 participants.	100%
	# of new proposals developed by the project participants.	Six dialogue proposals developed per each target district.		
5. Local-Level Dialogue Processes carried out.	# of dialogue processes.	36 community dialogue process (6 per new and existing CDA district in Taiz, Lahj and Ibb).	40 community dialogue processes in six districts of Taiz and Lahj. (6 in each district + 2 in Al-Misrakh and Jabal Habashi as requested by the Local Councils due to the importance of the extra 2 cases).	110%
	# of action plans produced.	36 community action plans produced, 6 per new and existing CDA district in Taiz, Lahj and Ibb, 36 dialogues in total.	Implementation of 35 plans, among which 4 plans will be implemented by ARK.	97%
	# of stakeholders that participated in dialogue processes.	612 stakeholders participated.	900 stakeholders participated.	147%
	% of community members who believe the dialogue processes were effective.	40% of community members.	Results of interviews with CMs revealed that 93% of community members totally agree or agree that the dialogue processes were effective in dealing with the community issues. results from KIIs and FGDs corroborate these findings.	225%
6. Community initiatives implemented.	# of community-led initiatives addressing conflicts identified during community dialogues.	24-36 initiatives implemented in the three targeted governorates.	35 initiative implemented, among which 4 plans will be implemented by ARK.	100%
Objective 2: Mitigate the risk of	% of stakeholders involved in the 6 districts reporting the		87% of involved stakeholders in the 6	

future conflicts by creating local conflict-management mechanisms in six target districts.	effectiveness of the committees established.		districts reported the effectiveness of the committees established.	
7. Conflict Resolution Committees (CRCs) established.	# of CRCs established.	6 CRCs (1 per target district).	6 CRCs (1 per target district).	100%
8. CRC Summits carried out.	# of CRC summits held.	6 CRC summits (1 in each target district).	2 CRC Summits (1 per governorate).	
9. IM Summits conducted.	# of IM summits	6 IM summits held (2 per targeted governorate).	2 IM Summits (1 per governorate)	
	# of participants in the IM summits.	NOT IDENTIFIED.	A total of 249 attendees (comprised of IMs, local authorities, and INGOs)	100%
10. One documentary film produced.	# of documentary films produced.	One final comprehensive documentary produced.	One final comprehensive documentary produced and one infographic film.	200%

Annex (1): TORs for Terminal Evaluation of 'The Community Peacebuilding Project'

1.Context

Organisational 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 has worked throughout the ongoing conflict and since 2010 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 organisations.

Project Summary:

The overall goal is to **increase local-level social cohesion within six Yemeni districts**. Over the course of the project, this goal will 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 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 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 mobilised local communities through our current programming to resolve conflicts through cooperative action and embedded conflict resolution skills within the local populations. With support from HMG, Search-Yemen proposed to implement the following activities and interventions:

- 1- Insider Mediator Selection
- 2- Insider Mediator Training
- 3- Implementation of Conflict Scans
- 4- Validation Meetings (6 meetings)
- 5- Project Design and Management Training
- 6- Local-Level Dialogue Processes
- 7- Establishing Community Resolution Committees (CRCs) in the six targeted districts

Community initiatives use of the CDA presents a cost-effective approach to Her Majesty Government for reinforcing community-level peacebuilding and preventing further violence.

2.Objectives of the evaluation:

Search as an organisation is committed to conduct 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. The Search approach to evaluations is grounded in the guiding principles of its work: participatory, culturally sensitive, affirming, and positive, while also being honest and productively critical in evaluating 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 organisations and donors working in peacebuilding.

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 peacebuilding Evaluation Criteria (relevance, effectiveness, impact, efficiency and sustainability), through investigating the questions provided within these criteria and utilising 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 (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 the skills and capacities needed to increase community resilience to violence (such as through Advanced Trainers and Insider Mediators)?
- 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?
- 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, behaviours, 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.
- What impact did the Conflict Resolution Committees (CRC) in the districts targeted in Phase I have on community resilience to violent conflict? How did they mitigate the risk of future conflicts? Al-Shamayatain district, Taiz Governorate, as a case study.

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-Mawaset - Al-Mesrakh – Gabal Habashi
Lahj	Radfan – Tuban – Toor Al-Baha

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 analysed with a gender and age disaggregation. The qualitative and quantitative findings are expected to be synthesised 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 RMP and in coordination with Search-Yemen's Project Manager, DME Coordinator and the Regional DME Specialist. The sampling methodology should include at least 40% women in the sample size of the evaluation to represent the women 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 programme 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.

Deliverables:

- A final evaluation plan detailing a proposed methodology and written evaluation tools.
- A first draft of the final evaluation report for review by Search staff and other stakeholders.
- A final evaluation Report (20 pages in length) that consists of:
 - Table of contents.
 - Executive summary of key findings and recommendations – no more than 2 pages.
 - Research findings, analysis, with associated data presented, where appropriate in clear graphs or charts.
 - Conclusion and Recommendations for future project implementation.
 - Appendices, which include collected data, detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography.
 - Two bound hard copies and submitted in electronic form.
 - The plan should consider the following principles:
 - Inclusiveness—the methodology should include a wide range of viewpoints, specifically gender and age-sensitivity.
 - Mixed-method approaches—both qualitative and quantitative methods need to be present in the methodology.
 - Rigor of evidence—gathered information needs to be reliable and transparent
 - Ethics—the methodology needs to consider ethics in order to ensure that the evaluation is fully objective.
- The full report should be in English.
- Search may exercise editorial control over the final report.

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, meeting notes, reports, etc.).
- Meeting, phone, email communication.
- Quantitative and qualitative documentation.
- Interviewees (and their contact information).
- Technical assistance.
- Meeting arrangements with stakeholders and beneficiaries.
- Other assistance in logistics by Search.

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 organisations.
- 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, 2018** to <https://goo.gl/tyugfx>. Applications not meeting these requirements will not be considered.

Annex (2): Evaluation Matrix

This Evaluation matrix summarises the 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. IMs. Local partners. Community members and leaders. 	Desk review KIIs FGDs Individual surveys
2	What is the relevance of the interventions as perceived by beneficiaries and external observers?		
3	How relevant were the instruments (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. IMs. Local partners. Community members and leaders. 	Desk review KIIs FGDs Individual surveys
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	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. IMs. Local partners. 	Desk review KIIs FGDs Individual surveys
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?		

		<ul style="list-style-type: none"> Community members and leaders. 	
<p>Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.</p>			
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. IMs. Local partners. Community members and leaders. 	<p>Desk review KIIs FGDs Individual surveys</p>
2	What changes can be ascertained in attitudes, behaviours, 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 highlight the most significant changes brought about as a result of the project interventions.		
	What impact did the Conflict Resolution Committees (CRC) in the districts targeted in Phase I have on community resilience to violent conflict? How did they mitigate the risk of future conflicts? (Al Shamayatain district, Taiz Governorate, as a case study).		

Annex (3): Questionnaires for KIIs and Guide for FGDs

1- Questionnaire for Key Informant Interview (Project Staff)

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

- We are a survey team conducting the final evaluation of The Community Peacebuilding project implemented by Search.
- Explain why he/she has been selected for the interview:
- He/she is part of Search project.
- We need to evaluate this project and the learning would be used to further improve implementation for the rest of the project and future interventions.
- The best people to learn from are the participants of the project i.e. the community members, IMS, trainees and other target groups.
- Explain that participation is voluntary.
- Explain that confidentiality will be maintained and the respondent can request anonymity.
- Set start and end times.

Name: -----

Position: -----

Man, Woman

Place and Date of interview: -----

Telephone: -----

Email: -----

Questions:

- 1- What was your role in the project? What activities did you involve in?
- 2- How were the districts 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 have 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 for the project to be more sustainable?
- 9- Can you describe any success stories that have highlighted the most significant changes as a result of the project interventions?

- 10- What could have been done differently to make the project be of higher quality or have greater impact? (This may include project management, constraints and working within local communities' context).
- 11- What are the key lessons learned from the project?
- 12- Do you want to add any other points/comments?

2- Questionnaire for Key Informant Interviews with Insider Mediators (IMs)

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

- We are a survey team conducting the final evaluation of The Community Peacebuilding project implemented by Search.
- Explain why he/she has been selected for the interview:
- He/she is 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 members, IMS, trainees and other target groups.
- Explain that participation is voluntary.
- Explain that confidentiality will be maintained and the respondent can request anonymity.
- Set start and end times.

- Name of Respondent: -----
- Role: IM
- Place, Village, District: _____
- Date: _____
- Age:
- Man, Woman
- Telephone number:
- Email:

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 of the project? 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 as many examples as possible.
5. In brief, what do you think the project has achieved in your community?
6. What do you think the project did not achieve in your community?
7. How effective were the community dialogues and related development interventions? What are the key results achieved?
8. Were there any gaps to implementation that you observed? If yes, explain and provide examples. How can we improve for the future?
9. To what extent do you think this project is relevant to your community needs? Why?
10. To what extent you think this project is relevant to the local context? Why?
11. How relevant were the Insider Mediator trainings to your needs and capacities to serve the community? Why?

12. What constraints and problems have you encountered during the implementation of these activities that may have limited the success of the activities?
13. 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?
14. How helpful were these instruments (Insider Mediator trainings, conflict scans, community dialogue meetings and small grants) in reducing tensions in local communities? To what extent has the project has led to tangible results in terms of collaboration among community members?
15. To what extent was the project successful in increasing community resilience to violence? Why?
16. To what extent were the community dialogue and mediation sessions effective in resolving conflict? Why? Can you provide examples?
17. Did women have any role in conflict transformation during the project within community?
18. What could promote women roles in conflict transformation and social cohesion within your community?
19. How likely is it that some of these interventions will continue after donor funding has ended?
20. Will you continue using the acquired skills after the project? How so?
21. Do you know of any stories– that highlight 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?
22. Do you want to add any other points?

Thank the respondents

3. Questionnaire for Key Informant Interviews with Trainers/Trainees Received Advance Training.

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

- We are a survey team conducting the final evaluation of The Community Peacebuilding project implemented by Search.
- Explain why he/she has been selected for the interview:
- He/she is 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 members, IMS, trainees and other target groups.
- Explain that participation is voluntary.
- Explain that confidentiality will be maintained and the respondent can request anonymity.
- Set start and end times.

- Name of Respondent: -----
- Role: Trainer
- Place, Village, District: _____
- Date: _____
- Age:
- Man, Woman
- 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 do you think this project is relevant to the community needs? Why? please explain.
4. In your opinion, was the advanced training useful? Why/why not? Have you benefited from the training? What skills have you acquired? Please elucidate with example(s).
5. Was the advanced training helpful in promoting social cohesion and conflict resolution? Why/why not? Can you provide examples?
6. How relevant was the advanced 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/why not?
13. How could they deliver the activities better?
14. Do you know of any stories– that highlight 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

4- Questionnaire for Key Informant Interviews with Local Partners

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

- We are a survey team conducting the final evaluation of The Community Peacebuilding project implemented by Search.
- Explain why he/she has been selected for the interview:
- He/she is 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 members, IMS, trainees and other target groups.
- Explain that participation is voluntary.
- Explain that confidentiality will be maintained and the respondent can request anonymity.
- Set start and end times.

Name of Respondent: _____ Position: _____
Name of Organisation: _____ Place, Village, District: _____
Date: _____ Age: _____ Man, Woman

Questions:

1. What was your organisation'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?
4. What are the major weaknesses? How can we improve for future similar initiatives?
5. How relevant were the instruments (Insider Mediators training, conflict scans, community dialogue meetings and small grants) used during the project to the local communities' needs and capacities? Please respond to the following:
 - a. Advanced training.
 - b. Insider Mediator training.
 - c. Conflict scans.
 - d. Community dialogue meetings.
 - e. Small grants.
6. To what extent was the project successful in providing IMs with the skills needed to resolve conflict within their community? If not successful, why?
7. To what extent were the project activities (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 with 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?
8. 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).
9. 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?
10. What are changes to local communities were brought about from the various project activities? Indicate the positive or negative effects, intentional and unintentional, if any, for the following activities:
 - a. Advance training of trainers.
 - b. Capacity building of IMs.
 - c. Conflict scans.
 - d. Community dialogue meetings.
 - e. Small grants.
 - f. Establishment of conflict resolution committees.
11. To what extent do you think the project responded to the targeted community needs and existing issues? Was it relevant or irrelevant? Why?
12. Do you think the project interventions (project activities) are sustainable beyond the project period? Why/why not?
13. What could have been done differently so the project becomes more sustainable?
14. What are the success stories resulting from the project? Can you mention some other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
15. Do you have any recommendations or inputs regarding the better implementation of the project activities?

Thank the respondent

5- **Guide for Focus Group Discussions with Insider 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 strength of the project? 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 examples where 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 were the achievements?
7. Were there any gaps you observed to programming? If yes, explain and provide examples. How can we improve for the future?
8. To what extent do you think this project is relevant to your community needs. Why/why not?

9. How relevant were the IM 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 the project activities that may have limited the success of the activities?
11. To what extent were the community dialogue and mediation sessions effective in resolving conflict? Why/why not? Please provide examples.
12. Did women have any role in conflict transformation during the project within community?
13. What could promote women roles in conflict transformation and social cohesion within your community?
14. How likely is it that some of these interventions will continue after donor funding has ended?
15. Will you continue using the acquired skills after the project? How so?
16. Do you know of any stories– that highlight 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?
17. Do you want to add any other points?

Thank the respondents

6- 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 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.

Discussion Points:

1	What do you know about the project “The Community Peacebuilding Project”? 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 needs and existing issues (both men and women)?	
3	Do you think the project was successful in enhancing social cohesion in local communities? Why/why not? Please explain and provide examples where possible. Do you think the project helped to reduce the risk of inter-communal violence?	

	<p>Why/why not? Please explain and provide examples.</p> <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 did the project contribute to improving relations among the local community members?	
5	Do you think the project helped strengthen collaboration within local communities? Why/why not? Please provide examples where possible.	
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 is your feedback? Do you think they were useful or not useful? Please explain and provide examples where possible.	
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? Please explain and provide examples where possible.	
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? What are they? Do the established local committees have any role in solving conflicts in your community?	

7- Survey Questionnaire for Community Members (men and women)

- Respondent Name: -----
- Man/Women: ----- 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 “The Community Peacebuilding 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. From your point of view, how useful were the following project interventions/activities?

#	Activities	Very useful	Somehow Useful	Neutral	Somehow not useful	Very 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?

Very relevant	Somehow relevant	Neutral	Somehow irrelevant	Very irrelevant

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

Very effective	Somehow Effective	Neutral	Somehow Not effective	Totally not effective

6. Were IMs good at reaching a common ground among conflict parties?

Totally Agree	Agree	Neutral	Disagree	Totally Disagree

Why?

7. To what extent did the activities of the project in which you were involved strengthen your inclusion in the decision making process in your community?

#	Activities	Strengthened very much	Somehow Strengthened	Neutral	Somehow not strengthened	Very much 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 activities you were involved in help to build or strengthen positive relationships in your community?

#	Activities	Strengthened very much	Somehow Strengthened	Neutral	Somehow Not strengthened	very much 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					

9. To what extent did the project help to 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?

10. To what extent did the project activities in which you were involved help reduce conflict in your community?

#	Activities	Very much helped	Somehow helped	Neutral	Somehow not helped	Did not help
1	Conflict scans					
2	Community dialogue meetings					
3	Workshops for validation of conflict scans					
4	Community development initiatives (small grants)					

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

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

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

Very much contributed	Somehow contributed	Neutral	Somehow not contributed	There is no contribution

13. To what extent were the implemented interventions 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 implemented interventions as a result of the dialogue process?

Very much satisfied	Somehow satisfied	Neutral	Somehow unsatisfied	Very much 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

8- Survey Questionnaire for Community Members (men and women) in Al-Shamayatain district to assess the impact of Conflict Resolution Committees (CRC) (established in Phase I) on community resilience to violent conflict and how did they mitigate the risk of future conflicts.

- Respondent Name: -----
- Man/Woman: ----- 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 “The Community Peacebuilding Project”?

Yes.

Heard but not participated (go to question 2).

No (end the interview).

- If you heard but did not participate,

Was what you heard: positive or negative?

Please explain: _____

1- 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					

2- Has a conflict resolution committee been established in your area? If yes, how effective is this committee? If not, why?

Please explain : -----

3- Do the established local committees have any role in solving conflicts in your community?

4- To what extent was the project (especially the locally established conflict resolution committees) successful in increasing community resilience to violence? Why/why not?

Please explain : -----

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

Very much relevant	Somehow relevant	Neutral	Somehow irrelevant	Very much irrelevant

6- To what extent do you think the locally established conflict resolution committees in your community contributed to enhancing people's participation in discussing and resolving their conflicts?

Very much contributed	Somehow contributed	Neutral	Somehow not contributed	There is no contribution

7- To what extent did the locally-established conflict resolution committees strengthen your inclusion in the decision making process in your communities?

Strengthened very much	Somehow strengthened	Neutral	Somehow not strengthened	Very much not strengthened

8- To what extent did the locally established conflict resolution committees help build/strengthen positive relationships in your community?

Strengthened very much	Somehow Strengthened	Neutral	Somehow not strengthened	Very much not strengthened

9- What impact did the Conflict Resolution Committees (CRC) in the district have on community resilience to violent conflict? How did they mitigate the risk of future conflicts?

Please explain : -----

Annex (4):

Table (1): Distribution of qualitative and quantitative survey samples

Stakeholder/ Beneficiary	Sana'a and Aden	Taiz				Lahj			Total
		Al-Mawaset	Al-Mesrakh	Jabal Habashi	Al-Shamayatain	Radfan	Toor Al-Vaha	Tuban	
1- Key Informant Interviews (KIIs)									
Project staff	3								3
Insider Mediators (IMs)		4	4	4	4	4	4	4	28
Trainers/trainees		2	2	2	2	2	2	2	14
Local Partners		1	1	1	0	1	1	1	6
Sub-Total	3	7	7	7	6	7	7	7	51
2- Focus Group Discussions (FGDs): Seven Focus Group Discussions (FGDs) of eight participants each will be organised with IMs and Community Leaders at a rate of three FGDs in each governorate, plus an FGD in Al-Shamayatain District of Taiz, as follow:									
FGDs with IMs (1 FGD with 8 IMs from each district)		8	8	8	8	8	8	8	56
FGDs with Community Leaders		8	8	8	8	8	8	8	56
Sub-Total		16	16	16	16	16	16	16	112
3- Individual Surveys									
Community Members		107	85	107	34	72	72	79	556
Total	3	130	108	130	56	95	95	102	719
Contingency		4	4	4	4	4	4	4	28
Grand Total	3	134	112	134	60	99	99	106	747

Table 2: Number and percentage of respondents distributed by gender

	Women	Men	Total	% of women	% of men
Project staff	1	2	3	33%	67%
IMs	14	14	28	50%	50%
Trainers/trainees	7	7	14	50%	50%
Local Partners	3	3	6	50%	50%
FGDs with IMs	28	28	56	50%	50%
FGDs with Community Leaders	21	35	56	38%	63%
Sub total	74	89	163	45%	55%
Community Members	210	346	556	38%	62%
Contingency	14	14	28	50%	50%
Total	298	449	747	45%	55%