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Abbreviations

AQAP	Al-Qaeda in the Arabian Peninsula
CGI	Yemen Common Ground Institute
CSO	Civil Society Organisations
DAC	Development Assistance Committee
EU	The European Union
FGD	Focus Group Discussion
IDP	Internally Displaced Person
INGO	International Non-Governmental Organisation
KII	Key Informant Interview
MENA	Middle East and North Africa
OECD	The Organisation for Economic Co-operation and Development

1. Executive Summary

Yemen Common Ground Institute (CGI) is a two-year EU-funded project which aims to build the capacity of local CSOs to resolve local level conflicts in a collaborative and peaceful manner through the use of dialogue. The project was implemented by Search for Common Ground-Yemen (Search) in six districts in the governorates of Abyan, Taiz, and Al Hodeidah. This report presents the findings of the final evaluation conducted from April through to May 2018. Documenting achievements of the expected results and lessons learned, the final evaluation assesses the effectiveness, impact, and sustainability of the implemented project. A combined approach of quantitative and qualitative methods was used to gather the required information. This constitutes firstly a survey, to collect the information from community members who participated in, or became aware of, the project and its interventions. Secondly, Key Informant Interviews (KIIs) with targeted community leaders, facilitators, and local Civil Society Organisation (CSO) partners. Thirdly, Focus Group Discussions (FGDs) with a representative cross-section of local community members, allowing for reflection and debate surrounding project activities. Finally, an extensive desk review was conducted to review project documents, reports, and plans. For this final evaluation assignment, a total of **472 individuals were interviewed**, 285 men and 187 women, constituting 40% of the total sample. The following summarises the main findings of this evaluation:

- Relevance
The project activities and interventions were considered to be of high relevance to targeted communities. This was manifested in three key areas, as outlined by targeted communities: (i) building the capacity of local CSOs to conduct conflict scans and design dialogue processes; (ii) actively engaging community in dialogue processes to resolve local conflicts; and (iii) conducting tangible community interventions resulting from the community dialogues, meeting community needs and concerns. **75% of interviewed community members indicated that the project interventions were of great relevance to their needs**. Interviewed facilitators, affiliated to local CSOs, emphasised that capacity building activities were extremely valuable, enhancing their skills and knowledge to engage positively with local communities around local conflicts. Participants in KIIs and FGDs often reached consensus in concluding that implemented activities were highly relevant to communities' needs. Nonetheless, some FGD participants noted that the dialogue processes did not cover all the conflict cases identified during the conflict scans, an unfortunate but inevitable result of operating within a limited timeframe and budget.

- Effectiveness
According to the evaluation findings, the project established a foundation for community members to understand that conflicts can be solved peacefully. The project equipped them with the tools needed to work towards resolving conflicts by peacefully discussing conflict parties' views through dialogue sessions. Local CSOs and facilitators indicated that capacity building workshops were highly effective. These trainings specifically built local CSO capacities to mediate local-level conflicts and provide a safe space for discussion in order to reach real consensus. This result has also been captured in the evaluation of the capacity building activities. However, more than half of the interviewed facilitators indicated that the time of the

trainings was not enough, taking into account the topics presented and mechanisms used. Dialogue processes were well-received by community members as an effective medium to consolidate different opinions and a peaceful way to resolve conflicts. **Approximately 99% of participants believe that dialogue processes helped reach solutions in the face of local disputes by addressing the most relevant conflict issues in target communities**. 65% thought the interventions were highly successful in meeting the communities' requirements, by addressing basic and daily needs such as access to potable water, education, and health. On the other hand, awareness-raising activities using social media platforms were not effectively mobilised or contextualised: with 69% of the interviewed community members indicating having not view the produced media products. This could in part be attributed to the high degree of illiteracy among the target population and limited access to internet and/or electricity.

● Sustainability

Participants in the KIIs provided positive feedback on how sustainability will be maintained post-project. Each respondent emphasised that they were now better equipped with the necessary skills to enable them to intervene whenever conflicts arise. Concurrently, Search's exit strategy equally ensured the sustainability of project results, in particular by embedding project objectives within partner CSO team members and facilitators, who adopt the principle of dialogue and want to continue implementing dialogue practice at different levels and with different actors. Examples of this have already materialised, with one local Council Director, who took part and the trainings and has now began communicating with other INGOs (such as UNICEF) to promote the use of dialogue to resolve other local conflicts in his district.

● Impact

Among the major impacts of this project is the increased involvement of women in resolving conflicts. Largely, women in Yemen are not presented with opportunities to engage in resolving community-level conflicts. In spite of this, the project has contributed to cultivating a culture in which women are welcomed and celebrated for their involvement in mediating and resolving local conflicts. Dialogue facilitation and participation processes were aspects in which the role of women was particularly prominent. Moreover, the evaluation findings show that 62% of the interviewees held that the interventions significantly improved relations among conflict parties, and a further 32% indicated a moderate improvement. What is more, **97% of interviewed community members confirmed that the interventions had a positive impact on their lives**. According to FGD participants, the project achieved its goal by allowing community members and conflict parties to resolve their differences through dialogue. Contributors further reflected that the dialogue processes facilitated the resolution of conflicts without the need to resort to violence, as conflicts were previously managed in the past. Finally, the confidence of CSOs and facilitators to lead and manage dialogue processes increased as a result of the trainings received, as documented in training evaluations.

Key recommendations:

● Replication of the project, or similar projects, in other locations in order to reach more communities and CSOs;

- Adopt a phased training approach for long term projects in order to deepen specific modules and incorporate more advanced treatment of training topics, which will ensure a greater impact on target groups;

- Support CSOs to develop project-level Monitoring and Evaluation plans to monitor their activities, achievements, and impacts across the projects;

- Innovative media and community outreach activities tailored to specific target demographics (taking into account literacy/illiteracy rates) should be considered to raise awareness of project activities;

- Consistent use of SMART standards to develop project indicators and verify the feasibility of these indicators through a clear verification source.

2. Background

2.1.   Introduction

Since 2015, Yemen has experienced an escalating armed conflict and complex humanitarian emergency, resulting in more than 10,000 deaths and the displacement of over 3.1 million people of a total population of 27 million. An untold number of Yemenis have died from second-order effects, including the collapse of the health system and shortages of food, water, and medicine. Yemen's national conflict is straining relationships within communities, entrenching divisions along pre-existing lines while also creating new ones. Prior to the current war, tensions existed between different tribal groups, political parties, and between north and south Yemen. While these divisions are not new, the violence has reinforced suspicion and mistrust from conflicting groups. Local gangs and militarised groups have restricted movement on roads between north and south Yemen to those born outside the region. Despite growing divides, there remain possibilities for peace in addressing the deepening sectarian and tribal divides at the local level.[1]

2.2.   Overview of the Project

The Yemen Common Ground Institute is an initiative to contextualise Search's Common Ground Institute framework to the Yemeni environment. In January 2015, Search launched the Common Ground Institute (CGI) in the Middle East and North Africa (MENA) – a flexible initiative to enhance dialogue quality in the MENA region. CGI is a framework (not a physical space requiring infrastructure) that seeks to build the capacity of Arab-speaking dialogue design and facilitation experts. The aim of the CGI is **to support dialogue initiatives and raise their acceptance within communities, civil society, media, and local governments and to celebrate, research, and award best dialogue practices.** Taking this framework, which has already been effectively implemented in Tunisia and Egypt, Search-Yemen partnered with a local foundation, *Tamkeen,*

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[1]   Maktary, Shoqi and Katie Smith. (2017), "Pathways for Peace and Stability in Yemen", SFCG.

to contextualise the CGI approach to Yemen and build the capacity of local CSOs to effectively and non-violently mitigate community conflicts.

The overall goal of the proposed action was for Yemeni CSOs to resolve local-level conflicts in a collaborative and peaceful manner through the use of dialogue processes. The specific objectives of the project were:

1. Yemeni CSOs use increased capacity to design and implement effective local dialogue processes in their communities.
2. Build community-wide awareness of CSO-led local dialogue processes.

Tamkeen designed the proposed intervention to address locally-identified sources of tension and to resolve these conflicts and prevent divisions from embedding in local communities through dialogue processes. Despite the current volatile environment in Yemen and its associated cleavages between populations and beliefs, there remains to exist a shared language, history, culture, and more. Dialogue processes allow for the acknowledgement of differences while simultaneously nurturing dialogue that allows Yemenis to act on their commonalities. In this regard, the intervention built the capacity of CSOs to identify and alleviate sources of conflict through inclusive dialogue processes.

The project had seven main activities, as follows:

1. Capacity-building workshops on dialogue facilitation and dialogue design with CSOs from 6 communities.
2. Trained CSOs implement rapid conflict scans to identity local-level conflict drivers.
3. Fellowship exchange between CSOs to allow for information sharing and relationship building across social and geographic divides.
4. Provision of 12-16 subgrants to CSOs in the 6 districts to facilitate dialogue sessions at a local-level.
5. Launching multi-media campaigns to raise the profile of dialogue efforts among diverse populations.
6. Publicly celebrate culture of dialogue by granting a Yemen Common Ground Award to a CSO or individual.
7. Host regional conference for knowledge sharing and relationship building across social and geographic divides.

2.3.   Evaluation Objective

This evaluation documents the expected results, project achievements, and lessons learned; assessing effectiveness, impact, and sustainability of the CGI project implemented in six districts of the governorates of Taiz, Al Hodeidah, and Abyan. The final evaluation will help identify points of strength, weakness, and lessons learned to ensure more effective future programming.

2.4.   Evaluation Criteria and Key Evaluation Questions

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

Relevance

- To what extent did this project respond to the targeted community needs and existing issues?

- What is the relevance of the interventions as perceived by beneficiaries and external observers?

- How relevant were the instruments (capacity building workshops, conflict scans, community dialogue meetings) used during the project to the local communities' needs and capacities?

Effectiveness
- To what extent was the project successful in achieving its stated goals, and objectives?

- To what extent did project activities contribute to the achievement of project goal and objectives?

- To what extent was the project effective in building the civil society capacity through the provision of dialogue facilitators with the skills and capacities needed to increase community resilience to violence?

- Are the dialogue processes based on an effective analysis of the conflict?

- How effective were the community dialogue and mediation sessions in resolving conflict?

- How effective were our media campaigns in promoting dialogue? What is the reach, response and resonance to our messages?

- What major factors contributed to the achievement or non-achievement of objectives?

- How effective were the dialogue processes and approach in increasing community resilience to conflict? What are the strengths and weaknesses of the processes/approach and how can they be further improved?

- What are the major results of the project and the major lessons learned?

Sustainability
- To what extent are the objectively verifiable results sustainable beyond Search or EU 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?

- To what extent did the project contribute to improving relations among groups in conflict?

- 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?

3. Methodology

The final evaluation employed mixed quantitative and qualitative methods to assess the project activities. Data collection took place between 5th and 20th of May 2018.

3.1. Evaluation Scope of Work

The general scope of the evaluation is to gather information regarding the ability of Yemeni CSOs to resolve local-level conflicts in a collaborative and peaceful manner through the use of dialogue processes. The field work of this final evaluation took place in following locations:

Governorate	District	Visited Intervention
Taiz	Al-Shamayatain	The construction of three rooms to house IDPs in Al-Madhaf school
	Al-Ma'aafer	Maintenance of 339 chairs in 8 schools
Governorate	District	Visited Intervention
Abyan	Lawder	Replacing the engine and the submersible pump in the well No. (3) in the village of Al-Sir
	Moudiah	Construction of a water tank in the village of Kabaran
Governorate	District	Visited Intervention
Al Hodeidah	Zabeed	Establishment of a drinking water network in the village of Mahwa AlAl-Hitat

		Construction of a reservoir for drinking water in Mahwa Al-Gharbi village
	Bait Al Faqeeh	Construction of the wall of Al-Nahdah school in the village of Beiout Al Faqeer
		Implementation of the carrier line for drinking water in the village of Ghanamiya

3.2.   Data Sources and Sample Design

The final evaluation tools were developed by Solution's team and led by the team leader. They were shared with Search for review and feedback. Upon receiving the approval from Search, the tools were dispatched to the field team and used to facilitate data collection. An electronic questionnaire was employed for grassroots community member interviews and a paper questionnaire for the other specialised interviews with social dignitaries, community leaders, and CSO staff. The appropriate sample size was determined at confidence level of 95% and 5% margin of error for the quantitative sampling. The following table represents the estimated population of the targeted districts:

Governorates	District	Total
Abyan	Lawder	11658
	Moudiah	4834
Al Hodeidah	Zabeed	26795
	Bait Al-Faqeeh	40192
Taiz	Al-Shamayatain	28970
	Al-Ma'aafer	17856
Total		130305

Further information and data on the tools, sample size, locations and target groups are provided below:

Desk Review
Solutions reviewed all related documents of the project, including but not limited to the following:
   ✓   Project proposal and implementation plans,
   ✓   Project progress reports,
   ✓   Monitoring and Evaluation reports,
   ✓   Pre and post training tests and training reports.

The desk review aided in the verification of the progress of activities in relation to the project plan and logical framework.

Questionnaire (Structured Survey)

The questionnaire assisted in verifying and quantifying the project relevance, effectiveness, and the level of satisfaction among participating community members, with regards to the project activities and interventions. Details of the reach of the questionnaire can be found in the table below, disaggregated by governorate, district, and gender:

Governorates	District	Male	Female	Total
Abyan	Lawder	41	29	70
	Moudiah	36	13	49
Al-Hodeidah	Zabeed	41	19	60
	Bait Al-Faqeeh	40	20	60
Taiz	Al-Shamayatain	34	26	60
	Al-Ma'aafer	29	26	55
Total		221	133	354

Key Informant Interviews (KIIs)

In-depth KIIs were employed as a qualitative tool to gather more comprehensive information regarding the project's effectiveness, impact, and sustainability. The KIIs targeted community leaders, facilitators, and local CSOs and provided detailed information from prominent community members concerning their perspectives on arising challenges, success stories, and benefits of the interventions. Additionally, the KIIs explored the main changes that occurred within the targeted communities and CSOs, which allowed them to adopt the dialogue approach in resolving conflicts. Details of the reach of the KIIs can be found in the table below, disaggregated by governorate and gender:

Governorates	Male	Female	Total
Abyan	7	1	8
Al Hodeidah	6	4	10
Taiz	5	3	8
Total	18	8	26

Focus Group Discussions (FGDs)

Eight FGDs were conducted in the target communities to further obtain qualitative data. The FGD participants consisted of wider community members and direct beneficiaries of the interventions. Details of the reach of the FGDs can be found in the table below, disaggregated by governorate and gender:

Governorates	# of Session	Male	Female	Total
Abyan	3	22	12	34
Al Hodeidah	2	9	16	25
Taiz	3	15	18	33

Total	8	46	46	92

3.3.   Study Sample Characteristics

The overall sample of this final evaluation is 472 people, of whom 187 were women - constituting 40% of the total sample.

3.4.   Constraints and Limitations

The final evaluation encountered some challenges, specifically during the data collection phase, due to the following:

1. Search implements similar complementary projects in the same locations, which made data collection challenging for the interviewers due to difficulties identifying project beneficiaries for this one target evaluation. This also required attention from the evaluation team to verify that answers were relevant specifically to the Yemen Common Ground Institute project.
2. The team identified very few female participants for the FGDs in Lawdar (Abyan) due to the limited number of female beneficiaries in the community dialogue activities, relative to other governorates. Conversely, in Amsar village, Abyan governorate, the team experienced difficulty in finding male participants, since most of the male villagers joined the military and relocated to Aden as a result.
3. The volatile security situation in Al Hodeidah halted the field work for two days whilst further coordination with the sub-local authorities was pending.
4. Many of the target community members in Al Hodeidah were illiterate, therefore interviews took a significant amount of time. Moreover, many respondents expected to receive some form of financial assistance for participating in the survey, which created crowds surrounding the field enumerators and interrupted data collection.

4. Evaluation Findings

4.1.   Relevance

This section discusses the extent to which the project was relevant to the priorities of the target groups in each intervention location. The evaluation findings show that the project activities and interventions were timely and technically relevant to the communities' needs and existing issues. Particularly relevant to the CSOs and their members, the project enhanced their capacity to engage effectively with their communities regarding local-level conflicts. The project activities were further found to be relevant to community members, who directly benefited from the interventions and witnessed first-hand how participatory and inclusive dialogue and collaborative efforts effectively resolve conflicts.

4.1.1.   Relevance of the project

The Yemen CGI project has shown great relevance to the community needs and existing conflict issues. The project met target communities' needs in two ways: 1) by building CSO capacities to resolve conflicts in a non-violent way, and 2) by building community member's capacities to resolve conflicts in a non-violent way. The project was very timely given the most recent evolution of the devastating war in Yemen, which has seen Al Hodeidah as a new frontline of assault by the coalition, resulting in increased armed ground clashes and air strikes, severely impacting the governorate itself and having a ripple effect throughout the country.

4.1.2.   Relevance of the capacity building

All participating local CSOs noted that the capacity-building activities and trainings were relevant to their needs and their community. As confirmed in the Yemen CGI baseline study, CSOs and community members recognised the importance of local dialogue to resolve their conflicts, yet this technique was not available, nor did the CSOs have the capacity to conduct such an approach. The positive feedback obtained at the community level further reaffirms the relevance of the skills CSOs and facilitators acquired through the capacity building workshops.

Local CSOs and their facilitators expressed that capacity building activities (i.e. conflict scan techniques and dialogue design and facilitation) were of great relevance and very pertinent to their needs and their community. The capacity building activities enhanced local CSOs' skills to identify local-level conflict drivers and scan local conflicts collaboratively with local communities. These trainings have also entrenched sophisticated facilitation skills at the sub-district and district level.

> *"The trainings I received were of great relevance to my needs on account of the new skills I gained, which I feed into the community I live in. These skills are needed to deal with the conflicts that may occur within my community in a peaceful manner*.*"* **CSO staff member**

The majority of KII participants maintained that the skills and tools obtained throughout capacity building activities increased communities' resilience to conflicts and increased communities' awareness of the importance of dialogue to resolve conflicts. Additionally, community leaders considered these capacity building activities as relevant to communities' needs and existing conflict issues, since they note that local CSOs and facilitators have been able to converge and convene non-violent discussion and often consensus across differing views held by conflict parties. Community leaders have further contributed greatly to disseminating dialogue as a medium for conflict resolution, which sets the foundation for promoting the culture of dialogue, as one of the KII participants stated. Trained facilitators have gained the ability to reconcile conflicting beliefs by effectively communicating with each party to establish and nurture a common ground.

4.1.3.   Relevance of dialogue processes

Community dialogue processes were considered to be of great relevance to community members, since these dialogues addressed the most relevant conflict issues in target communities. **Almost 99% of both male and female surveyed community members indicated that dialogue processes addressed one of the most relevant conflict issues in their community**, as shown in   *figure 3* below.

Figure SEQ Figure * ARABIC 3: Community dialogues addressed the most relevant issues in the community
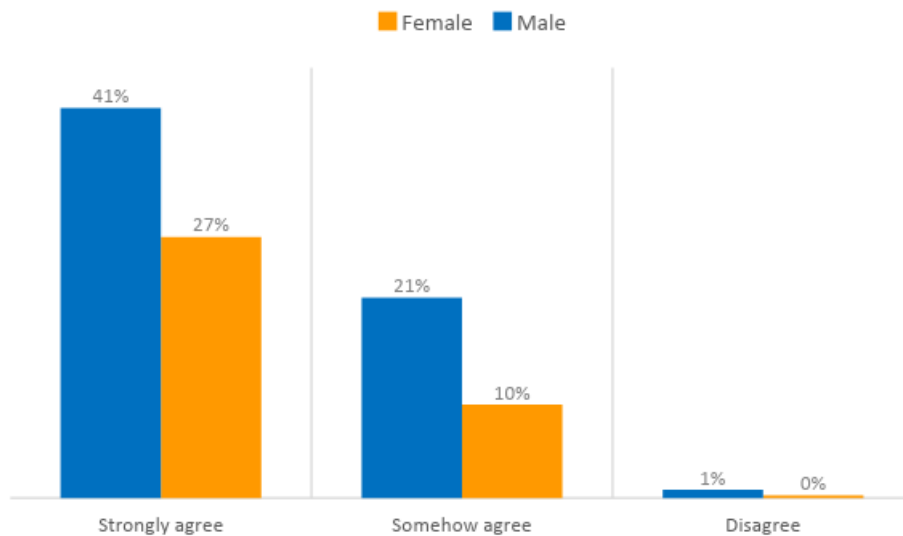
Dialogue sessions gave community members the opportunity to voice their concerns and needs as well as creating a safe and inclusive space for participants to propose ways to address these conflicts. The project contributed to resolving some conflicts from which communities have suffered for many years. Interviewed community leaders believed that the interventions helped reduce tensions and create a spirit of tolerance and acceptance among community members.

Based on community members' feedback, the majority believed that the interventions were highly relevant to community needs, as shown in *figure 4*. Across all the assessed governorates, **75% of community members highlighted that the interventions were relevant to their community needs**, while an only 24% believed that the interventions were somehow relevant, citing that some outputs of the dialogue processes were not implemented. For example, one community member in Al-Shamayatain referred to the dialogue process in which a plan was developed to construct six rooms for IDPs, however instead only three rooms were constructed. Only 1% considered the interventions to be either 'somehow not relevant' or 'not relevant at all'. The reasons presented for these responses was specifically due to the desire for other types of projects, reflecting their personal priorities and concerns rather than consensus-based priorities.

Figure SEQ Figure * ARABIC 4: Implemented interventions are relevant to community needs
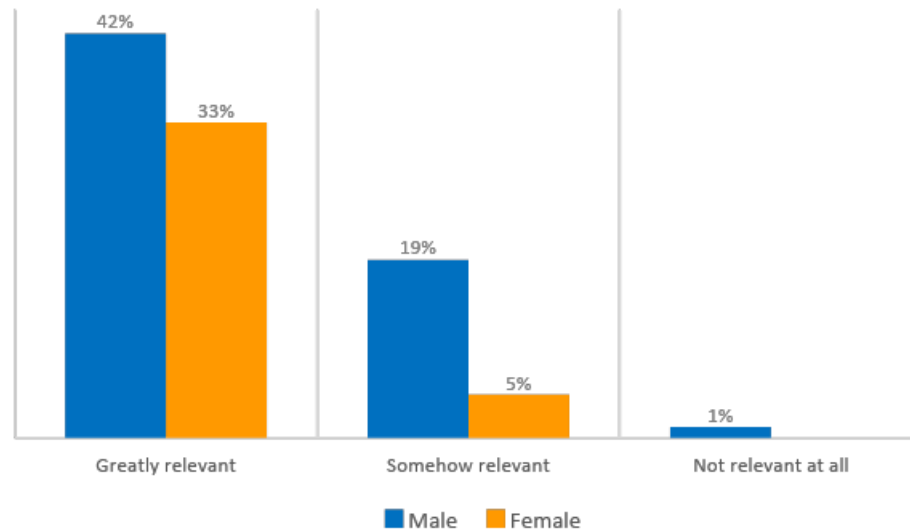
The response of community members regarding the relevance of the project varied from one governorate to another, as evidenced by the percentage of respondents who thought that the interventions were 'somehow relevant', which ranged between 15%, 30%, and 24% for Taiz, Abyan, and Al Hodeidah respectively. Between 1% and 3% of the assessed communities held that the implemented activities were 'not relevant at all' to their needs, with Taiz representing the former and Al Hodeidah the latter. In terms of gender responses, all female respondents found activities to be either 'greatly relevant' or 'somehow relevant.' According to the community leaders interviewed, the project activities and implemented interventions were fully compatible with the needs of the community. To illustrate this information, *figure 5* represents the difference between target governorates of the project.

Figure 5: Implemented interventions are relevant to community needs per governorate
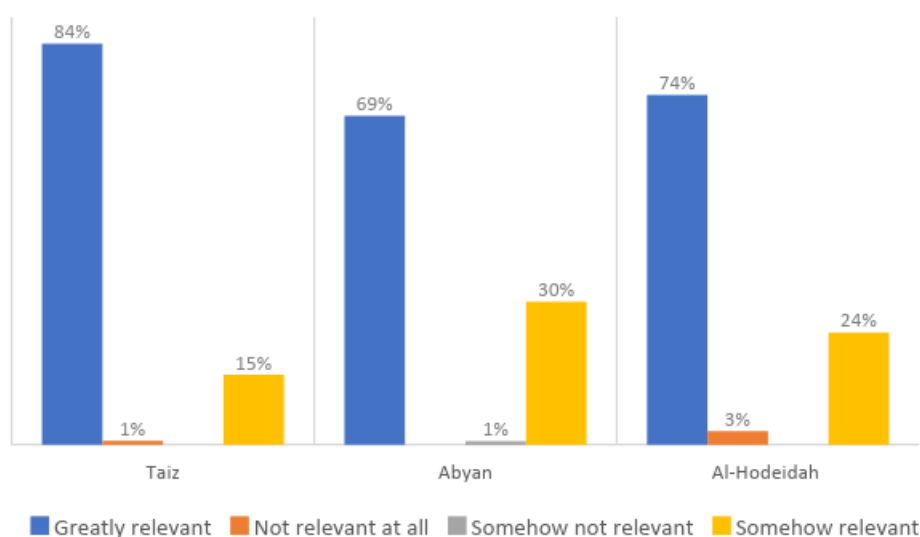
4.2.   Effectiveness

This section provides information regarding the extent to which the project has attained its stated goal and objectives. Results of this final evaluation have revealed that targeted CSOs obtained the necessary skills, knowledge, and tools needed to resolve local-level conflicts collaboratively and in a peaceful manner through the use of dialogue processes. The main factors leading to this achievement were the effective capacity building trainings conducted at the beginning of the project, implementation of the dialogue processes, and community interventions which addressed the most relevant issues of target communities. Conflicts were identified through effective, collaborative, inclusive, and locally-led conflict analysis; identifying conflict drivers, dynamics, main actors, and potential resources for peace. Addressing the priority conflicts through dialogue processes thus increased trust among community members and CSOs.

4.2.1.   Effectiveness of Capacity Building

The project clearly contributed to enhancing CSOs' capacity to engage positively with communities around local conflicts. Targeted CSOs received support in the form of capacity building trainings, particularly in dialogue facilitation, dialogue design, and rapid conflict scan techniques. KII respondents from CSOs and facilitators valued the trainings provided throughout the project, however they noted that the time allocated to the capacity building workshops was insufficient. CSO leaders acknowledged that the capacity building trainings were effective in terms of delivery and content, alongside the training in community interventions management. Overall, the trainings contributed to enhancing facilitators' skills, which in turn assisted in finding solutions to conflicts and strengthening communities' trust and confidence in them.

"Now I am able reconcile different viewpoints, design and manage dialogues, use conflict resolution mechanisms, and write proposals and reports – all of which are practical and transferable skills that I really need."

Insider Mediator

While the interviewees commended the capacity building, they highlighted some challenges that arose during the training sessions which include the following:

- Time: 12 facilitators found that the time dedicated to trainings was not sufficient. They believed that if additional time was given to trainings, more could have been gained from the sessions, and skills better honed.
- Training materials: one facilitator believed that the training materials were too specialised and included terminologies that was not understood, especially terms related to dialogue and mediation. It was suggested that simplified training materials would have eased the accessibility of the training.
- Management: Two facilitators in Al-Shamayatain (Taiz) shared that the project management team did not meet their expectations in terms of the recruited trainer, subject matter, and time allocated.

4.2.2. Effectiveness of Dialogue Processes

Throughout the project, targeted CSOs carried out a total of 13 dialogue processes. **97% of surveyed community members (344 out of 354 community members) indicated that dialogue sessions had a positive effect** on them and their community, as shown in *figure 6* and *figure 7* (disaggregated by governorate). This high result can be attributed to the effective design and implementation of the dialogue processes, which were inclusive and addressed priority conflicts of concern to target communities.

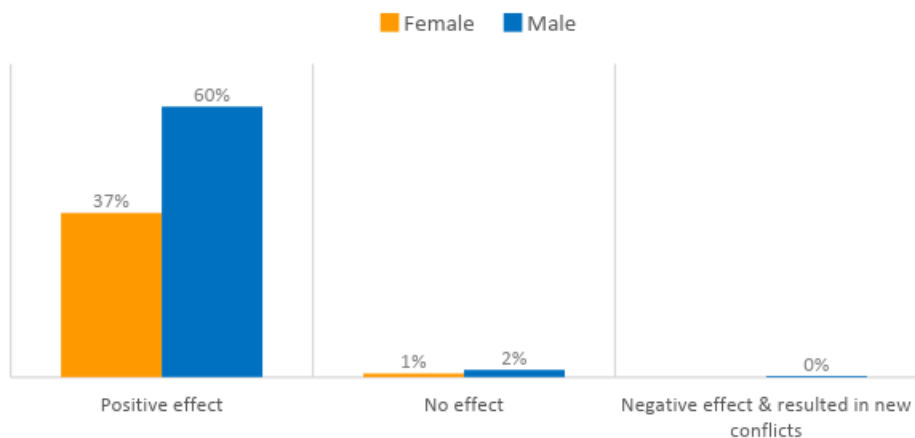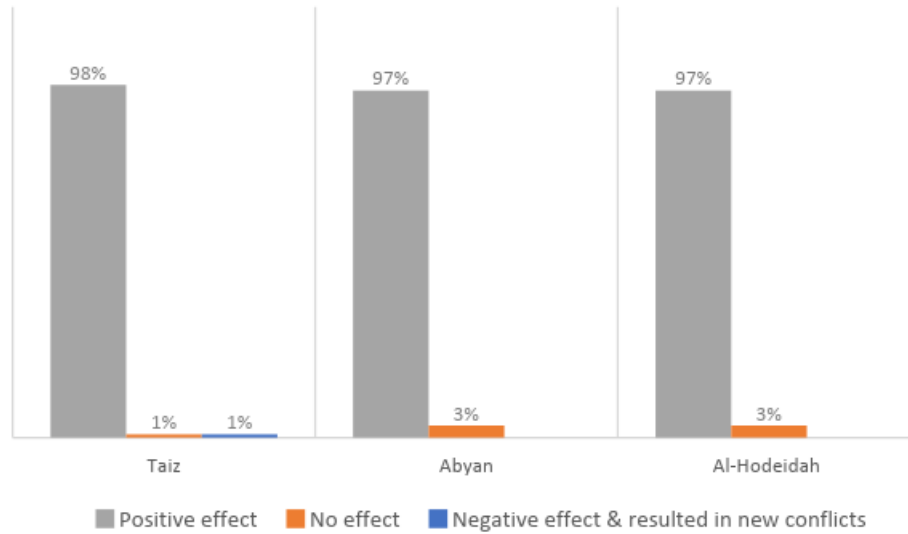*Figure 6: Community dialogue session's effect by gender*

Figure 7: Community dialogue sessions' effect per governorate

Prominent reasons cited by participants in the community dialogues for the effectiveness of dialogue sessions are as follows:

1) Dialogue sessions provided us better information about the conflicts;
2) Youth and women were engaged in those dialogue sessions to resolve conflicts;
3) Dialogue sessions helped us agree on some issues and reach solutions that suit all parties;
4) Dialogue sessions contributed to enhancing relations among community members.

These results indicate that the project objective of building community-wide awareness of CSO-led local dialogue was achieved. Surveyed community members expressed great appreciation of the use of dialogue for resolving conflicts. This result is supported by the responses received from the field, as shown in *figure 8*. **96% of the surveyed community members said they recommend using dialogue as a medium for resolving conflicts to other communities.** FGD participants also voiced strong support for the use of dialogue as a means for conflict resolution, on account of it bringing people together and increasing their awareness of all conflict aspects. One FGD participant stated, "dialogue

Figure SEQ Figure * ARABIC 8: Would you recommend the use of dialogue by other communities
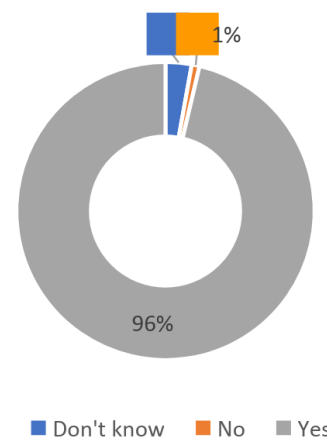
has helped us to converge different views and showed us that we can reach solutions that suit all parties."

Community leaders, CSOs, and facilitators corroborated that participants in the capacity building trainings were able to conduct conflict scans, and design and implement dialogue sessions effectively. The project successfully augmented skills and enhanced capacities, supported by responses from the surveyed community members, who believe that CSOs and facilitators implemented effective dialogue processes. Nearly 85% of participants, both men and women, considered that CSOs and facilitators conducted either 'good' or 'excellent' work during the implementation of the dialogue processes in their communities. *Figure 9* below illustrates the assessment, made by CSOs and facilitators, of community members' efforts towards making dialogue processes effective.

Figure SEQ Figure * ARABIC 9: CSOs' and facilitators' efforts in conducting dialogue process
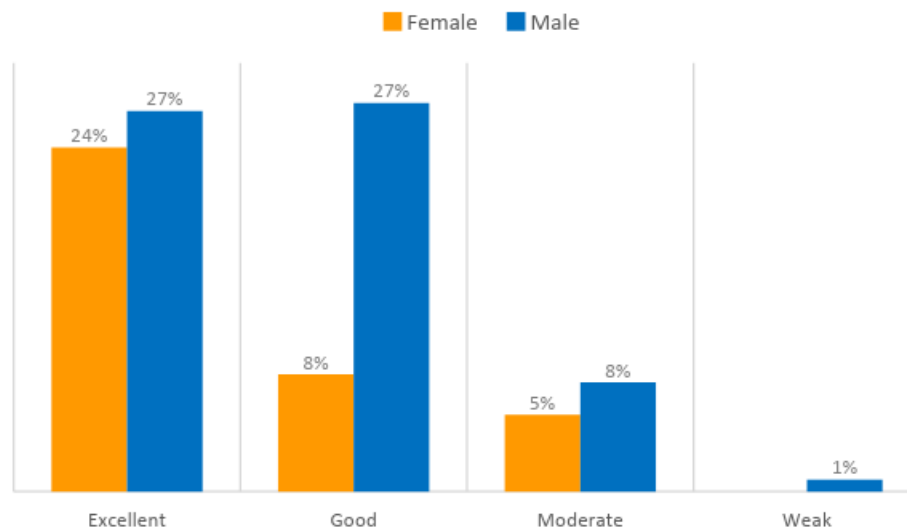
4.2.3. Effectiveness of Media

Figure 10 illustrates the effectiveness of the media campaign employed to promote dialogue. 69% of surveyed community members stated that they had not come across any media messages, campaigns, or awareness-raising messages regarding the dialogue during the project. Only the remaining 31% of surveyed community members therefore report viewing or reading about dialogue projects through social media platforms. Whilst this meets the target of the log-frame, set at 30%, this is still considered to be low.

Figure SEQ Figure * ARABIC 10: Community members report viewing or reading about dialogue processes through social media platforms
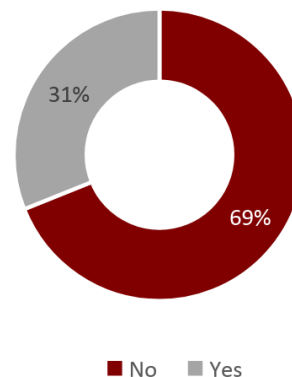
4.2.4.   Factors Contributing to Project Success

In terms of factors contributing to achieving the objectives of the project, interviewed CSOs emphasised that the main project activities as the following:

1) Capacity-building workshops on dialogue facilitation and dialogue design with CSOs. These workshops helped CSOs and their members to obtain the skills and knowledge required to implement the dialogue processes.

2) The implementation of rapid conflict scans to identify local-level conflict drivers. These tools contributed to ascertaining relevant conflicts and the most relevant actors in the community. Conflicts were then substantiated through verification sessions to ensure the most relevant conflict issues in the community were addressed.

3) The implementation of dialogue processes and their agreed interventions. By involving community members and CSOs in constructive dialogues surrounding conflict issues, the sense of ownership among these actors was very high. Additionally, linking the dialogue sessions with tangible outcomes increased the trust between the CSOs and community members.

Dialogue processes were designed based on an effective analysis of conflicts according to the interviewed facilitators.

"This has made dialogue processes more effective because we have to address the different aspects of the conflict, to connect different point of views and to search for satisfactory solutions for all conflicting parties," **Insider Mediator**

Another factor contributing to the success of the project were the facilitators themselves. These facilitators were respected and well-connected within their communities. The capacity building workshops played a significant role in building the capacity and confidence of the facilitators and affiliated CSOs. Increasing the ownership of dialogue processes among facilitators strengthened their efforts towards resolving community conflicts. In this context, a small survey was conducted by Search-Yemen at an early stage in the project, measuring to what extent the CSO facilitators perceived themselves as active agents of change. A total number of 42 facilitators out of 54 thought of themselves as active agents of change after the project. The skills, knowledge and opportunity presented to them to engage their local communities throughout the project significantly increased their confidence. Finally, the inclusion of a wide range of stakeholders from the community -- including community leaders and officials (e.g. Sheiks), community members, local authorities, women and youth -- contributed to the success of the project by generating a broad buy-in to the project goal and objectives.

While the aforementioned factors contributed to the achievement of the project objectives, there were other factors that were believed to have hindered the progress of the project.

1. The security situation in **Abyan** obstructed the inclusion of female facilitators and community members in project activities, especially at the early stage of the project at

the time that Al-Qaeda in the Arabian Peninsula (AQAP) controlled large segments ofthe governorate.

2. Search faced <u>coordination challenges</u> with both de jure and de facto authorities in target areas. This was particularly pronounced in **Al Hodeidah**, where de facto authorities created an Executive Unit, a new governance structure that oversees all other official authorities in the governorate, including the governor's office, the Local Council, and Ministerial offices. Obtaining renewed permission for activity implementation from the Executive Unit necessitated continued negotiations that delayed ongoing programme activities. Search convened several meetings at the governorate and district levels to garner buy-in and foster working relationships with these new officials, which eventually resolved the situation.

3. <u>Intensified violent clashes</u> between conflict parties in **Taiz** posed serious safety risks for Search staff and partners. Due to security concerns, Search suspended activities from March 2017 until armed confrontations ceased three months later in June 2017.

4. <u>Coalition forces</u> advancing toward **Al Hodeidah** governorate resulted in the de facto government suspending all operations conducted by international organisations in March 2017. Search was implementing dialogue proposal development workshops under objective 2 of the action in Al Hodeidah when the de facto authority requested Search and other INGOs to suspend activities until further notice due to the prospect of coalition forces gaining control of the governorate. The suspension lasted for two months until June 2017, after which Search was permitted to resume activities and implement the facilitation workshops, albeit with a two-month delay.

4.2.5. Log-frame Results

Yemeni civil society organisations resolve local-level conflicts in a collaborative and peaceful manner through the use of dialogue processes	**Unable to measure**	
Indicator	**Target result**	**Actual result and explanation of the indicator**
Decrease in # of local violent conflicts in local communities	30% decrease	This indicator is very hard to measure since there are no official means of obtaining the statistics of conflict incidents, such as police services or local authorities. Nevertheless, the general consensus, as per the survey responses and KIIs, is that the project activities have contributed to reducing conflict and improving relationships among community members.
Specific Objective: SO1 – Yemeni CSOs use	**Fully met the target**	

increased capacity to design and implement effective, local dialogue processes in their communities.		
Indicator	**Target result**	**Actual result and explanation of the indicator**
% of participants who express ability to effectively design and implement dialogue processes	70%	CSOs and facilitators have expressed the ability to effectively design and implement dialogue process. This result was supported by different sources:
		1) Search previously captured that **85%** of participants possess the skills and knowledge needed to design and implement a dialogue process. This is further supported by an additional evaluation conducted by Search during the dialogue sessions, in which the co-facilitator, supervisor and community members assessed the dialogue process.
		More than **85%** of community members claimed in their survey responses that dialogue processes implemented by CSOs were either excellent or good.
Specific Objective: SO1 – Yemeni CSOs use increased capacity to design and implement effective, local dialogue processes in their communities	**Fully met the target**	
Indicator	**Target result**	**Actual result and explanation of the indicator**
# of CSO members who see themselves as active agents of change: 40 (out of 54 CSO members participating in training)	40 out of 54 CSO members trained	**42** out of the 54 facilitators enlisted in the project expressed their eagerness to resolve local conflicts using their newly acquired knowledge. Some CSO members have already engaged in resolving local conflicts beyond the scope of the project and are being regarded as "agents of change" in their communities. This result was supported by the answers of the KII participants who expressed that CSOs members now have the necessary skills to mediate conflicts.

Specific Objective: R1.1 – CSOs trained in dialogue facilitation, dialogue design, and rapid conflict scan techniques	**Partially met the target**	
Indicator	**Target result**	**Actual result and explanation of the indicator**
% of participants with an increased understanding of key concepts (dialogue facilitation, dialogue design, and conflict scans) and tools as shown by a post-test score of at least 50% higher compared to training pre-test	**70%**	According to the pre- and post-test results, **92%** of the participants have demonstrated increase in knowledge to varying degrees, as outlined below: ● **47%** (**25** participants) experienced a **50%** increase in understanding of key concepts (dialogue facilitation, dialogue design, and conflict scans) and tools ● **25%** (**13** participants) gained an increased understanding of between **30%** to **49%** of key concepts (dialogue facilitation, dialogue design, and conflict scans) and tools ● **21%** (**11** participants) gained an increased understanding of between **1% to 29%** of key concepts (dialogue facilitation, dialogue design, and conflict scans) and tools ● **6% (3** participants**)** did not experience any increase in understanding of key concepts (dialogue facilitation, dialogue design, and conflict scans) and tools; they received the same result in the pre- and post- test. ● **1% (1** participant**)** received a negative result in the post-test. This indicator is relatively difficult to attain because a 50% increase in knowledge and skills for participants, who already have some knowledge about conflict management, is a very high percentage to achieve during the capacity building phase.
Specific Objective: R1.2 – Roster of Yemeni dialogue facilitators produced	**Fully met the target**	

Indicator	Target result	Actual result and explanation of the indicator
# of Roster of Yemeni dialogue facilitators produced	**1**	One roster was produced for the three targeted governorates.
Specific Objective: R1.2 – Roster of Yemeni dialogue facilitators produced		**Fully met the target**
Indicator	Target result	Actual result and explanation of the indicator
# of CSO members trained in dialogue facilitation and dialogue design who meet Roster standards and join the Roster of Yemeni dialogue facilitators	**20**	The Rosters of Yemeni dialogue facilitators included **21** facilitators. As the interim report indicates, there were several criteria: 1) affiliation with local CSOs, 2) reputation within their local communities, 3) previous experience in community mediation, and 4) residency in target districts. During the dialogue sessions, the facilitators' performance was evaluated by an external consultant and was documented by Search.
Specific Objective: R1.3 – CSOs apply conflict analysis skills to identify conflict drivers that will be addressed by their dialogue processes		**Fully met the target**
Indicator	Target result	Actual result and explanation of the indicator
% of participants who report ability to effectively apply conflict scan technique to identify conflict drivers	**70%**	Out of the 6 local partners (CSOs) interviewed in the final evaluation, almost all have reported a greater understanding of how to effectively apply conflict scans. Some were grateful for the knowledge they acquired as a result of h experience and have expressed that they will continue to use these techniques. Only one CSO representative reported that their ability to effectively apply conflict scans has not been consolidated.
Specific Objective: R1.3 – CSOs apply conflict analysis skills to identify conflict drivers that will be addressed by their dialogue processes		**Fully met the target**
Indicator	Target result	Actual result and explanation of the indicator

# of conflict scans produced that identify primary drivers of conflict and primary drivers of peace	**6** (one scan per targeted community)	The number of conflict scan reports produced during the project was **6;** each identify primary drivers of conflict, conflict dynamics, and resources for peace.

Specific Objective: R1.4 – Exchange Fellows (between districts in the same governorate) build relationships through experience sharing	**Fully met the target**	
Indicator	Target result	Actual result and explanation of the indicator
# of Fellows who report that exchange experience sharing increased levels of trust between CSO members	16 (out of 18 exchange fellows)	This activity was not conducted as planned due to security issues and difficulties in moving across different regions. Nevertheless, a follow-up evaluation conducted by Search illustrated that trust among CSO members increased after the exchange experience sharing event. The result is clear that trust has increased among CSO members after the knowledge exchange event with **35** CSO members and facilitators from all targeted locations having reported increased levels of trust between CSO members.

Specific Objective: R1.4 – Exchange Fellows (between districts in the same governorate) build relationships through experience sharing	**Partially met the target**	
Indicator	Target result	Actual result and explanation of the indicator
# of Fellows attending the three cross-district fellowship exchange visits	16 (out of 18 exchange fellows)	Due to security issues, the project team could not implement the fellowship event as planned, which anticipated inviting all facilitators from the different governorates to one event. However, the project team did succeed in assembling the facilitators from the same governorate. 35 CSO members attended the fellowship exchange event.

Specific Objective: R2.1 – CSOs implement dialogues to constructively address local-level conflicts		**Partially met the target**
Indicator	Target result	Actual result and explanation of the indicator
# of individuals attending dialogue process, per community	**720**	The actual number of individuals per target community who attended dialogue processes is as follows: 1) **315** individuals attended the dialogue processes in Abyan; women participation was very low 2) **951** individuals attended the dialogue processes in Taiz 3) **543** individuals attended the dialogue processes in Al Hodeidah Whilst attendance in Abyan and Al Hodeidah does not meet the target, that of Taiz significant exceeds the target. The average attendance across all three governorates is **603** individuals.
Specific Objective: R2.1 – CSOs implement dialogues to constructively address local-level conflicts		**Fully met the target**
Indicator	Target result	Actual result and explanation of the indicator
# of local dialogues implemented	12-16 (out of the 6 targeted communities)	The project conducted **13** dialogue processes which resulted in with **13** community interventions. The statistics are disaggregated by governorate: 4 in Abyan 7 in Al Hodeidah 2 in Taiz
Specific Objective: R2.1 – CSOs implement dialogues to constructively address local-level conflicts		**Fully met the target**
Indicator	Target result	Actual result and explanation of the

		indicator
% of community participants who report that the dialogue process adequately addressed one of the most relevant conflict issues in their community	**60%**	The target for this indicator was surpassed with nearly **98%** of the community members who participated in the dialogue processes reporting that dialogue addressed one of the most relevant conflict issues in their community.

Specific Objective: R2.1 – CSOs implement dialogues to constructively address local-level conflicts	**Fully met the target**

Indicator	Target result	Actual result and explanation of the indicator
% of community participants who report that the dialogue process has had a positive effect on the local community	**60%**	The results indicate that participants are extremely satisfied with the dialogue processes and their results. Around **97%** of community members report that dialogue has had a positive effect on the local community.

Specific Objective: R2.2 – Community members have knowledge about local dialogue processes and their ability to resolve conflict through social media campaign	**Fully met the target**

Indicator	Target result	Actual result and explanation of the indicator
% of local population in target communities who report viewing or reading dialogue projects through social media platforms	**30%**	**31%** of the surveyed community members reported viewing or reading about the dialogue through the social media platform.

Specific Objective: R2.3 – CSOs draft Action Plans highlighting avenues for longer-term, local-level collaboration	**Partially met the target**

Indicator	Target result	Actual result and explanation of the indicator

# of community-level Action Plans created to (1) solve specific conflicts identified through dialogue process (2) outline the nonviolent mechanisms to solve future community-level conflicts related to similar issues	**6**	This indicator is comprised of two parts. The first part was fully achieved through the dialogue process successfully carried out by the CSOs across the **six** locations. Regarding the second indicator, the CSOs outlined key methods which were included in the exchange fellowship report as a future mechanism to resolve community level conflicts. However, these action plans could have been better developed and detailed by delegating tasks and elaborating upon next steps.

4.3. Sustainability

Sustainability is measured by the degree to which the outcomes and benefits of project activities are predicted to continue after the life of the project. This section highlights the main points that reflect the sustainability of the project outcomes. Asides the physical long-term-use outcomes that the project has generated through its interventions, the project has instigated a long-term technical influence by entrenching new skills at the local level among CSOs and facilitators on dialogue facilitation, dialogue design, and rapid conflict scan techniques.

According to in-depth KIIs, the project has created sustainable outcomes; in particular for the CSOs and the facilitators who greatly benefited from capacity building. The objective of the project was to empower Yemeni CSOs to resolve local conflicts in the targeted community, in a collaborative and peaceful manner through the use of dialogue process.

> *"I will certainly continue to implement the tools I have learned on a personal and local level because I have witnessed the benefit of the tools. The greatest evidence of this has been resolving the conflict within my village; a conflict that has been going on for a long time."* **Insider Mediator**

Interviewed facilitators and CSOs confirmed that they will continue to use the learned tools, manuals, and mechanisms beyond the project end date. They further assured that they will use these skills to promote peace within their communities, taking into account the different aspects of conflicts. Facilitators expressed that the culture of dialogue that has been created and the ability to resolve conflicts and differences through this medium will be used in any future conflicts. Furthermore, facilitators and CSO staff interviewed **unanimously** emphasised the importance of the skills they have learned to address local conflicts within their communities.

Certain facilitators expanded the dialogue processes to other conflicts not covered by the project. The Local Council, whose director took part in the trainings conducted, initiated communications with other INGOs to promote the use of dialogue to resolve other local conflicts in the district.

Additionally, since the beneficiaries feel the ownership of the project, there is a greater potential for sustainability. Community members will continue the process of dialogue and discussion among themselves and between conflict parties to solve local conflicts and to find peaceful solutions to their differences. Results have shown that the community has the ability to accept different views, cultivated through their participation in multiple dialogue sessions that resulted in positive outcomes. They have also experienced the effectiveness of dialogue sessions in resolving conflicts. The project has laid the foundation for problem solving and this will contribute towards solving issues or disputes that may arise in the future, since community members will be able to replicate the dialogue mechanisms and principles. A culture of peaceful dispute resolution has been created among target communities.

> A facilitator from Al-Hodeidah shared his story to resolve a land conflict making use of the skills that he has acquired from the project. The conflict was resolved peacefully and parties to the conflict were able to find common ground through consensus-based problem-solving. It is worth mentioning that this action took place outside the planned activities of the project and was a personal initiative by the facilitator and was openly welcomed by the conflicting parties.

The aforementioned results have shown that the project is expected to maintain sustainability and presents an opportunity for Search to encourage CSOs to continue adopting the dialogue process as a medium to resolve local conflicts. In further pursuit of the continuation of peaceful conflict resolution, CSOs were required to produce action plans to outline the non-violent mechanisms to solve future community-level conflicts related to similar issues. While evidence of these action plans were included in the exchange and fellowship reports, further development and additional details in terms of clear tasks and assignments would have ensured a greater guarantee.
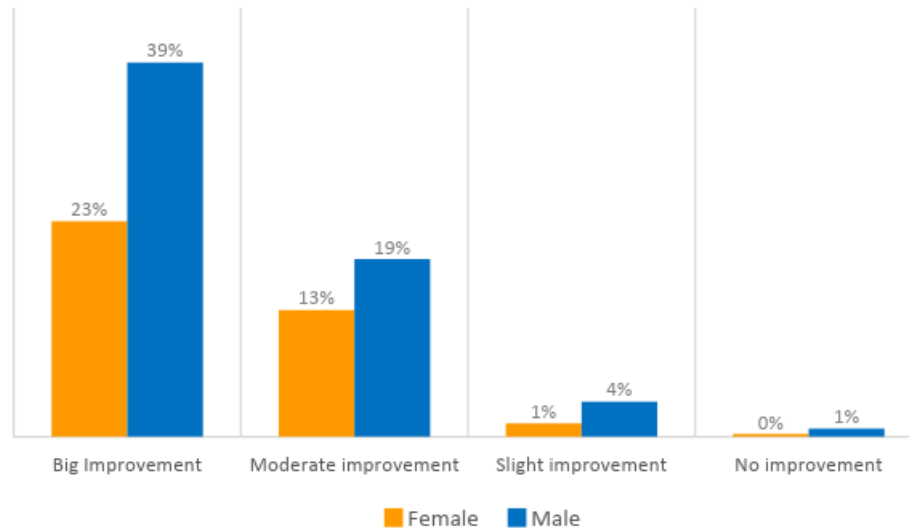
4.4. Impact

This section captures the impact of the project and its activities beyond the physical outputs of the activities.

4.4.1. Impact on Relations

The CGI project contributeded to improved relations among conflicting parties, community groups, and local authorities, as shown in figure 11. Interviewed community members believed that dialogue sessions and interventions improved relations between conflicting parties and community members, with **62%** of respondents in agreement. 32% of respondents expressed that a moderate improvement in relations was achieved as a result of the dialogue sessions and interventions. This result was supported by the KII and FGD participants' responses, both men and women. Interviewed community leaders and FGD participants confirmed that dialogue sessions helped to improve relations among conflicting parties and community members, on

account of having had the chance to listen to each other in a formal and organised way, which converged different views.

Figure SEQ Figure * ARABIC 11: Dialogue process and interventions contributed in improving relation between conflicting parties

4.4.2.   Impact on Conflicts and Community

The interviewed community members also shared that the project interventions played an important role in limiting local conflicts.

Figure SEQ Figure * ARABIC 12: Implemented interventions helped reduce local conflicts
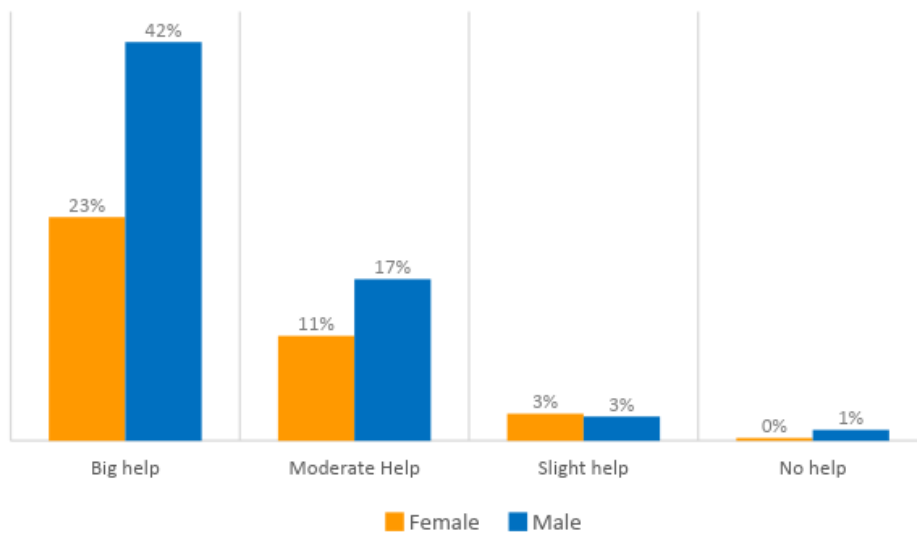
Interviewees confirmed that the interventions directly contributed to limiting local community conflicts, as shown above in figure 12. With concurrence from men and women, **65%** of respondents believe that the interventions were of a 'significant help' to reducing conflict. This was also confirmed during the FGDs, in which the majority of participants highlighted that the interventions contributed to reaching the project's goal of "*resolving local-level conflicts in a collaborative and peaceful manner through the use of dialogue processes*". In-depth KIIs further corroborated this conclusion. In this regard, the project has helped to enculturate dialogue as a means to resolve conflicts. Moreover, on account of perceptions of the dialogue approach constituting an effective way to resolve local conflicts, community members also believe that the dialogue approach is worth replication in other communities. Of the total 354 interviewed community members, **96%** (341 persons) believed that dialogue is good technique for the community to overcome conflicts through non-violence.

A clear sign of community acceptance of the dialogue results was their generous contributions to the interventions. For example, one of the targeted communities in Abyan purchased land on which to build the water tank as contribution to the project intervention. Other contributions, both in-kind and financial, offered by community members demonstrated the extent to which the project successfully fostered local ownership and support in targeted communities.

4.4.3. Positive changes

It is worth mentioning that the data collection team for this final evaluation received significant support from community members and community leaders during the field work. This is representative of the level of satisfaction and ownership acknowledged by participating community members. One of the greatest impacts of the project is the confidence the CSOs and facilitators gained, each of whom emphasised the positive changes brought about as a result of the project. Selected examples are provided below:

1. According to several KII respondents, relations between local CSOs and community members have improved and trust has increased due to concerted efforts exerted by the local CSOs and their affiliated facilitators to resolve local conflicts in coordination with Search.

   This was also substantiated by one of the CSOs – Women Development Association – who identified trust among community members and local CSOs which has been cultivated as a result of the exchange of experiences, in turn helping community members to accept dialogue sessions.

2. An increase in confidence was recognised by CSO staff and facilitators as a result of capacity building trainings and continued support provided by Search. Mohammed Mashyaki – Baity Al Fagih Youth House for Development – articulated that prior to the project there was a limited degree of confidence between local communities and local CSOs, however, the implemented project strengthened this relationship through the participation of CSOs in conflict resolution.

3. Interviewed social figures (Sheikhs, Imams, Akels) have likewise shown support, demonstrating significant appreciation of the inclusive implementation strategy of the project activities, and expressed willingness and interest to adopt and participate in future dialogues to resolve community issues. In Modiyah (Abyan) Qassim Mohammed disclosed that the intervention and activities contributed in promoting a dialogue culture and established the principle of mutual acceptance across dividing lines.

4. The project has further increased the level of awareness among local communities to the effectiveness of dialogue in resolving conflicts.

5. The project has helped create channels of communication and coordination between local authorities and local CSOs, of which were previously lacking.

4.4.4.   Impact on Women

Another significant impact of the CGI project was the involvement of women. The tribal overtones of Yemeni society are often a limiting factor for women's involvement in public activities. Peacebuilding is one such public activity from which women are often excluded. In spite of this, the project engaged women facilitators in resolving local conflicts by countering damaging and restrictive traditional gender norms. The CGI project recognised the significant contribution of women to peacebuilding and provided them with opportunities to become engaged, particularly in Taiz and Al Hodeidah where 16 female facilitators were engaged in the project. Women's roles were notable in facilitating and participating in the dialogue processes. One lead facilitator, Ms Wafa Hamoudi, was assigned as a supervisor for Bait Al-Faqeeh district, Al Hodeidah.

> *"One of the challenges I faced at the beginning of the project was that some local residents and mediators could not accept the idea of a woman being their supervisor. The same thing again happened with some contractors and project engineers. However, thanks to God's grace, the cooperation of the District Director facilitated many things in this regard. Eventually, when some contractors started to face problems, they would get in touch with me for help. When this happened, I would then contact the District Director and Search's Coordinator to discuss solutions and connect with people and colleagues in field."*
>
> *Wafa Hamoudi, Lead Facilitator and Supervisor of Bait Al-Faqeeh District*

Community leaders and community members perceived the role played by female facilitators as essential to resolving many of the identified conflicts. One overarching reason articulated being that women have critical influence over their family members, hence increasing their awareness and skills will enhance their contribution to the resolution of conflicts in their communities.

5. Conclusion

This evaluation report concludes that the CGI project has considerably achieved its goal and objectives as stated in the project log-frame. The following summarises the main conclusions and lessons learned, according to the evaluation criteria:

Relevance

The evaluation has proved that the CGI project has been of great relevance to target communities' needs and existing conflict issues. Local CSOs clearly stated that the capacity building workshops were relevant to their needs and enabled them to effectively mediate in their communities, as beneficiaries and target communities tend to support projects that comply with their needs. For CSOs, the capacity building to resolve conflict through dialogue was achieved through culturally adapted trainings. As a result, targeted CSOs have now greater confidence in dealing with community conflicts. Dialogue processes were also considered relevant by all surveyed participants, having addressed the most pertinent issues in targeted communities.

Effectiveness

Despite the fact that the project faced some challenges, including major security risks that resulted in intermittent delays in project implementation in target governorates, the project effectively accomplished its objectives. Trainings were rated as very effective on account of providing new tools, skills, and knowledge. However, many facilitators reported that insufficient time allocated and they were not able to absorb all relevant information and techniques.

For the dialogue process, the inclusion of different community groups in the dialogue processes enriched the discussions and led to exchange of different views making such processes inclusive and effective. This has brought about satisfactory results and interventions that meet all parties' needs. Based on the interviews with the local partners and the desk review, CSOs did not have an effective role in documenting and collecting the needed data and information as stated in the some of the project log-frame's indicators, which should be an improvement area for Search in the coming projects. In addition, media outreach was not well utilised in this project due to security, lack of access to electricity, and internet issues.

In general terms, the project activities were also effective in reducing the community conflicts and increased resilience among target communities to address emerging conflicts.

Sustainability

Despite the fact that dialogue was highly appreciated by target communities, community members were more motivated by the promised interventions resulting from the dialogue processes. Many community members stated that dialogue sessions carried out by the project were their first encounter with such processes. As a result, this exposure has fostered a wide acceptance for such dialogue mechanisms to resolve local conflict. In addition, some facilitators have already adopted dialogue and facilitation principles to resolve local conflicts beyond stated project activities. Furthermore, the CSO staff and facilitators targeted by project activities were from within the local target areas, ensuring sustainability by embedding important non-violent

dialogue skills within these communities. In addition, the joint action plans by CSOs to outline non-violent mechanisms to solve future community-level conflicts related to similar issues increase the chances of continued learning process and collaboration among CSOs.

Impact

Empowering CSOs to take the lead in implementing the conflict scans and consequent dialogue processes increased their confidence to deal with community conflicts. Moreover, this has given facilitators a chance to engage more with community members and to gain their trust, thus increasing the possibility of positive future engagement whenever there is a need for addressing community conflicts. Another significant impact was women's inclusion as facilitators, which has helped change some of the deeply-rooted norms about women's role in conflicts. Indeed, communities became more receptive to the idea of women being involved in resolving community conflicts after female facilitators proved their capacity to engage and manage dialogue sessions effectively.

6. Recommendations

The following recommendations were prepared based on the main findings of the final evaluation:

- Due to the measured successes of the project, *it is recommended to replicate the project in other locations to reach a greater number of communities and CSOs.*
- Many of the facilitators expressed that the capacity workshops were short to absorb all information, skills, and techniques. Moreover, Search has conducted additional trainings to what has been planned in the proposal. However, *it is recommended to use a phased training approach to support capacity development over time, rather than one-off training sessions. This training model should help the beneficiary absorb the knowledge and skills of the training properly and to ensure that the different tools are well understood.*
- The local partner and targeted CSOs should have effective documentation mechanisms. It was noted that many of the indicators' source of verifications were supposed to be collected by the local partner and CSOs, however, this was not properly achieved. *CSOs need additional support to develop project-level M&E plans to monitor their activities, achievements and impact across the projects. Many of the local CSOs could describe their achievements at length but were unable to produce sufficient documentation or evidence to support the claims.*
- **In future projects, greater awareness raising around project activities should take place to ensure greater coverage of the targeted community members.**
- Some indicators were hard to measure because they had different interpretations as indicated in the log-frame results. **For future project design it is recommended that SMART standards are used to develop the project indicator and to verify the feasibility of these indicators through clear verification sources.**