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Search for  
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# FINAL EVALUATION REPORT



## *Dumisha Amani Zanzibar - Strengthening Community Peace Mechanisms in Zanzibar*

Submitted by the Agency for Peacebuilding  
to Search for Common Ground  
February 2023



AGENCY FOR  
PEACEBUILDING

## About the Agency for Peacebuilding (AP)

The Agency for Peacebuilding (AP) is a non-profit organization whose mission is to promote conditions to enable the resolution of conflict, reduce violence and contribute to a durable peace across Europe, its neighbour, and the world. AP is the first Italian organization specializing in peacebuilding. This allows us to occupy a unique role in the European landscape: on the one hand, we interpret and synthesize relevant topics for the benefit of Italian agencies and institutions working on peace and security; on the other, we highlight experiences, capacities, and resources specific to the Italian system, which can contribute to the resolution of violent conflict.

## Acknowledgements

The team responsible for the evaluation was composed of Bernardo Venturi (research coordinator) and Hashim Pondeza (researcher) with the support of Bernardo Monzani (quality assurance). In addition, the survey was completed with the assistance of four enumerators: Suleiman Hamza, Wasila Iddi, Ali Mtwana and Zulfa Kombo.

AP's team would like to thank the staff of Search for Common Ground in Tanzania and beyond (Hussein Sengu, Shadrack Mwakitalu, Livia Rohrbach, Gabrielle Solanet, Judy Kimamo, Ally Chikira, Magdalena Komba, Kelvin Pesambili, Khelef Nassor and Khamis Abbas) for their support during the data collection and analysis. We would also like to thank the Foundation for Civil Society (FCS), the project main partner, and all the local formal and informal groups and single respondents who allowed this evaluation to take place.

*Cover photo: Town Hall in Pemba, 2021, photo by Search.*

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## Abbreviations

AP	Agency for Peacebuilding
CCM	Chama Cha Mapinduzi
CUF	Civic United Front
CYD	Center for Youth Dialogue
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GNU	Government of National Unity
JKU	Jeshi la Kujenga Uchumi
JUMAZA	Association of Muslim Leaders
JUWAUZA	Jumuiya ya Wanawake wenye Ulemavu Zanzibar
KII	Key Informative Interview
MOZ	Mufti Office in Zanzibar
OHW	Outcome Harvesting Workshop
OCD	District Police Commanders
Search	Search for Common Ground
UVCCM	Umoja wa Vijana wa Chama Cha Mapinduzi
VE	Violent Extremism
VP	Vice President
ZAC	Zanzibar Aid Commission
ZAECA	Zanzibar Anti-corruption and Economic Crimes Authority
ZAFAYCO	Zanzibar Fighting Against Youth Challenges Organization
ZEC	Zanzibar Electoral Commission

## Executive summary

This report presents and discusses the findings from the final external evaluation of the "Dumisha Amani Zanzibar - Strengthening Community Peace Mechanisms in Zanzibar" project, which has been implemented by Search for Common Ground (Search) in partnership with the Foundation for Civil Society (FCS) with financial support from the European Union (EU). The overall focus of the evaluation has been on four criteria agreed with Search and partners: relevance, effectiveness, impact and sustainability. Data collection and analysis were carried out by the Agency for Peacebuilding (AP) with the support of Search's Tanzania team in October and November 2022. This study used a mixed approach that combined qualitative and quantitative data collection methods. This rapid response, 15-month-long project supported alternative peacebuilding mechanisms at the community levels to de-escalate and peacefully resolve conflicts in Zanzibar, including both Pemba and Unguja islands.

Overall, the project's activities fully reached the expected results contributing to preventing violent conflict in Zanzibar. This result was possible because the project activities fully addressed the identified needs of the target participants. It also involved relevant stakeholders in its activities. Chiefly, the project has ensured gender balance, social inclusion and also the participation of people with disabilities. In particular, the inclusion of people with disability represents a step forward compared to similar projects led by Search in Tanzania in the past. At the same time, following a recommendation in the project baseline, the Search and FCS deployment of a similar number of activities in both Pemba and Unguja. Particularly relevant was also the active participation of shehas in different activities. The participation of shehas represented a value added both for the dialogue among different stakeholders and for the implementation of conflict transformation mechanisms.

Despite the fact that concerns for the future remain in place, especially on elections-related matters, the project contributed to the reduction of local community conflicts as well as strengthening the peace process. From the data collected, it emerged that the project has strengthened and increased the chain of collaboration and mutual understanding between government representatives and other key stakeholders in addressing social disputes and other forms of conflict. The community survey shows that a large part of the population (80%) engages in dialogue or collaboration with people from another group. The improvement from the baseline (59%) data is notable.

The project participants also shared a significant number of positive narratives and stories of mediation and dialogue, in particular in Pemba. Furthermore, the project had a significant effect in transforming mutual negative perspectives among the involved groups. This is also due to improved skills through training on peaceful conflict resolution, a key project activity. These narratives are also supported by the fact that 85% (90% men, 78% women) of the stakeholders use conflict transformation or similar strategies, compared to 51% in the baseline (53% men and 47% women).

The activities have not only effectively delivered the project outputs, but they have also generated outcomes and contributed to tangible impact. One of the main areas of impact is represented by the increased institutional legitimacy of some actors. The information gathered shows a rather clear increase in this legitimacy especially due to dialogue among different stakeholders and the overcoming of many mutual negative perceptions. A clear example is represented by shehas: the wide involvement of shehas in the project helped to establish direct relations and to create more institutional legitimacy in their role of bridging between citizens and government. Political parties represent a second significant example. The project was effective in gradually bringing political parties across dividing lines into the same room and in dialogue on concrete issues. This ability to cross dividing lines was also confirmed by the fact that in the survey 98% of targeted community members

and government stakeholders declared to see value in collaboration to address issues emerging during the electoral period.

Another focus of the project was on media. Journalists played an important role and were fully involved in the activities. Pemba confirmed an appetite for conflict transformation, also in terms of educational products and the Micheweni community radio in Pemba was mentioned throughout KIs and FGDs by local journalists. As a limitation, the media campaign resonated less among the project participants and was sporadically mentioned among the most relevant activities. From the monitoring report, the result reached by the media campaign appears solid, but the connections with other project activities were more limited.

Finally, in terms of sustainability, the evaluation found that the majority of the changes achieved are sustainable and some conflict transformation mechanisms such as dialogue platforms will last. Many participants highlighted how the acquired skills will remain with them and they will continue to apply them in the future. Channels of communication among different stakeholders and mechanisms of conflict transformations represent the second area in which sustainability resonated, despite the fact that doubts related to the upcoming electoral period and to the unpredictable behaviour of the politicians were also present.

Based on these findings and analysis, further action should be based on the following recommendations:

- Enlarge the spectrum of stakeholders involved in the projects, especially justice and security actors.
- Shehas' commitment determined positive results and Search should continue to involve them.
- Establish a follow-up mechanism with the granted CSOs.
- Start working specifically on avoiding electoral-related conflicts.
- Involve more local facilitators.
- Revise and simplify the reimbursement and payment methods.
- Redefine the media strategy.
- Continue to clarify internal roles and avoid duplications.

## I. Project background

Search for Common Ground (Search) in partnership with the Foundation for Civil Society (FCS) implemented the “*Dumisha Amani Zanzibar*” project, which was funded by the European Commission. This rapid response, 15-month-long action supported alternative peacebuilding mechanisms at the community levels to de-escalate and peacefully resolve conflicts in Zanzibar, including both Pemba and Unguja islands. In the last seven years, the country has experienced occasional violent extremist incidents that can be linked to various political, social and economic grievances. Despite the country being a multiparty democracy, the political system has been skewed in favour of the ruling party. This has led to dissatisfaction among many people and groups, turning them to more radical positions.

The overall objective of the project was to *strengthen peaceful conflict transformation mechanisms to de-escalate tensions and support a peaceful post-election period in Zanzibar*. The project had three interrelated objectives, which are presented below together with the results linked to them:

1. To increase the capacity of diverse community, political, and civil society stakeholders to act as informal mediators and champions for peace in their communities.
  - Result 1.1 Key stakeholders in Zanzibar have increased knowledge and skills in conflict transformation and confidence in their abilities to use them.
2. To foster dialogue and collaboration among government and community stakeholders for improved conflict prevention.
  - Result 2.1 Increased multi-stakeholder platforms for community actors to peacefully discuss tensions and concerns.
  - Result 2.2 Collaborative initiatives to de-escalate tensions and prevent conflict are created and strengthened.
3. To increase community awareness of joint conflict-prevention efforts and avenues to peacefully address their concerns.
  - Result 3.1 Conflict prevention strategies and successes are transparently shared with the wider community.

The theory of change (ToC) underlying this project was that *if* trusted community influencers have increased capacity and opportunities to support peaceful conflict transformation and dialogue at the local level and *if* they have platforms to constructively engage with government authorities and the wider community, *then* tensions and conflict issues in Zanzibar will be resolved peacefully *because* there will be strengthened trust and collaboration among diverse stakeholders.

The project deployed three complementary activity streams, each contributing towards one specific objective. *Activity Stream 1* focused on efforts to increase the skills and knowledge of diverse local stakeholders in Zanzibar, and included four activities (training workshops on the Common Ground Approach for religious actors, political actors and civil society organizations, respectfully, plus a facilitation training). *Activity Stream 2* focused on opportunities for discussion and collaborative action to address drivers of conflict in Zanzibar, building trust and cooperation across social divides. It included six activities (Community Dialogues, Consultations between religious leaders and government representatives, Town Hall Meetings, Consultations of government representatives, opposition parties and religious reps, Small Grants to respond to specific conflict drivers in communities, and Ad-hoc mediation sessions to address tensions). Finally, *Activity Stream 3* sought to increase public awareness of the avenues and strategies for peaceful conflict transformation in local communities, through four activities (a Zanzibar Conference on peace and collaboration,

Community Sessions to prepare the National Conference, a Media Campaign, and a Sub-granting Fund for CSOs).

## II. Context background

In Zanzibar, every election year has become a flashpoint for tensions and violence between community members, and sometimes between citizens and security forces. The 2020 general election was specifically challenging as for the first time it was held on two consecutive days<sup>1</sup>. Many people in Zanzibar and other political actors outside the islands were reluctant about this decision, but the Zanzibar Elections Commission (ZEC) insisted that it followed the law as stated in the 2018 Zanzibar Election Act. That decision led to clashes between the supporters of the main opposition party and Zanzibar and Tanzanian security forces<sup>2</sup>. This said, after the general elections and the formation of the Government of National Unity (GNU), in December 2020, with the swearing in of the late Maalim Seif Shariff Hamad as First Vice President of Zanzibar, the security and political environment in the archipelago continued to stabilise. Besides that, on January 12, 2022, during the 58<sup>th</sup> anniversary of the Zanzibar Revolution event at the Amaan Stadium in Unguja, supporters of both CCM, the ruling party, and ACT Wazalendo, the main opposition party on the island, matched together to show solidarity under the GNU spirit.

Despite ongoing peaceful conditions, Zanzibar's peace is in fact a situation that needs constant special care from peace and security stakeholders, due to its volatile condition. For instance, on July 18, 2021, Zanzibar witnessed a very contested by-election in the Konde constituency in Pemba Island. The election campaign was peacefully held by all participating political parties, although the more active campaigns were between CCM and ACT Wazalendo. The National Elections Commission (NEC) then announced Mr. Sheha Mpemba Faki, the CCM's party candidate, the winner in the by-election, after reportedly garnering a total of 1,796 votes against his closest opponent Mr. Mohammed Said Issa from the opposition ACT-Wazalendo, who earned a total of 1,373 votes. The total valid votes were 5,020<sup>3</sup>.

ACT Wazalendo rejected the official results claiming there was vote-rigging. Later, they made a threat to remove themselves from the GNU. There were different high-level political analyses and suggestions on urgent actions to save the GNU, especially between July 18 and August 3, 2021<sup>4</sup>. Though it was publicly announced that family reasons led to the resignation of CCM party's newly elected MP, political analysts viewed that decision as the result of concrete actions to save the GNU from collapsing and to prevent an escalation to political violence. Since the resignation announcement was publicly made and a fresh election was called, which witnessed ACT Wazalendo strongly winning the by-election, the social and political relations among citizens and other political actors in Zanzibar have continuously improved<sup>5</sup>.

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<sup>1</sup> "Security personnel in Zanzibar to vote a day earlier", *The Citizen*, September 29, 2020, <https://www.thecitizen.co.tz/tanzania/news/national/security-personnel-in-zanzibar-to-vote-a-day-earlier-2717052>

<sup>2</sup> "Tanzania: Clashes reported as early voting begins in Zanzibar", *Crisis24*, October 27, 2020, <https://www.garda.com/crisis24/news-alerts/393576/tanzania-clashes-reported-as-early-voting-begins-in-zanzibar-october-27>

<sup>3</sup> The Chanzo Morning Briefing – August 4, 2021, <https://thechanzo.com/2021/08/04/the-chanzo-morning-briefing-august-4-2021/>

<sup>4</sup> Rehema Ibrahim, "Serikali ya Umoja wa Kitaifa Zanzibar hatihati kumeguka", *Sauti Kubwa*, 20 July 2021, <https://sautikubwa.org/serikali-ya-umoja-wa-kitaifa-zanzibar-hatihati-kumeguka/>

<sup>5</sup> "ACT –Wazalendo defeat CCM in Konde by-election", *Africa Press*, 10 October 2021, <https://www.africa-press.net/tanzania/all-news/act-wazalendo-defeat-ccm-in-konde-by-election>



On October 4, 2022, President Hussein Mwinyi of Zanzibar, while presenting official opening remarks to the special stakeholders' forum on multi-party democracy in Zanzibar, appreciated the participation of all 19 political parties in the workshop. He mentioned that their presence indicated continuous positive relations and support that political parties experience in Zanzibar under the current GNU<sup>6</sup>.

On November 10, 2022, the President of Zanzibar, Hussein Mwinyi announced seven appointments to his government, including Mr. Thabit Idarous Faina as ZEC Director<sup>7</sup>. Mr. Faina was holding the same position during the most recent general election, in 2020, when the opposition claimed foul play by the ZEC. Due to this announcement, Zanzibar's First Vice President boycotted attending the swearing-in ceremony and his political party, ACT Wazalendo, issued a press release on the same day denying Mr. Faina's appointment and urging President Mwinyi not to swear him in<sup>8</sup>. This incident started once again to escalate political tensions in Zanzibar<sup>9</sup>. ACT Wazalendo has now made a public announcement that it will hold a special meeting to discuss political matters in Zanzibar particularly focusing on their party's relevance to the GNU<sup>10</sup>. Due to this political turbulence, Zanzibar's political stability and sustainable peace are currently at risk.

### III. Methodology

#### Objectives

The main objective of the evaluation was to understand and document project outcomes at all levels, including all result areas, sub-grant partners, participants for both implementing partners, and project stakeholders in the two main islands of Zanzibar (Unguja and Pemba).

The specific objectives of the evaluation were four, each tied to a specific OECD-DAC criterion:

- **Objective 1 (Relevance):** To assess how the project reached the intended and relevant beneficiaries in reflection to their identified needs and context.
- **Objective 2 (Effectiveness):** To measure the extent to which the project achieved its planned outcomes.
- **Objective 3 (Impact):** To map out the key results, and specifically:
  - To assess if and how the project contributed to increasing the capacity of diverse communities, political, and civil society stakeholders to act as informal mediators and champions for peace in their communities.
  - To assess if and how the project fostered dialogue and collaboration among government and community stakeholders for improved conflict prevention.
  - To assess if and how the project increased community awareness of joint conflict-prevention efforts and avenues to peacefully address their concerns.

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<sup>6</sup> "Mwinyi to grace stakeholders' forum on multiparty democracy in Zanzibar", *Daily New*, 4 October 2022, <https://dailynews.co.tz/mwinyi-to-grace-stakeholders-forum-on-multiparty-democracy-in-zanzibar/>

<sup>7</sup> "Mwinyi reshuffles PS, appoints ZEC Director", *Daily New*, 10 November 2022, <https://dailynews.co.tz/mwinyi-reshuffles-ps-appoints-zec-director/>

<sup>8</sup> <https://twitter.com/IsmailJussa/status/1590760848255234053/photo/1>

<sup>9</sup> "ZEC Boss Appointment Leads ACT-Wazalendo to Question Mwinyi's Reconciliation Rhetorics", *The Chanzo Reporter*, 11 November 2022, <https://thechanzo.com/2022/11/11/zec-boss-appointment-leads-act-wazalendo-to-question-mwinyis-reconciliation-rhetorics/>

<sup>10</sup> <https://twitter.com/salimbimani2/status/1591037072885833728/photo/1>

- **Objective 4 (Sustainability):** Define the main recommendations and lessons learned for future programs and assess the sustainability of the intervention.

The evaluation also provides recommendations for future engagement in Zanzibar.

## Data collection and analysis

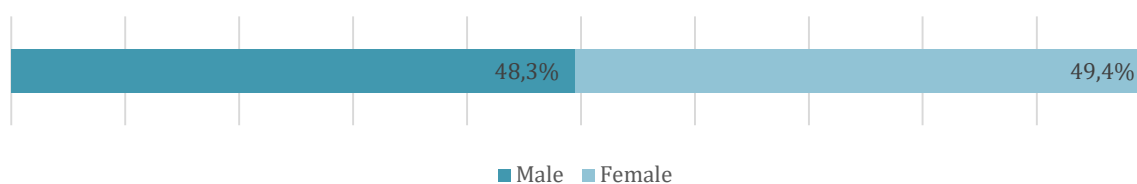
Data collection was carried out by the Agency for Peacebuilding (AP) with the support of Search for Common Ground's Tanzania team. The evaluation used a mixed approach that combined qualitative and quantitative data collection methods.

Quantitative tools included a survey conducted among local communities (with a total of 387 respondents) and a survey with local stakeholders and government (52 respondents). The surveys were collected by four enumerators, two in Pemba and two in Unguja. They collected data in the same public spaces as for the baseline on both islands, in November 2022.

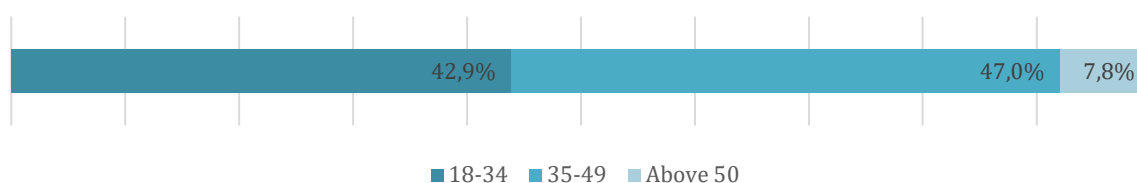
In the community survey, the distribution of respondents by age, sex and geographic coverage was balanced and consistent with population data, as indicated in the table below. Overall, from a statistical perspective, the community survey guarantees a 95% confidence level and a margin of error below 5% (calculated with a population of 1,5 million inhabitants).

The community survey has therefore covered both Pemba and Unguja. In Pemba, the team collected 207 (53%) responses, while in Unguja 180 (47%). Below are the details of the respondents for each district. The survey captured high diversity in terms of educational level and employment status. These data, among others, enriched the report's analysis, identified several patterns and allowed comparisons with baseline measurements.

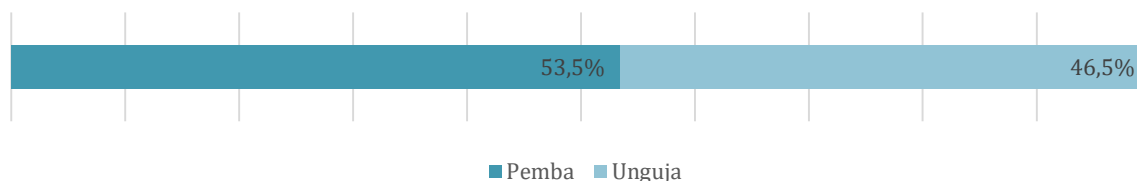
*Table 1. Community respondents by gender*



*Table 2. Community respondents by age*

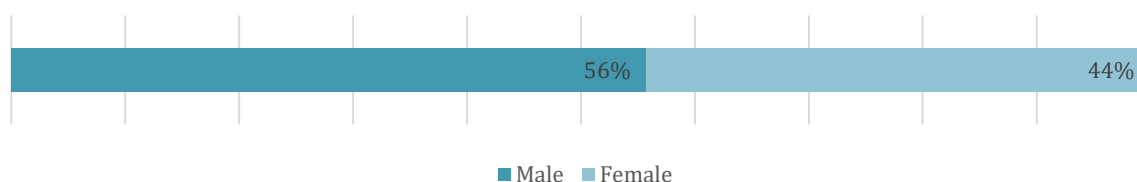


*Table 3. Community respondents by location*

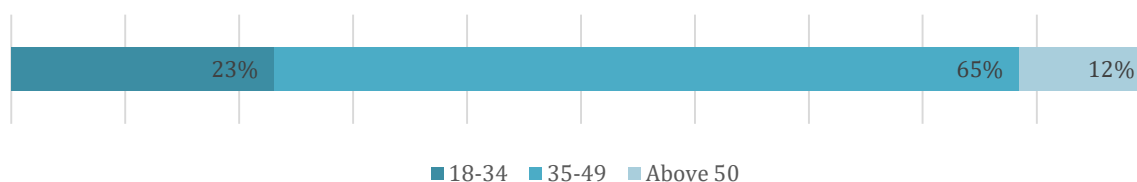


The stakeholders' survey reached 52 respondents (22 in Pemba, 30 in Unguja) from different groups: religious leaders from different faiths, civil society organizations representatives, police officers, social welfare officers, media sector representatives (from TV, radio, press), youth, government actors and sheha. Below are tables describing the respondents disaggregated by age, sex and geographic coverage. This survey allows some quantitative analysis as requested by the indicators

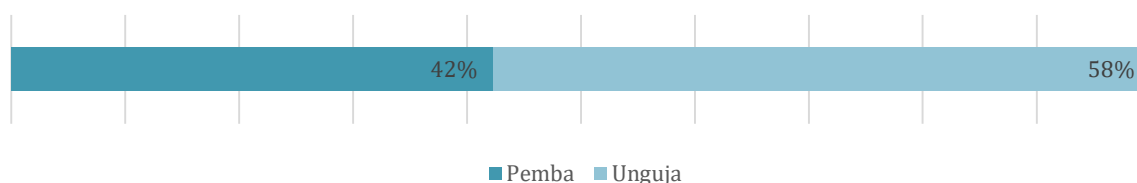
*Table 4. Stakeholder respondents by gender*



*Table 5. Stakeholder respondents by age*



*Table 6. Stakeholder respondents by location*



The qualitative tools consisted of a desk review, key informative interviews (KIIs), focus group discussions (FGDs) and one outcome harvesting workshop. For the desk review, the team reviewed approximately 25 documents, including those produced in the context of the action (proposal narrative, logical framework, progress reports, evaluations, etc.) and those produced by other institutions, which are relevant to the project focus issues. The team conducted 15 KIIs (9 men and 6 women). Informants included members of CSOs, government representatives, journalists and Search's staff in Zanzibar. Lastly, the team also convened 6 FGDs, two in Pemba and four in Unguja (5 mixed groups, 1 female only, for a total of 35 participants in total, 20 women and 15 men). Participants were selected from the lists of project participants and stakeholders. The details are provided in the table below.

Table 7. Focus Group Discussions

Location	FGDs			Participants	
	Mixed	Women only	Men only	Female	Male
Pemba	X			4	2
Pemba	X			3	3
Unguja	X			1	5
Unguja		X		5	0
Unguja	X			3	3
Unguja	X			4	2

Finally, an Outcome Harvesting Workshop was conducted to compile learnings on the project implementation and identify potential recommendations for future actions. The workshop was conducted on November 3, 2022, in Zanzibar. The workshop involved 24 participants, of whom 14 were male and 13 were female, and which included Search staff and partners, youth influencers, CSO representatives, government officials, journalists, religious leaders and community influencers.

## IV. Research Findings

This section presents the key findings of the final evaluation. Structured under four criteria (relevance, effectiveness, impact and sustainability), each of them follows the lines of inquiry of the evaluation (see Annex 1).

### Relevance

#### *Identified needs*

The project activities fully addressed the identified needs of the target participants. This data emerges in particular from the KIs. The team asked the interviewees to mention their “needs in terms of conflict resolution” and then if they thought that “the project addressed these needs”. It emerged a clear connection between needs and activities, especially in terms of capacity building. For example, many sources mentioned trainings as addressing their needs, as mentioned by a CSO representative in Pemba: “Yes, *the project addressed my needs. I got more than three trainings from Search and FCS, i.e., Common Ground Approach (CGA) training, mediation training and participation in dialogue.*” Other key needs mentioned as covered by the projects include the opportunity to cooperate between conflicting parties, the connection to influential figures and friendly space for dialogue and consultations.

#### *Target audience and main stakeholders*

The *Dumisha Amani* project involved relevant stakeholders in its activities. Chiefly, the project has ensured gender balance, social inclusion and also the participation of people with disabilities. In particular, the inclusion of people with disability represents a step forward compared to similar projects led by Search in Tanzania in the past.

Another important milestone was the deployment of a similar number of activities in both Pemba and Unguja. This choice followed a clear recommendation in the project baseline (which suggested to “*dedicate specific attention to Pemba and develop a significant part of the project activities on that island*”) and brought significant results in that location, as discussed in the section on effectiveness.

Besides the full involvement of consolidated categories of stakeholders such as CSO representatives, media and public officers, this project properly engaged other categories identified in the recommendations of the project baseline and conflict snapshot as important: religious leaders and shehas. In terms of religious leaders, the activities properly involved leaders from different faiths (Muslims, Christian Catholics and Protestants both in Pemba and Unguja) as suggested in the baseline (which recommended to “*engage with credible religious leaders trusted by both political sides to support the transformation of local and national conflicts in Zanzibar*”).

Particularly relevant was also the active participation of *shehas* in different activities. Their role was highlighted in the project baseline based on the fact that: “*Since shehas’ role has been elevated by the Zanzibar Local Government Authority Act (No.7/2014), which ordered that any community gathering should have respective shehas’ approval, the project should find entry points to strengthen shehas’ structures for more accountability, transparency and neutrality.*” The participation of shehas represented a value added both for the dialogue among different stakeholders and for the implementation of conflict transformation mechanisms. As a CSO representative pointed out during a

FGD in Unguja: *“it was rare to get involved in joint interventions with shehas; most of the time we met with religious leaders, but we were not having shehas. Their presence was very important.”* A sheha confirmed that *“Previous interventions used to leave out shehas, but the Dumisha Amani project was inclusive as most key population groups were engaged. [...] The project had special activities for each group including shehas and other local government authorities. We were all effectively engaged from the training to the dialogues.”*

The initial challenge related to shehas' participation was that they were engaged in the selection of participants (community members) in project activities. This process created some constraints, as mentioned by a youth during an FGD in Pemba: *“Some Townhall meetings were challenging as most participants were somehow related to shehas.”* Search noted this challenge during an early monitoring visit and after finishing community engagements at Pujini, Kangagani and Gando villages. Then, they made direct selection or used the “snowball technique” for activities in Piki, Konde and Mkoani as well as for the activities conducted by sub-grantees ZLSC, Pemba Press Club (PPC and FCS) in Micheweni district. This practice helped to improve overall quality of participation based on merits, and showed a valuable ability of Search staff to adapt during the project implementation.

From the KIIs and the FGDs, some other limitations in the involvement of stakeholders emerged. Some sources mentioned the absence of specific civil servants and institutional stakeholders such as District Police Commanders, court officers, Zanzibar Anti-corruption and Economic Crimes Authority (ZAECA) representatives, Zanzibar special forces i.e., Kikosi Maalum cha Kuzuia Magendo (special anti-smuggling department), Jeshi la Kujenga Uchumi (JKU), and land courts. According to some participants, these stakeholders were claimed to be at the centre of conflict, but their absence was a constraint for conflict transformation. During the six FGDs, different comments headed in this direction:

*“I neither saw the top political leaders nor small entrepreneurs and these are two key groups when it comes to local political conflicts in Zanzibar.”*

*“Top leaders are the ones causing local conflicts, but they were nowhere to be seen in the project sessions.”*

*“We did not see the popular persons or influential figures in the training sessions, yet they are driving either for or against peace.”*

*“The absence of people of defence and security forces in these activities was a big mistake... We should also get the Regional Commissioners and other top Government leaders in trainings and dialogues; it could help our voices to directly being heard”.*

During interviews, students' clubs (schools and universities) and artists (*“they influence the society”*) were also mentioned. Yet, Search staff clarified that in terms of target groups, this project has involved local communities and ordinary people, while a previous project targeted high-level stakeholders. The projects therefore complemented each other by addressing different groups.

In terms of inclusion, two final project dynamics emerged. Firstly, different grantees mentioned that the small grants' criteria created some entry barriers, as recalled by a CSO representative in Pemba: *“CSOs were effectively engaged, but on the component of small grants, Search had more authority, something that hindered creativity from local CSOs.”* Another said: *“Our organization even decided not to apply for another small grant when it was announced because of no comfortability to manage the grant due to Search's challenging grant management to local CSOs.”* Also, a local grantee mentioned that there were no clear reporting structures and tools (reporting templates), and sometimes reports had to go through several layers between Search and FCS organizations. *“It was not easy to manage the small grant under this project.”* Finally, a monitoring report highlighted the possibility of “duplication of participants” – e.g., same participants attending similar trainings in

different projects – as a limitation to be prevented in future programming. Search staff confirmed that this issue was addressed by verifying if each participant was already been invited to the training before.

## Effectiveness

### *Post-electoral de-escalation of tensions*

According to the large majority of the sources heard during the data collection, the project contributed to the reduction of local community conflicts as well as strengthening the peace process. Indeed, one of the main outcomes that emerged from the outcome harvesting workshop was that *“the project has helped to sustain peace in Zanzibar”*.

Concerns for the future remain in place, especially on elections-related matters, but signals of de-escalation and dialogue are in place. A CSO representative in Pemba mentioned that the existence of the GNU as well as calmness among political parties in Zanzibar reflects Dumisha Amani's project contribution to the Zanzibar peace: *“Usually by this period, there is political tensions in every corner of Unguja and Pemba islands, but the project has helped to cool it down.”* Moreso, during an FGD in Pemba it was discussed that *“the project contributes to the peace agenda of the Zanzibar's 8th administration. Also, it provided ways to solve conflicts before, during and after general elections.”*. In addition, *“the Dumisha Amani project was helping to strengthen our democracy and enhance rule of law in Zanzibar.”* During an FGD in Unguja, a member of a local authority shared that *“the project helped to sustain the GNU”*, while a sheha said that *“the project adopted accordingly because the project has increased cooperation between and CSOs, local government authorities and political leaders are working together, those are involved in project toward peaceful around Zanzibar.”*

### *Fostered dialogue and collaboration*

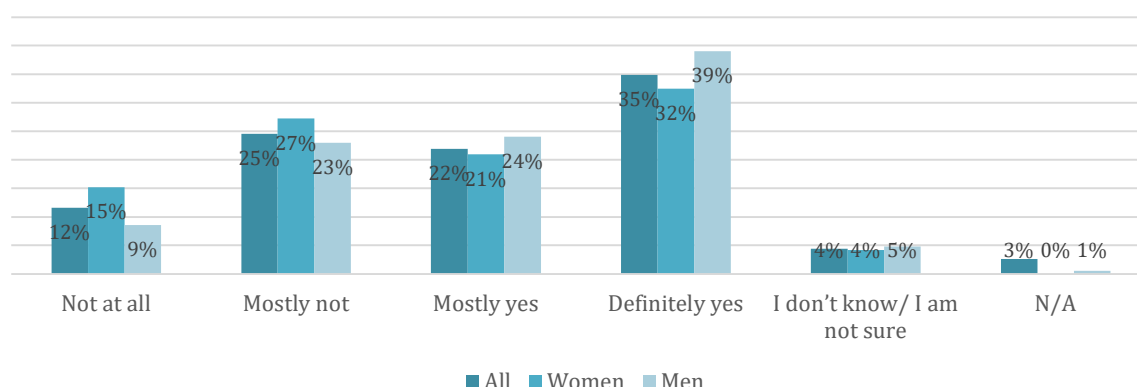
From both quantitative and qualitative data it emerged that the project has strengthened and increased the chain of collaboration and mutual understanding between government representatives and other key stakeholders in addressing social disputes and other forms of conflict. As mentioned during a FGD: *“Getting the opportunity to express your frustrations is always a very helpful way to keep you calm”*. This achievement was confirmed also during the OHW, as well explained by a participant: *“before the Dumisha Amani Project it was difficult to implement the project in partnership with government or even requesting the implementation permission in the respective area, now they are well aware, hence it is now easier to work with the government.”*

The survey's data show that more than half of the respondents (57%) have opportunities to discuss community tensions. This data is improved compared to the baseline (42%), but still presents some gender barriers since it shows that men (63%) feel that they have more opportunities than women (53%). Despite Zanzibar society in some occasions restricts women's involvements especially to public issues, the project was able to steadily reach significant changes fully in line with the EU's Gender Action Plan II, especially on pillar III (‘‘accelerating progress, focusing on the key thematic areas of engagement, including fighting against gender-based violence and promoting the economic, social and political empowerment of women and girls’’).<sup>11</sup>

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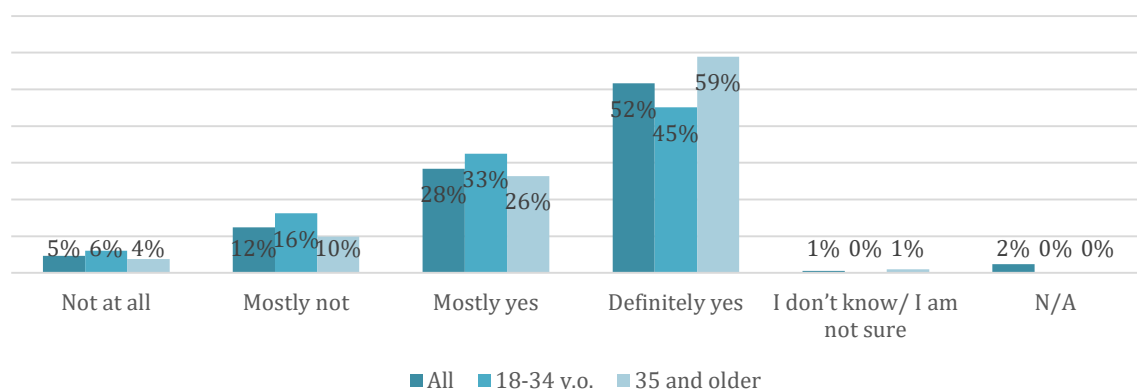
<sup>11</sup> European Commission, *Gender Action Plan – putting women and girls' rights at the heart of the global recovery for a gender-equal world*, 25 November 2020,

**Table 8. Answers to the question, “Do you have opportunities to discuss or address post-election and broader community tensions?” (Community survey)**



The community survey also shows that a large part of the population (80%) engages in dialogue or collaboration with people from another group. The improvement from the baseline (59%) data is notable. It should be also underlined that dialogue and collaboration are more present among adults than youth.

**Table 9. Answers to the question, “Do you engage in dialogue or collaboration with people from another group(s)?” (Community survey)**



During the outcome harvesting workshop, some participants from CSOs noted that political parties' representatives participated actively in dialogue activities during the project. A CSO representative in Pemba mentioned that *“dialogue was the most useful activity, it engaged all political parties together, i.e., ACT Wazalendo, Chadema, CUF and CCM representatives all in one room.”* He also believed in dialogue of CSOs and he moved concrete steps in that direction: *“we have now formed a committee of more than seven NGOs for activities related to the fight against gender-based violence (GBV) in Zanzibar; this reflects strengthened relations among CSOs, government and communities.”* The open dialogue among political parties and other stakeholders was also echoed by other informants: *“Personally, I was happy to see the opposition party interacting with CCM party leaders with mutual respect.”* Another one noted: *“Yes, there are more collaborations now though we already had positive relations, but this Dumisha Amani project increased awareness on shehas to better relate with CSOs and community members.”* Another one: *“I have mobile numbers of all three shehas in [my] constituency and all respond well despite me being from the ACT Wazalendo political party.”*

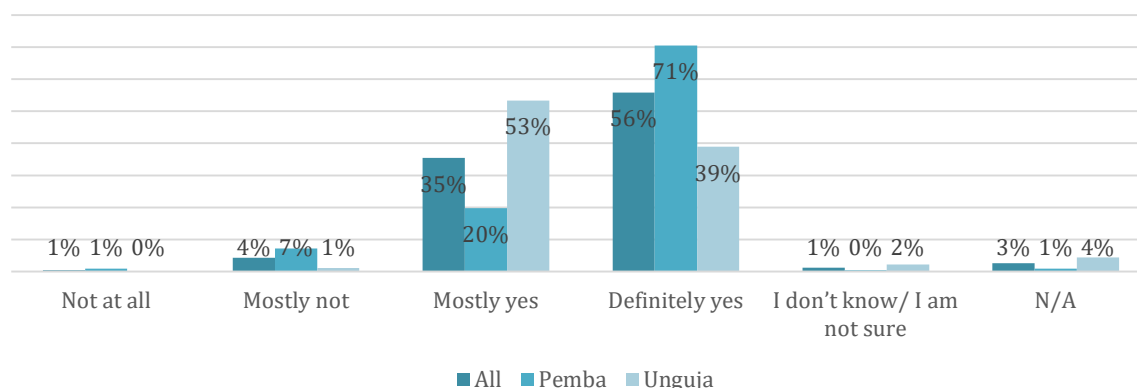
This dialogue was also important for youth as mentioned by a female youth in an interview: *“Umoja wa Vijana wa Chama Cha Mapinduzi (CCM's Youth wing) collaborating with the government especially the sheha's office. Now we also have improved relations with other political parties, i.e.,*



ACT Wazalendo, Civic United Front (CUF), Chadema and other opposition parties especially those engaged in the Dumisha Amani project.” Sheha also played a central role in dialogue, as presented by an informant: “I work with government, and I see that the project brought Shehas closer to community members because of more involvement during conflict resolution processes.”

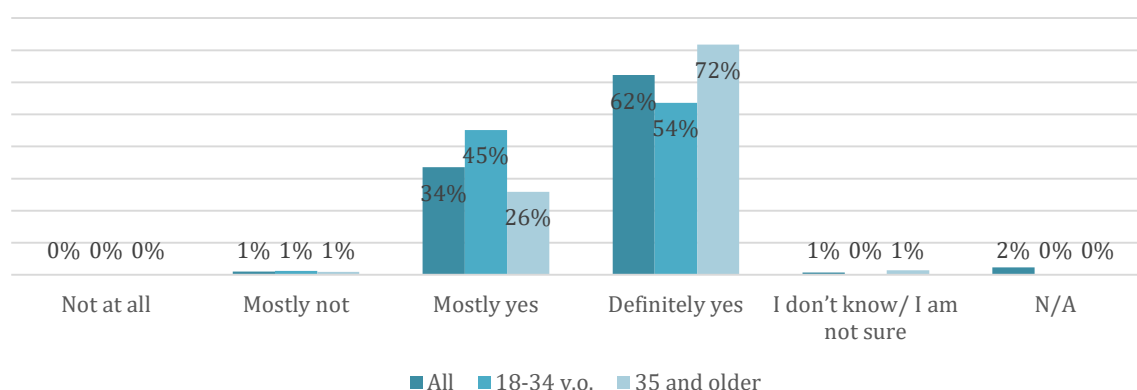
The value of collaboration related to electoral violence can be therefore captured among the largest part of the respondents (91%), a leap forward compared to the baseline (64%).

Table 10. Answers to the question, “Do you see any value in collaboration to address issues emerging during the electoral period?” (Community survey)



These trends were not immediate; rather, there were the results of the overall project logic and activities. As mentioned by a source, during the town hall meeting in Kanganani (Pemba), initially the political parties’ representatives were separated: “the first time of the town hall meeting, people did not understand each other. But, thanks to the huge support of influential leaders (trained by the project), they came together, and they talked.” Dialogue was also possible because the large majority of the population in Zanzibar considers different collaborative forums as useful to de-escalate tensions (96% at endline, whereas it was 62% in the baseline), especially among adults.

Table 11. Answers to the question, “Do you think that collaborative forums de-escalate tensions?” (Community survey)

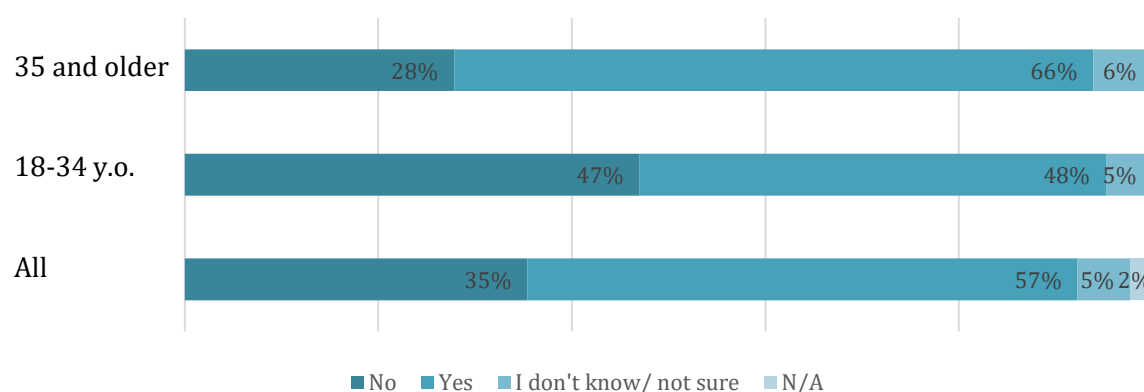


Dialogue also supported concrete outcomes. For example, on administrative issues, as shared by a respondent: “there is significant improvement on the Zanzibar identity cards (ZanID) and birth certificates issuance in Zanzibar; this has been helpful as it was among the leading conflict factors

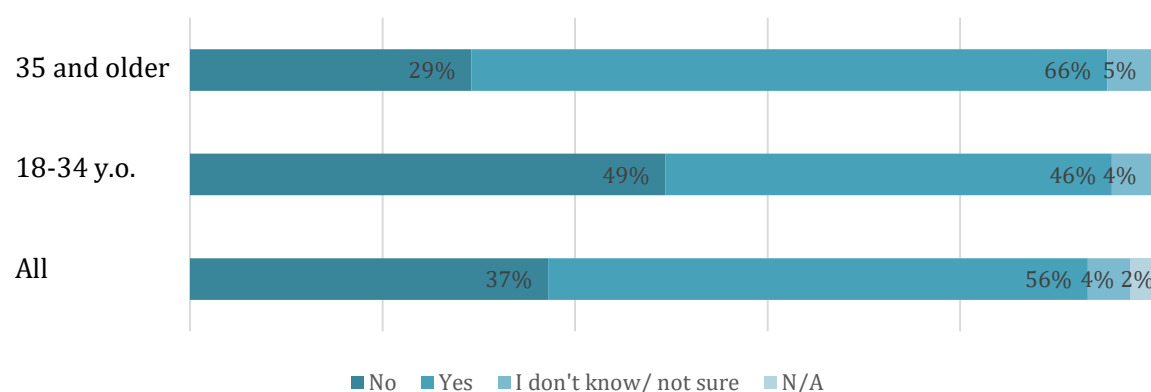
especially between community members and the Government.”<sup>12</sup> The Zanzibar Civil Status Registration Authority (ZCSRA) has improved delivery of services including identity cards and birth certificates, which are the key legal identities that Zanzibaris has been struggling to access. For instance, the ZCSRA has started an online application system for the ZanID, which will increase the number of application and identity cards issuance with limited bureaucratic process compared to previous manual application process.<sup>13</sup> Tumbatu Island represents another example: “now it is different from the past. The training brought the people together, for example even in working environments... Even in the 2020 general election, there were no great tensions and when you examine the reasons why, you will then notice these dialogues.”

Against this backdrop, the Zanzibar Conference and the Road Map for Peace received limited resonance (approximately one third of the endline survey respondents had heard about it, slightly less than in the baseline), with more attention among adults (almost 50%).

**Table 12. Answers to the question, “Have you ever heard of the Zanzibar Conference?” (Community Survey)**



**Table 13. Answers to the question, “Have you ever heard of the Road Map for Peace?” (Community survey)**

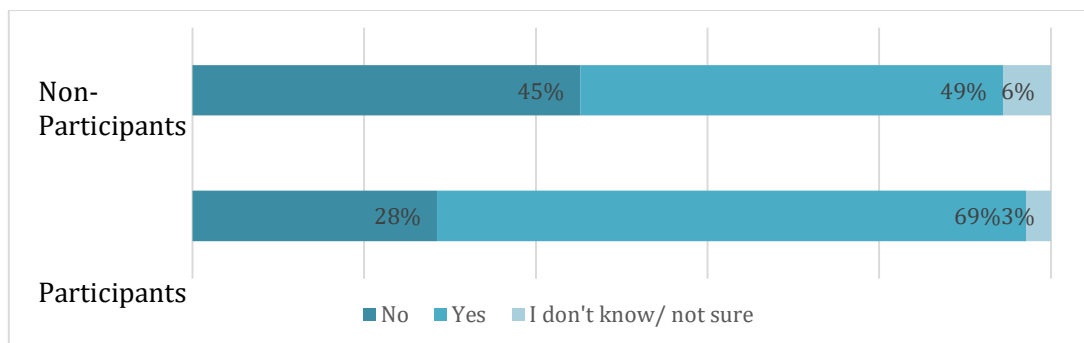


Yet, it should be also said that project’s participants have heard more about these initiatives compared to non-participants. For example, 69% of participants have heard about the *Road Map for Peace* while only 49% of non-participants.

<sup>12</sup> <https://www.usaid.gov/tanzania/news/aug-10-2022-ongoing-law-reform-process-leads-better-public-services-pemba-island>

<sup>13</sup> <http://ozanid.zcsra.go.tz:8082/>

Table 14. Answers to the question, “Have you ever heard of the Road Map for Peace?” (Community survey)



### Positive narratives and stories of dialogue

The project participants shared a significant number of positive narratives and stories of mediation and dialogue, in particular in Pemba. An example was related to the Shungi mosque management. The informant shared that the “landowner did not want to provide more land for the Mosque expansion without being kindly asked by the mosque management. The Shungi mosque had started building another mosque on another land, but the Office of the Mufti staff intervened in the conflict and applied CGA skills to resolve the conflict. After listening to both parties, and coming up with a win-win solution, the landowner has offered more land and the Shungi mosque expansion is underway. [...] We engaged other parties—i.e., Sheha and land authorities—into the peaceful dialogue that resulted in peaceful agreements between the landowner and the Shungi mosque management.” A similar story was shared related to investors in a hotel venture: “We started engaging sheha, then the District Commissioner then the Regional Commissioners, all these were engaged along with the investor and community members, we wanted the conflict to be resolved peacefully and make sure eventually everyone is happy with the attained resolution.”

Other concrete cases were related to land and forests. For example, in Mkokotoni and Mtopwani where misuses of forest were in place. A CSO representative was part of the conflict transformation process, also providing education on conserving the environment: “Now, we have established guidelines for forest conserving that will be used in both areas. Then will create a bylaw that will help them the most.”

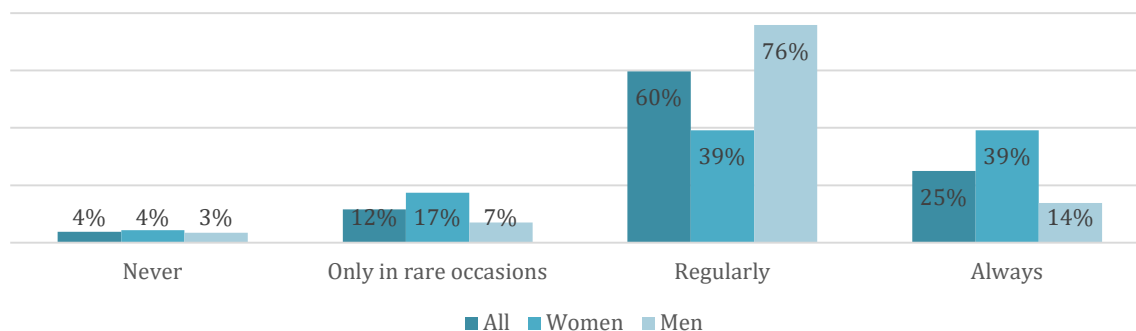
Different examples of conflict transformation at the interpersonal level were mentioned. For instance, a sheha shared: “I often solve marriage conflicts, I call both conflicting sides, I listen to them side by side separately first, in case, I can do myself I solve it, in case the conflict has a high tension, I call upon my sheha leadership team to make reconciliation together.”

Finally, an interesting story was shared by a female Catholic participant in an FGD in Unguja: “Once I arrived in Zanzibar it was very hard to walk in the streets without covering my head, my neighbours gave me the number of restrictions that I was becoming uncomfortable to continue living in the island. But now I can even visit government offices and receive the services without being asked why I have not covered my head. These dialogues have also shaped our thoughts about the people who are serving in the religious sector. People who deliver the religious service have now changed as there is

*a sense of patience, living like close relatives... And these dialogues were very helpful because all who received the knowledge, dare to give back to the community they are from”.*

These narratives are also supported by the fact that 85% (90% men, 78% women) of the stakeholders use conflict transformation or similar strategies, compared to 51% in the baseline (53% men and 47% women).

**Table 14.** Answers to the question, “Do you use conflict transformation or similar non-violent strategies?” (Stakeholder survey)

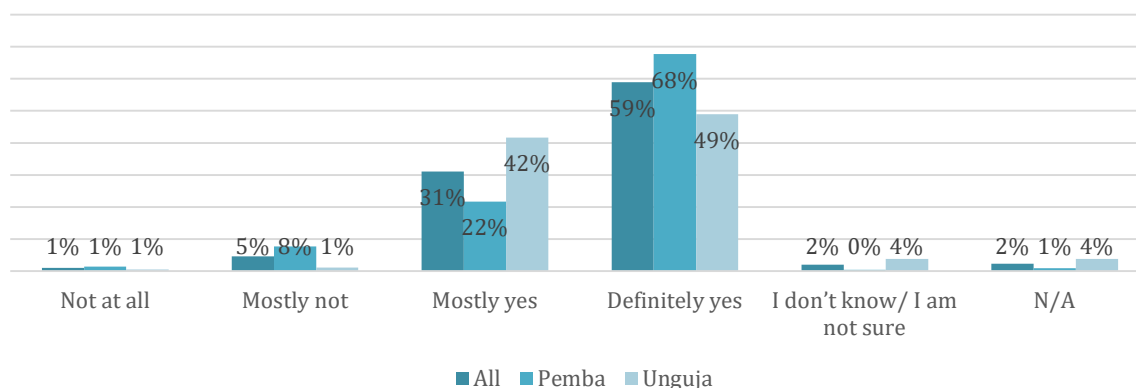


#### **Improved skills and mutual perceptions**

The project had a significant effect in transforming mutual negative perspectives among the involved groups. For example, a youth from a CSO during an FGD in Unguja shared that: *“These dialogues have helped the concerned government institutions to discover that there are a lot of conflicts that divide people at the community level. In the past, they used to sit in offices and assume that people only suffered from political conflicts... but now they understand there are conflicts concerning people from Tanzania mainland and here in Zanzibar. Therefore, this has helped the government to think of several initiatives that correspond upon incorporating the joint mechanisms to get these conflicts resolved.”* Similarly, a CSO representative said that *“perception has changed, now I collaborate with Local Government Authorities to plan various aspects for community development.”* Overall, as summed up by a female youth, *“the positive results are people’s change in mindsets, cultural behaviour has now come back as people are supporting one another despite social differences”.*

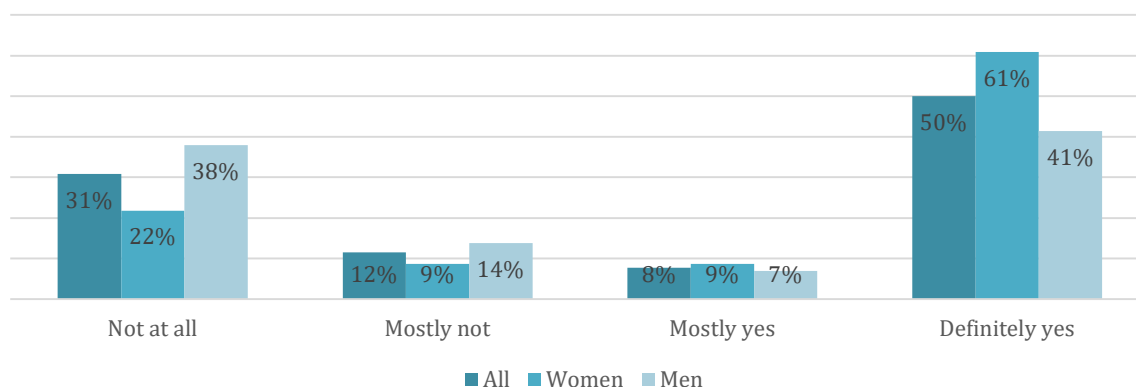
The change in mutual perceptions is also related to more collaborations for peace. Overall, 90% of the respondents to the community survey declared that they have heard of community stakeholders collaborating for peace during the electoral period (it was 72% in the baseline). The data were similar in both Pemba and Unguja.

**Table 15.** Answers to the question, “Have you ever heard of community stakeholders collaborating for peace during the election period?” (Community survey)



Against this backdrop, the perception of religious differences represents a countertrend data because 58% (70% men, 48% women) of stakeholders involved in the project think that “religious differences limit the ability to address tensions in Zanzibar”, while it was 15% in the baseline. While in Pemba the negative perception of religious differences is limited (27%), the perception seems worse in Unguja (80%). Religious stakeholders from minority groups (e.g., Christians) took part in project activities and this could have generated some negative effects in Unguja. Yet, qualitative data did not show any specific indication in this direction.<sup>14</sup>

**Table 16.** Answers to the question, “Do you think that religious differences limit the ability to address tensions in Zanzibar?” (Stakeholder survey)



Finally, as for previous projects implemented by Search in Zanzibar, improved skills played a central role in the success of the project. As a religious leader shared, “CGA was a very useful course, I can now train others through CGA principles. The project gave me more space to work with CCM, ACT Wazalendo and we all communicates well.” Training has also a systemic result. For example, in an FGD in Pemba someone stated that “CGA training helped to reduce court hearings, now we learned about win-win solutions outside the legal structures.” During the same FGD, it was also stated that “after the first Konde constituency’s by-election results, Konde community members were not in good terms, but now, after CGA training especially among political members and their leaders, the situation is better.”

<sup>14</sup> Due to the sensitivity of the issue, Search has applied a “Do No Harm” approach limiting direct questions and therefore with limited data also in the monitoring process.

The CGA skills helped to positively impact Zanzibar's population through well trained media personnel on writing and reporting constructive news. As indicated by a media sector representative: *"Now public stations' journalists have more support from opposition political parties and other groups. Previously, we could only report news from the ruling party, opposition political parties were always rejecting us in their events."* The CGA training helped stakeholders to peacefully go through their challenges and find common solutions. For instance, most participants expressed that when dealing with conflicts, they often focus to the CGA's angle of win-win situation.

## Impact

### *Institutional legitimacy*

As demonstrated by the concrete stories of dialogue presented above, the activities have not only effectively delivered the project outputs, but they have also generated outcomes and contributed to tangible impact. One of the main areas of impact is represented by the increased institutional legitimacy of some actors. The information gathered shows a rather clear increase in this legitimacy especially due to dialogue among different stakeholders and the overcoming of many mutual negative perceptions.

A clear example is represented by shehas. Previous reports and project evaluations showed ambiguous roles and perceptions of shehas by CSOs, media and youth. The wide involvement of shehas in the project helped to establish direct relations and to create more institutional legitimacy in their role of bridging between citizens and government as clearly emerged during an FGD: *"Shehas have now improved relations with people they lead, they are now seen as mediators instead of judges, both community members and leader as well as political parties they now better understand their rights and responsibilities, and this is helpful in maintaining peace."*

Political parties represent a second significant example. The project was effective in gradually bringing political parties across dividing lines into the same room and in dialogue on concrete issues. As a political party's representative stated during an FGD: *"the project has helped political parties to understand better ways of communication and how to relate with one another."* This ability to cross dividing lines was also confirmed by the fact that in the survey 98% of targeted community members and government stakeholders declared to see value in collaboration to address issues emerging during the electoral period.

Overall, the data collected showed several concrete situations in which the projects' participants were able to elaborate concrete solutions through conflict transformation, often through dialogue between different stakeholders and groups. For example, a female civil servant shared that she *"also run [...] a radio program, which helps to solve local conflicts through delivering clarified information. For instance, Shumba village community members were excluded from getting sea-weed farming boats under a government subsidy program, but I went to the village, listened to them and brought-in the responsible officer from the Ministry of Fishing and clarification was given and every person was happy to learn that opportunities are still open for them all."* Another informant from Pemba stated that *"There was an inheritance case on the land farm at Vitongoji village. Some family members changed the inheritance plan, and, therefore, I intervened with the help of the government office responsible for Islamic inheritance and managed to solve [the conflict]. It was possible, despite government presence, because I applied the CGA skills by listening to each side and I brought them together under the win-win principle."*

## Journalists and media campaign

Different journalists attended the project activities and many of them expressed their satisfaction, especially with the dialogue with politicians. The point made by a journalist during an FGD in Pemba represents a good example: *“Currently, even the ACT Wazalendo party accepts public media journalists, during previous periods before Dumisha Amani project, they were denying access to [our outlet’s] journalist.”* A freelance journalist during the FGD also highlighted the relevance of the acquired skills: *“We used to only use force when dealing with conflicts, the project has given us other ways of resolving conflicts, peacefully.”* Different journalists therefore confirmed to have acquired skills on how to report, as in previous similar projects led by Search: *“The successes obtained through this project have helped the journalists on better reporting the news relating to conflicts in an appropriate manner that corresponds upon finding the solutions and not increasing the tensions, but also that invites different stakeholders to come in between and looks for the common initiatives.”*

The media campaign resonated less among the project participants and was sporadically mentioned among the most relevant activities. According to a monitoring report from March 2022, “the project engaged media programming as a platform to increase awareness from a key-people to more-people approach in order to reach even more beneficiaries with project messages and information. The media program aims to highlight the avenues for peaceful conflict transformation that community members can utilize to address their concerns. To this end, 20 radio programs have been aired in Unguja (15) and Pemba (5) through the media partners; Zanzibar Broadcasting Corporation (ZBC), Micheweni Fm (Pemba only) and Al Noor Fm (Unguja only) and one social media campaign run on Facebook, Twitter, sound cloud and Instagram from January 2022. In all the radio partners and social media platforms, the program was homogeneously aired as the Barza ya Amani show.”

The radio program “Barza ya Amani” was disseminated by radio via the Zanzibar Broadcasting Corporation (ZBC), as well as through Al-Noor Fm radio (a private community radio) in Unguja and Micheweni FM radio (another community radio) in Pemba. All these radio stations were running programs that aired the Dumisha Amani objectives. According to the last project monitoring report, *“the average level of Barza ya Amani radio show reach stands at 49.46% [of community respondents] with significant differences in listenership between the two islands; Pemba recorded the highest level of reach at 62.50%, while Unguja recorded an average listenership of 39.42%.”* Pemba therefore confirmed an appetite for conflict transformation, also in terms of educational products and the Micheweni community radio in Pemba was mentioned throughout KIIs and FGDs by local journalists.

From the monitoring report, the result reached by the media campaign appears solid, but the connections with other project activities were more limited. According to Search staff, the media approach was to partner with local media such as local radio stations and local journalists. Yet, Search realized that people are mostly following the national radio stations and most of the media campaigns are in those main radio stations.

## Sustainability

The evaluation found that the majority of the changes achieved are sustainable and some conflict transformation mechanisms such as dialogue platforms will last. Many participants highlighted how the acquired skills will remain with them and they will continue to apply them in the future. For example, a CSO member in Pemba mentioned that she is *“currently using CGA skills on my daily conflict resolution routine. I support the Strengthening Women in Leadership project in which I often resolve community conflicts of which I always apply the gained CGA skills.”* A female youth mentioned in an interview that *“this [skills] is ‘light’ for me in my work life. Now I can supervise people without*

*any problem and in case there is a conflict I can solve it faster and leave every conflicting side satisfied."*

Much positive feedback in terms of sustainability came from sheha, for instance: *"now I have trained my committees on how to peacefully solve community cases as well as procedures of conflict resolution. We are now practising them together."* It is interesting also to hear the comparison made by a government representative: *"It is like knowing how to ride a bike, you will always have that skill to ride after some years. Therefore, stakeholders will continue utilizing their gained conflict resolution skills."*

Channels of communication among different stakeholders and mechanisms of conflict transformations represent the second area in which sustainability resonated as voiced by a participant: *"the establishment of local peace structures was another milestone for the Dumisha Amani project. We expect these structures to continue helping community members."* Yet, doubts related to the upcoming electoral period and to the unpredictable behaviour of the politicians were also present. For example, a sheha in Pemba shared that *"we cannot guarantee the sustainability of the current positive relations among political parties in Zanzibar, we can say it's 50/50 because of normal trends during general elections."* Also a youth showed its limited trust in politicians: *"Political leaders value their personal interests more than anything else, thus sustainability is not guaranteed."*



## V. Critical lessons learned and recommendations

This evaluation helps to formulate a series of critical lessons learnt and recommendations mainly for Search and its partners to inform follow-up projects and activities. Based on these findings and analysis, the following recommendations are made with the hope of improving future effectiveness, impact and sustainability:

- **Enlarge the spectrum of stakeholders involved in the projects.** Future projects can have a broader impact by involving other justice and security actors such as District Police Commanders, court officers, ZAECA, Zanzibar Special Forces and land courts. Due to their mandate, they have an impact on social and economic issues that fall under their jurisdictions. They also often have the opportunity to listen to conflicts and make decisions on them.
- **Continue to engage with Sheha.** Shehas' commitment determined positive results and Search should continue to involve them. Future programming should also consider avoiding sustainability challenges when shehas are replaced. To address this issue, training should target all shehas' chairpersons and secretaries for all districts, and make the training content a part of the induction process for all shehas. This will help whoever comes into shehas' office to be equipped with CGA skills.
- **Establish a follow-up mechanism with the granted CSOs.** Supervise the granted CSOs also after the projects and trust their capacity to handle grassroots interventions also to enhance their creativity and ownership.
- **Start working specifically on avoiding electoral-related conflicts.** Search should consolidate the achieved results and leverage them to institutionalize ongoing mechanisms and good practices, especially as the country heads closer to the 2024 regional elections and to the 2025 general elections in Zanzibar. To achieve this objective, advocacy and channels of communication with policy-makers should continue also between projects and they should be oriented to underpin dialogue and mediation practices. It should be also considered that the data collected showed how adults have more trust in collaborative forums to de-escalate tensions. This factor, due to different social dynamics, such as youth inclusion and opportunities, should be carefully considered.
- **Involve more local facilitators.** The trained local experts may be in a better position to train their respective local communities by using the skills that they have gained thanks to Search and the project. Local experts understand better their contexts and core drivers of conflicts, as well as the simplest language for their fellow community members to understand the training contents. If possible, it would be good to support them with some resources to reach out to more remote areas.
- **Revise and simplify the reimbursement and payment methods.** The payment system appears complex and slow for participants to project activities. While maintaining it in the form of reimbursement could be an adequate choice, delays could affect the participation of more economically vulnerable people. A concrete alternative approach could be that payments should follow the Search payment process in advance, and leave the final stage at the local office to finalize immediately after each activity.

- **Redefine a media strategy.** The media dimension of the project did not resonate among the participants. Search has already identified some constraints such as the need to work with relevant radios – but a new comprehensive media strategy should be drafted in the future.
- **Continue to clarify internal roles and avoid duplications.** Search and partners such as FCS should create a clear division of roles, for instance targeting different audiences or leading on different activities. Under this project, they were reaching out to the same audience including the audience reached by local CSOs implementing small grants. Similarly, the same participants should not attend the same activities in different projects.

## VI. Project indicators

<b>Indicator</b>	<b>Baseline (May 2021)</b>	<b>Pemba</b>	<b>Unguja</b>	<b>Final eval.</b>	<b>Pemba</b>	<b>Unguja</b>	<b>Target</b>
<i>% of community members surveyed who believe that they have opportunities to discuss/address post-election and broader community tensions</i>	41.92%	41.20%	43.35%	<b>56.9%</b>	59.9%	53.3%	<b>60%</b>
<i>% of targeted community influencers who feel confident to act as informal mediators</i>	49.02%	83.33%	30.3%	<b>76.9%</b>	86.4%	70%	<b>80%</b>
<i>% of targeted community, government and civil society stakeholders who report increasing their use of non-violent conflict transformation strategies</i>	50.98%	83.33%	33.33%	<b>84.0%</b>	95.4%	76.7%	<b>80%</b>
<i>% of targeted community and political stakeholders who demonstrate increased engagement in dialogue and collaboration with stakeholders from another group</i>	59.38%	75%	54.7%	<b>76.9%</b>	90.9%	66.7%	<b>80%</b>
<i>% of targeted community, and government stakeholders who see value in collaboration to address issues emerging during the electoral period.</i>	64.28%	100%	52.39%	<b>98.1%</b>	95.5%	100%	<b>80%</b>
<i>% of community members who demonstrate awareness of community stakeholders collaborating for peace during the election period</i>	71.81%	79.16%	64.04%	<b>89.9%</b>	89.3%	90.6%	<b>80%</b>
<i>% of targeted stakeholders who can provide at least one concrete example of skills used in conflict</i>	Yes 54.90%	Yes 72.22	Yes 45.45	<b>98.1%</b>	100%	96.7%	<b>80%</b>

<i>transformation</i>		%	%				
<i>% of community members surveyed who report awareness of the Road Maps for Peace and/or Zanzibar Conference</i>	Yes 39.52%	Yes 29.63 %	Yes 39.14 %	<b>Road Maps 56.1% Zanzib ar Confe rence 56.8%</b>	62.3% 59.9%	48.9% 56.6%	
<i>% of targeted community stakeholders who report being able to voice tensions and concerns in multi stakeholder platforms</i>	N/A			<b>98.1%</b>	96.7%	100%	<b>80%</b>
<i>% of community members interviewed who believe that collaborative forums de-escalate tensions</i>	61.3%	65.2%	59.7%	<b>96.1%</b>	96.6%	95%	<b>80%</b>

## ANNEXES

### Criteria and lines of inquiry

The focus of the evaluation will be the four criteria mentioned in the terms of reference: relevance, effectiveness, impact and sustainability. The choice of these criteria and their link to OECD-DAC best practices will serve both to frame the assessment and also ensure that the evaluation approach is designed in line with internationally recognized standards.

Lines of inquiry will guide all data collection and analysis, in line with the approach for the assessment, which is based on principles of action research. The terms of reference already define the main lines of inquiry under each criterion. The **final evaluation** will therefore seek to answer the following research questions:

#### Relevance

- Was the project relevant to the identified needs of the target participants and the pre- and post- election context?
- To what extent did the project successfully targeted its intended primary audience (i.e., local government actors, CSOs, religious leaders, community influencers and specific groups such as women and youth)?
  - Did the project reach the intended target audience?
  - Did the project messages resonate with the target audience?
  - Did facilitation training and mediation reach the right stakeholders?

#### Effectiveness

This section will directly build on the initial findings of the baseline and the conflict snapshot conducted in 2021.

- Did the project contribute to the availability and effectiveness of the peaceful conflict transformation mechanisms used to de-escalate tensions and support a peaceful post-election period in Zanzibar? If so, what approaches were particularly effective?
  - Specifically, is there concrete evidence for constructive solutions that emerged from these conflict transformation mechanisms?
- Has the project contributed to foster dialogue and collaboration among government and community stakeholders for improved conflict prevention? If so, how?
  - Are there differences in the way target groups use these platforms? Are there differences between locations?
- How has the project promoted community awareness of joint conflict-prevention efforts? Specifically,
  - Is there any evidence for a transformation of mutual negative perceptions?
  - Has the project improved the skills of community leaders and political leaders?
- Was Search able to respond and adapt to the challenges which arose during the project implementation? To what extent?

## **Impact**

- What are the intended and unintended (both positive and negative) outcomes / changes triggered by our project?
  - Did the project contribute to increasing institutional legitimacy (i.e., inclusive and responsive decision-making)?
  - Did the project radio programs and video clips shift people's perceptions and behaviour, thereby enabling effective conflict transformation?
- Has the project succeeded in enhancing the capacity of project stakeholders (for instance mediators) in conflict transformation and confidence in their abilities to use them?

## **Sustainability**

- How effective were the exit strategies, and approaches to phase out assistance provided by the project including support to public policy dialogues?
- What lessons and recommendations can be drawn to foster this sustainability and deepen impact to ensure enduring change?
- What promising practices can be replicated and what key gaps still need to be addressed? (Informed by a participatory approach)