

**STAR: Strengthening Trust and Relationships between  
Community, Security, and Justice Sector Actors for  
Improved Security in Far North Cameroon**

**Endline Evaluation Study in Mora**

**ENDLINE EVALUATION REPORT**

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## Abbreviations

CSO	Civil Society Organisation
FGD	Focus Group Discussion
IDP	Internally Displaced Person
JPC	Justice and Peace Commission
KII's	Key In-depth Interviews
LOYOC	Local Youth Corner Cameroon
NGO	Non-governmental Organisation
ODK	Open Data Kit
Search	Search for Common Ground
STAR	Strengthening Trust and Relationships between community, security, and justice sector actors for improved security in Far North Cameroon
VE	Violent Extremism

## Executive Summary

Cameroon faces escalating crises that threaten the relative peace and security the country has enjoyed since independence. This presents risks to impact several key overall development indicators, including education and socio-economic welfare. The Boko Haram insurgency in the Far North Region of Cameroon is one of the country's main security challenges.

Through the Strengthening Trust and Relationships between community, security, and justice sector actors for improved security in Far North Cameroon (STAR) project, Search for Common Ground (Search) and its local partner, Local Youth Corner Cameroon (LOYOC), sought to promote a more inclusive approach to peace building in the area by fostering trust building and collaboration among and between citizens, law enforcement, and justice sector actors in Cameroon. This was implemented through an innovative 24-month project LOYOC which is an experienced local civil society organization that led implementation and capitalized on their extensive experience across Cameroon. They combined an iterative series of capacity building, trust building activities, and platforms for dialogue and joint action planning to meet the project goal and objectives. In addition, local ownership and respect to culture, religion, and traditions were streamlined throughout all activities and approaches, to maximize impact and promote sustainability. The project sought to achieve the following objectives;

- Assess the following OECD-DAC evaluation criteria: effectiveness, impact, relevance and sustainability, as they apply to this project
- Assess progress of the project towards achieving its goals and objectives in an enduring manner.
- Document key lessons learnt around specific approaches as well as the intended and unintended positive and negative results.
- Highlight recommendations for improvement for future projects.

Following over 20 months of project implementation, a final evaluation was commissioned to measure impact, relevance and sustainability mechanisms established by the project; assess progress of the project towards achieving its goals and objectives in an enduring manner; document key lessons learnt around specific approaches and highlight recommendations for improvement for future projects. The findings from this study will be used to inform future program design, planning and implementation.

A three-pronged approach (a mix of qualitative, quantitative and desk review were used to collect data) by use of sample survey targeting the project beneficiaries. Quantitative interviews were conducted through Computer Assisted Personal Interviews (CAPI), while the qualitative interviews were conducted through Focus Group Discussions (FGDs) and Key In-depth Interviews (KIIs) from 5<sup>th</sup> to 12<sup>th</sup> December 2022. The overall survey had a target survey sample size of 150 including the security system, host community, the internally displaced persons and the refugees. Ten (10) key actors were consulted through the key in-depth interviews and three (3) focus group discussions targeting the youth, women and men.

Key findings and learning from the final evaluation are:

## **Project Strategy, Design and Relevance**

The project employed a well-coordinated strategy by bringing in members of public, law enforcers and justice actors. The involvement of such actors helped in strengthening and building collaboration of the key players to deliver on the project's objectives, including technical and sector coordination. At the implementation level, the focus was on providing technical and institutional support for the program initiatives in accordance with the project documents. Most of the interviewed stakeholders believed that the project interventions were demand-driven, relevant and agreed upon through consultations. They indicated that the project was relevant since it focused on fostering trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in the Far North Region of Cameroon. In this way, the project responded well to the community needs in meeting the project objectives.

## **Effectiveness and project impact**

The iterative programs designed by Search and implemented by both Search and LOYOC were considered effective in promoting peace in the community. Training and capacity building designed to promote the participation of women and justice, and security dialogue rated high amongst other initiatives at 97%. This according to the surveyed respondents has helped to improve the level of trust between community members. There is therefore more confidence in the ability of security and justice sector actors to respond effectively to community security challenges as reported by a significant number (91%) of respondents which has helped in strengthening trust and relationships between the community, security, and justice sector actors. On the achievement of the expected results, the project key indicator outcomes were surpassed, recording a significant change in comparison to the baseline period hence fully meeting the study objectives as recorded in section 3.2.2.1

## **Project Sustainability and National Ownership**

Improving trust by fostering constructive dialogue and collaboration between the community and justice sector ensured project buy-in and ownership especially at community level. This can be considered sustainable when the community is well informed on what is required of them as key players and are involved in peace building initiatives.

The project established/strengthened the community of Mora coordination platforms on peace building support through the iterative series of initiatives which helped in establishing long lasting structures. Implementation of the project through justice systems, specialized religious structures such as the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church, the Islamic Superior Council of Cameroon (CSIC), Cameroonian Association for Interreligious Dialogue (ACADIR), civil society movements such as the Support Unit for Integrated Participatory Local Development (CADEPI) and increased humanitarian presence in the Far North Region in general and Mora in particular will ensure ownership/continuity of the project. Equally, by providing capacity building on fostering peace and trust to the justice sector actors, the project has created ownership and will ensure sustainability over time.

Therefore, the impetus for the project sustainability is seen from two perspectives. Where it created systems such as the Monitoring & Evaluation as well as performance management through capacity building, the systems have found a life of their own and can be self-sustaining. In other words, lasting systems can evolve from the process and be maintained in the supported community.

### Project Recommendations

Below are some of the key recommendations from the study;

1. The fact that the project was tailored according to community needs encouraged ownership and support of the program in the region hence improving uptake of the project activities. Thus, Search should ensure its future programs align with recipients' needs and complement the regional and national government initiatives.
  - The planning, designing, and implementation of awareness programs should be founded on comprehensive needs assessment and evidence. A comprehensive evaluation of the needs of the targeted population could lead to the development of effective and reliable awareness campaigns.
2. There is a need to put measures to ensure strong accountability on such programs. Search should also invest in building demand (non-key actors) in planning and implementation/monitoring areas. The program should work with both duty bearers and duty holders in enhancing this capacity. For instance, existing civil society networks and coalitions, both formal and informal, can be effective in trust-building, coordination, and the implementation of initiatives to foster and sustain peaceful communities. As such, Search through engaging with such networks, can enhance its partnership with civil society, and strengthen efforts to build peace. To contribute to these initiatives, civil society could coordinate with like-minded organizations and build coalitions to strengthen peacebuilding efforts.
3. Search needs to reach out to more donors to fund the subsequent project activities to reach more audience. With this kind of project, there should be a clear exit strategy to ensure sustainability. Community opinion is to have such activities continue for a longer period. However, the funding levels have declined considerably; hence donor support should be very well targeted. Funding models can be modified to embrace approaches that yield fruits. This should be agreed together with the partners, encouraging models such as matching grants, in-kind funding as well as other performance-based/incentive funding to facilitate transformation and sustainability. Nonetheless, such models should be reviewed based on local contexts and circumstances. Funding streams for community-based approaches to security should consider the timeframe required to successfully implement community security interventions.
4. Donors should develop a strategy on engaging government at regional/local and national levels. It is essential for impact and sustainability of such initiatives to be increased in the future, and therefore, by working with government officials through a coordinated set of actions can go a long way in fostering peace.

5. Building trust with communities (with security systems, local authorities, and between the community) takes time. However, there are a number of ways in which the careful interventions required to build trust with communities can easily be realized. For example, donors through government and other key actors can come up with ways of enabling communities to invest some of their own resources into projects so as to increase their ownership of activities and contribute to sustainability.
6. Awareness supportive materials should go together with activities that will help in providing knowledge and skills to communities. To empower communities with knowledge and skills, activities should be designed to be accompanied with materials such as brochures, posters, and billboards. This form of documentation not only helps in spreading knowledge and skills faster, but also prevents them from fading over time. Future programming should therefore take this approach into consideration for more sustainability, wider reach, and deeper impact.
7. Invest in the use of the media landscape. The use of social media platforms such as; Facebook, WhatsApp, Twitter, Instagram etc. as well as mass media campaigns i.e. radio especially in rural areas and television, addresses large audiences of different profiles and backgrounds. Messages informing short videos and animations with "catch-phrase messages" will attract the attention of the audience and provide information on complex matters in a direct and memorable manner. Community dialogue/ theatre productions may reach fewer people, but they offer a more in-depth opportunity to discuss, exchange ideas and persuade individuals to change their minds, hence considered more effective.

### **Project Limitations**

Busy schedule/unavailability of the target respondents prolonged data collection. Despite these challenge, the envisaged sample for the sample survey was achieved as planned for both qualitative and quantitative data collections. The challenge therefore did not affect the results of the study.

## 1.0. Introduction

The Boko Haram insurgency in the Far North Region of Cameroon is one of the country's main security challenges. The first attacks by Boko Haram in the Region occurred when the northern regions in general were just recovering from another long security crisis caused by the phenomenon of armed highway robbery and hostage-taking. Before 2013, Boko Haram violence had remained limited to inside Nigeria, although some sporadic incursions and attacks on frontier security posts were recorded at the border with Cameroon. Boko Haram incursions into the Far North Region of Cameroon occurred in stages, beginning with sporadic attacks on frontier police and gendarmerie posts in 2012, followed by fleeting attacks and hostage-taking for ransom as a source of funding beginning 2013, and frontal assaults on military targets and civilian populations as from 2014. Since the start of the insurgency, a significant number of Cameroonian youths have been recruited to join in the attacks, both by force and voluntarily. These attacks have been accompanied by targeted killing of traditional chiefs, abduction of children and threatening messages to the population. This situation has led to large-scale displacement of the population to safer zones.

The Government of Cameroon has been responding to these security crises and the Boko Haram insurgency using an essentially military and oppressive approach. The relationship between the Cameroonian military and local populations is characterized by significant distrust, and numerous recorded instances of human rights abuses linked to counter-terrorism operations have been reported<sup>1</sup>. The military has often suspected the population of supporting and hiding members of the sect and has victimized the civilian population on the basis of this suspicion. This has led to further radicalization among the population. It should be noted that the influx of refugees and internally displaced persons (IDPs) into safer zones has led to new conflicts or the aggravation of existing ones in the host zones.

### 1.1. Background of the Study

Cameroon faces escalating crises that threaten the relative peace and security the country has enjoyed since independence. This presents risks to impact several key overall development indicators, including education and socio-economic welfare. Search and a local partner, Local Youth Corner (LOYOC), have implemented an innovative 24-month project to foster trust building and collaboration among and between citizens, law enforcement, and justice sector actors in Cameroon. LOYOC, an experienced local civil society organization, led implementation, capitalizing on their extensive experience across Cameroon. They combined an iterative series of capacity building, trust building activities, and platforms for dialogue and joint action planning to meet the project goal and objectives. In addition, local ownership and respect to culture,

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<sup>1</sup> For more on Cameroon's response to the Boko Haram insurgency, read Edward B. Rackley's "Cameroon's Far North: Responding to Boko Haram"

(<https://reliefweb.int/sites/reliefweb.int/files/resources/Camerouns%20Far%20North%20-%20Responding%20to%20Boko%20Haram.pdf>)

religion, and traditions are streamlined throughout all activities and approaches, to maximize impact and promote sustainability.

## 1.2. Overview of the Project

With funding from the U.S. State Department's Trans-Sahara Counterterrorism Partnership, Search is supporting its local implementing partner, LOYOC, to ***foster trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in the Far North region of Cameroon.***

### 1.2.1. Goal and Objective of the study

As the project is ending its implementation phase, there was need for Search to carry out an end line study of the project, to measure project indicators, reassess the context to verify the relevance of project strategy, and document perceptions of various target stakeholders, including community leaders and influencers, law enforcement, and justice sector actors. The objective of the end line evaluation is to examine the project's impact, effectiveness, relevance as well as the sustainability. The objectives of the final evaluation are as follows:

- Assess the following OECD-DAC evaluation criteria: effectiveness, impact, relevance and sustainability, as they apply to this project
- Assess progress of the project towards achieving its goals and objectives in an enduring manner.
- Document key lessons learnt around specific approaches as well as the intended and unintended positive and negative results.
- Highlight recommendations for improvement for future projects.

**Theory of Change:** *If* law enforcement and justice sector actors have improved capacity to engage constructively and collaboratively with citizens on security challenges, including VE; and *If* citizens have improved understanding of the mission of security and justice sectors and priorities of law enforcement; and *If* these stakeholders have joint platforms for regular dialogue and trust building and are then empowered to jointly develop community security mechanisms, underpinned by newfound trust and mutual-accountability in one another; **Then** overall community trust of and collaboration with law enforcement and justice sector actors will improve **Because** these stakeholders will benefit from a holistic approach to trust building based on capacity building, dialogue, and collaborative action, and will see each other as partners in addressing shared security issues.

### 1.2.2. Purpose of the Evaluation

To assess the project's overall performance during the project implementation period, including the extent to which planned activities and project outputs were achieved and the level with which the outputs contributed to the expected outcomes.

The findings of this evaluation will be used by project management to identify best practices and lessons learned.

### 1.2.3. Project Outputs

The program was organized around two pillars with the following outputs:

- First, the members of the public are sensitized on ***fostering trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in the Far North region of Cameroon***, Mora.
- Improved capacity and institutional mechanisms of key actors to successfully ***foster trust building and collaboration among the key actors***.

### 1.2.4. Scope of the evaluation

The evaluation was conducted in the Far North region of Cameroon, precisely Mora which faces escalating crises that threaten the relative peace and security hence the need for interventions to foster trust building and collaboration.

The evaluation was conducted based on selected evaluation criteria (drawn from the OECD-DAC Criteria):

- Effectiveness
- Impact
- Relevance
- Sustainability and national ownership.

## 2.0. Methodology and Evaluation Approach

The study adopted a mixed method approach which integrated a result-based tactic that utilized both qualitative and quantitative methods to collect, analyze and present the perspectives of all stakeholders (non-beneficiaries and beneficiaries which include assigned staff) of the project through a participatory and solution-oriented process. This method ensured that all stakeholders were engaged in the entire study process. The study collected primary data through survey, Key Informant Interviews, Focus Group Discussion, and secondary data through an in-depth desk review of project documents. Project's result framework/indicator framework served as a survey guiding document. The documents reviewed gave more insight into the prevailing and current realities on the project and the context of implementation, this informed the modification of the data collection tool with knowledge of key indicators which constitutes the basis to measure the attitudes, perceptions, and the current context of the intervention. The survey established the projects key performance indicators which informed the basis of measuring the project performance after the implementation period;

### 2.1. Evaluation Approach

The evaluation primarily sought to establish the extent of the occurrence of some of the phenomena below:

- a) **Output:** What were the tangible outputs for each intervention that is directly attributable to the programme? The consultant’s assumption and understanding were that outputs relate to activities' completion (rather than the conduct).
- b) **Outcome:** What were the actual or intended changes that the programme achieved? The evaluation assessed the contribution of several key actors to achieve the results.
- c) **Impact:** What were the intended and unintended changes occasioned by the programme?
- d) **Attribution:** What was the causal link to benefits realized from the programme?
- e) **Contribution:** What changes in socio-economic development could be linked to the programme? The evaluation looked for a logical cause-and-effect relationship that points to the meaningful input of an intervention to the development result(s).
- f) **Organizational effectiveness:** What were the more direct, accountable, and attributable measures of performance

## 2.2. Data Collection Methods

Table 1 below outlines how the different data sources contributed to the evaluation objectives.

*Table 1: Utilization of various data sources*

Method	How data was utilized
<b>Qualitative Methods</b>	
<b>Literature Review</b>	The consultant conducted a thorough review of all project documents and reports. In addition, information from the literature review was utilized in developing the evaluation tools and report writing.
<b>Key Informant Interviews</b>	The consultant conducted key informant in-depth interviews with the respective actors from law enforcement, justice, Local administrative authorities, leaders of associations, NGO’s, program staff and Human right organizations. These provided data in the form of feelings, opinions, experiences, and recommendations that are not quantifiable but are relevant in answering all the project’s evaluation questions.
<b>Focus Group Discussions</b>	Focus Group Discussions were conducted with direct project beneficiaries in Mora to obtain their perspectives on project impact, relevance, effectiveness and sustainability. The FGDs respondents were composed of male, female and youths from Mora.
<b>Quantitative Approach</b>	
This entailed a household survey with a representative sample of 150 beneficiaries in Mora. The survey sought to examine to what extent the project has contributed to <i>fostering trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in the Far North region of Cameroon, Mora and establish endline values of key project indicators.</i>	

## 2.3. Sample Size and Sampling Strategies

The study was carried out in Mora, where the iterative series of activities/initiatives were implemented for a period of 20 months due to its cosmopolitan status. The respondents were purposively selected in collaboration with the implementing partner-LOYOC.

A sample of 150 respondents comprising of 76 males and 74 females; members of public who were 18 years and above, was considered sufficient for the study. Express effort was made to ensure that men, women and youth are included in the final sample.

### 2.3.1. Sample size and sampling strategy for qualitative data collection

Separate focus group discussions were constituted for men, youth and women in order to assess their differing perspectives on the study topic. A total of 3 focus group sessions were organized with each group comprising 10-12 participants.

Respondents were also selected purposely for the key informant interviews, the main criteria being the relevance of their functions and activities to conflict dynamics and management.

**Table 2: Qualitative Sampling Strategy**

Focus Group Discussion		Qualitative Sample Distribution	Key In-depth Interviews	
Youth	1		Justice Actors (Formal and informal)	2
Women	1		Services of the ministry of social affairs	2
			Security Agents	2
Men	1		Project Manager and LOYOC Staff	2
			Community leaders and influencers	2
<b>Total</b>	<b>3</b>		<b>Total</b>	<b>10</b>

## 2.4. Data Analysis

The consultant employed a combination of statistical and thematic analysis of the data for the evaluation. Table 2 below shows the data analysis techniques used:

**Table 3: Data Analysis Techniques**

Technique	Narrative
<b>Statistical Analysis</b>	Statistical tools and techniques were utilized to analyze quantitative data. The statistical packages used in the analysis of the evaluation data were SPSS version 26 and Microsoft Excel. Statistical analysis provided data in the form of numbers and percentages
<b>Thematic Analysis</b>	Field notes and transcripts of interviews were transcribed and analyzed using themes that answered the objectives of the evaluation. The consultant used in-house note-takers and qualitative experts to analyze collected data into themes

and sub-themes guided by the project indicators. All other qualitative information from the literature review was analyzed and validated while conducting data collection and arranged into compositions.

## 2.5. Study Limitations

Busy schedule/unavailability of the target respondents prolonged data collection. Despite this challenge, the envisaged sample for the sample survey was achieved as planned for both qualitative and quantitative data collections. The challenge therefore did not affect the results of the study.

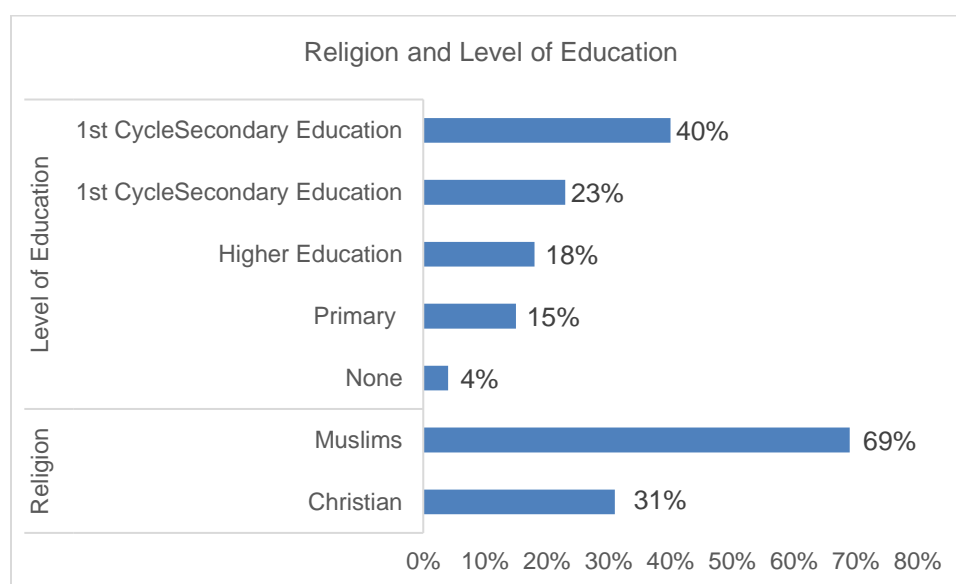
## 2.6. Demographic Profile of the Respondents

The study ensured an almost equal distribution of the respondents based on gender and age. A sizeable proportion of the respondents were unmarried from the host community in Mora who professes Islam as their main religion.

Forty percent (40%) of the of the respondents reported to have completed 2nd cycle secondary education, while a small proportion (4%) had no education qualification. The distribution of the demographic information as shown below.

**Table 4: Demographic Profile of the Respondents**

Gender		Age Band		Marital Status				Location		
Male	Female	18-34	35 and Above	Married	Single	Divorced	Widowed	Refugee	IDP	Host Community
51%	49%	50%	50%	44%	49%	4%	3%	9%	21%	72%



**Figure 1: Level of Education and Religion**

### 3.0. Evaluation Findings

#### 3.1.1. Introduction

This section provides an overall assessment of progress and achievements made against planned results and documents challenges and lessons learnt since the commencement of the project. Section 3 discusses the project resources, cooperation, and collaboration between the key actors and the members of the public. It gives a summary of how the project employed an iterative series of capacity building, trust building activities, and platforms for dialogue and joint action planning to meet the project goal and objectives. It also looks at the extent to which the project promoted strong partnerships and strategic alliances among the key actors and its contribution to socio-economic development of the community. Lastly, the section discusses emerging best practices that can be scaled up in the next programme. In addition, it reflects on the degree of achievement of planned results, externalities of the project, unintended project results either positive or negative and in addition the impact. Section 3.3 presents the extent to which the project built institutional capacity and strengthened their capacity to enhance sustainability and ownership of project activities. Section 4 discusses the study conclusions, lessons learnt and future opportunities. Section 5 looks at the Annexes, basically the project supporting documents including the study tools.

#### 3.1.2. Programme Design and Strategy

The project employed a well-coordinated strategy by bringing in members of public, law enforcers and justice actors. The involvement of such actors helped in strengthening and building collaboration of the key players to deliver on the project's objectives, including technical and sector coordination. At the implementation level, the focus was on providing technical and institutional support by key actors for the program initiatives in accordance with the project documents. Majority of the interviewed stakeholders believed that the project interventions were demand-driven and agreed upon through consultations. In this way, the project responded well to the community needs in meeting the project objectives.

The qualitative findings show that the project was consultative and participatory. The key players worked on work plans together with Search through the implementing partner LOYOC, keeping in mind their priorities while reflecting their respective mandates. The project actors through key in-depth interviews and focus group discussion report that the project interventions were demand-driven and agreed upon through consultations. In addition, they termed the project as flexible and adaptable to their changing community needs as recorded below.

##### Verbatim comments

*"...Security is about collaboration, for example, we worked with vigilance committees. The vigilance committees may have reported directly to Commander Ruais since we carried out the activities together, from time to time they approach the justice system, perhaps not officially but unofficially to be able to discuss with the members of the judiciary on their activities in the field. So there is this collaboration that I found really useful..."* **LOYC Project Coordinator**

*"...I would even say a lot, you see within the framework of the project, there is what is called the working group; this working group is made up of twenty people, the community, there are the justice actors. Where*

*I even saw that these guys get along more is when they were given the mini grants to implement the activities together. They were community actors, law enforcement and justice actors who would go down into the community to go and sensitize the guys. I liked to see a policeman raise awareness on security matters, magistrates and others...” **LOYC Project Coordinator***

*“...I would say yes. I would say yes because on the one hand because the project responded to a problem that the community itself did not see as a major problem, which was trust between the community and the actors. Because to fight against violent extremism, to fight against Boko Haram; it starts with collaboration between the community and law enforcement. I think it's called law enforcement synergy, it's first of all something very important before it wasn't like that. In Mora to arrest someone it was a problem, a policeman or two policemen cannot go to arrest someone in the community, the others will rise up that you do not bring him but since the policemen have become closer to the community, that has changed the community's perspectives vis-à-vis the police...” **KII\_Justice Actor***

*“...Well, you know, the STAR project has its objective which was to strengthen collaboration and trust between the community, law enforcement and justice. The STAR project was not a humanitarian project that may come and distribute seeds or distribute food in the community. You know Mora is a village that was affected by the Boko Haram crisis so there are many community projects, so one project cannot meet all the needs of the community. But the way this project was designed, it took care of everyone in the community because they are all peace actors...” **KII Respondent.***

*“...Indeed. On all multifaceted levels, because it is not just a single activity, sometimes we are with the championship, sometimes it is a small educational talk that we organize, sometimes it is a peace march that we organize, so immediately therefore these activities which are diversified, each time we, we bring together these three entities that we have just mentioned there: The community, the forces of law enforcement and justice. They are always there, that's what allowed relations to grow in the activities we carry out...” **KII\_Community Leader, Delegate for Youth Affairs.***

### 3.1.3. Program Relevance

According to the evaluation, the project was relevant to the community's needs as was identified by the baseline findings (see the baseline report) as the root causes and drivers of conflict and violent extremism in the project area. They include; poverty, inequitable access to resources, poor governance, human rights abuses, intercultural misunderstandings, economic/social/political exclusion etc. The key player's actors indicated that the project was relevant since it focused on fostering trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in Mora. Therefore, collaboration among and between law enforcement/justice sector officials and the communities was key to addressing security concerns and conflicts. For such collaboration to be effective and lead to lasting solutions to community-level security problems and conflicts, there was a need for mutual trust among and between the key stakeholders.

The project also strengthened the key actors' capacities in terms of project management and monitoring, and evaluation since these were some of the critical needs, and in tackling them, the project proved quite relevant. The respondents therefore believe the project produced measurable improvements to communities' own experiences in fostering trust building and collaboration on security. It also identified a range of program results relevant to the provision of capable, accountable and responsive trust building and collaboration on security provision and wider peacebuilding and community building efforts.

According to respondents, Search has been very essential in providing a bridge between communities and other actors by improving coordination between the multiplicity of stakeholders working on security issues in Mora in fostering trust and collaboration between community members. Carefully nurtured relationships and grounded contextual analysis have also enabled progress to be made in establishing community forums interventions which were relevant as projected by the qualitative findings below.

*“...The project contributed to increasing the level of trust and collaboration between community members, security and justice actors. Search has really helped in bring the key players together and with this there is a lot of collaboration and we now having positive feedbacks...” -LOYOC Project Coordinator*

*“...From the outset, I would say that I was approached more than two years ago by LOYOC officials as part of the STAR project sponsored by Search. In this context, a certain number of activities have been carried out, like; the football championship, handball championship, educational talks, training workshops relating to Search for Common Ground program, sport square; and community dialogues. Speaking of the results, I can say that all these activities came at the right time. Imagine, the target department has already made for a number of years’ insertions of upheaval in occurrence Boko haram which from 2014 raged there. LOYOC has now agreed, through the STAR project, to contribute to the pacification of the area by developing the activities that I have just listed. The most significant is precisely the fact of having conveyed the message of communication in a non-violent way, of resolution, of pacifying, of resolving the conflict in order to revolve the current conflict and prevent future conflicts...**Kil, Justice Actor.***

*“...I would say yes, the need of the community was factored in because as I said earlier for the empowerment of young women and young men; there were twenty girls or women who benefited from the kits which will help them to develop income-generating activities and on the other side also, there were twenty-five boys who benefited from the same thing so you're going to realize that, it was really fifty, fifty percent fair...” **Law Enforcement Actor***

*“...What I observed with LOYOC was first the football tournament, the peace tournament that we had to organize, we had to organize a peace tournament which had to mobilize a lot of people, be it the men in uniform: the soldiers, the gendarmes, the prison guards. On the justice side, there were clerks, all that staff, and in the community we have motorcycle taxi drivers, resourceful people like that, eh, eh, what we are still calling, the security guards there, the security guards who are there for security, the covi (vigilance committee) everyone took part in the football tournament and we noticed that at the end of the tournament, there was a rapprochement between these men in uniform and the civilians. The proof is that personally if I go to a police station today to have a document signed, I am quickly welcomed. On the other hand, this was not the case before because I made connections with the police, we first did the training before even starting the tournament. We worked, we did the training together and it brought us closer, it allowed us to get to know each other. So, it really created relationships between the populations and these three entities as I just said really facilitated relationships and hence enhance security as we live together as a family...” **Community Leader, Delegate for Youth Affairs.***

*“...I would say yes, the need of the community was factored in because as I said earlier for the empowerment of young women and young men; there were twenty girls or women who benefited from the kits which will help them to develop income-generating activities and on the other side also, there were twenty-five boys who benefited from the same thing so you're going to realize that, it was really fifty, fifty percent fair...” **Law Enforcement Actor***

**Table 5: Overall Assessment of Project Strategy, Design and Relevance**

Project Strategy and Design	
Strengths	Recommendations
<ul style="list-style-type: none"> <li>The project enhanced interaction between the key actors through capacity building, trust building activities, socio-economic empowerment programs, sports, dialogue, joint planning and other linkages, which enabled better working relationships between the community and the key actors.</li> </ul>	<ul style="list-style-type: none"> <li>Future programme should develop a communication strategy to ensure better coordination among the key sector partners.</li> <li>Future programs should also ensure comprehensive needs assessment that would help them understand the kind of interventions that are well aligned to the specific community needs.</li> </ul>
Project Relevance	
Strengths	
<ul style="list-style-type: none"> <li>The program interventions were well aligned to the needs of both the host community and the implementing partners.</li> <li>The programme was applauded for strengthening the capacity of key actors and monitoring and evaluating the project activities.</li> <li>The project interventions were demand-driven and agreed upon through consultations.</li> <li>The project implementation was aligned to the project documents.</li> </ul>	

### 3.2. Project Effectiveness and Impact

#### 3.2.1.1. Conflict Profile and Dynamics

An immense success was recorded in the project through sustainable socio-economic support. According to qualitative findings, the community members were supported on economic ventures and are contributing meaningfully to their personal life and communities. The qualitative respondents reported that the activities were aligned to the needs and therefore became easy to engage the community on conflict matters which helped in fostering peace. Additionally, through capacity building, sports and other series of activities the project helped to strengthen relationship between the key actors and the community.

#### Verbatim Comment

*“...But yes, especially the women who work in the restaurant business, we still gave them a small amount but today when you arrived it's already a big restaurant and it's really doing well....” **Community Leader.***

*“...I would say we have been in war; no peace, no security which created disharmony among the members, all that was needed was the healing interventions so that people can go back to their way of life and live peacefully and that is what Search did. Any change needed proper strategy to include everyone with the right information. If it is youths, how do you target them, is it sports or cinemas and if it is women or men how. I know some women benefited in one way or another and therefore they can even be the project ambassadors, outlining the need and the importance of peaceful co-existence.... **FGD, Men Group.***

### 3.2.1.2. Sense of Security

The study sought to find out respondents' perception of community in relation to security matters in their daily involvement.

There is a personal feeling of safety as demonstrated by a sizeable proportion (74%), both female (73%) and male respondents (74%) in their 18 years and above, reported that they feel they are satisfied with the security system in preventing conflicts and violent extremism.

The number of those who recorded that they are satisfied with the law system (law enforcement officials, justice department and local administrative) including services of the ministry of social affairs, traditional authorities, religious authorities and NGO's, increased from 71.39% during baseline period to 73.89%. The study also recorded a marginal increase on the numbers of those who were very satisfied from 14.88% to 16.57%, those who recorded their dissatisfaction also dropped by 4.69%. On the flip side, there was a slight increase on those who reported their disappointment from 0.46% to 1.22% as shown in Table 5 below.

**Table 6: Level of satisfaction with the efficiency of actors/stakeholders in preventing conflicts and violent extremism**

Actors/Stakeholders	Baseline				Endline			
	Very satisfied	Satisfied	Not satisfied	Disappointed	Very satisfied	Satisfied	Not satisfied	Disappointed
Law enforcement officials	16.03%	69.51%	14.11%	0.35%	10.22%	72.81%	7.69%	1.68%
Justice department	10.51%	70.23%	18.74%	0.53%	11.24%	69.22%	6.76%	0.98%
Local administrative authorities	10.59%	71.81%	17.06%	0.54%	22.47%	76.81%	8.25%	0.72%
Services of the ministry of social affairs	10.60%	70.67%	18.02%	0.71%	10.13%	70.12%	7.54%	0.82%
Traditional authorities	15.36%	74.91%	9.18%	0.56%	13.26%	71.23%	8.78%	1.88%
Religious authorities	17.07%	74.58%	7.98%	0.37%	32.11%	79.45%	13.31%	1.22%
NGO's	24.03%	68.02%	7.78%	0.17%	16.59%	77.59%	7.73%	1.26%
Average Score	14.88%	71.39%	13.27%	0.46%	16.57%	73.89%	8.58%	1.22%

During the baseline period, the study identified and mapped stakeholders in line with their positive contributions towards countering violent extremism in the project area. Law enforcement officials, religious leaders, traditional leaders and administrative authorities were identified as the most important stakeholders. The end line evaluation sought to assess the community level of trust on the identified stakeholders, in line with their contribution towards fostering peace among the community. The study shows significant increase in the level of trust compared to the baseline study, with the number of those who reported sufficient trust increasing from 55.60% to 71% while those who reported low trust dropped by a margin of 9% from 31.10% to 20.88%. According to the respondents the iterative series of initiatives have helped them in appreciating the key actor's roles and bringing them together, which has played a key role in building synergy as they are able to report insecurity challenges within the community without fear.

**Table 7: Level of trust between community members and other stakeholders**

Do you trust the following on your security support network?	Baseline Survey	Endline Evaluation
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Actor/stakeholder	Sufficient Trust	Low Trust	Distrust	High Trust	Sufficient Trust	Low Trust	Distrust	High Trust
NGO's	69.50%	23.80%	5.50%	1.30%	76.50%	17%	6.12%	0%
Religious Authorities	59.40%	34%	5%	1.50%	76.50%	19.89%	3%	0.61%
Traditional Authorities	56.90%	35.80%	6%	1.30%	79%	16%	4.21%	0.92%
Official in the Ministry of social affairs	47.10%	40.10%	11.80%	1.00%	72%	19%	7.62%	1%
Local Authorities	40.50%	46.50%	11.50%	1.50%	69%	23%	8%	0%
Justice Sector	40.60%	45.10%	13%	1.30%	74.10%	16.90%	9%	0
Law enforcement officials	55.60%	31.10%	11.30%	2%	71.00%	20.88%	7%	1.12%

### 3.2.2. Programme Impact

The basic premise of Strengthening Trust and Relationships between Community, Security, and Justice Sector Actors for Improved Security requires a holistic and needs-based approach. Such an approach takes into consideration the various factors that can affect the peace building process, including economic and social dimensions.

It responds to the needs of individuals and the general community while also addressing the structural factors at play. To meet these objectives, the project integrated approach deployed two levels of support:

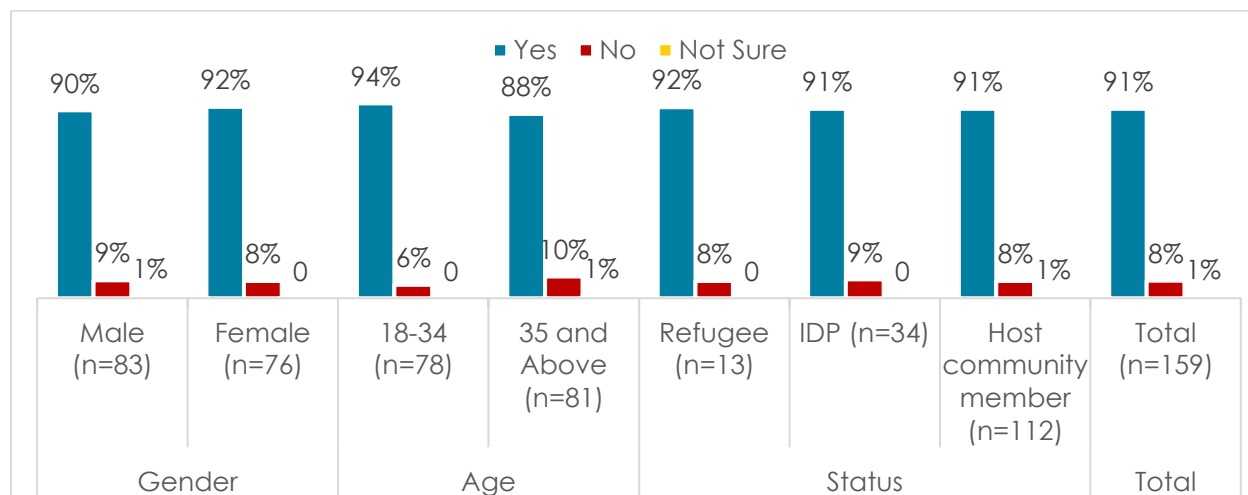
The **individual** and **community-level** encompasses initiatives that respond to communities' needs, and general community concerns which affect the community. **Structural level** initiatives to promote trust and relationships between community, security, and justice sector actors for improved security and other stakeholders and support continuity of assistance through adequate local public services.

Overall, 91% of the surveyed respondents opine that there are changes that have occurred in Mora due to enhanced project activities which have improved relationships and understanding among and between communities, security, and justice sector actors as shown in Figure 2 below. The qualitative findings show that through the customary initiatives, the traditional chiefs have been able to manage the conflicts of all kinds in their respective communities, and between their communities through the community-based approaches in order to maintain peace and counter violent extremism. Nearly, all the communities have vigilante committees put in place by traditional authorities, religious denominations have also created specialized structures which are involved in peacebuilding either as their primary or secondary activities, examples are the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church and the Islamic Superior Council of Cameroon (CSIC). In addition, many civil society organizations have initiated and carried out various types of projects with peacebuilding objectives, including the iterative initiatives carried out by Search through LOYOC. The increased humanitarian presence in the Far North Region in general and Mora in particular, has played a key role in bring the community together and working towards fostering peace.

*"...Indeed, the capacity building where we could bring in all the key players and chart the way forward was missing. There was noted inefficiency and lack of unit among the security system, which is a challenge as you cannot be able to work alone no matter what force you apply. What was needed was the good will to bring this people together and work as a unit. For now, we can*

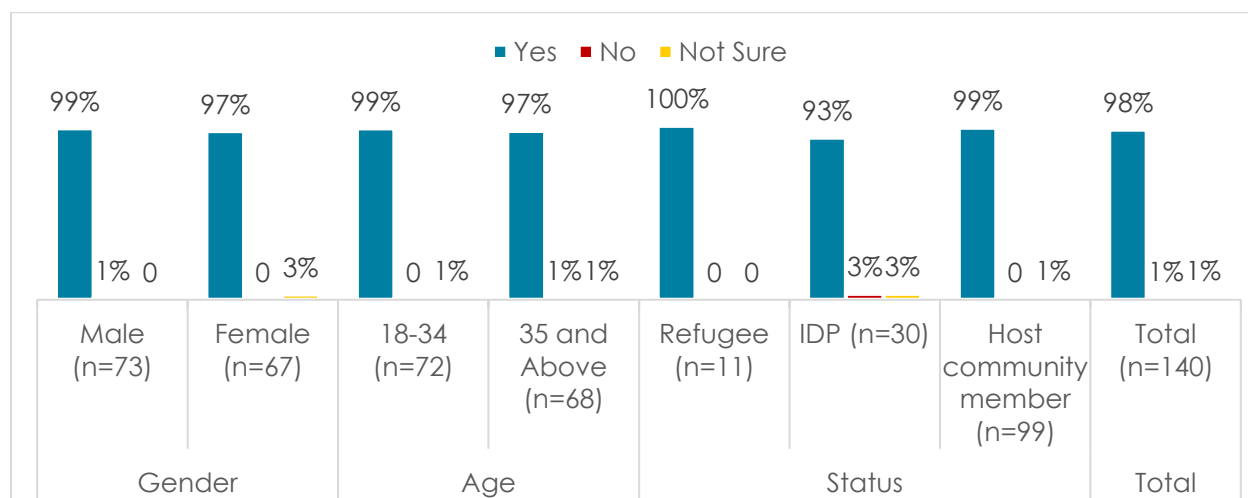
*easily see some changes we might not be there yet but we are in the right direction and this alone will change so many things...” KII\_Justice Sector Respondent*

*Are there any changes that have occurred in your village based on the mentioned activities?*



**Figure 2: Changes from Project Activities**

*Have these activities supported/improved relationships and/or understanding among and between communities, security, and justice sector actors?*

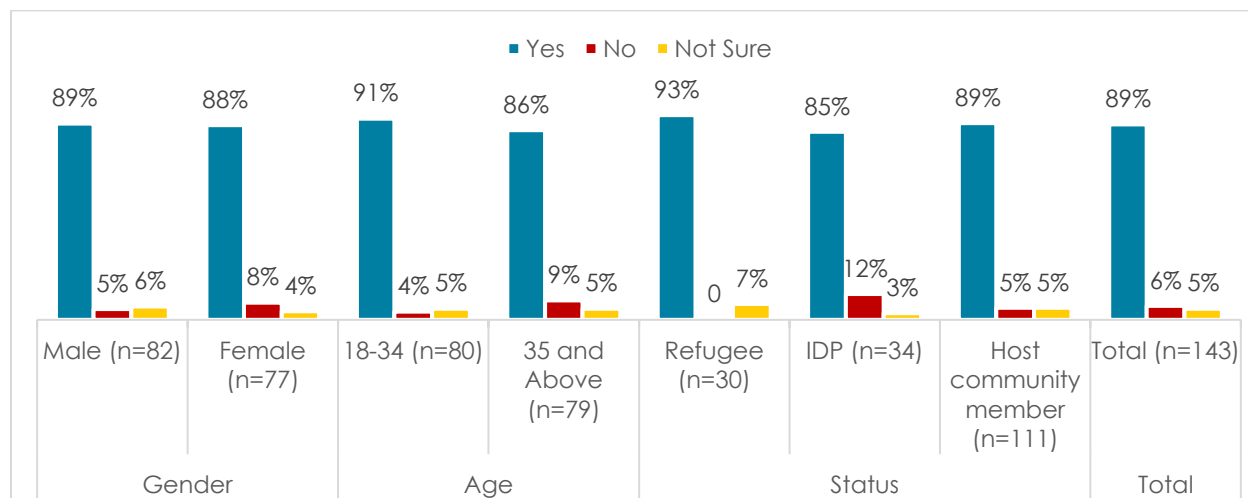


**Figure 3: Impact of the Project Activities on Security**

Overall, 89% of the surveyed male and female respondents cited continued communication between community members and the government on post activities. The numbers were slightly high among the youths aged 18-34 at 91% which is quite encouraging considering that they are the next crop of leaders and thus informs ownership and continuity of the project to a greater extent. From the baseline study supported by the qualitative findings, there was a feeling of distrust between law enforcement officials and the general population as a result of poor communication hence lack of proper collaboration on security issues. Also, security officials suspected the population of complicity with extremists and therefore approached them with

excessive force leading to conflicts that widened the gap between the two categories of stakeholders. However, the increased activities by Search in the community has helped improve effective communication, hence fostering trust between the community and the other stakeholders.

*Do you think there's continued communication between community members and the government on post activities and/or projects?*



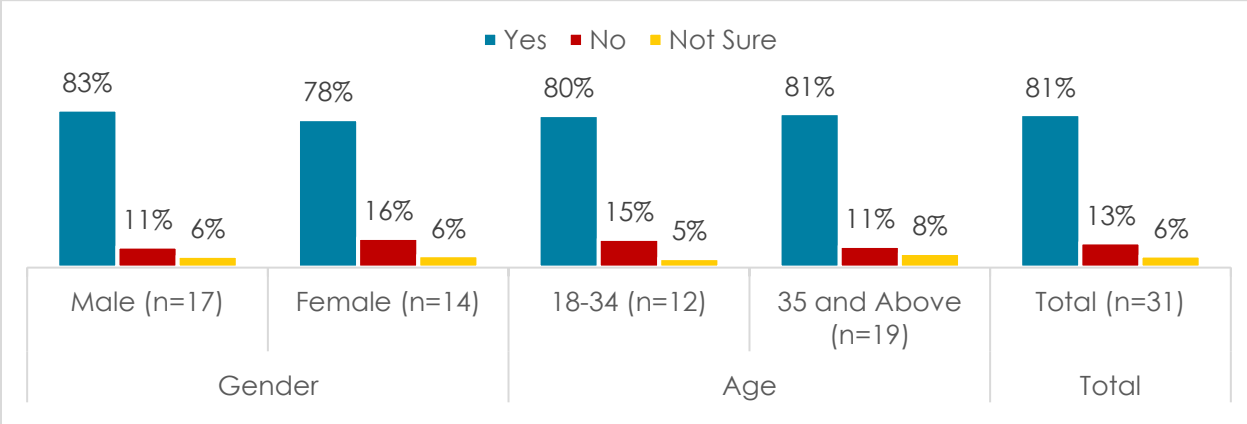
**Figure 4: Communication between community members and government on post activities/projects**

A significant proportion of the respondents 81% reported that they have increased in knowledge through training on topics related to CVE and community security, including how to effectively communicate and engage with citizens on security issues and VE. The qualitative findings report that there used to be distrust within the community members, especially the youths who were being used for political interest, quest for power and economic gains. The key informant interviews with the respondents shows that the traditional authorities of the area were greatly influenced by partisan politics, especially in support of the ruling party. This had turned youths who were disgruntled with government actions against the traditional leaders thereby promoting extremism. Low level of education, lack of awareness and lack of good will from community were some of the key contributors according to respondents. However, with the iterative series of initiative within the community, the people of Mora have been sensitized through dialogues, capacity building, sports, online cinemas on the dangers and therefore, this has increased their knowledge as shown in Figure 5 below.

### Verbatim Comments

*“...This project really reinforced what was needed because there was mistrust between the community, the justice actors and the security agents. This distrust there, it has disappeared a little today because as she said we are more afraid of confronting a police officer today, because before someone who had problems expressing themselves but today thanks to this project we played in the same teams, we participate, we dialogue, and there is no difference, everyone participates in consolidating peace and today I think that there is this confidence there which comes back and it allows people to open up better and above all to better explain their problems and listen to justice and security agents, it also allows them to know what the obstacle between them and the community. I think it's a project that has really helped to consolidate peace...” FGD\_ Youths.*

*Would you say that you have increased your knowledge through training on topics related to CVE and community security, including how to effectively communicate and engage with citizens on security issues and VE?*



**Figure 5: Increased Knowledge through trainings on topics related to CVE and Community Security**

A significant proportion (73%) of the surveyed stakeholders reported that they have increased opportunities to share their perspective on security issues and report positively in engaging law enforcement and justice sector actors on CVE and security issues. Religious authorities’ community leaders and law enforcement officials (80%) reported the highest numbers. The qualitative findings corroborated the quantitative findings with the majority of the interviewed respondents expressing their satisfaction on the impact that the project has had in Mora. The community members noted that they now work with the key actors such as magistrates thanks to the iterative series of initiatives, which has made it easy for them to share ideas/information on social cohesion through dialogues hence fostering peace as demonstrated in the recorded verbatim comments below.

*Would you say you have increased opportunities to share your perspective on security issues and report positively in engaging law enforcement and justice sector actors on CVE and security issues?*

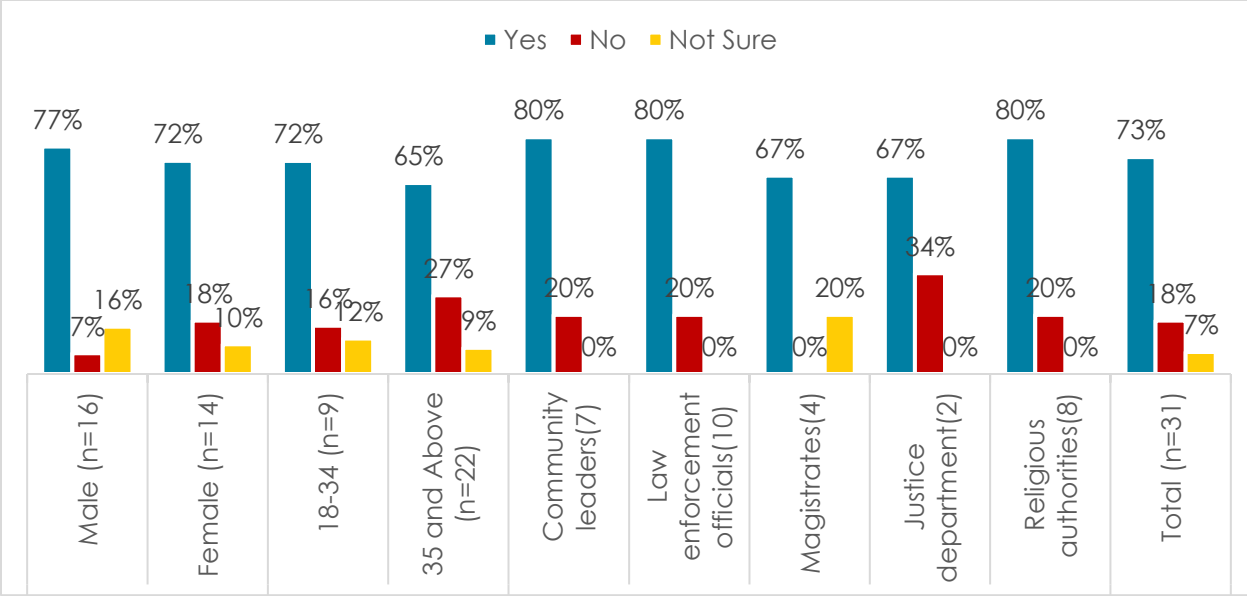


Figure 6: Level of increased opportunities to share your perspective on security issues and report positively in engaging law enforcement and justice sector actors on CVE and security issues

**Verbatim Comments**

“...Yes, exactly. I would also say yes at this level, when we work for example with the magistrates because from time to time we want the magistrates to be able to take part in the activities, the magistrates are people who are difficult to approach, difficult to access, but during our activities, we try to simplify things so that everyone can participate. Suddenly the mother who saw the magistrate as a person with whom a conversation could never be realized are now laughing with these magistrates, even changing the contact with the magistrate, he in his heart is that, wow the magistrate is also a human being, with this, they are able to interact and in case they are are any security challenges they are able to come out and share freely...” **LOYC Project Coordinator**

“...What I observed with this project through Search and LOYOC partnership was first of the peace building activities such as football tournament, we had to organize a peace tournament which had to mobilize a lot of people, be it the men in uniform: the soldiers, the gendarmes, the prison guards. On the justice side, there were clerks, all that staff, and in the community we have motorcycle taxi drivers, resourceful people like that, eh, eh, what are we still calling, the security guards there, the security guards who are there for security, the covi (vigilance committee) everyone took part in the football tournament and we noticed that at the end of the tournament, there was a rapprochement between these men in uniform and the civilians. The proof is that personally if I go to a police station today to have a document signed, I am quickly welcomed. On the other hand, this was not the case before because I made connections with the police because we first did the training before even starting the tournament. We worked, we did the training together and it brought us closer, it allowed us to get to know each other. So it really creates relationships between the populations, these three entities as I just said and it really facilitates relationships and hence enhance security as we live together as a family” ... **Community Leader, Delegate for Youth Affairs.**

“...The very fact that I am talking to you about social cohesion is thanks to this dialogue and other peace building initiatives, we give our people advice in this sense not to reject their fellow man, so today the population has become very welcoming and it's thanks to this dialogue that we conducted so we noticed that. There is this change there and then there is the agreement today between the motorcycle taxi drivers

*and the men in uniform. It's already happening, they are practically friends. It is visible this change that we have seen in society..."* **Community Leader, Delegate for Youth Affairs.**

*"...The outlook has changed, the outlook has changed all the more because, as I said earlier, there are those who have approached me to share their concerns with me and even on the fringes of exchanges and dialogues, I have had exchanges with some and who precisely let it be understood that; as the bible says my people perish for lack of knowledge..."* **Justice Actor, Magistrate.**

### 3.2.2.1. Project Indicator Outcome Measure

This section provides an update on the project indicators and project activities awareness and impact by law enforcement, local authorities and justice actors

#### 3.2.2.1.1. Endline Outcome Indicator Measure

Table 7 summarizes the project's outcome indicators that were measured and recorded throughout the life of the project. It is important to note that the project recorded immense success in line with the key objectives as reported below;

- **ER1.1, Indicator 1: % of law enforcement participants who have increased knowledge of local customs and traditions, as relevant for improved security and CVE**

Measuring this indicator entailed interviewing a representative sample of law enforcement participants to measure their current knowledge level of local customs and traditions as relevant to improved security and CVE. This indicator was not measured during the baseline period since the project had not started, hence no basis for comparison. However, the study shows that the law enforcement officials have a high knowledge level (81%) of local customs and traditions relevant to improved security and CVE.

- **ER 1.2, Indicator 1: % of Community Peace and Security Taskforce members who report they have the confidence/skills to continue working with law enforcement, community members, and other authorities on peace and security challenges.**

This indicator reports on the percentage change on the community peace and security taskforce members who report to have confidence/skills to continue working with law enforcement, community members, and other authorities on peace and security challenges. This indicator was not measured at the baseline level since the iterative series of activities had not commenced. The study therefore reveals that majority (81%) of the surveyed respondents have the confidence/skills to continue working with law enforcement, community members, and other authorities on peace and security challenges surpassing the 50% mark on project target.

- **ER1.2, Indicator 6: % of interviewed participants engaged in trust-building and dialogue activities (i.e. sports tournaments, community peace, and justice and security dialogues) who report that these activities have supported improved relationships and/or understanding among and between communities, security, and justice sector actors.**

This indicator is about participants’ assessment of the contribution of project activities (trust-building and dialogue activities) to improved relationships and understanding among and between stakeholders. The indicator assessed the percentage of interviewed participants who were engaged in sports tournaments, community peace, justice and security dialogues etc. who report that these activities have supported improved relationships and/or understanding among and between communities, security, and justice sector actors. This indicator was not measured at the baseline stage since the activities had not started. A significant proportion of the interviewed respondents (89%) reported that they were engaged in the trust building and dialogue activities.

- **ER2.1, Indicator 2: % of interviewed stakeholders within the target community who feel they have increased opportunities to share their perspectives on security issues and/or report positively engaging law enforcement and justice sector actors on CVE and security issues.**

This indicator is about inclusion. The end line evaluation measured the level of satisfaction of community members with the inclusion of women and youth (male and female) in CVE and security initiatives. Though this part of the study does not directly measure respondents’ personal feeling about their inclusion, it gives the general feeling among community members on the inclusion of women and youth in CVE and security initiatives and consequently the opportunity given to them to share their perspectives and engage positively with other actors in general and law enforcement and justice sector actors in particular. The proportions of respondents who said they were fully satisfied with the inclusion of women, male youth and female increased by a significant margin from 9.6%, 11.8% and 7% during the baseline period to 69%, 77% and 81% respectively.

Category	Baseline Study	End line Evaluation
Women	9.6%	69%
Male	11.8%	77%
Youth	7%	81%
<b>Average Score</b>	<b>9.5%</b>	<b>75.6%</b>

- **On the fourth measured indicator, ER2.1, Indicator 3: Eight-in-Ten (81%) surveyed participants who reported to have participated in joint community security initiatives reported to have more confidence in the ability of security and justice sector actors to respond effectively to community security challenges.**

This indicator reports on the number of participants (participating in joint community security initiatives) who reported to have participated in joint community security initiatives and have more confidence in the ability of security and justice sector actors to effectively respond to community security challenges. The end line evaluation measured community satisfaction with the ability of security and justice officials in resolving conflicts and countering violent extremism, the evaluation reports that 81% of respondents participating in joint security initiatives have more confidence in the ability of security and justice sector actors.

**ER2.2, Indicator 4: % of participating community members and government authorities who report continued communication with each other post-activities and/or projects.** This indicator is about assessment of the community members and government authorities who report continued communication with each other post-activities and/or projects, it is important in fostering trust and continuity of the project. The indicator was not measured during the baseline period since the project activities had not commenced. From the findings, majority (90%) of the interviewed community members and government authorities reported continued communication with each other post-activities and/or projects surpassing by far the project target of 50% as shown in Table 7 below.

**Table 8: Project Outcomes by Indicator**

	Baseline Study	Achieved in the Project	Project Target	Comments on % of Target Achieved
<b>Project Goal:</b>				
<b>Expected Result 1.1:</b>				
<ul style="list-style-type: none"> <li>ER1.1, Indicator 1: % of law enforcement participants who have increased knowledge of local customs and traditions, as relevant for improved security and CVE</li> </ul>	Not Measured	91%	50%	Target surpassed.
<ul style="list-style-type: none"> <li>ER 1.2, Indicator 1: % of Community Peace and Security Taskforce members who report they have the confidence/skills to continue working with law enforcement, community members, and other authorities on peace and security challenges.</li> </ul>	Not Measured	81%	50%	Target surpassed.
<ul style="list-style-type: none"> <li>ER1.2, Indicator 6: % of interviewed participants engaged in trust-building and dialogue activities (i.e. sports tournaments, community peace, and justice and security dialogues) who report that these activities have supported improved relationships and/or understanding among and between communities, security, and justice sector actors.</li> </ul>	Not Measured	89%	50	Target surpassed.
<b>Expected Result 2.1:</b>				
<ul style="list-style-type: none"> <li>ER2.1, Indicator 2: % of interviewed stakeholders within the target community who feel they have increased opportunities to share their perspectives on security issues and/or report</li> </ul>	9.5%	73%	50%	Target surpassed.

positively engaging law enforcement and justice sector actors on CVE and security issues.				
<ul style="list-style-type: none"> <li>• <b>ER2.1, Indicator 3:</b> % of participants (participating in joint community security initiatives) who report having more confidence in the ability of security and justice sector actors to respond effectively to community security challenges.</li> </ul>	13.8%	81%	50%	Target surpassed.
<ul style="list-style-type: none"> <li>• <b>ER2.2, Indicator 4:</b> % of participating community members and government authorities who report continued communication with each other post-activities and/or projects.</li> </ul>	Not Measured	90%	50%	Target surpassed.

### 3.2.3. Programme Effectiveness

The iterative programs designed by Search and implemented by LOYC were considered effective in promoting peace in the community. Training and capacity building designed to promote the participation of women and justice, and security dialogue rated high amongst other initiatives at 97%. This according to the surveyed respondents has helped to improve the level of trust between community members. There is therefore more confidence in the ability of security and justice sector actors to respond effectively to community security challenges as reported by a significant number of respondents (91%), which has helped in strengthening trust and relationships between the community, security, and justice sector actors. According to key in-depth interviews and focus group discussion, respondents reported the existence of the community associations that have played and continue to play a key role in the prevention and management of (inter-community) conflicts. The respondents also noted the existence of the religious authorities that have created specialized structures which are involved in peacebuilding and are still playing a key role in prevention and enhancing peace among the community. The local authorities through the customary initiatives have been the frontline actors in the management of conflicts of all kinds in their respective communities and between their communities and other communities. The sports tournaments have helped in bringing the community together and this therefore has been used as a platform for dialogue in spreading peace. Capacity building through justice and security dialogue has helped build trust and strengthen collaboration between the population and officials of the law enforcement and justice sectors.

With this enhanced peace building initiatives, the participants of joint security initiatives reported more confidence in the ability of security and justice sector actors to respond effectively to community challenges as shown in Figure 7 and Figure 8 below.

*To what extent were the above activities effective in promoting peace in the community?*

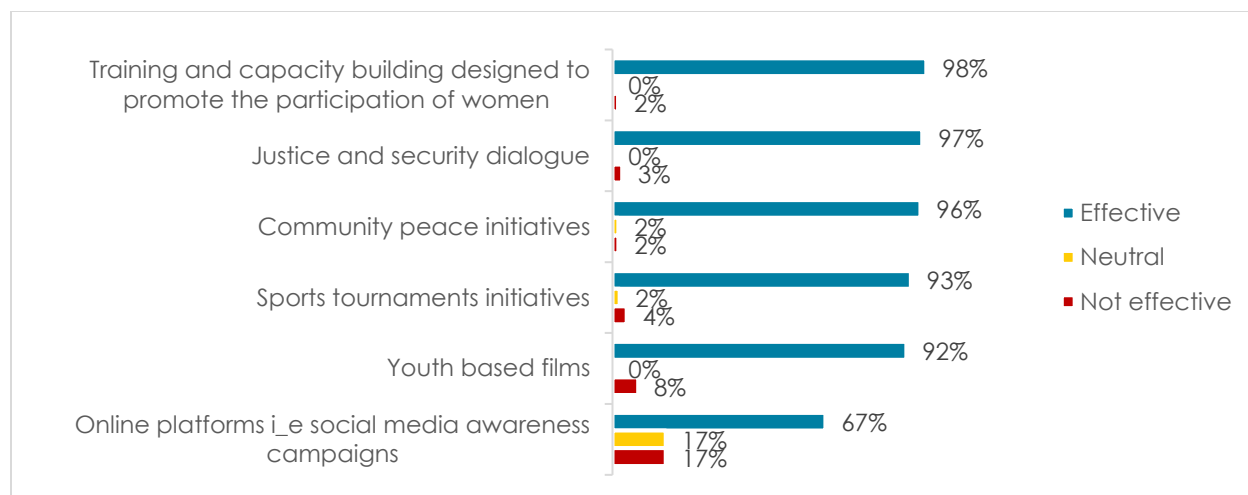


Figure 7: Effectiveness of project activities in promoting peace in the community

Do you have more confidence in the ability of security and justice sector actors to respond effectively to community security challenges?

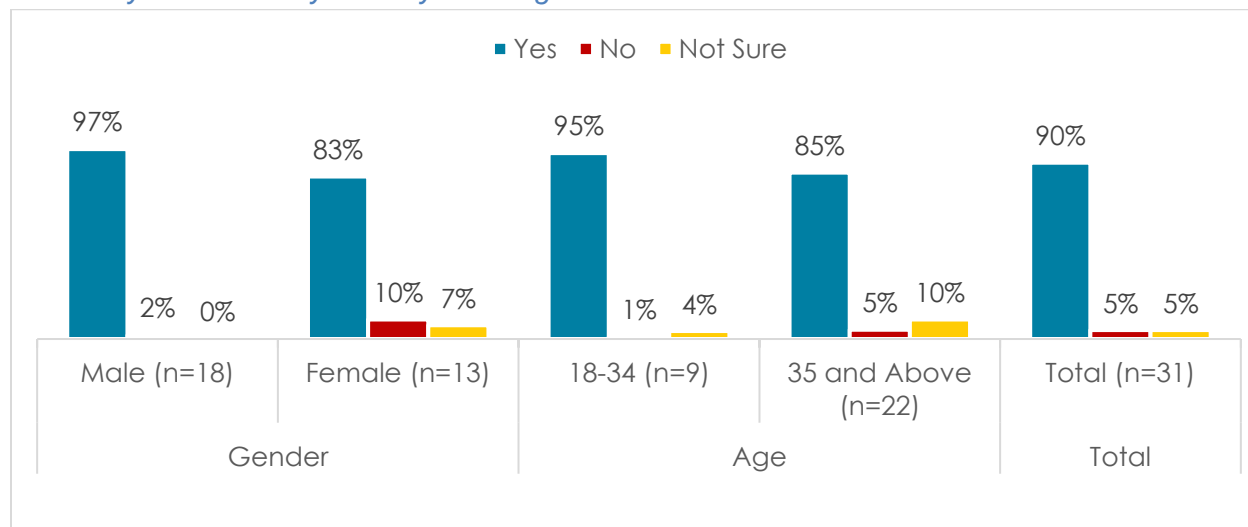


Figure 8: Level of confidence in the ability of security and justice sector actors to respond effectively to community security challenges

“...Other results are that we had to organize the community dialogue up to six dialogues in total. Imagine for a moment the first dialogue that we organized in the sultanate of wandala, at the sultan's house, he opened his doors to us and then there were twenty people who had to take part in this dialogue, people of all religious faiths, religious leaders, economic leaders, young people from associations, everyone, leaders, women, were involved in this dialogue, which had a lot of repercussions in the town of Mora. The repercussion in the town of Mora is that the message of cohesion that we passed on and these people who came to take part in this dialogue, it was much more the religious leaders who were there, the men of the church; they promised us that they will also raise awareness in their community and this message has passed through the churches, this message has passed through the mosques, we have seen the change in society on this level; even the foreigners who come here, it's as if they are at home in Mora. They are well received, look in the town of Mora, many foreigners have come because of the war that is raging on the borders and are welcomed and we live in social cohesion and it is thanks to this dialogue that we carry out...” **KII-Community Leader, Delegate for Youth Affairs.**

“...Well, I can say how the project has been effective, things are now different compared to before now, which is a surprise for me because, we all know Mora when it comes to security matters. Myself once upon a time I was even given a punch/blow on the ground, yet I was in uniform, with the weapon and everything. So we have a story to tell and thanks to the awareness activities...” **Security Agent, Police Constable.**

“...The star project for my part was effective because a few weeks ago I spoke with the person in charge of the motorcycle taxi drivers who told me that he had been particularly edified by this approach, and that he was with his comrades in the process of raising awareness for obtaining, for the normalization of their position, for everyone to have their papers in an official way, for there to be a harmonious, peaceful cohesion between them and the authorities. I also met another person responsible for young people who told me that they had a certain amount of apprehension, a certain outlook on justice. But after this training; these looks have now changed; he finds the need for a frank collaboration, the need to have the documents, the need to understand the authorities, what they want for a harmonious cohesion, here are some examples for my part which could sufficiently support that LOYOC in the framework of the star project with the support of Search for common ground has taken an act of certain sustainability in the targeted locality...” **Justice Actor, Magistrate**

“...There is cohesion, living together and peace returns, there is peace in the community and I cannot lie to you. And then I would not fail to add something else, where the STAR project has not yet been; frankly if there were still other opportunities for us to relaunch the connection it will go straight to the point...” **Community Leader, Deputy Mayor.**

“...There was reinforcement, before there was no link with the others, we did not even know each other, thanks to the project we met and now we have dialogue, if we have situations we can talk with them...” **FGD, Youth**

“...The community is working together with the justice system, which never used to happen before. We have religious leaders, traditional leaders and other key players. The churches are at the forefront and have put in place the structures to aid the peace building process...” **FGD, Women**

### 3.2.4. Overall Assessment of Project Effectiveness and Impact

Table 8: Overall Assessment of project effectiveness and impact

Project Effectiveness and Impact	
Strengths	Recommendations
<ul style="list-style-type: none"> <li>• The programme realized immense achievements in promoting trust between community members hence strengthening relationships between the community, security, and justice sector actors</li> <li>• The project delivery through collaboration with the law enforcement, and justice sector strengthened the relationships and networks with the community members.</li> <li>• The intended project output indicators were fully achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• The use of social media platforms such as; Facebook, WhatsApp, Twitter, Instagram etc. as well as mass media campaigns i.e. radio especially in rural areas and television, addresses large audiences of different profiles and backgrounds. Messages informing short videos and animations with "catch-phrase messages" will attract the attention of the audience and provide information on complex matters in a direct and memorable manner. Community dialogue/ theatre productions may reach fewer people, but they offer a more in-depth opportunity to discuss, exchange ideas</li> </ul>

	and persuade individuals to change their minds, hence considered more effective.
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### 3.3. Project Sustainability, National Ownership and Gender Mainstreaming

#### 3.3.1. Sustainability mechanisms

Improving trust by fostering constructive dialogue and collaboration between the community and justice sector ensured project buy-in and ownership especially at community level. This can be considered sustainable when the community is well informed on what is required of them as a key player and are involved in peace building initiatives. Having achieved such a milestone, the community's decision is therefore a matter of choice rather than necessity.

The project established/strengthened the community of Mora coordination platforms on peace building support through the iterative series of initiatives which helped in establishing long lasting structures. Implementation of the project through justice systems, specialized religious structures such as the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church, the Islamic Superior Council of Cameroon (CSIC), Cameroonian Association for Interreligious Dialogue (ACADIR), civil society movements such as the Support Unit for Integrated Participatory Local Development (CADEPI) and increased humanitarian presence in the Far North Region in general and Mora in particular will ensure ownership/continuity of the project. Equally, by providing capacity building on fostering peace and trust to the justice sector actors, the project has created ownership and will ensure sustainability over time.

The impetus for the project sustainability is seen from two perspectives. Where it created systems such as the Monitoring & Evaluation as well as performance management through capacity building, the systems have found a life of their own and can be self-sustaining. In other words, lasting systems can evolve from the process and be maintained in the supported community. Implementation of the project through justice systems, specialized religious structures such as the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church, the Islamic Superior Council of Cameroon (CSIC), Cameroonian Association for Interreligious Dialogue (ACADIR), civil society movements such as the Support Unit for Integrated Participatory Local Development (CADEPI) and increased humanitarian presence in the Far North Region in general and Mora in particular will ensure ownership/continuity of the project.

Qualitative findings show that by creating platforms to improve trust and constructive dialogue among and between citizens, law enforcement, and justice sector actors will help foster understanding and facilitate constructive dialogue among and between communities, law enforcement, and justice sector actors over time and strengthen collaboration on shared security issues, including VE.

#### 3.3.2. Overall Assessment of Project Sustainability and National Ownership

*Table 9: Overall assessment of project sustainability and National ownership*

Project Sustainability and National Ownership	
Strengths	Weaknesses

<ul style="list-style-type: none"> <li>● Capacity building for key actors as well as other implementing partners has created ownership and will ensure sustainability over time.</li> <li>● Mainstreaming of the project activities and cross-cutting issues of gender will also ensure sustainability of the project results over time.</li> <li>● Implementation of the project through justice systems, specialized religious structures such as the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church, the Islamic Superior Council of Cameroon (CSIC), Cameroonian Association for Interreligious Dialogue (ACADIR) and other civil society movements such as the Support Unit for Integrated Participatory Local Development (CADEPI) ensured ownership of the project.</li> </ul>	<p>There are still capacity gaps requiring support in the community. This could either be seen as an opportunity if the resources to support meets the community needs exist or a weakness if the resources are insufficient such as technical, human resources, financial, coordination and financial support</p>
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Some of the interviewed implementing partners had the following to say;

*“...Yes, why? Because just last Saturday, I took part in a meeting with women beneficiaries of the kits, since the twenty-five, after having benefited from the kit, they organized a small association there, where they contributed each end of the month up to five hundred CFA francs or I think it's something like that every week. They have managed to bring many women together and in the long run they talk about peace building and sensitize members of the community, talk of their husbands, children etc. Someone once said when you empower a woman, it is like empowering the whole community for the future. The project is therefore quite sustainable and will continue in future...”* **Project Coordinator, Mora.**

*“...The results achieved for us to be able to maintain them, it is absolutely necessary to follow up, otherwise even if today you give something to someone, if there is no follow-up, they will end up squandering it and keep their arms hanging out, but if there is follow-up, I think our results will be maintained until total cohesion. ...”* **Community Leader, Delegate for Youth Affairs.**

*“...In my opinion, everyone wants the project to continue for us to keep on maintaining peace and live in harmony. However, there is still a lot that needs to be done to evolve even more than that, awareness must continue. From the importance I have seen, better than that must be maintained...”* **Security Agent, Police Constable**

*“...After the end of the project I think that the results obtained can be sustained, it is enough for this that the trained leaders continue the work. In any case they will do it informally. But if the star project has formally planned this continuation, so much the better...”* **Justice Actor, Magistrate.**

*“...In my opinion sustainability will be difficult to be hampered because the project has just sought to solve a problem at the root. When there is conflict, what causes the conflict, it was precisely a question of going to stem the evil at the root and that is what was done, it is true that no human work is perfect but good. In my opinion, the project was designed in such a way as to eradicate the evil at the root, it is rather good,*

*rather desirable that it be reproduced elsewhere so that at the same time this heat does not stop...*” **Justice Actor, Magistrate.**

*“...I think there are certain things that are already innate from the moment we have forged certain bonds between us. We have removed certain barriers...”* **FGD\_Youth**

### 3.3.3. Gender Mainstreaming

The project strategy ensured a systematic approach in addressing the inclusion and perspective of men, women and youth. The most effective anchor for engendering project activities was inclusion of gender equity mechanism as well as proper monitoring and evaluation framework, gender mainstreaming helps to improve the quality of programmes. Better results mean increased well-being for both women and men, and the creation of a more socially just and sustainable community.

Gender mainstream was incorporated in project activities/indicators, as well as referenced on the log frame reference in terms of sex, The project ensured that the civil society that advocated for the rights of women as well as men, and other agencies that support for such were taken into action, and this therefore had direct implication on the project actions plan or engagements.

The project design also ensured that the reporting dashboard considered gender consideration in addition to the strategic document design. Gender and vulnerability are always a key objective in ensuring that the project design is tailored to the needs of the individual which include monitoring and evaluation.

Some of the interviewed implementing partners had the following to say;

Findings from Key Informative Interviews and Focus Group Discussions points the picture of gender mainstreaming in the project design and implementation as shown below;

*“...Yes, we took the gender approach into account. But for the needs, it is the community that first benefits the most...”* **Community Leader, Deputy Mayor.**

*“...For social and economic activities that were developed by other community and supported were numerous and funded. With the project, there were 5 community action plans, that is small grant that the project funded, two of the funded grants were towards the economic activities that is we gave to 25 girls and 25 young boys some kits to develop their economic activities, some of the women for example are restaurant sellers, they sale in the restaurants, some of the sale ground nuts and all the rest. For the men some are carpenters, we gave the the carpentry tools, some of them are mechanics, some of them started small shops and then others are fuel sellers. So this are those small activities that they are doing. So we come with small findings to develop the existing activities....”* **KII- Aliyou, Project Coordinator.**

## 4. Study Conclusion, Lessons Learnt and Future Opportunities

### 4.1. Study Conclusion

#### Project Strategy and Design

The project employed a well-coordinated strategy by bringing in members of public, law enforcers and justice actors. The involvement of such actors helped in strengthening and building

collaboration of the key players to deliver on the project's objectives, including technical and sector coordination. At the implementation level, the focus was on providing technical and institutional support for the program initiatives in accordance with the project documents.

The majority of the interviewed stakeholders believed that the project interventions were demand-driven and agreed upon through consultations. In this way, the project responded well to the community needs in meeting the project objectives.

The qualitative findings show that the project was consultative and participatory. The key players worked on work plans together with Search through implementing partner LOYOC, keeping in mind their priorities while reflecting their respective mandates. In addition, they termed the project as flexible and adaptable to their changing community needs. Similarly, capacity building and training were very important parts of the project activities.

### **Relevance**

According to the evaluation, the project was relevant to the community's needs as identified by the baseline findings as the root causes and drivers of conflict and violent extremism in the project area. They include poverty, inequitable access to resources, poor governance, human rights abuses, intercultural misunderstandings, economic/social/political exclusion etc. The key player's actors indicated that the project was relevant since it focused on fostering trust building and collaboration on security among and between citizens, law enforcement, and justice sector actors within communities vulnerable to violent extremism in the Far North Region of Cameroon. The design of the project was based on the baseline report that informed the relevance of its objectives.

### **Effectiveness**

The iterative programs designed by Search and implemented by both Search and LOYC were considered effective in promoting peace in the community. Training and capacity building designed to promote the participation of women and justice, and security dialogue rated high amongst other initiatives at 97%. This according to the surveyed respondents has helped to improve the level of trust between community members. There is therefore more confidence in the ability of security and justice sector actors to respond effectively to community security challenges as reported by a significant number of respondents (91%), which has helped in strengthening trust and relationships between the community, security, and justice sector actors.

### **Project Impact**

The basic premise of Strengthening Trust and Relationships between Community, Security, and Justice Sector Actors for Improved Security requires a holistic and needs-based approach. Such an approach takes into consideration the various factors that can affect the peace building process, including economic and social dimensions.

It responds to the needs of individuals and the general community while also addressing the structural factors at play.

To meet these objectives, the project integrated approach deployed two levels of support:

The **individual** and **community-level** encompasses initiatives that respond to communities' needs, and general community concerns which affect the community. **Structural level** initiatives to promote trust and relationships between community, security, and justice sector actors for improved security and other stakeholders and support continuity of assistance through adequate local public services.

The surveyed respondents noted the existence of the religious authorities that have created specialized structures which are involved in peacebuilding and play a key role in prevention and enhancing peace among the community. The local authorities through the customary initiatives are the frontline actors in the management of conflicts of all kinds in their respective communities and between their communities and other communities. The sports tournaments have helped in bringing the community together and this therefore has been used as a platform for dialogue in spreading peace. Capacity building through justice and security dialogue has helped build trust and strengthened collaboration between the population and officials of the law enforcement and justice sectors.

The key actors who include the law enforcement officials, justice sector officials, leaders of youth and women's associations, traditional authorities and religious leaders reported that capacity building among the stakeholders has helped to effectively engage with each other in a constructive manner, through mediation/facilitation of dialogue and negotiation, communication in conflict situations and community mobilization. This being one of the project key outcome indicator, affirms the strides the project has made in fostering peace among the people of Mora.

### Verbatim Comments

*"...Indeed, the capacity building where we could bring in all the key players and chart the way forward was missing. There was noted inefficiency and lack of unit among the security system, which is heard as you cannot be able to work alone no matter what force you apply. What was needed was the good will to bring these people together and work as a unit. For now, we can easily see some changes. We might not be there yet but we are in the right direction and this alone will change so many things..."* **KII\_Justice Sector Respondent**

*"...This project really reinforced what was needed because there was mistrust between the community, the justice actors and the security agents. This distrust there, it has disappeared a little today because as she said we are more afraid of confronting a police officer today, because before someone who had problems expressing themselves but today thanks to this project we played in the same teams, we participate, we dialogue, and there is no difference, everyone participates in consolidating peace and today I think that there is this confidence there which comes back and it allows people to open up better and above all to better explain their problems and listen to justice and security agents, it also allows them to know what the obstacle between them and the community. I think it's a project that has really helped to consolidate peace..."* **FGD\_Youths.**

*"...Yes, exactly. I would also say yes at this level, when we work for example with the magistrates because from time to time we want the magistrates to be able to take part in the activities, the magistrates are people who are difficult to approach, difficult to access, but during our activities,*

*we try to simplify things so that everyone can participate. Suddenly the mother who saw the magistrate as a person with whom a conversation could never be realized are now laughing with these magistrates, even changing the contact with the magistrate, he in his heart is that, wow the magistrate is also a human being, with this, they are able to interact and in case they are are any security challenges they are able to come out and share freely...” KII\_LOYC Project Coordinator*

## **Project Sustainability and National Ownership**

Improving trust by fostering constructive dialogue and collaboration between the community and justice sector ensured project buy-in and ownership especially at community level. This can be considered sustainable when the community is well informed on what is required of them as a key player and are involved in peace building initiatives. Having achieved such a milestone, the community's decision is therefore a matter of choice rather than necessity.

The project established/strengthened the community of Mora coordination platforms on peace building support through the iterative series of initiatives which helped in establishing long lasting structures. Implementation of the project through justice systems, specialized religious structures such as the Diocesan or Parish-level Justice and Peace Commissions (JPC) of the Roman Catholic Church, the Islamic Superior Council of Cameroon (CSIC), Cameroonian Association for Interreligious Dialogue (ACADIR), civil society movements such as the Support Unit for Integrated Participatory Local Development (CADEPI) and increased humanitarian presence in the Far North Region in general and Mora in particular will ensure ownership/continuity of the project. Equally, by providing capacity building on fostering peace and trust to the justice sector actors, the project has created ownership and will ensure sustainability over time.

Therefore, the impetus for the project sustainability is seen from two perspectives. Where it created systems such as the Monitoring & Evaluation as well as performance management through capacity building, the systems have found a life of their own and can be self-sustaining. In other words, lasting systems can evolve from the process and be maintained in the supported community.

### **4.2. Food for thought (Learnings)**

#### **1. Project Coordination and Communication**

Lessons from the project suggest that the key actors as well as other stakeholders should be more involved in coordinating and fostering understanding by facilitating constructive dialogue among and between communities, law enforcement, and justice sector actors over time and strengthen collaboration on shared security issues, including VE.

The sector-wide approach and coherent coordination of donor support in the communities are desirable. Nevertheless, the government should be in the driver's seat. Future donor/government relationships should aim at effectively building sector working groups and creating strong sector coordination with representation from both regional and national level governments.

The next programme should develop a communication strategy to ensure better coordination among the key actors.

There is a need to carefully consider the composition of implementing partners for interventions that integrate community-based security and justice systems with broader development. Implementing agencies could consider integrating a 'security and safety' lens into existing community-driven development work, but should also ensure that, whether through their own capacity development or strategic partnership, their programmes have the ability to engage constructively with local authorities and security providers around the provision of security systems in fostering peace.

## **2. Capacity Strengthening**

Capacity strengthening by Search, right from the initial stages of the program, has been helpful in shaping the project. Nevertheless, future Search programs should focus on institutional strengthening; and ensuring that proper systems are put in place with functioning protocols and functions. Such capacity enhancement activities need to be holistic and sustainable.

## **3. Community Relationship**

It is not possible to build the kind of trusting relationship needed to identify and address complex and sensitive issues around security with communities overnight; building this relationship takes time, patience and a high level of community knowledge and cultural awareness. Given this reality it would not be logistically easy for Search to build these relationships by themselves, but political and cultural/social attitudes may in fact prohibit them from doing so altogether. As these relationships with communities are the bedrock on which the entire edifice of community security rests, this already suggests a central role for local and national civil society in community-based approaches to security.

Donor's funding community security interventions should use implementing agencies to base the design of their programmes on a thorough situational analysis and, wherever possible, to build on existing mechanisms rather than create new ones, so that activities can be tailored to be culturally appropriate. Implementing agencies should ensure that the local coordinators employed by the programme work full-time on community security, and invest in their capacity to ensure they fully understand and support the approach.

Working with the community members separately, then together, has proven to be a successful approach in addressing the issues facing community members and justice actors. This certainly remains worth highlighting, as it continues to be crucial to address existing misunderstandings between different groups (justice actors, law enforcement and communities) and build the kind of consensus that contributes to people's perceptions of fostering peace, trust and security. In the future, therefore, Search and partners should continue to use this approach.

## **4. Monitoring and accountability**

Search plays a role in monitoring the implementation of peace building by providing one element of public accountability, but also by involving citizens in ongoing monitoring. Such feedback is necessary for the continual refinement and adjustment of reform processes, testing the theory

against the reality. This kind of oversight, then, should be seen as a useful contribution to the development of strategies for security provision and not solely as an accountability mechanism.

## 5. The youth factor

Youths play a key role in the community, therefore in the design and implementation of project activities, the project should acknowledge the unique risks and challenges faced by young people in peacebuilding and sustaining peace, including at the local level and protect their platform and space through which their needs can be addressed, voice can be amplified, and their engagement advanced.

### 4.3. Recommendations

1. There is a need to put measures to ensure strong accountability on such programs. Search should also invest in building demand (non-justice actors and the beneficiaries) in planning and implementation/monitoring areas. The program should work with both duty bearers and duty holders in enhancing this capacity. For instance, existing civil society networks and coalitions, both formal and informal, can be effective in trust-building, coordination, and the implementation of initiatives to foster and sustain peaceful communities. As such, Search through engaging with such networks, can enhance its partnership with civil society, and strengthen efforts to build peace. To contribute to these initiatives, civil society could coordinate with like-minded organizations and build coalitions to strengthen peacebuilding efforts.
2. The fact that the project was tailored according to community needs encouraged ownership and support of the program in the region hence improving uptake of the project activities. Thus, Search should ensure its future programs align with recipients' needs and complement the regional/local and national government initiatives.
  - The planning, designing, and implementation of awareness programs should be founded on comprehensive needs assessment and evidence. A comprehensive evaluation of the needs of the targeted population could lead to the development of effective and reliable awareness campaigns.
3. Search needs to reach out to more donors to fund the subsequent project activities to reach more audience. With this kind of project, there should be a clear exit strategy to ensure sustainability. Community opinion is to have such activities continue for a long time, However, the funding levels have declined considerably; hence donor support should be very well targeted. Funding models can be modified to embrace approaches that yield fruits. This should be agreed together with the partners, encouraging models such as matching grants, in-kind funding as well as other performance-based/incentive funding to facilitate transformation and sustainability. However, such models should be reviewed based on local contexts and circumstances. Funding streams for community-based approaches to security should consider the timeframe required to successfully implement community security interventions.
4. Donors should develop a strategy on engaging government at regional/local and national levels. It is essential for the impact and sustainability of such initiatives to be

- increased in the future, and therefore, by working with government officials through a coordinated set of actions can go a long way in fostering peace.
5. Invest in the use of the media landscape. The use of social media platforms such as Facebook, WhatsApp, Twitter, Instagram etc. as well as mass media campaigns i.e. radio especially in rural areas and television, addresses large audiences of different profiles and backgrounds. Messages informing short videos and animations with "catch-phrase messages" will attract the attention of the audience and provide information on complex matters in a direct and memorable manner. Community dialogue/ theatre productions may reach fewer people, but they offer a more in-depth opportunity to discuss, exchange ideas and persuade individuals to change their minds, hence considered more effective.
  6. Awareness supportive materials should go together with activities that will help in providing knowledge and skills for communities. To empower communities with knowledge and skills, activities should be designed to be accompanied with materials such as brochures, posters, and billboards. This form of documentation not only helps in spreading knowledge and skills faster, but also prevents them from fading over time. Future programming should therefore take this approach into consideration for more sustainability, wider reach, and deeper impact.
  7. Building trust with communities (and with the security system, local authorities, and between the community) takes time. However, there are several ways in which the careful interventions required to build trust with communities can easily be realized. For example, donors through government and other key actors can come up with ways of enabling communities to invest some of their own resources into projects to increase their ownership of activities and contribute to sustainability.
  8. Government should ensure better protection and assistance of people forcibly displaced within their country and uphold their human rights.

## 5. Annex

### 5.1. Technical Quality Assurance Review Mechanisms

Throughout this end-term evaluation, quality control and assurance measures were put in place to ensure that the output/deliverables were of the highest quality possible. Quality control and

quality assurance were integrated into the assessment design, data collection, data management, and analysis by ensuring that the study is responsive to the following questions:

### *Quality Assurance Techniques*

<b>Evaluation Phase</b>	<b>Challenge question</b>
<b>Evaluation design</b>	Are the objectives of the evaluation clearly stated?
	Is a valid definition and measurement system available for the required data?
<b>Data collection</b>	Is a standardized data collection form created?
	Are data items clearly defined and written instructions provided for collecting each data item?
	Is the field team (enumerators and supervisors) adequately trained to collect data?
	Are our quality assurance reviews completed?
	Is an electronic database used for data management?
	Are sufficient database controls in place to identify errors?
	Is there a backup routine for the electronic database?
<b>Data management</b>	Has data been evaluated using basic statistics?
	Has there been a comprehensive review for missing data and methods to minimize missing data?
<b>Data analysis</b>	Are missing data reported and appropriate methods used to account for it?
	Have potential outliers been identified and evaluated?
	Have appropriate methods been used to provide summary measures of the evaluation results?
	Have measures of precision been presented with the evaluation results?
	Have appropriate methods been used to evaluate the impact of factors that may confound the results?

A well-planned system of procedures, performance checks, quality audits, and corrective actions were put in place to examine the quality of sampling, instrument design, scripting, recruitment and training, fieldwork and site visits, data analysis, and processing.