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Executive Summary

'Promoting Social Cohesion and Conflict Transformation through Insider Mediators' is a two-year project implemented by Search for Common Ground (Search) in the Republic of Yemen, funded by the EU through the United Nations Development Program (UNDP). The goal of the project is to strengthen the capacity of communities’ resilience to overcome violence in four districts of Yemen; two in Abyan governorate and two in Al Hodeidah governorate. The overall goal will be achieved through the following two objectives: (1) the insider Yemeni mediators’ use of their increased skills in conflict analysis as well as facilitation and dialogue design to implement effective local dialogue processes in their communities; and (2) by involving members from four communities in Yemen in dialogue processes to address pressing issues in their communities.

This evaluation is part of Search's commitment to maximising the effectiveness of its programmes and to participate in ongoing improvement and learning within the programme framework and throughout the organisation as a whole. The purpose of the evaluation is to document project achievements, measure results achieved, and monitor lessons learned through a participatory process involving Search, CSOs, local communities, and other key stakeholders in the community, and to assess the effectiveness, impact, and sustainability of the project. Moreover, the evaluation aims to ascertain if the project has achieved the desired results and how they have been achieved. The evaluation methodology comprises qualitative and quantitative research tools that collected accounts about project results, as well as measurable data and information from beneficiaries' perception and responses to evaluation questions. The evaluation tools were designed according to the evaluation framework and criteria detailed in the evaluation matrix, and the research tools and evaluation questions targeted beneficiaries, according to their knowledge and participation in the project.

Main results:

Relevance:
1. According to 64% of evaluation respondents, including beneficiaries, partners, and local stakeholders, the project considerably responded to the needs of the target communities. However, this rate is not consistent throughout geographies and rises to (73%) in target districts in Abyan governorate, while it falls to (57%) in target districts of Al Hodeidah governorate.
2. From beneficiary’s viewpoint (92% consensus of the sample respondents), the project interventions were appropriate and no conflicts were identified between project activities and local cultures and local development policies.
3. Of the evaluation respondents, 90% affirmed that the tools used by the project in the Advanced Training of Trainers, capacity building workshops, conflict scans, community dialogue processes, and community initiatives were appropriate to the needs and capacities of communities.
4. The project activities were appropriate to the needs and capacities of local communities. This is reflected in 93% of respondents stating that the conflict scan and analysis activities were consistent with their needs and capacities, alongside 96% who stated that the community initiatives were appropriate according to their immediate needs.

Effectiveness:
1. The evaluation report has found the project successful in achieving its objectives. According to 79% of the surveyed respondents in this study, the project has achieved objective No. 1: using insider Yemeni mediators of their increased capacities in conflict analysis, facilitating and designing dialogue to implement effective local dialogue processes in their communities.
Similarly, 79% of the surveyed respondents confirmed that the project succeeded in achieving objective No. 2, "engaging members from four communities in Yemen in dialogue processes to address pressing issues in their communities".

2. The evaluation report has found that the project succeeded in building the capacity of Insider Mediators (IMs) by providing them with the necessary skills and capacities to enhance community’ resilience to violence. Insider Mediators have taken the initiative to independently intervene to resolve conflicts that occur in their regions, according to 79% of the sample respondents.

3. This report has also found that the dialogue processes were based on an effective analysis of local conflicts. As per the validation workshops conducted with the main stakeholders, participants unanimously confirmed the information collected through the conflict scan. Furthermore, 85% of the study respondents confirmed that community dialogues succeeded in reaching resolutions to conflicts in the target areas. However, respondents did indicate that not all the resolutions agreed upon in the dialogue processes were fully implemented.

4. The methodology of the dialogue has multiple strengths that enabled it to succeed effectively in increasing target communities’ resilience to violence. Nevertheless, the major weakness identified is a need for more substantial financial support to implement all interventions that are agreed upon in dialogue processes.

**Sustainability**
Sustainability was successfully achieved by virtue of Insider Mediators’ continuing to intervene to resolve conflicts/disputes in their regions independently outside the scope of the project, and additionally through local authorities and local partner organisations planning to continue to seek funding to implement the resolution of conflicts not covered in the community initiatives component of this project.

**Impact**
1. Interventions implemented as part of the project contributed greatly to enhancing social cohesion in the target local communities. Specifically, these interventions contributed significantly to increasing involvement of all segments of society and ensuring inclusive participation and amplifying voices of often marginalised actors. The project has likewise improved the level of relationship-building and cooperation among all segments of the community according to the majority of beneficiaries, partner organisations employees, and stakeholders participating in the evaluation.

2. 61% of the surveyed community members maintain that the implemented interventions significantly contributed to reducing levels of conflict in target areas.

**Recommendations**
1. To conduct an assessment of the necessary training needs for Insider Mediators after the first training to assess remaining gaps. This will further aid and refine their performance as mediators and continue to build their capacities and skills.
2. To better assess the capacity of CSOs before they are selected as partners, and agree on a mechanism to build their capacity in the areas that are identified as weak or lacking and that could affect smooth and timely implementation.

3. To activate the role of media campaigns to play a greater role in the success of dialogue processes.

4. To increase the financial allocations for community interventions, including raising the wages and dues of engineers, and follow-up committees. In addition, to more carefully select conflicts and assess their need versus cost of the intervention to ensure chosen interventions are not higher than the amounts allocated by the organisation.

5. To better coordinate implementation of big interventions that require more than one INGO involvement to ensure that service is restored and intervention is fully achieved.

6. The project should establish committees at the level of the district, which would be responsible for (i) following up on the implementation of the remaining resolutions agreed upon in dialogue processes, (ii) following up the conflict monitoring, scanning, and analysis in sub-districts that were not covered in the previous scan, and (iii) searching for donors and funding organisations.
Chapter I: Introduction:

Search has used an independent consultant to carry out the final evaluation of the project "Promoting Social Cohesion and Conflict Transformation through Insider Mediators". The evaluation was carried out by a team consisting of the consultant, assistant consultant, and four field teams whose members were selected from target areas in consultation with Search, with previous experience in field research. Each team consisted of a team supervisor, two male researchers and two female researchers in each of the four target districts. The teams were deployed after training, clarifying the study objectives and tools content, and providing them with a procedural guide for implementation.

The evaluation focused on the project’s target districts of Bait Al-Faqeeh and Zabeed in Hodeidah governorate, as well as the districts of Lawder and Moudiah in Abyan governorate. The field evaluation was implemented from June to July 2018, alongside a desk review of project literature and reports.

The purpose of the evaluation is to document the project achievements, measure results achieved, monitor the lessons learned through a participatory process involving Search, partner CSOs, local community members, and other key stakeholders in the community, in order to assess the effectiveness, impact, and sustainability of the project.

Project Description: In partnership with local authorities and local CSOs in target governorates, Search launched the project "Promoting Social Cohesion and Conflict Transformation through Insider Mediators" on 1st July 2016 until 30th April 2018. The project was completed on June 30th, 2018 after obtaining approval of the donor to extend the period of project implementation for two months.

The main goal of the project is to strengthen the local communities’ resilience to violence in four communities in Yemen in two districts in Abyan governorate and two districts in Hodeidah governorate. The main goal was to be achieved through two objectives: (1) Yemeni Insider Mediators use their increased skills in conflict analysis as well as facilitation and dialogue design to implement effective local dialogue processes in their communities; and (2) by involving members from four communities in Yemen in dialogue processes to address pressing issues in their communities. The project commenced with implementation of a baseline survey of Zabeed and Bait Al-Faqeeh districts in Hodeidah governorate, which provided guidance and guidelines on the status of major conflicts and their sources in targeted communities, as well as identification of current dialogue processes and level of community access to dialogue processes in target communities. This was followed by Advanced Training of Trainers (AtoT), then training of Insider Mediators in conflict analysis and mediation, facilitation and design of dialogue. Trained Insider Mediators conducted one conflict scan per target district followed by small grants given by the project to support dialogue processes, then offering small grants to support community initiatives (interventions) to implement the resolutions agreed upon. After that, the project organised a public festival to celebrate the culture of dialogue through announcing the Common Ground Institute Awards.

1In Abyan governorate, the results of an earlier project similar to the current project carried out by Search for Common Ground and funded by the same funding organization (UNDP) were used, where the current project started implementation of activities where the previous project ended: offering small grants to support community dialogue initiatives.
The project’s monitoring and evaluation mechanisms included: (1) developing a monitoring and evaluation plan; (2) conducting a baseline assessment study; (3) ongoing monitoring throughout the project implementation period (pre-assessments/post-assessments, activity reports, etc.); and (4) a final project evaluation report.

Chapter II: Methodology of the Evaluation

Method:
This evaluation is based on the peacebuilding evaluation criteria set by the Organisation of Economic Cooperation and Development (OECD-DAC), including Relevance, Effectiveness, Impact, and Environment. The evaluation also includes verification of a set of questions related to these criteria, as well as the performance indicators outlined in the project document; all of these are illustrated in appendix 2: Evaluation Matrix.

Methodology:
The evaluation methodology consists of qualitative and quantitative research tools that collected accounts on the project results, as well as measurable data and information from beneficiaries' responses to evaluation questions. The evaluation tools were designed according to the evaluation framework and criteria detailed in the evaluation matrix. The survey tools and evaluation questions targeted beneficiaries, each according to their knowledge of and participation in the project.

The sample selection methodology included assigning 30% of the study sample for female respondents. Field assessment work included implementation of 290 survey forms, as well as implementation of 36 Key Informant Interviews (KIIs) and 6 Focus Group Discussions (FGDs) with stakeholders and project beneficiaries.

The evaluation team selected a combination of skills and methods to collect and analyse data. Data collection included using participatory quantitative and qualitative tools. The quantitative data was collected through questionnaires, while qualitative data was collected through FGDs and KIIs. Each tool was designed to match the specific target group(s) (e.g., questionnaire form for community members, FGDs for community members and Insider Mediators, and KIIs with civil society actors and representatives from local authorities and community leaders, according to their role and affiliation).

Data analysis was guided by a combination of methods, through the application of (a) theories of change and contribution; (b) data analysis; and (c) validation. Quantitative data entry and statistical analysis were carried out using SPSS, and analysis of qualitative data was carried out by the research team leaders.

Limitations and Challenges
The evaluation process encountered difficulties and challenges, the most important of which were due to the extremely tense security situation in the districts of Zabeed and Bait Al-Faqeeh in Hodeidah governorate. Proximity of front lines, armed confrontations, and air bombardments within these districts forced the field team to conduct the survey using telephone communication. The FGDs in Hodeidah were canceled and replaced by phone KII's. In order to
collect sufficiently correct data, the evaluation team and Search opted to increase the number of community members sample in these districts.

Chapter III: Findings

Relevance
The desk review conducted included project documents, such as quarterly reports, annual reports, and M&E reports, in order to assess the relevance of the project. The review shows that the community interventions were carried out according to the findings and recommendations of the baseline survey conducted at the beginning of the project. The baseline survey aimed to study the situation of local communities and identify main types of conflicts.

In addition to the results of the desk study, the results of the community members’ questionnaire, interviews, and FGDs show that the beneficiaries, partners, and stakeholders unanimously agreed on the importance of the activities carried out by the project, which were as follows:

1. 92% of the surveyed community members believed that the capacity trainings for IMs was necessary. This is shown in figure 1. In addition to the results of the questionnaires, results of KII and FGDs show that the participants unanimously agreed that it was important for the project to train IMs prior to conducting conflict scans and dialogue processes. An IM shared, "The training was necessary to acquire the skills we lacked in conflict resolution". Another IM stated “We needed organised scientific knowledge in the field of mediation and dialogue design to support and enhance our previous work experience”. A female Insider Mediator also said, "In my view, IM training was necessary for several reasons: 1) to understand all project objectives and various phases, and 2) to provide mediators with experience and how to deal with conflicts in a systematic scientific way".

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2 An IM from Bait Al-Faqeeh interviewed in a KII
3 An Insider Mediator attending a FGD discussion, Moudiah District
4 An interview with the chairperson of Gharas Society, Zabeed District
2. Figure (2) shows that 93% of the sample population believed that it was necessary for the project to conduct conflict scans in order to pinpoint and assess primary conflicts in their area.

3. Figure (3) shows that 96% of the surveyed community members believed that it was necessary for the project to support dialogue processes to resolve conflicts in their areas. An IM stated, "There were a lot of conflicts in the region because we did not know how to resolve issues via dialogue".  

4. Moreover, 92% of the surveyed community members believed that it was necessary for the project to provide financial support for community initiatives (interventions) proposed by the dialogue sessions, as shown in Figure (4).

Figures 1-4 demonstrate that all project activities were perceived to be of great importance to the beneficiaries.

The qualitative information obtained from KIIIs and FGDs demonstrated participant consensus on the great importance of the project to local communities impacted by the prevalence of conflicts. These conflicts deprived communities of basic needs such as education, potable water, sanitation, hygiene, and health. A female participant shared, "We used to dream of establishing

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5 A discussion session of Insider Mediators, Lawder District
a water project for households because we had a great difficulty brining or getting water to our homes”. IMs participating in KIIs and FGDs also agreed unanimously that the capacity building workshops on mediation, and dialogue design and facilitation were essential and important to them. An IM justified the importance of training workshops by saying, “The training workshops equipped us with the ability to analyse conflicts and enhanced our skills in how to resolve them.”

As for the relevance of project activities to the local culture, 92% of surveyed community members noted that the project activities were appropriate and that they were accepted in their local cultural traditions, as seen in Figure (5).

The activities (AToT, capacity building workshops, conflict scan, community dialogue and community interventions) used during the project were relevant to the local community capacities and needs. Indeed, 90% of respondents believed that the activities implemented were relevant to their local capacities and needs, as seen in Figure (6). Moreover, the majority of IMs engaged in KIIs supported this by stating that project activities were indeed relevant to their communities’ assessed needs. Some interviewed IMs indicated some difficulties faced in remote areas during the conflict scan and community dialogue processes due to transportation challenges and the difficulty for female IMs to travel alone.

The project documents (workplan and proposal) identified the beneficiaries of the project with high accuracy. The project set appropriate criteria for the selection of IMs, and developed a mechanism for the nomination of IMs, in which all concerned stakeholders including partners, local authorities, and CSOs participated. IMs were selected from among trusted local actors and social figures active in resolving local conflicts, and those who have positive relations with local councils and community members. This mechanism has been instrumental in the success of the project activities. This process has greatly facilitated coordination between all these components of each community in order to smoothly implement the project activities. One female IM talked about the IM selection mechanism and said: “It [selection process] had a very positive impact

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6 Discussion sessions, Lawder District
because the selection was based on the community itself. They were community leaders, had the experience to resolve conflicts, and had the final word in their community.7

The evaluation findings reveal that 64% of the respondents believed that the project had responded to and met the needs of the target communities to a large extent, while 18% believed that the project met their needs to a small extent (Figure 7). Further to this, the level of satisfaction varied across different target areas. 73% of the sample in Abyan governorate believed that the project met their needs to a large extent, whereas only 57% of the sample in the target districts in Hodeidah governorate attested to this. The low rate is attributed to the insufficiency of funds to carry out all the outcomes resulting from the community dialogues due to the high level of conflicts and intervention needs within these communities in Hodeidah. Therefore, only those community interventions qualifying for financial support were implemented.

The results show that in areas where all community interventions were implemented, 90% of the sample population believed that the project met their needs to a large extent, while only 54% of the sample population believed the project met their needs to a large extent in areas where only a portion of the interventions were implemented. Only 40% of the sample believed the same in areas where interventions were not implemented, as seen in Figure (8). The same conclusion was derived from KIs and FGDs. This correlation evidences more the dissatisfaction of not having benefited from any interventions rather than unsuccessful interventions.

One of respondents shared, “The project has met the needs of the region to a large extent, where it helped resolve many conflicts in areas where interventions were conducted. However, the district still needs other interventions to resolve many conflicts existing in multiple areas. Therefore, we can say that the project interventions were not enough to the needs of all subdistricts and villages throughout the district.”8 Another respondent said that the project met the needs of the area to a very large extent because it contributed to resolving deeply rooted

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7 An interview with a local mediator, Zabeed District 2018
8 An interview with an employee of CSOs, Bait Al-Faqeeh district
conflicts. A female FGD participant in Lawder district said, "The project has met our needs. We have long dreamed of a water project because we had great difficulty fetching water for our homes."  

**Effectiveness**

This section provides information about the extent to which the project has attained its stated goal and objectives. Results of this final evaluation reveal that the project has been successful in achieving its goals effectively. The desk review has shown that IMs were able to implement 33 community dialogue processes, see Figure (9) below.

During these dialogue processes, community members agreed on specific measures to address the conflicts in their areas. The project has helped support final resolution of those conflicts by providing small grants to rehabilitate a project or restore a basic service. The project provided 19 grants, Figure (10), through which community interventions were implemented to fully resolve the conflicts.

The study results demonstrate that 79% of the surveyed community members believed that IMs had succeeded in facilitating and conducting dialogues, as well as finding solutions for the conflicts in which they intervened. This was corroborated by a majority of KII and FGD participants. Furthermore, 79% of the sample population believed that participation of community groups in the dialogue sessions was high. An interviewee described the success of the IMs by saying, "They have succeeded greatly in reaching solutions to many conflicts". An IM attributed the high number of community members in the dialogue meetings to community members’ interest and active desire to reach non-violent solutions to conflicts. He added, “The

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9 Discussion session, Lawder district  
10 An interview with the Executive Manager of Bait Al-Faqeeh Youth Forum.
conflicts have impacted all the residents, none of them have any interest in maintaining these conflicts. They want to see an end to conflicts”.11

Overall, the evaluation results provide evidence to support the statement that all project activities effectively contributed to the achievement of project objectives, which partners and stakeholders supported through their affirmation of this conclusion. According to a local partner staff member, project activities were gradual, sequential, and interrelated and had worked integrally in achieving the project objectives. One of the project team members explained how the activities contributed to achieve the projects goal and objectives and indicated that:

“The conflict scan activity enabled us to identify real local level conflicts and real drivers for such conflicts.”

“The dialogue process has provided community members and parties to a conflict a chance to discuss their needs and interests and enabled all to search together for solutions. From my experience, I saw how disagreeing parties in the first session did not listen to each other and were shouting angrily. I saw how this had changed in the final session when participants were able to reach mutually acceptable solutions for the conflict.”

“Community interventions were key to motivating all stakeholders to sit and discuss their issues and seek an agreement that could meet all parties’ needs. Community interventions also built trust of local communities in dialogue as a means for conflict resolution.”

Effectiveness of IMs Capacity Building Activity
The evaluation results show that the project succeeded in building the capacity of IMs by providing them with the skills necessary to increase the resilience of local communities to violence. The desk review showed that the project succeeded in training a greater number of IMs than initially targeted, surpassing a 100% achievement rate with a final 121% rate (training of 97 IMs instead of the initially targeted 80). In addition, the desk review revealed that 21 of the trained IMs were eligible to join the Common Ground Institute’s Roster of Yemeni dialogue facilitators. This means that the project achieved this indicator by a high ratio of 210%.

In addition, KII results show that trainers and IMs almost unanimously evaluated the capacity building workshops as excellent. An IM said, “The training workshops in terms of all content and logistics is excellent”.12 However, some had pointed out the training period was short, that there was too much time between training workshops, and the shortening of the training material. Another IM said, “The workshops were very good and the trainer was knowledgeable and performed well. In other words, the workshop was excellent, the location was very good and the training material was excellent but short, and the duration was not enough but we benefited greatly”.13

11 An interview with Insider Mediators, Bait Al-Faqeeh District
12 An interview with an IM, Bait Al-Faqeeh District
13 An interview with a local mediator, Zabeed District
According to female community members taking part in the FGDs conducted in Moudiah, Abyan, IMs successfully resolved many disputes and conflicts, and persuaded the parties to accept proposed resolutions. Moreover, participants in KIIs and FGDs believed that the capacity building workshops substantially contributed to the success of the dialogue processes. According to 79% of surveyed community members in both target governorates, IMs are seen to have succeeded to a large extent in resolving conflicts they mediated, while only 6% believed that they succeeded to a small extent (Figure 11).

In addition, the results show that 79% of the sample population believed that IMs often took initiatives to resolve conflicts that are currently occurring in their areas, while only 5% think that they seldom take such initiatives, Figure (12).

**Effectiveness of Conflict Scan and Analysis**

The desk review revealed that the project succeeded in effectively implementing the conflict scan and analysis activities in target districts in Hodeidah Governorate. Two conflict scan reports were produced in two target districts, detailing local level conflicts, conflict drivers, and local resources for peace. The verification workshops, conducted to validate the collected information, confirmed validity of the conflicts identified. 100% of participants in the verification workshops confirmed the validity of information in the conflict scans reports, meaning that the dialogues that were consequently conducted were pursuant to an effective conflict analysis. Participants in KIIs and FGDs also confirmed that dialogue processes relied on an effective conflict analysis that was conducted prior to launching dialogue processes. One of the IMs stated "I believe we have
succeeded in analysing the conflict well. This has been reflected in the resolution of those conflicts.\textsuperscript{14}

This does not mean that this activity did not have any shortcomings. A KII with a CSO staff member in Bait Al-Faqeeh district shared “The conflict scans were not void of shortcomings; some IMs did not pay attention to actual conflicts, and instead sought to focus on administrative needs and problems, such as the issue of garbage accumulation in Bait Al-Faqeeh.”

**Effectiveness of Dialogue Processes**

The evaluation results show that community dialogue and mediation sessions were effective in reaching resolutions to conflicts in target areas. The desk review confirmed that IMs conducted 33 dialogue processes to address conflict issues. The project provided 19 financial grants to contribute to the completion of conflict resolution processes through implementing community interventions of developmental nature. A major outcome of this activity was the success of dialogue processes in reaching resolutions that satisfied all parties. Figure (13) above shows that 85% of the community members who were aware of the dialogue processes believed that the dialogue processes were effective. This percentage is more than double the target percentage of the effectiveness indicator, 40%.

Participants in KII s and FGDs corroborated the identified success of dialogue processes in reaching solutions for conflicts, however the success rate varied by district. According to a local CSO staff member in Moudiah district, “the dialogue processes were fruitful in establishing a common ground for conflicting parties, which resulted in reaching appropriate resolutions due to implementing the project”.\textsuperscript{15} A participant in the FGD held in Lawder district said, ”Community dialogues have succeeded to a great extent in resolving problems that existed in the district, including disputes over the sanitation project and high voltage posts project in Al Qawz area, which was met with great relief by the locals.”

This activity however did have some shortcomings, reflected in making resolutions that did not consider the capacities available and different options for implementation. A local CSO staff member describing the dialogue processes in Bait Al-Faqeeh District said, "In general, the dialogue processes have been successful and have overcome many conflicts that existed. However, some resolutions did not consider the capacities available and possibility of implementation.”\textsuperscript{16}

\textsuperscript{14} An interview with an IM from Bait Al-Faqeeh District
\textsuperscript{15} An interview with Social Solidarity Association, Moudiah District
\textsuperscript{16} An interview with staff from Youth Forum, Bait Al-Faqeeh
Figure (14) shows that respondents from Hodeidah did not rate the rate of implementation of outcomes as high as those from Abyan. As aforementioned, this can be attributed to the limited project budget and inability to implement the high number of conflicts identified in the two districts in Hodeidah. The project was set to fund 16 community interventions to contribute to addressing conflicts in target areas, while in reality the project has funded 19 - higher than planned. Nevertheless, despite this increase still more than 14 conflicts need to be addressed, most of which are located in target districts in Hodeidah governorate.

Effectiveness of the Dialogue Approach:
The KII and FGD results show a significant agreement among evaluation participants that the strengths of dialogue processes are greater than any of its’ potential weaknesses. When questioned, the majority of participants did not mention weaknesses in the dialogue process, except for the inability to implement all the community interventions needed and identified, and the inadequate provision of financial support to implement dialogue sessions. In addition, the results show weak knowledge among some IMs about the community dialogue approach, which appears from their responses that do not capture the essence of the process, or their preference not to comment on given questions. The table below summarizes beneficiary, partner, and stakeholder analysis of the dialogue processes:

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<tr>
<th>Dialogue Process Strengths</th>
<th>Dialogue Process Weaknesses</th>
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<tr>
<td>1. Good preparation and coordination among mediators, local authorities, CSOs, and Search.</td>
<td>1. Failure to implement all outcomes of dialogue processes due to limitation of budget allocated to interventions.</td>
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<td>2. Early identification of participants in sessions for all actors in conflict.</td>
<td>2. Women's weak participation.</td>
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<td>3. Bringing together the conflict parties, actors, and influential figures around one table.</td>
<td>3. The weak financial support for dialogue sessions did not cover transportation allowances for participants taking part in dialogues.</td>
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<td>4. Dialogue sessions received advocacy and strong official and public support.</td>
<td>4. The long period for each dialogue session.</td>
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<td>5. Management of dialogue sessions by IMs after they have been effectively trained.</td>
<td>6. Too many and repeated sessions for discussing a single case of dispute.</td>
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<td>6. Dialogue sessions were conducted in public in front of all attendees.</td>
<td>7. Too many and sometimes unfeasible or costly suggestions on</td>
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7. Rules and instructions were clear to everyone.
8. The entity that will contribute to fund and implement outcomes of dialogue is available (Search).
9. Proposed resolutions to address the conflict are subject to the Criteria of Sustainability.
10. The conflicting parties had to sign meeting minutes and the agreements reached.

how to resolve the conflict which is the result of lack of participation of specialists, such as architects or contractors, etc.
8. The inability to control the kind and size of attendees in dialogue sessions; sometimes some people’s attendance/non-attendance hindered reaching an agreement on resolutions.
9. Some IMs’ low level of knowledge about the community dialogue approach.

From this, we can conclude that the strengths of the dialogue process greatly contribute to the success of dialogue approach in increasing communities’ resilience to violence. Effectiveness of the dialogue approach will be enhanced if weaknesses are overcome, particularly the provision of sufficient financial support for implementing dialogue processes and implementing dialogue outcomes, as stated by participants. In addition, further efforts are needed to implement awareness-raising sessions on the importance of involving women and encouraging them to discuss community issues. Furthermore, the effectiveness of dialogue approach will be enhanced if field specialists (eg. architects, contractors) are involved in the dialogue sessions around the conflict to identify what is and is not possible physically and financially.

**Effectiveness of media campaigns**
Results from the desk review and surveyed community members show that the media campaigns were achieved at a high level. 81% of the sample population said that they knew about the dialogue processes that took place in their areas, higher than the planned rate of 35%, as seen in Figure (15).

Moreover, the project produced five short documentaries showcasing the milestones of the project, and one full documentary on the project. In sharing and disseminating news about the project, Search depended on its Yemen Facebook Page and established of Whatsapp groups that included IMs, local authorities, and local partner organisations involved in the project. These
were the only two means that the project used to share and disseminate news and share information with the public.

In addition, 85% of the sample expressed their high confidence in IMs, with a rate higher than the planned 50%, Figure (16).

Results of surveyed community members show that 43% of the total sample population had access to information about the project activities and dialogue processes via social media channels, primarily Facebook and WhatsApp, 12% via IMs, and 13% via word of mouth in social gatherings, private meetings, public places like schools and workplaces, as seen in Figure (17).

Despite this effective outreach, results also showed that 75% of the sample population did not watch the videos produced and published by the project, while only 25% did (Figure 18). Moreover, results of the FGDs show that a majority of community members did not watch the videos produced by the project. This is because the project focused only on social media and on sending information messages to IMs, partner local organizations, and leaders of local authority, and included them in Whatsapp groups. Results of KIIIs and FGDs for IMs, local authority, and local partner CSOs show that most of them saw these videos and they liked
them very much and were greatly touched by the information messages sent, highlighting the magnitude of suffering of local communities targeted by the project. One IM taking part in a FGD held in Lawder district, who saw the videos, said, "We saw the magnitude of the tragedy in the district."

Factors contributing to achievement or non-achievement of the project objectives
Participants in KIIs and FGDs indicated several factors that they believed had an impact on achieving the project objectives, summarised as follows:

1. Key factors that contributed to achievement of objectives:
   - Collaboration of all community components (organisations, individuals, community leaders, and local authorities).
   - The project’s successful strategy in engaging all main stakeholders.
   - The good selection criteria of IMs, however, some IMs did not have a desire to work in this area or were unable to continue working with the project during the implementation period.\(^{17}\)
   - Building the capacity and skills of IMs enabled them to enhance their capacity through practical in-field application of the knowledge and skills they have acquired in workshops.
   - Reliance on successful CSOs as local partners in implementation of project activities (nevertheless some organisations were identified as still weak in their capacities, particularly in terms of human, financial, and accounting resources).
   - Integration and coherence of all project activities in achieving the goal, however, the periods were far between one activity and another, especially the long period of technical and engineering reviews of some development interventions.
   - The desire of all parties to reach resolutions to conflicts.

2. Key factors that hindered achievement of the project objectives:
   - The high cost of implementation for some interventions, exceeding the allocated budget, which made implementation impossible.
   - Fragmented implementation of some interventions, where Search is partly implementing and local organisations are partly implementing in conjunction with local authorities, which leads to delays.
   - The distances between and dispersion of areas where project activities have been implemented.
   - IMs’ poor knowledge of the MENA CGI’s roster of Yemeni dialogue facilitators.
   - The project did not assess the capacities of CSOs selected as partners in implementation of project activities, in order to conduct the differentiation process between them, and agree on a mechanism to compensate for the lack of capacities.
   - The criteria for providing support and financial grants to community interventions were not clear to beneficiaries of the project.
   - There was a misunderstanding about the project objectives among some beneficiaries, local partners and stakeholders, as some of them thought that it aimed to meet community needs and implement development interventions. This has led to the low rate of beneficiaries’ satisfaction about the project in areas where community

\(^{17}\) An interview with the Executive Manager of Bait Al-Faqeeh Youth Forum.
interventions were not implemented, thus caused them to think that the project did not meet their needs in their area while it met the needs of another area.

**Project Major Outcomes**
The project "Promoting Social Cohesion and Conflict Transformation through Insider Mediators" achieved its planned outcomes, table (2) below lists the project main activities, performance indicators, and expected outputs as designed in the agreement with the donor – UNDP-Yemen. The fourth column of this table lists the total outputs achieved by the project until the date of this evaluation (June 2018).

**Table (2): Planned Project Activities - Outputs Achieved**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Performance Indicator</th>
<th>Objective</th>
<th>Outcomes achieved</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project baseline study</td>
<td>Includes the two districts of Zabeed and Bait Al-Faqeeh in Hodeidah governorate</td>
<td>Project baseline study report produced for Hodeida governorate</td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td>1. Implementing advanced training of trainers</td>
<td># of trainers who were trained</td>
<td>14 trainers, classification by gender (50% males, 50% females), and by governorate (50% for each district)</td>
<td>17 trainers were trained (53% males (9), 47% females (8))</td>
<td>Higher than planned</td>
</tr>
<tr>
<td></td>
<td>% of trainers who have 50% increase of knowledge in conflict analysis, mediation, design and facilitation of dialogue</td>
<td>90%, classification by gender, governorate, and field of knowledge</td>
<td>100%, with (14 trainees), gender: 57% Females, 43% Males Governorate: Hodeidah Field of Knowledge: trainers knowledge increased by 100%</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>2. Capacity building workshops for Insider Mediators</td>
<td># of Insider Mediators being trained</td>
<td>80 Insider Mediators, classified by gender (50% males, 50% females), and by district (50% for each district)</td>
<td>97 Insider Mediators (73 males, 24 females) Zabeed District (32 males, 24 females) Bait Al-Faqeeh District (41 males, 10 females)</td>
<td>Higher than planned</td>
</tr>
</tbody>
</table>
|                                              | % of Insider Mediators who achieve 50% increased knowledge in conflict analysis, mediation, design and facilitation of dialogue | 90% classified by gender, district, field of knowledge                                                                                  | (88%), (85 mediators out of 97, whose pre and post responses were complete, while responses of 12 mediators were not complete and some did not wish to be evaluated for reasons they did not disclose, so they were excluded during analysis)  
  ▪ Gender: Zabeed 35 (24 males, 11 females)  
  Bait Al-Faqeeh 50 (40 males, 8 females)  
  ▪ Field of knowledge Increased knowledge of |                           |
<table>
<thead>
<tr>
<th># Insider Mediators who join MENA CGI’s Roster of Yemeni Dialogue Facilitators</th>
<th>trainers 92% in Zabeed and Bait Al-Faqeeh</th>
<th>Higher than planned</th>
</tr>
</thead>
<tbody>
<tr>
<td># of community-level conflict scan meetings held</td>
<td>21 Insider Mediators: <strong>Hodeidah Governorate</strong>: 11 Insider Mediators: 6 males, 5 females: Bait Al-Faqeeh: 4 mediators (2 males, 2 females); Zabeed: 7 mediators (4 males, 3 females). <strong>Abyan Governorate</strong>: 10 mediators (7 males, 3 females). Lawder: 5 (3 males, 2 females) Moudiah: 5 (4 males, females)</td>
<td>Achieved</td>
</tr>
<tr>
<td># of stakeholders who participate in conflict scan meetings</td>
<td>20 Community meetings for conflicts scan</td>
<td>Higher than planned</td>
</tr>
<tr>
<td># of conflict analysis reports produced</td>
<td>30 Community meetings for conflicts scan conducted in the two districts of Zabeed and Bait Al-Faqeeh, Al-Hodeidah Governorate</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of attendees at validation meeting who validate results of the report</td>
<td>30 persons, classified by gender</td>
<td>Higher than planned</td>
</tr>
<tr>
<td># of sub-grants awarded</td>
<td>591 persons in Al-Hodeidah governorate, 145 of which are women, a ratio of 25% of the total participants.</td>
<td>Achieved</td>
</tr>
<tr>
<td># of action plans produced</td>
<td>2 Conflict Resolution Reports (1 for each district in Al-Hodeidah governorate)</td>
<td>Higher than planned</td>
</tr>
<tr>
<td># of stakeholders that participated in dialogue processes</td>
<td>2 reports of conflict scan and analysis (1 for Zabeed district, 1 for Bait Al-Faqeeh district) in Al-Hodeidah governorate</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of community members who are aware of the process who believe</td>
<td>70%</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>400 persons</td>
<td>40%</td>
<td>Higher than planned</td>
</tr>
</tbody>
</table>

**3. Conducting conflict scans in targeted communities in Hodeida governorate**

| # of community-level conflict scan meetings held | 20 Community meetings for conflicts scan | Higher than planned |
| # of stakeholders who participate in conflict scan meetings | 300 persons, classified by gender | Higher than planned |
| # of conflict analysis reports produced | 2 Conflict Resolution Reports (1 for each district in Al-Hodeidah governorate) | Achieved |
| % of attendees at validation meeting who validate results of the report | 70% | Higher than planned |

**4. Providing small grants to support community dialogue initiatives**

| # of sub-grants awarded | 30 small grants | Higher than planned |
| # of action plans produced | 30 Community Action Plans | Higher than planned |
| # of stakeholders that participated in dialogue processes | 400 persons | Higher than planned |
| % of community members who are aware of the process who believe | 40% | Higher than planned |

**Al-Hodeidah Governorate 468**  
Zabeed 206 (137 males, 69 females)  
Bait Al-Faqeeh 262 (194 males, 68 females)  
**Abyan Governorate 223**  
Moudiah 112 (81 males, 31 females)  
Lawder 111 (71 males, 40 females)
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Number</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>the dialogue processes were effective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of community lead initiatives addressing conflicts identified during community dialogues</td>
<td>16 community initiatives to address conflicts identified during community dialogues</td>
<td>19 community intervention</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of people respond solidarity within the community</td>
<td>50% of participants in community dialogue and community initiatives respond to solidarity</td>
<td>74%</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of people feel sense of belonging in the communities</td>
<td>50% of the participants in community dialogue and community initiatives have a sense of belonging to their communities</td>
<td></td>
<td>The indicator was canceled according to the baseline study</td>
</tr>
</tbody>
</table>

### 5.a: Public festival of the culture of dialogue through the Award of Common Ground Institute-Yemen

| # of awards presented | 8 awards of Common Ground Institute - Yemen (4 personalities, 4 institutional) | ▪ **Al-Hodeidah Governorate:**  
- Individual award: 22 awards  
- Institutional award: 2 prizes  
▪ **Abyan Governorate:**  
- Individual award: 6  
- Institutional award: 4 | Higher than planned |
| # of media pieces about the Awards | 5 Information materials | Not achieved due to security reasons | |

### 5.b. Promoting exchange among participants and encouraging peer learning

| # of participants that attended conference | 30 participants attending each conference (2 conferences), classified by governorate and gender | ▪ **Hodeida Governorate:**  
- Zabeed: 44 participants, of whom 14 are women;  
- Bait Al-Faqeeh: 49 participants, of whom 6 are women  
▪ **Abyan Governorate:**  
- 35 (30 males, 5 females) | Higher than planned |
| # of governorate-level conferences held | 2 Conferences | 3 conferences  
(2 Al-Hodeidah Conference, 1 Abyan Conference) | Higher than planned |
<p>| # of national-level conferences held | 1 National Conference | Cancelled as per the amendment that the consultant had a copy of | |</p>
<table>
<thead>
<tr>
<th># mini-documentaries of project milestones produced</th>
<th>5 mini documentary films</th>
<th>5 mini documentary films</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td># of final project documentaries</td>
<td>1 Final documentary film on the project</td>
<td>1 Final Documentary film</td>
<td>Achieved</td>
</tr>
<tr>
<td># Facebook posts</td>
<td>100 posts</td>
<td>16 posts (59,252 interactions)</td>
<td></td>
</tr>
<tr>
<td># Whatsapp messages</td>
<td>150 messages on Whatsapp</td>
<td>More than 5000 messages</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of community aware of dialogue processes occurring in their sub-district</td>
<td>35%</td>
<td>81%</td>
<td>Higher than planned</td>
</tr>
<tr>
<td>% of community members who indicate trust in insider mediators (1. A lot of trust, 2. Some trust, 3. Little trust, 4. No trust)</td>
<td>50% of the respondents respond either 1 or 2</td>
<td>85%</td>
<td>Higher than planned</td>
</tr>
</tbody>
</table>

18 Facebook was not greatly activated due to the conditions of conflict. Unlike Whatsapp, Facebook requires a good internet connection, which is not available in many areas. However, there were Facebook comments, according to the project team.
**Sustainability**

Sustainability is measured by the degree to which project activity outcomes and benefits are likely to continue after the life of the project. This section highlights the main points that reflect the sustainability of the project outcomes. Asides the physical long-term-use outcomes the project has generated through its interventions, the project has created a long-term technical influence by developing new skills among IMs on dialogue facilitation, dialogue design, and rapid conflict scan techniques.

Project beneficiaries, partners and stakeholders expect IMs to continue to contribute to resolve conflicts and promote social cohesion through dialogue, as well as search for organisations to support conflict resolution and provide further small interventions to cover the remaining areas of the district. According to surveyed community members, 40% of the sample had heard that IMs intervened to resolve other disputes outside the project framework and resolved them through dialogue. In contrast, 28% of them did not hear this, while 32% responded with “I don’t know”, as shown in Figure (19). A female community member participating in the FGD in Moudiah district described the IMs’ continuation in resolving conflicts in their area, and said, "IMs play a key role in resolving the issues that occur in the district, find solutions, and seek to settle them.”

KIs with local authority members and local CSO partner staff show that they plan to continue to search for donors to support the implementation dialogue processes and interventions not covered by the project. They also plan for implementation of peace programmes and projects such as conducting workshops to increase IMs’ capacities and skills; conduct workshops to promote dialogue as a means for conflict resolution; and adopt youth initiatives that serve the same concept and purpose. Local organisations also plan to continue cooperation with IMs and local authorities in seeking to resolve future societal conflicts through non-violent means.

The results of surveyed community members also show that 77% of the total sample believe that IMs will be highly capable of intervening to resolve future conflicts, while 23% believe they will be able to do so at an average level, as shown in Figure (20).
Impact
This section captures the impact of the project and its activities beyond the physical outputs of the activities.

Impact on local communities
According to the project theory of change, building the capacity and skills of IMs in conflict analysis, mediation, dialogue design and facilitation will help them implement successful community dialogues to resolve conflicts, which in turn will promote social cohesion among local Yemenis. The evaluation findings show that 74% of the total sample believed that the project contributed to a large extent to promote social cohesion among community members, while 8% believed that the project contribution in this regard was poor. The level of the project’s contribution to promoting social cohesion varies in target governorates. 82% of the sample in Abyan said that the project has contributed to a large extent to promote social cohesion. Similarly, 68% of the sample in Hodeidah believed the same, Figure (21). A FGD participant in Lawdar said, "The project has greatly succeeded in promoting social cohesion among community members.” Another FGD participant in Moudiah said, "In my area, the project has contributed significantly to promoting social cohesion and solidarity among people, encouraged people to ensure the interests of one another and spread the spirit of love and rapport and give priority to the public interest.”

The level of this impact varied according to the level of implementation of community interventions agreed upon in the dialogue processes. Figure (22) shows that 91% of the sample in the areas where interventions were implemented believed that the project have contributed to promoting social cohesion among community members. Meanwhile, 68% of the sample in the areas where only part of the interventions were implemented held the same opinion, and only 48% of the sample in the areas where the interventions were not implemented believed the same.
Beneficiaries of the project attribute the increased involvement of all community groups and enhancement of their role to the project interventions. The results show that 64% of the sample believed the project has to a large extent contributed to engage all community groups, while 32% believed that the project has moderately contributed to this, while only 4% believed that the project contribution was poor, Figure (23). In Figure (23), the rate of those who believe that the project has contributed significantly to such effect in Abyan is 72%, which is higher than the rate of those who believed the same in Hodeidah, 57%.

In addition, project beneficiaries attributed the improvement of relations and cooperation among all components of the community to the project interventions. The results show that 80% of the sample felt that the project contributed to a large extent to improve relations among community groups, while 16% believed that the project did so moderately, and only 4% believed that the project's contribution to such improvement was small, as shown in Figure (24).

However, the level of this impact varied according to the level of implementation of community interventions. Figure (25) shows that 91% of the sample in areas where community interventions were implemented asserted that the project activities contributed to improving the level of relations and cooperation among community groups. However, only 80% of the sample in areas where only part of the interventions were implemented agreed to this statement, and 56% of the sample in areas where interventions were not implemented.
Figure (26) shows that 85% of the sample believed that the project had a significant positive impact on changing their attitudes and convictions towards dialogue as a means for conflict resolution, while only 2% believe that the project did so to a small extent.

Again, the level of this impact varied according to the level of implementation of interventions. Figure (27) shows that 93% of the sample in areas where interventions were implemented believed that the project greatly impacted their attitudes and convictions toward dialogue as a means for conflict resolution. However, 86% of the sample in areas where only part of the interventions were implemented believed the same, and only 64% of the sample in areas where interventions were not implemented, held the same opinion.

Figure (28) shows that 77% of the sample reported that they would seek mediation from IMs in case of conflict with one of the parties, while 9% said they would not seek their mediation. 15% reported that they did not know. Results vary according to the targeted governorates. 85% of the sample in Abyan pointed out that they would ask for mediation from IMs. 70% of the sample in Al-Hodeidah said they would ask for their mediation.
Figure (29) shows that 81% of the sample believed that the project interventions contributed significantly to disseminating the culture of dialogue in their regions, while 16% believe that the project has done so to a medium extent, and only 2% believe that the project has contributed to disseminating the culture of dialogue to a small extent.

However, the level of this impact again varied according to the level of implementation of interventions. Figure (30) shows that 94% of the sample in the areas where interventions were implemented held that the project activities contributed to a large extent to disseminate the dialogue culture in their areas, while 87% of the sample where only part of the interventions were implemented had the same view. 60% of the sample in areas where interventions were not implemented believe that the project activities have contributed significantly to the dissemination of the dialogue culture.

Figure (31) shows that 61% of the sample believed that the project interventions contributed significantly to reduce conflicts in their areas, while 24% held that the project interventions contributed to this to a medium extent. Only 15% believed that the project contribution was poor. The results varied once more from one governorate to another. 76% of the sample in Abyan believed that the project interventions contributed significantly, while only 50% of respondents in Hodeidah governorate believed the same.
However, once again, this varied according to the level of implementation of the resolutions agreed upon in dialogue processes. Figure (32) shows that 87% of the sample in areas where interventions were fully implemented believed that the project activities contributed significantly to reducing the level of conflicts, while 57% of the sample in areas where only part of the interventions were implemented believed the same. The majority of the sample, 54%, in areas where interventions were not implemented believed that the project activities contributed only to a small extent in decreasing the level of conflicts in their areas.

**Impact on Trainers and IMs**
Most trainers and IMs attribute positive changes in their attitudes, behaviours, and the way they deal with conflicts to the project activities. The capacity building workshops enhanced their knowledge and polished their skills in conflict analysis, mediation, and dialogue design and facilitation. This has created a positive attitude towards dialogue and imbued them with a high level of confidence in themselves and their capabilities. A trainer engaged in a KII described the project’s effect on him, "Acquiring some skills and increasing knowledge about social cohesion has created in me an understanding and a positive attitude towards dialogue, and a psychological and cognitive willingness to take part in every community programme that aims to serve the community.” Another IM interviewed said, “We have been empowered to positively deal with conflicts through dialogue and to engage with community members in an attempt to resolve conflicts peacefully”

**Impact on Local Partner CSOs**
Some local CSOs staff participating in the KIIIs mentioned how they benefited from their participation in the project, summarised as follows:

- Increased their capacities the field of "Peacebuilding", particularly in the area of managing and facilitating community dialogue sessions and designing dialogue proposals.
- A qualitative addition to the skills and capabilities of local partner’s human resources in the area of peace and conflict transformation.
- Improvement in local partners CSOs’ management capacities, especially in financial and accounting aspects.
- Improved relations with existing local partner CSOs at the governorate level.
- Increased experience of local partner CSOs by expanding their activity in sub-districts where they have not worked before.
- Improved relationship between these CSOs, community members, active and influential actors, and local authorities.
• Engagement in new partnerships with international organisations, which contributes to the future success of local CSOs.

Impacts of Community interventions
Community interventions implemented by the project targeted many sectors such as education, water, health, hygiene, sanitation, and livelihoods. It was difficult to assess the vast impacts of these interventions since they require a longer-term, independent evaluation. Community members participating in the FGDs believed that they had witnessed change and improvement as a result of the interventions; some of them were able to have access to water easily. Some witnessed a decrease in the spread of diseases, and a decrease in the spread of mosquitos, flies, and insects carrying diseases. Other people identified improvements in the level of personal hygiene of individuals, in homes, and at the city level, while others shared that their area benefited from floods barricades, thus protecting their agricultural land and villages from floods and mud slides. However, a female community member participating in a FGD in Moudiah district pointed out that the sewage project implemented only directly benefitted some locals, while others did not because the project was incomplete, which created a further conflict between the locals.

With regard to key lessons learned from implementation of project activities, we have noted that the project was more successful in communities where it was able to fully support implementation of all community dialogue sessions and interventions. As for future targeting, it is recommended that this factor be evaluated in a comprehensive manner, taking into account the project's available capacities, possibilities of implementation at the local level, and verification of the ability and willingness of other stakeholders to make their contribution concurrently with the project support.

Summary
Relevance
The project responded to the needs of target communities to a large extent by consensus of the majority of beneficiaries, partners, and stakeholders participating in the evaluation, and a consensus of 64% of the surveyed community members. However, this ratio rises in target districts in Abyan to 73%, while falls to 57% in target districts in Hodeidah.

The project interventions were appropriate from the point of view of beneficiaries. There was no contradiction between the project activities and local cultures and local development policies, with a consensus of 92% of the surveyed community members.

The project activities (AToT, capacity building workshops, conflict scan, community dialogue meetings, and community initiatives) were appropriate to the needs and capacities of local communities, with a consensus of 90% of surveyed community members.

The project activities were appropriate to the local communities' needs and capacities, where the conflict scan and conflict analysis activity was appropriate, with a consensus of 93% of the surveyed community members. The activity of Community Initiatives Support was also appropriate, with a consensus of 96% of surveyed community members.


**Effectiveness**

The project effectively succeeded in achieving its overall goal and objectives. According to 79% of surveyed community members, the project succeeded in empowering IMs to effectively scan conflicts, and implement dialogue processes in their communities. Again, according to 79% of surveyed community members, the project has succeeded in engaging members of four communities in Yemen in dialogue processes to address pressing issues in their communities. As a result of achieving objectives, we can rest assured that the project has effectively succeeded in achieving its overall goal of strengthening community resilience to violence in the four districts targeted by the project.

The project succeeded in building the capacity of IMs by providing them with skills and capacities needed to increase the community resilience to violence. IMs have begun to intervene to resolve emerging conflicts in their areas, according to 79% of surveyed community members, and 21 IMs were judged eligible to join the MENA CGI’s roster of Yemeni dialogue facilitators.

The dialogue processes were based on an effective conflict analysis. Validation workshops confirmed the validity of conflict analysis reports by 100% of the participants in these validation workshops, and most IMs participating in the evaluation have unanimously concluded that the conflict scan was conducted effectively.

Community dialogues succeeded in achieving their objectives effectively by reaching solutions to conflicts in target areas, with consensus of most participants in the evaluation, and with a ratio of 85% among surveyed community members.

The media campaign succeeded in achieving its objectives effectively in disseminating news of the project activities among community members only, where 81% of the surveyed community members said they knew about dialogue processes that took place in their areas. Social media networks (Facebook, Whatsapp) were the most common sources of information used to communication about project activities, with unanimous 43% of the surveyed community members.

The level of dissemination of videos produced by the project was weak, where only 25% of the surveyed community members saw them, while the majority of those who saw them were IMs, local CSOs’ staff, and members of local authority.

The dialogue approach has multiple strengths that enabled it to succeed effectively in increasing local communities’ resilience to violence, but a major weakness is the need for substantial financial support to implement interventions agreed upon in dialogue processes.

The most significant results achieved by the project were building the capacities and skills of 97 Insider Mediators in conflict analysis, mediation, dialogue design and facilitation, as well as putting an end and addressing 19 conflicts in target areas.
**Sustainability**
The project achieved sustainability via IMs continued intervention to resolve disputes in their areas, with the consensus of 40% of surveyed community members, and via the planning of local authority members and local CSOs to continue searching for funding for interventions that have not been implemented through this project.

**Impact**
The project interventions contributed highly to the enhancement of social cohesion among local community members in target areas, with 74% of the surveyed community members attesting to this. Moreover, according to 64% of the sample indicated that the project contributed significantly to increasing the involvement of all segments of their community and enhancing their roles in discussing issues of concern to them. The majority of study samples, 80%, shared that the project interventions contributed to improving relations and cooperation among community groups.

According to 61% of the surveyed community members, the project contributed to reducing the level of conflicts in target areas. Moreover, as a result of the interventions implemented, participants witnessed a decrease in the spread of diseases, mosquitoes, flies and insects; improvement in the level of personal hygiene of individuals, at homes and town; and the better preservation of agricultural lands and protection of villages from disasters and the risks of floods.

According to 85% of the surveyed community members, the project interventions positively impacted them and changed their attitudes and convictions towards dialogue as a means for conflict resolution. These interventions contributed largely to disseminating the culture of dialogue in their areas, with a consensus of 81%. Most trainers and IMs also attribute positive changes in their attitudes and behaviors to project activities and the capacity building they obtained.

Local partner CSOs benefited a lot from the project in terms of increasing their experience in working in peacebuilding, particularly in management and facilitation of community dialogue processes; developing dialogue proposals; and through the qualitative addition in their human resources skills and capacities.

**Recommendations**
1. Conduct an assessment of IM training needs to perform their duties as mediators and to continue to build their capacities and skills in the weaknesses identified.
2. Develop criteria for selecting IMs and subject them to appropriate tests and interviews to include age, academic qualifications, and computer skills into consideration.
3. Develop the conflict scan mechanism to include criteria for classifying the size of conflicts and assess the costs of interventions necessary to address them.
4. Assess the capacity of CSOs before selecting them as partners and agree on a mechanism to build their capacity to address weaknesses that could affect the workflow.
5. Activate the role of media campaigns to a greater extent in order for it to play a role in the success of dialogue processes.
6. Hold a workshop in the district that includes different segments of the community to introduce the project, its goals, and activities, and to maintain a strong and extensive preparation before initiating the project.
7. The project should have contracts with consultants and specialists in the target areas to consult on the intervention decisions/possibilities, in addition to the forming of expert committees before implementing community initiatives in order to consider implementation possibilities.

8. Provide small grants for community interventions according to the size and impact of the conflict on community members, and the expected impacts of the intervention.

9. Raise the financial allocations for community interventions, including raising the wages and dues of designers, engineers, and follow-up committees, and not to select disputes in which the cost of intervention is expected to be much higher than the amounts allocated.

10. Avoid fragmentation of intervention implementation and ensure holistic implementation which considers operational requirements in order to make a better use of them, such as the addition of chlorine to water in the interventions of water projects.

11. Measure results and impact immediately after completion of the activity such as the activity of supporting community dialogue processes and interventions.

12. The project should form committees at the district level whose responsibility it is to seek additional funding for the remaining unimplemented interventions and to conduct conflict scans for areas not covered by the project and search for support from potential future donors and INGOs.