FINAL EVALUATION

A Future Called Peace: Strengthening Yemeni Youth Leadership for Conflict Transformation

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Datum for Research and Consultancy
Research Team

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### Abbreviations

<table>
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>CDA</td>
<td>Community Dialogue Approach</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
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<td>CBI</td>
<td>Community-Based Initiatives</td>
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<td>DAC</td>
<td>Development Assistance Committee</td>
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<td>FGD</td>
<td>Focus Group Discussion</td>
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<td>IM</td>
<td>Insider Mediator</td>
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<tr>
<td>KII</td>
<td>Key Informant Interview</td>
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<tr>
<td>MoPIC</td>
<td>Ministry of Planning and International Corporation</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<tr>
<td>Search</td>
<td>Search for Common Ground</td>
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<tr>
<td>USD</td>
<td>United State Dollar</td>
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<tr>
<td>YER</td>
<td>Yemeni Rial</td>
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<tr>
<td>YLD</td>
<td>Youth-Led Dialogue</td>
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1. Executive Summary

The present report captures the findings from a final evaluation of ‘A Future Called Peace: Strengthening Yemeni Youth Leadership for Conflict Transformation’ project (hereafter referred to as A Future Called Peace), which was funded by USAID and implemented by Search for Common Ground (Search) in partnership with four local partner organizations. This was a 20-month project (December 01, 2017 to July 30, 2019) which was operationalized across four districts in three governorates: 1) Al-Sheikh Othman district in Aden; 2) Al-Ma’afer district in Taiz; and 3) Al-Maqaterah and Toor Al-Baha districts in Lahj.

The goal of A Future Called Peace was to enhance youth leaders’ role (ages 20 to 35) to transform conflict without violence. In order to achieve this goal, Search had proposed two specific objectives:

1. Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened; and
2. Collaboration among youth leaders and between youth and elders across dividing lines is strengthened.

A Future Called Peace was suspended by USAID in June 2015 due to the outbreak of the conflict but resumed in November 2017 to re-engage Yemeni youth leaders in four governorates: Sana’a, Aden, Lahj, and Ibb. Search staff experienced a series of delays and setbacks in launching the project due to the security instability and the difficulty in coordination with both Ministries of Planning and International Cooperation (MoPIC) in the North and the South of Yemen. MoPIC-Sana’a in the North of Yemen proved to be particularly sensitive toward peacebuilding initiatives, which led Search leadership to take the strategic decision to shift implementation to the MoPIC-Aden authority, therefore concentrating on building islands of stability in Aden, Lahj and, Taiz governorates.

In June 2019, toward the close of the project, Search conducted a final evaluation in order to maximize the effectiveness of its programming and engage in continuous improvement and learning within programs and across the organizations. The main objectives of this evaluation were to:

1. Evaluate the project’s performance in terms of achieving its objectives and expected results;
2. Evaluate the implementation of the main activities of the project;
3. Evaluate procedures and processes for setting up the project as described in the project proposal;
4. Evaluate changes assigned to the project and lessons learned;
5. Document lessons learned and provide practical recommendations for better design and implementation, as well as recommendations on identifying the future priority areas; and
6. Identify the difficulties encountered during the realization of the project.

Methodology

The evaluation team used mixed-methodology (both qualitative and quantitative) data collection to investigate and formulate findings that are highlighted in the objectives mentioned above. In particular, gender and location disaggregation were taken into consideration when developing tools and analyzing findings. To collect qualitative data, the evaluation team interviewed 51 people (37% women) through four focus group discussions (FGDs) – one in each district – and 12 in-depth interviews. Moreover, the evaluation team conducted a comprehensive document analysis with the involvement of the project team to identify issues and challenges faced by the Search team during the implementation of the project. Please see Annex 4 for a full list of project documents used in the evaluation process. To obtain
quantitative data, the team surveyed 206 community members and dialogue participants, 35% of whom were women. The evaluation was guided by the Organization for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC) criteria for evaluating conflict prevention and peacebuilding programming namely: (Relevance, Effectiveness, Efficiency, Impact, and Sustainability), and was structured along with the evaluation questions specified in the terms of reference (ToR). Please see Annex 1 to view the full ToR for the final evaluation, written and posted by Search.

Limitations
This particular evaluation has encountered a number of challenges:

- Some community-based interventions have been implemented or were ongoing after the start of the final evaluation. Therefore, the data collecting process was brought to a temporary halt until Search finishing implementing the selected community-based interventions. This challenge was circumvented by repeated data collection after the completion of community-based initiatives.
- Some of the local partner organizations were late to submit activity reports to the Search team, so there was a delay in providing the participants’ contact information to Datum team, in particular in Al-Shiekh Othman district.
- Due to the recent unrest and sporadic armed clashes in Aden, Datum team could not conduct the key informant interview with the local authority.
- Many local community members in Al-Shiekh Othman district refused or were reluctant to respond to the survey because they were busy with Eid Al-Adha preparations, or due to their security concerns after the recent political-military chaos in Aden.
- Local partner organizations did not deal professionally with attendance sheets as well as traditions that constrain women from sharing their phone numbers, so most of the phone numbers of the local community members including women who participated in the community dialogues were incomplete, wrong, or repeated.
- Poor mobile network coverage in the southern areas has made it difficult to reach beneficiaries.

Key Findings
Relevance:
The evaluation found the project to be highly relevant to the needs of the targeted communities and their existing issues. This can be largely attributed to the project activities having been based on a thorough analysis of the context and adaptation based on findings from the baseline study. The project brought all community members together to solve their problems peacefully, resulting in increased social cohesion and collaboration amid governance, security, economic, political, and social crises. In addition, the project built strong foundations for non-violent conflict resolution culture within the community at a time when people are suffering from violence and the absence of peaceful dialogues. Importantly, youth have been significantly affected by all these issues and hence their placement at the heart of this project was highly relevant. The collected project data indicated that all project activities such as Insider Mediators’ training, conflict scans, community dialogue meetings, community-based initiatives, and regional closure meetings, were sufficiently related to the local communities’ needs. In particular, youth (young women and men) indicated that the project training and other activities were very useful to them. Participants reported

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1 On August 10, 2019, the separatist Southern Transitional Council (STC) seized government military camps and the presidential palace in Aden after the killing of a commander of the UAE-backed southern separatists, Brig. Gen. Munir al-Yafei. Since that, armed clashes have broken out in most of the southern governorates between the STC and Yemen's internationally recognized government, which is trying to recapture the temporary capital, Aden.
that it built their capacities in conflict transformation and social cohesion, as well as increased their sense of responsibility.

Finally, there was a joint agreement among all stakeholders through the conducted FGDs, key informative interviews (KII), and surveys that the delivered community-based initiatives adequately reflected their needs and concerns, as identified during the community dialogues. Some expressed their dissatisfaction that not all community initiatives were implemented, however believed that those which were implemented provided shared solutions to the everyday problems.

**Effectiveness:**
The evaluation results found this project to be very effective. Insider Mediators (young women and men), indicated during FGDs that the project helped them to gain more confidence and presence within the society. The targeted societies developed willingness to bring adversaries together and transform conflict without violence. Insider Mediators have become more visible in their communities. In all targeted districts, 98% of the respondents from all targeted districts stated that the youth managed the community dialogues skillfully and have acquired the necessary skills to facilitate dialogue around conflict and potential for peacebuilding as well as deal appropriately with community problems and related issues. Also, during the project, the communities became familiar with non-violent ways of resolving conflicts, collaboration, and respect between community members.

In total, 96% of survey respondents indicated that the community dialogues and other project activities strengthened the relationship between youth leaders and elders as well as reduced the gap between them. This was confirmed through findings from the focus group discussions with Insider Mediators and key informative interviews with community leaders and local authorities.

According to the data collected and desk review, the project successfully enhanced the role of youth leaders in transforming conflicts in their communities without violence. Indeed, the project has strengthened the capacities of youth leaders in conflict analysis and transformation, and it enhanced the collaboration between youth leaders and elders across dividing lines. This success, however, was challenged by the delay in the delivery of community initiatives, according to the Insider Mediators. The temporary halt and implementation of fewer community interventions than planned negatively influenced the trust that had been built between youth leaders and the target societies as a whole.

**Efficiency**
The evaluation showed that the project was efficiently managed as there were structures, systems, and processes in place for efficient management of the project, partnership management, and structural decision making. Three members in each partner Civil Society Organization (CSO) were responsible for coordination, finances, logistics, and project management in each district. They received support through orientation sessions and continuance supervision from Search through a dedicated project management team comprising of a Project Manager, a Project Coordinator for southern governorates, Project Coordinator for northern governorates, and a Project Finance Officer. The project team also developed M&E tools to measure the impact and quality of the youth capacity building training; dialogue design training; community dialogue sessions; and the regional level meetings. The Search team also developed pre- and post-tests and qualitative & quantitative assessment surveys.
In spite of this, the project experienced financial challenges which was beyond the control of Search staff. Namely, after the unfreezing of the project in 2017, the economic collapse in Yemen and continuous rising prices were not anticipated. Therefore, despite the well-defined financial management system, the budget allocated to conduct 24 community interventions was not enough; Search was able to deliver only 10 of 24 community initiatives. Furthermore, there was a delay in installment transactions due to the financial situation and shortage of cash in banks, which resulted in the suspension of implementation of the selected community initiatives.

Lastly, some local CSO partners indicated that they spent more time working on the project than their time budgeted in the project paid. Throughout the assessment, there was no indication of report disagreement over issues related to the project and financial management.

In general, the project demonstrated value for money and time, considering the number of activities implemented within a space of 20 months in a complex and volatile implementation context. In similar project contexts of this magnitude, quality, and delivery, the project could have cost more in monetary terms and time than what was provided.

**Sustainability**
There is strong evidence that the project has produced sustainable outcomes, both in terms of the changes it delivered at the individual level and at the community level. Most of the Insider Mediators gained new skills in conflict transformation, and they demonstrated application of these skills in their everyday lives. Also, the new social position they acquired for being community Insider Mediators gave them more respect and acceptance among community leaders and local authorities. These skills and practices have become embedded within the youth IMs, for instance, the youth leaders in Al-Ma’afer district continued to solve conflict without violence even after the project had ended when faced with a land conflict between two brothers. In another example, youth leaders in Al-Sheikh Othman district collected money from traders to make a temporary wall (iron net) to solve a conflict when the Search team was delayed in implementing a cemetery wall initiative.

In addition, the project strengthened mechanisms for the community to identify and resolve grievances. For instance, a social leader who attended community dialogues followed the same method of conflict resolution to mitigate an identified conflict. This indicates that people in the targeted districts will continue to use the skills they acquired directly or indirectly during the project activities, after the project close.

The Insider Mediators did, however, provide recommendations for how project sustainability could be strengthened. One suggestion was enhanced collaboration with the local authorities and encourage their more comprehensive participation in strengthening community-level social cohesion, alongside community leaders. Also, Insider Mediators could more proactively seek funding opportunities and available resources which could be leveraged to to continue to transform and resolve conflicts. Furthermore, Search should follow up activities by holding periodic community meetings which invites all members and facets of the community structure. Finally, Search could initiate a forum to gather youth, community leaders, and local authorities to familiarize and sensitize the community to the importance of the community dialogue sessions.
Impact:
In general, the evaluation found the project to be impactful for young women and men. Project participants gained skills in conflict analysis and conflict transformation, which they can utilize in solving their communities’ problems or working with other projects in the future. Moreover, the community dialogues were found to be an innovative mechanism that strengthened the project's impact through convening multiple levels of society. In particular, the project has had an impact on women’s participation in peacebuilding. This, in turn, has had an effect on the wider society’s acceptance of women as peacebuilders - which is expected to continue to develop so long as activities such as those in this project continue to be implemented.

Nevertheless, it is important to note that the opinions regarding the project impact did differ from one district to another. This can mainly be attributed to the incomplete and inconsistent implementation of community initiatives, which were fewer than agreed. For instance, in Toor Al-Baha, conflicts among Heteen schools’ students decreased due to the community-based initiative which provided chairs to the school, as agreed. However, in Al-Sheikh Othman district, the impact of the community-based intervention was not as expected since only 50 solar lights were provided in lieu of the anticipated 123.
2. Background Information

2.1. Introduction
Since 2015, Yemen has been in the midst of a complex armed conflict that has had a major impact on civilians, resulting in severe structural damage, widespread hunger and malnutrition, outbreaks of cholera and other preventable diseases and severe economic decline. During nearly four years of conflict, over three million people have been displaced. 24 million, nearly 80%, of the population of Yemen are in need of humanitarian or protection assistance².

Search for Common Ground has identified several pressing needs across Yemeni communities, most notably a need for interventions whose purpose is to strengthen social cohesion and increase the level of community engagement in conflict resolution and development activities. Through Community Dialogue Approach (CDA), communities and local civil society work with local governance actors to identify local conflict dynamics and lead peacebuilding initiatives that resolve these.

The project “‘A future Called Peace:’ Strengthening Yemeni Youth Leadership for Conflict Transformation” was funded by USAID and implemented by Search for Common Ground (Search) in partnership with four local CSO organizations; SOS Centre For Developing Youth Capacities in Aden, Al-Wed Association for Development in Taiz, the Pulse Organization for Development and Peace in Al-Maqatirah in Lahj, and Women Centre for Studies and Trainings in Toor Al-Baha in Lahj. This was a 20-month project (December 01, 2017 to July 30, 2019). It has been done in four districts in three governorates: 1) Al-Sheikh Othman district in Aden; 2) Al-Ma’afer district in Taiz and 3) Al-Maqaterah and Toor Al-Baha districts in Lahj.

Search for Common Ground’s (Search) CMM-funded project “‘A future Called Peace:’ Strengthening Yemeni Youth Leadership for Conflict Transformation” was affected by USAID’s full suspension of non-humanitarian funding, effective June 1, 2015, due to the outbreak of the conflict but the project was resumed in November 2017 to re-engage Yemeni youth leaders in four governorates: Sana’a, Aden, Lahj, and Ibb. Search-Yemen staff experienced a series of delays and setbacks in launching the project due to the security instability and the difficulty in coordination with both Ministries of Planning and International Cooperation (MoPIC) in the North and the South. Therefore, Search-Yemen staff targeted another two districts which are located outside of the MoPIC-Sana’a sphere. The new two districts are Al-Ma’afer district in Taiz and Toor Al-Baha district in Lahj.

Within each governorate, Search has chosen to target a mix of urban, semi-urban, and rural settings that would increase the skills and capacities of diverse youth in the North and South and strengthen their relationships with key stakeholders at a local and national level. The inclusion of fewer governorates than originally planned prior to program suspension enabled swift implementation and a concerted focus on delivering impact-driven results. The inclusion of diverse contextual environments, such as rural, semi-urban, and urban, allowed the program to engage not only with young, politically-engaged peacebuilders in urban centers but also with second-tier leaders, such as sons and daughters of sheikhs and government

officials in more rural settings. This mix allowed for a broader exchange of experiences and perspectives from participants.

2.2. Project Overview

The overall goal of this project was to enhance youth leaders’ role (ages 20 to 35) to transform conflict without violence. In order to achieve that goal, the project has two specific objectives and resulting outcomes:

- **Objective 1**: Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened.
  - **Outcome 1.1**: Youth leaders in each of the target governorates are equipped to analyze conflict dynamics, conflict triggers, and identify opportunities to transform conflict.
  - **Outcome 1.2**: Youth leaders in the target governorates implement successful initiatives to respond collaboratively to conflict.

- **Objective 2**: Collaboration among youth leaders and between youth and elders across dividing lines is strengthened.
  - **Outcome 2.1**: Healthy relationships amongst youth participants and between youth and elders are created across dividing lines and with stakeholders at a local and national level.
  - **Outcome 2.2**: Lessons learned on youth-led peacebuilding efforts are shared across these dividing lines and with stakeholders at a local and governorate level.

**Theory of Change**

The *A Future Called Peace* project was based on two complementary theories of change which underpin the overall project theory of change: If emerging youth leaders’ capacities are strengthened and networked, then collaborative action to mitigate conflicts will result. These two complementary theories linked to the conflict dynamics in Yemen:

1. The Inside-Out theory of change, specifically the common complex identities theory. This states that if key actors and/or a body of individuals on all sides of the conflict discover shared values and multifaceted complex identities, including constructive in-group self-esteem, then inclusive broader "value identities" that unite groups will form. This theory of change is pertinent for this project because it reflects the degree to which national identities are undermined by pressure to identify more strongly with a tribe, clan, religion, caste, region, or cultural background. This project seeks to enable youth leaders to find value in diversity, recognizing common interests despite their differences, firstly within their governorate and then with youth leaders from other governorates with contrasting identity profiles. This change will thus support constructive conflict engagement and strengthen resilience to negative manipulation and violent action by one's own group.

2. The Healthy Relationships theory of change, specifically the community-based peacebuilding theory. This states that if belligerent groups within a community are given the opportunity to interact, then they will better understand and appreciate one another and will prefer to resolve conflicts peacefully. This theory of change focuses on the strength of the relationships between the youth leaders, but also between youth and an older generation of leaders, elders, and government officials. This proposed project seeks to transform intra- and inter-generational relationships from one of mistrust, prejudice, and
adversarial approaches toward one rooted in common interests. As the health of the relationship between these groups improves, the likelihood of violence between them declines.

These above-mentioned outcomes were achieved by the following activities:

1. **Local Partners Partnerships:** Prior to activity implementation, Search partnered with one local CSO per district. The project partner assisted in the identification of youth participants and helped facilitate activity implementation.

2. **Identify Youth Leaders:** A collaborative mapping exercised between Search and its local partners in each district to identify 20 or more youth leaders. Search and local partners held FGDs and KIIs with various stakeholders to identify existing youth structures, including political, tribal, religious, secular, sports-based, or professional associations.

3. **Youth Capacity Building Training:** One four-day training per district was held to build youth participants’ capacity in three modules: conflict resolution, conflict analysis, mediation and facilitation techniques.

4. **Youth-led Conflict Scans:** Trained youth-led conflict scans within their local communities to identify local-level conflicts affecting youth, highlight push/pull conflict drivers, note potential avenues of mitigation and resolution, and identify academic resources for peace, including human resources, social capital, resolution mechanisms, etc. Conflict scans utilized Search’s existing conflict scan tool.

5. **Youth Peacebuilding Dialogue Design Training:** Youth attended a four-day capacity building workshop to develop dialogue proposals aimed at addressing conflicts identified in the conflict scans. Search and local CSO partners oversaw the dialogue design proposal development and ensured each was sustainable, locally-owned, built around a clear goal and objectives, and identifies key beneficiaries.

6. **Youth-led Dialogue Processes:** Submitted dialogue proposals were evaluated by Search and partner CSOs based on criteria developed by Search. Selected dialogue proposals funded through Search, after ensuring of sustainability, gender-inclusivity, relevance, local ownership, and inclusion. Youth facilitated a series of local stakeholder dialogue processes to discuss their youth-related issues and develop potential solutions to their common problems.

7. **Community-based Initiatives:** Based on the issues identified in the conflict scans and dialogue conclusions, youth leaders developed proposals for community-based initiatives, designed with participation by the targeted community, local authorities, and traditional leaders to generate buy-in.

8. **Regional-level Meetings:** Two regional-level meetings were held at the end of the project; one convening youth representatives from Al-Ma’äfer and Al-Maqatirah (Taiz and Lahj governorates) and the other for youth representatives Al-Sheikh Othman and Toor Al-Baha (Aden and Lahj governorates). The meetings brought together youth leaders from the targeted governorates to network, share experiences, and exchange lessons learned, including presentations on the youth implemented projects.

In addition to the activities mentioned above, Search conducted a baseline study in July 2018 aimed to test the project’s underlying assumptions on youth engagement in peace-building by collecting youth and community members’ perceptions. In April 2019, Search conducted a mid-term evaluation to outline the
results of the project, showcase lessons learned thus far, and provide reflections and recommendations for the upcoming final project period.

3. Methodology

3.1. Study Design
The evaluation employed both quantitative and qualitative participatory methods. Both quantitative and qualitative data were analyzed with gender, age, and location disaggregation. To ensure reasonable gender representation, at least 30% of the sample size was women. The qualitative and quantitative findings were synthesized following the project indicators. Furthermore, the evaluation was guided by the Organization for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC) criteria for evaluating conflict prevention and peacebuilding programming namely: (Relevance, Effectiveness, Efficiency, Impact, and Sustainability), and was structured along with the evaluation questions specified in terms of reference (ToR). Data collection took place between July 1 to August 19, 2019. The evaluation fieldwork was carried on two rounds due to the absence of full beneficiaries’ data and security concerns, especially in Aden. The first round from July 1 to July 15, 2019 and the second round was between July 29 to August 19, 2019.

3.2. Objectives
The final evaluation objectives focused on the following:
1. Evaluate the project’s performance in terms of achieving its objectives and expected results;
2. Evaluate the implementation of the main activities of the project;
3. Evaluate procedures and processes for setting up the project as described in the project proposal;
4. Evaluate changes assigned to the project and lessons learned;
5. Document lessons learned and provide practical recommendations for better design and implementation, as well as recommendations on the identification of future priority areas; and
6. Identify the difficulties encountered during the realization of the project.

3.3. Evaluation Criteria and Key Evaluation Questions
The evaluation is based on the OECD-DAC peacebuilding Evaluation Criteria (relevance, effectiveness, impact, efficiency, and sustainability). In particular, the study aimed to gather relevant data in order to shed light on the following questions:

Relevance:
- To what extent did this project respond to the targeted community needs and existing issues?
- What is the relevance of the interventions as perceived by beneficiaries and stakeholders?
- How relevant were the instruments (Insider Mediators’ training, conflict scans, community dialogue meetings, and community initiatives) dedicated during the project to transform the conflict or the drivers of the conflict?

Effectiveness:
- To what extent was the project successful in achieving its stated goal?
- To what extent was the project successful in achieving its stated objectives?: 1) Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened, and 2) Collaboration among youth leaders and between youth and elders across dividing lines is strengthened.
- To what extent was the project effective in providing Insider Mediators’ training with the skills and capacities needed to enhance youths’ engagement to transform conflict without violence?
• To what extent did the various project activities contribute to the achievement of project objectives?
• What were the major factors influencing the achievement or non-achievement of the objectives?
• What were the major project results and lessons learned?

Efficiency:
• Does the project deliver its outputs and objectives in an efficient manner (results against costs)?
• Were activities cost-efficient (resources applied results)?

Sustainability:
• To what extent are the objectively verifiable results sustainable beyond Search or USAID support, disaggregated by gender, age, and location?
• What could have been done differently so the project becomes more sustainable in the future?
• Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?

Impact:
• What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?
• What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?
• What could have been done differently to make the project be of higher quality, greater impact? This will include lessons learned, project management and implementation, and working with youth within local communities.
• Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions. In addition to the above lines of inquiry, the evaluation is expected to provide information against the key indicators as listed in the project log frame.

3.4. Scope
The fieldwork of this final evaluation took place in four districts of three governorates and surveys were collected from the sub-districts where the community-based interventions have partially or entirely delivered, as is shown in the following table:

<table>
<thead>
<tr>
<th>Governorate</th>
<th>District</th>
<th>Sub-district</th>
<th>Delivered initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aden</td>
<td>Al-Sheikh Othman</td>
<td>AL-Mahareeq</td>
<td>Installed street lights and purchased solar power appliances to supply electricity for street lights.</td>
</tr>
<tr>
<td>Taiz</td>
<td>Al-Ma’afers</td>
<td>Al-Sawa</td>
<td>Furnished and equipped the Civil Status Department.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Al-Anbooh</td>
<td>Rehabilitated the Training Centre in 26 September school.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Al-Shaoba</td>
<td>Furnished and Equipped Al-Hiab Academic Institute.</td>
</tr>
<tr>
<td>Lahj</td>
<td>Al-Maqaratrah</td>
<td>Al-Sawaleha,</td>
<td>Constructed a protective fence on Al-Gerba dam.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Al-Gerba village</td>
<td></td>
</tr>
</tbody>
</table>
3.5. Sampling Method
Two sampling methods were used, a purposive sample and a random sample. The purposive sample was used to identify and interview the key informants of this final evaluation. The random sampling was used for the survey with local community members. The final evaluation target groups were as follows:

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Tool</th>
<th>Planned</th>
<th>Achieved</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>Local CSO partner</td>
<td>KII</td>
<td>4</td>
<td>4</td>
<td>Evaluation location</td>
</tr>
<tr>
<td>Community leaders</td>
<td>KII</td>
<td>4</td>
<td>4</td>
<td>Evaluation location</td>
</tr>
<tr>
<td>Local authorities</td>
<td>KII</td>
<td>4</td>
<td>3</td>
<td>Evaluation location</td>
</tr>
<tr>
<td>Search project staff</td>
<td>KII</td>
<td>1</td>
<td>1</td>
<td>Sana’a</td>
</tr>
<tr>
<td>Insider Mediator</td>
<td>FGD</td>
<td>4</td>
<td>4</td>
<td>Evaluation location</td>
</tr>
<tr>
<td>Local Community members and dialogues</td>
<td>Survey</td>
<td>180</td>
<td>206</td>
<td>Evaluation location</td>
</tr>
</tbody>
</table>

3.6. Data Collection Tools and Sample Size
Datum’s team developed the final evaluation tools, as led by the team leader. The tools were shared with Search for review and feedback. Upon receiving the approval from Search, the tools were dispatched to the field team and used to facilitate data collection. Data for the evaluation was collected using the following tools:

**Desk study**
All related documents of the project were reviewed and analyzed, including but not limited to project proposal and implementation plans, project progress reports, monitoring and evaluation reports, pre and
post-training tests, and training reports. The desk review aided in verifying the progress of activities against the project plan and log frame.

**Focus Group Discussions (FGDs)**
A total of 4 FGDs were conducted (one in each district) that included 40 Insider Mediators. Of the total FGDs participants, 17 were women (42.5%). FGDs helped in consolidation the data collected from both the surveys and KIIs.

**In-Depth Key Informant Interviews (KIIs)**
A total of eleven out of an anticipated twelve in-depth Key Informant Interviews (KIIs) were conducted with community leaders, local CSO partners, local authorities, and Search staff. Due to the recent armed clashes in Aden, Datum team could not have an interview with the local authority in Al-Sheikh Othman district. KIIs were used as a qualitative tool to gather more in-depth information about the project’s effectiveness, efficiency, impact, and sustainability. The KIIs helped in obtaining detailed information from the most relevant persons concerning different issues, challenges, success stories, and the benefits of such interventions. Additionally, the KIIs helped in exploring the main changes that targeted communities and CSOs faced in adopting the dialogue approach. The list of informants was pre-agreed with Search and is detailed below:

<table>
<thead>
<tr>
<th>Target Groups</th>
<th>Taiz</th>
<th>Aden</th>
<th>Lahj</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Partner</td>
<td>Al-Ma’afer</td>
<td>Al-Sheikh Othman</td>
<td>Al-Maqatirah</td>
<td>Toor Al-Baha</td>
</tr>
<tr>
<td>Local Authorities</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Community Leaders</td>
<td>1</td>
<td>0*</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

* One interview was planned with the local authorities in Al-Sheikh Othman however was not conducted due to insecurity in Aden.

**Questionnaire (Structured Survey)**
Finally, a total of 206 respondents completed the survey. Of the total survey respondents, 72 were women (35%). In the beginning, it was agreed to conduct 180 surveys, 45 in each district. In the first instance, many of the respondents provided negative feedback because Search has not yet delivered community-based initiatives or have delivered a few of them. Datum team postponed the survey since it became clear that the evaluation would be biased as a result of the timing of the survey, which did not capture the full extent of project implementation. Subsequently, the Datum team contacted the local community members where the community-based interventions had been implemented. The Datum team surveyed recipients via phone, however many phone numbers of local community members who participated in the community dialogues were unavailable or incorrect. Thus, the Datum team eventually visited the targeted area to meet beneficiaries and fill in the survey. The survey was conducted to gather quantitative data from local community members to measure the relevance and effectiveness of the activities and interventions. Also, the survey measured the level of satisfaction among the community members on the project activities and interventions. The sample of survey respondents is illustrated below:
3.7. Data Analysis
The analysis of the quantitative surveys was conducted using Microsoft Excel pivot tables, and for the qualitative data, a coding method was employed to categorize the data in a way to extract the supportive information as well as quotations.

For this evaluation, all precautions have been taken to ensure data quality. First, the tools were translated into Arabic and the enumerators were trained before conducting the surveys. The enumerators were also trained in moderation techniques for FGDs and KIIs, as well as in notetaking. Finally, the collected data was analyzed and reviewed in order to identify errors and oversights. A debriefing meeting of 5-10 minutes was held every day to share information on abnormalities.

3.8. Limitations
This particular evaluation has encountered a number of challenges:

- Some community-based interventions have been implemented or were ongoing after the start of the final evaluation. Therefore, the data collecting process was brought to a temporary halt until Search finishing implementing the selected community-based interventions. This challenge was circumvented by repeated data collection after the completion of community-based initiatives.
- Some of the local partner organizations were late to submit activity reports to the Search team, so there was a delay in providing the participants’ contact information to Datum team, in particular in Al-Sheikh Othman district.
- Due to the recent unrest and sporadic armed clashes in Aden, Datum team could not conduct the key informant interview with the local authority.
- Many local community members in Al-Sheikh Othman district refused or were reluctant to respond to the survey because they were busy with Eid Al-Adha preparations, or due to their security concerns after the recent political-military chaos in Aden.
- Local partner organizations did not deal professionally with attendance sheets as well as traditions that constrain women from sharing their phone numbers, so most of the phone numbers of the local community members including women who participated in the community dialogues were incomplete, wrong, or repeated.
- Poor mobile network coverage in the southern areas has made it difficult to reach beneficiaries.
4. Findings

This section demonstrates the collected points of view of the participating stakeholders (beneficiaries, local authorities, community leaders, partners, and Insider Mediators) on the relevance, effectiveness, efficiency, impact, and sustainability of the project in the targeted districts.

4.1. Relevance

The relevance indicator measures the extent to which achieved activities align with community needs as well as to the project goal and objectives. It is worth mentioning that the collected feedback demonstrated an overall positive feedback about the relevance of conducted activities to the project objectives as well as to the community needs.

4.1.1. Participation

There was slight variation in the participation of community members between Youth-Led Dialogues (YLD) and Community-Based Initiatives (CBI). It is worth mentioning that the participation rate for YLD (98%) was bigger than CBI (70%). The female participation rate for the YLD (35%) was higher than for the CBI (26%). Female participation was highest in the Al-Ma’āfer YLD. According to IMs in Al-Ma’āfer District, there were five agreed-upon projects, although Search implemented only three of these not including a pending project.

<table>
<thead>
<tr>
<th>District</th>
<th>Youth-led Dialogue Participation</th>
<th>Community-Based Initiatives Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Al-Ma’afef</td>
<td>15.84%</td>
<td>2.07%</td>
</tr>
<tr>
<td>Male</td>
<td>22.77%</td>
<td>17.24%</td>
</tr>
<tr>
<td>Al-Magaitirah</td>
<td>6.44%</td>
<td>6.90%</td>
</tr>
<tr>
<td>Female</td>
<td>15.84%</td>
<td>20.00%</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sheikh Othman</td>
<td>5.45%</td>
<td>7.59%</td>
</tr>
<tr>
<td>Female</td>
<td>11.39%</td>
<td>15.86%</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toor Al-Baha</td>
<td>6.93%</td>
<td>9.66%</td>
</tr>
<tr>
<td>Female</td>
<td>15.35%</td>
<td>20.69%</td>
</tr>
</tbody>
</table>

In order to increase participation, all local partners expressed the need to include local authorities and social figures in exchanging experiences and in follow-up and monitoring of the initiatives. In one concrete example, the local partner in Al-Sheikh Othman expressed the need to include local traders, youth, and other local leaders.

4.1.2. Community Needs

The project’s high relevance came from the alignment of the project mission and approach with the Yemeni community context, and the need for building youth and community capacity for effective conflict resolution and resilience when addressing development issues driven by conflict. This was reflected in the
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statements provided by the community leaders in all targeted districts. According to Faisal Al-Fadhli, a community leader in Al Ma’afer reported:

“The project was very appropriate for the community culture and fulfilled its mission, as it built youth capacities and skills identified as ripe for intervention in the conflict scan and analysis, and then resolved identified conflicts via dialogue. In addition, the project came up with appropriate solutions for the development issues the community faces”

Furthermore; the project brought all community constituencies together, thus strengthening social cohesion and collaboration while building strong bases for a non-violent conflict resolution culture to emerge within the community.

On a scale of three, the survey respondents stated that the interventions were relevant to the community needs as illustrated in (Figure 2). It is worth mentioning that the Insider Mediators conducted conflict scans in the targeted districts as a way to identify the most appropriate interventions areas, and to hold dialogues that can identify the most appropriate interventions that respond to the community needs.

According to the survey respondents, the implemented interventions were highly relevant to the youth-led dialogue outcomes as it shows in. Nevertheless, there were some negative opinions expressed regarding the relevance of the project activities, in particular for the community initiatives in Al-Ma’afar and Al-Maqaterah. However, these concerns centered around the delay in implementing some interventions as well as not implementing some of the agreed-upon interventions. Also, the study indicated a lack of communication between the local authorities and the local community. Search relied on the local authorities to inform community members that only a few of the community-based interventions will be implemented due to budget restrictions. However, the local authorities failed to relay this message comprehensively to all community members. As a result, survey respondents often negatively rated some activities.
However, in the FGD held in Al-Sheikh Othman, there were multiple comments (four out of ten) regarding the need for more awareness of how to foster a culture of dialogue before implementing such projects in order to achieve the desired goals.

“Trying to solve conflicts by dialogue and implementing initiatives without spreading the culture of dialogue to solve conflicts without violence won’t cover the community needs and the conflicts will continue with different reasons”

Participant in Al-Sheikh Othman FGD

It is worth noting that IMs in each of the four targeted districts received training sessions from local partners in conflict resolution, conducting local conflict scans, designing and managing community dialogues, implementing community initiatives, and facilitating regional closure meetings. These training sessions provided youth with various skills needed for conflict resolution that helped them gain more confidence and presence within their communities and increased the sense of responsibility among youth.

“The training enhanced my self-confidence and I became able to work with the community effectively. It also improved my ability to communicate with people as a community Insider Mediator”

Female Insider Mediator from Toor Al-Baha

However, the Insider Mediators from Al-Sheikh Othman exhibited some dissatisfaction that the training session was insufficient and that they needed more time and practice to become sufficiently competent to perform their duties in the project.

“The training wasn’t enough to fulfill our needs as Insider Mediators and to build our abilities in conflict analysis and resolution. Few Insider Mediators were able to manage dialogue sessions and the rest played roles as coordinators. In addition, the practical training on scan tools didn’t take enough time and we faced difficulties during the scan and reporting. At the beginning of the fieldwork, our reports weren’t accepted and we were given some practical comments from the SOS center coordinator to help us in performing the scan and in managing dialogue sessions.”

Insider Mediator from Al-Sheikh Othman

The local partners had different views about the activities of the project, for instance in Al-Ma’afar the local partner expressed that the activities were sufficient but more training days were needed. On the other hand, a local partner in Toor Al-Baha proposed creating awareness sessions on resolving conflict through dialogue. Another suggestion was to include rights-based language in addition to developmental issues in trainings.

4.2. Efficiency

This indicator measures the extent to which project results have been achieved at a reasonable cost (i.e. how inputs/means have been converted into activities in terms of quality, quantity, time, and the quality of the results achieved). This indicator is used to ensure that the most efficient process has been adopted. The measure of whether the project results have been achieved at a reasonable cost from the local partner’s point of view varied. For instance, in Al-Ma’afar District the local partner stated that the
identified budget was insufficient due to the large number of conflicts and problems within the community. Moreover, the Insider Mediators were far from the areas in which they operated, leading to their allocated expenses being barely enough to cover their transportation costs. Regarding the time dedicated to the activities. In addition, the local partner in Al-Ma‘afer reported that there was insufficient time dedicated to activities and project implementation. For example, the time dedicated for training was only sufficient to perform theoretical training sessions. In Al-Maqaterah, the local partner noted that the budget was insufficient given the remote locations, significant travel, and for the needed project support (such as printing materials and additional staff time).

In Toor Al-Baha, the local partner stated that the budget dedicated for training was sufficient but expressed dissatisfaction regarding the budget dedicated for the work team, given the effort and time they exerted. Furthermore, transportation allowance was not allocated for the consultant and coordinator, resulting in the local partner using their own bus for transportation needs. Lastly, the partner stated said that there was insufficient time to complete their tasks.

According to the local partner in Al-Sheikh Othman district, the allocated budget for the project’s activities was suitable, except for community-based interventions which required a larger budget due to their larger scope. The local partner was satisfied with the project duration and implementation plan.

The evaluation team interviewed the Search project team members to inquire about the reasons for fluctuating efficiency in the delivery of project activities, and received the following responses:

- Search re-announced some of the tenders due to unrealistic quotes received, causing delays in intervention implementation.
- There was difficulty in obtaining permits from the Sana’a authorities to implement the project that led to the exclusion of Sana’a and Ibb Governorates in the project.
- Search’s team was unable to implement Community interventions all at once due to financial issues with the bank (lack of available currency), which resulted insufficient funds to coordinate simultaneous implementation.
- Problems occurred with some districts coordinators who slowed the implementation of activities, such as those in Al-Maqaterah in Lahj Governorate.
- The project started in 2015, and even after updating budgets later, inflation continued to affect pricing of materials, fuel, and basic commodities. Due to this, the allocated budget was insufficient and not flexible enough to adjust to the realities of implementation.
- The Search team implemented nine community interventions that provided the most benefits for a majority of young people, or that serve a majority of people in the communities, within budget limitations.
4.3. Effectiveness
This section intends to assess the contribution made by results to the achievement of the project purpose, and how assumptions affected project achievements. This includes a specific assessment of the benefits accruing to target groups, including women and men and identified vulnerable groups such as children, the elderly and disabled.

4.3.1. Youth-led Dialogues
The youth-led dialogues were very effective in many aspects as they found proper solutions for long-standing community issues, spread the culture of non-violence conflict resolutions through dialogue and increased collaboration and respect between community members. These gains were common in all targeted districts. According to Anwar Abbas – Local Council Member from Al-Maqaterah:

“The youth-led dialogues were great as they identified the problems that the community is suffering from and wants a solution for them, in addition, the dialogues found proper solutions and suggestion for them, moreover, the dialogues increased collaboration and coordination between the youth as Insider Mediators and the community leaders and the society in general”

As shown in Figure 3 above, the respondents agreed for a good extent of the effectiveness of the conducted interventions. Importantly the project increased the ability of the targeted communities to solve conflicts without violence as it was difficult to bring the conflict parties together on one table for dialogue and reach a common ground for solutions. Now the community experienced the non-violent way of resolving conflicts and the youth acquired the desired skills to do so.

“The conflict scan and the dialogue sessions with all community members and conflict parties’ participation helped in identify and solve the complaints and the grievances presented to the local authorities which couldn’t solve because of the security and the economic situation”

Insider Mediator from Al-Shiekh Othman
4.3.2. Relationship Among Community Dividing Lines
The project has highly increased the collaboration among community members as around 98% of the survey respondents, as shown in Figure 4 below, expressed the effectiveness of project activities in increasing the collaboration among community dividing lines.

This positive result highlights the effectiveness of the project was despite the inability to implement all interventions. Community respondents clearly appreciated the culture of dialogue and awareness-raising of non-violence that this project forwarded. In addition, the project bridged the gap that was present between youth and elders. The Insider Mediators clearly expressed how effective the project was in reaching across the youth-elder divide within their communities, specifically a communication gap that was felt strongly by participants. As shown in Figure 5 below, according to 96% of respondents, cross-generational relationships had been strengthened as a result of the project. Moreover, the manner in which youth mediators used their accrued skills and navigated the leadership space provided them demonstrates their potential to effect change and positively influence their communities.
However, some results from the evaluation pose a risk to the impact of the overall project. Insider Mediators stated that the delay and suspension of some initiatives strained the trust that had been built between them and the entire community, and not only elders. Furthermore, in Al-Shiekh Othman Insider Mediators reported that Search implemented initiatives in coordination with local authorities without appropriately acknowledging their role as youth leaders. This may have been due to the more sensitive coordination efforts with the District Director, who later resigned.

The consequences of not implementing all of the community-based initiatives is also reflected in the survey results, as 39% of the total respondents stated that the community-based initiatives didn’t strengthen the relationship with youth leaders. Digging deeper, 13%, 29%, 35% and 35% of the respondents in Al-Ma’afer, Al-Maqaterah, Al-Sheikh Othman, and Toor Al-Baha - respectively - stated that the community-based initiatives somewhat strengthened the relationship with youth leaders. This moderate level of satisfaction toward the implementation of community-based initiatives is not ideal, while 4% of respondents in Toor Al-Baha had negative perception toward community-based initiatives strengthening the relationship with youth leaders.
4.3.3. Competencies Increasing and Participation

Clear improvements in IMs ability to reach common ground for the addressed community conflicts in reflected in Figure 6, below. Interestingly, the results show women rated at a higher competency rate in managing dialogue sessions than their male counterparts.

On the other hand, women take a substantial burden of life's difficulties, especially in local communities where women are constrained by discriminatory traditions and customs. Therefore, the importance of women's participation in conflict resolution surely increases the effectiveness of conflict resolution process stages. Insider Mediators expressed this across all targeted districts, despite differing levels of participation and difficulties faced related to participation. In Al-Ma’af er and Al-Maqaterah districts, the Insider Mediators stated that women were very effective in project participation even more than men as they found a way to present the problems they face, provide and implement win-win solutions.

“I was able to end a domestic conflict that continued for ten years by using skills learned from the project”

Female Insider Mediator from Toor Al-Baha

4.4. Impact

This section tends to measure the effect of the project on its wider environment and its contribution to the wider policy or sector objectives.

4.4.1. Perceptions of Key Informant People

Overall, the KIs suggest that the project had an impact on the targeted communities, specifically regarding capacity building for youth, as well as providing the targeted communities with non-violent approaches to resolving local conflicts. In this regard, one of Al-Ma’af er district leaders, Mr. Adel Ali Abdo- The General Manager of Al-Ma’af er district stated that:
“There was an impact to a great extent, as one of the most important impacts of the project was building the capacities and the skills that could be useful in fulfilling the community needs and solve the conflicts. In addition to enhancing the culture of dialogue in the community and strengthen the collaboration tides and understanding among community members”.

Moreover, the Insider Mediators in Al-Ma’afar district share the same perception of the positive impact of the project in building the capacities and the skills required to solve community conflicts. Only a few negative comments were shared, for instance, the non-implemented initiatives returned negative impact on them and they faced some negative accusations.

In Al-Maqaterah district, the perception of community members, community leaders, and local authorities on the impact of the project were moderate. From their point of view, the implementation of a few of the community-based interventions resulted in decreasing the impact. Insider Mediators are the only positively impacted because of the skills and capacities they gained in conflict transformation and dialogue facilitation. Mr. Essam Abdo- Al-Shaima School Manager elaborated that:

“The project activities somewhat didn’t make any changes except the capacities and the skills acquired by youth which could be useful in solving community conflicts, but all that has been learned weren’t implemented on the ground (referring to community-based interventions), therefore, the community didn’t benefit after all.”

On the other hand, the Insider Mediators in Al-Maqaterah district expressed pride in what they were able to do for their communities. In Toor Al-Baha, however, some mediators shared negative impacts as a result of not implementing the agreed-upon initiatives, which resulted in a breakdown of trust between the youth leaders and the community, despite the positive impact of gaining skills and capacities in conflict resolution. One of the project activities included the installment of water tanks for one of targeted villages. However, the activity was not implemented and that impacted negatively as only half of the village has a water tank which refusing to share the water with the other half. This issue continues to be mediated by the local youth, with additional funding being sought elsewhere.

Nevertheless, in Toor Al-Baha, the community experienced positive impacts. Indeed, the project resolved a conflict over a girls’ school due to the lack of chairs, and resolved a long-standing conflict over the closure of a health center. However, this impact needs to be expanded to other villages of Toor Al-Baha as the local authority leader expressed.

“The project activities made an impact but it didn’t reach all the community of Toor Al-Baha district, we need to expand the project to include all villages to make the impact inclusive for all Toor Al-Baha district. The current project supported only two areas targeting a school and a health center and it did make a positive impact”

Roshdi Thabet – General manager office administrator of Toor Al-Baha

In Al-Sheikh Othman, the Insider Mediators experienced a positive impact in building youth capacities in conflict scan, sessions management and leading the dialogues to come up with solutions and initiatives. In addition, the project introduced the youth leaders as agents of peace, effectively championing non-violent conflict resolution in their communities.
Even though one of the implemented interventions in Al-Sheikh Othman (installation of lighting units in the streets) brought an increased sense of security, respondents expressed their dissatisfaction because Search did not deliver all community-based interventions identified in the dialogue sessions. Moreover, Search was unable to meet all the criteria identified in the proposal: providing 50 lights instead of 123 due to budgetary restrictions. Search’s insistence on working with local authorities directly due to sensitivities regarding the District Director resulted in Insider Mediators expressing they felt bypassed in the process.

Mr. Sameer Ali, a community leader in Al-Mahareeq said:

“The feeling of security and safety we live today because of the lighting project is enough, people come in and out safely and freely despite the project didn’t cover all areas, in addition, the project presented the youth as dependable community-serving leaders and they listen to them and go to them whenever there is a problem.”

4.4.2. Perceptions of Beneficiaries

Overall, there was a good extent of satisfaction with the implemented interventions. Approximately 93% of the total respondents were satisfied with the delivered activities. Nevertheless, there was a dissatisfaction stated by around 20% of respondents in Al-Ma’afir and Al-Maqaterah districts, as shown in Figure 7 below. This is likely due to the inability to implement all identified interventions, as stated in the previous sections.

The impact of the reduced conflict levels was measured through the survey. Results show that the youth-led dialogues played a key role in solving and reducing conflict by spreading the culture of collaboration and dialogue as an effective tool to solve nonviolent conflicts. As shown in Figure 8 below, the results present that 60% of the total respondents perceived the youth-led dialogues strongly helped and impacted in reducing conflicts within the community, while 36% perceived the dialogues as somewhat impacting the reduction of conflict within the community.
4.5. Sustainability

This section assesses the likelihood of benefits produced during the project continuing after external funding has ended.

The Insider Mediators expressed that the skills and capacities they acquired will continue to be used as long as the community is in need for their interventions. In addition, they look forward to developing these skills and capacities to continue benefiting the community. In addition, the youth mediators appreciate their new social positions acquired whilst becoming community Insider Mediators. For instance, the youth leaders in Al-Ma’afer district continue to play their role in solving conflict without violence even after the project ended. For instance, they solved a dispute between brothers over land rights, as well as solving another conflict over land inheritance when male members of the family refused to give their sisters their share of the inheritance. Another example was exhibited by Al-Shiekh Othman youth leaders who collected required funds from traders to make a temporary wall (iron net) to limit the conflict during delays faced in intervention implementation.

Indeed, several aspects of the project appear to contribute to the long-term sustenance of project results. According to the Insider Mediators, sustainable results include further collaboration between themselves and the local authorities, along with the community leaders, such as holding periodic community meetings to pro-actively address divisive issues and brewing conflicts. Also, they suggested the creation of a cooperative mechanism that would gather youth, local authorities, and community members to continue sensitization efforts on the importance of dialogue and non-violence.

Regarding local partners, most stated that they will continue the project’s work using voluntary contributions from local communities, either monetary, time, or materials, to help mediators implement future dialogue results. For example, the local partner in Al-Ma’afer stated that they would continue training youth leaders on conflict resolution and dialogue management. In Al-Maqaterah the local partner plans to continue implementing community-based initiatives and actively seeking funds from humanitarian organizations in order to implement such activities alongside the continuation of
performing community dialogues and meetings on district and governorate level. In Al-Sheikh Othman and Toor Al-Baha, local partners stated that they have a total number 44 (22 in Al-Sheikh Othman and 20 in Toor Al-Baha) of female and male youth leaders trained and able to identify conflicts and manage dialogue sessions that they willing to continue working with them.

5. Project Indicators

The following table summarizes the project’s outcome indicators that were measured and recorded throughout the life of the project.

Table 1: Table Showing Project Outcomes by Indicator

| Project Goal: To enhance youth leaders’ role to transform conflict without violence. | Achieved in the Project | Project Target | Comments on % of Target Achieved |
| % of surveyed community stakeholders who believe that youth are helping to reduce violence in their communities. | 66% | 65% | Target met
This result according to 206 persons from local communities who were surveyed. Also, secondary sources which included FDGs and KII with Insider mediators, local authorities, community leaders, indicated that the youth leaders (Insider Mediators) helped in reducing violence in the targeted communities. |

| Objective 1: Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened. | Achieved in the Project | Project Target | Comments on % of Target Achieved |
| 1. The number of youth participants who have acquired the necessary skills to facilitate dialogue around conflict and potential for peacebuilding. | 87 | 70 | Targeted surpassed |

**Expected Result 1.1:** Youth leaders in each of the target governorates are equipped to analyze conflict dynamics, conflict triggers, and identify opportunities to transform conflict.
<table>
<thead>
<tr>
<th>1.1.1. The number of people participating in USG supported events, trainings, or activities designed to build mass support for peace and reconciliation (reference PS 6.2-4).</th>
<th>82</th>
<th>80+</th>
<th>Target met</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.2. Number of USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict (reference PS 6.23).</td>
<td>4</td>
<td>4</td>
<td>Target met</td>
</tr>
<tr>
<td><strong>Expected Result 1.2:</strong> Youth leaders in the target governorates implement successful initiatives to respond collaboratively to conflict</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1. The number of peacebuilding and stability initiatives implemented by youth leaders.</td>
<td>09</td>
<td>20+</td>
<td>Target not met due to budget restrictions.</td>
</tr>
<tr>
<td>1.2.2. The number of new groups or initiatives created through USG funding, dedicated to resolving the conflict or the drivers of the conflict (reference PS 6.2-1).</td>
<td>24</td>
<td>20 -24</td>
<td>Target met</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Collaboration among youth leaders and between youth and elders across dividing lines is strengthened.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Percentage of youth participants who report increased collaboration within their local communities across dividing lines.</td>
<td>60%</td>
<td>60%</td>
<td>Target met</td>
</tr>
<tr>
<td>Most survey’s respondents, KII and FGDs interviewees indicated that healthy relationships amongst youth participants and between youth and elders are created across dividing lines and with stakeholders at a local and national level.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expected Result 2.1:</strong> Healthy relationships amongst youth participants and between youth and elders are created across dividing lines and with stakeholders at a local and national level.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.1. Percentage of youth and local community stakeholders who report improved understanding of successful approaches to local level peacebuilding efforts.</td>
<td>50%</td>
<td>60%</td>
<td>Target not met</td>
</tr>
<tr>
<td>Insider Mediators during FGDs indicated that there was an improved understanding of peacebuilding efforts. They believe that cooperation with community elders and other community informal leaders has</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
increased due to Search’s project activities. However, due to the reducing of the number of community-based initiatives, community leaders and local authority during KII reported decreasing in trust to Insider Mediators and their efforts.

**Expected Result 2.2:** Lessons learned on youth-led peacebuilding efforts are shared across these dividing lines and with stakeholders at a local and governorate level.

<table>
<thead>
<tr>
<th>Sub-component</th>
<th>Target</th>
<th>Achieved</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.1. The number of USG funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale (F reference PS.6.2-2).</td>
<td>2</td>
<td>2</td>
<td>Target met</td>
</tr>
<tr>
<td>2.2.2. Number of participants taking part in online exchanges</td>
<td>104</td>
<td>36</td>
<td>Target surpassed</td>
</tr>
</tbody>
</table>

There are three What’s groups:
1- What’sup group for Al-Ma’afer and Al-Maqatirah Insider Mediators in addition to some community leaders which are 60.
2- Toor Al-Baha group composed of 20.
3- Al-Shiekh Othman group made of 24 Insider Mediator plus other youth leaders.
6. Conclusions

Thanks to Search’s contextual knowledge and baseline study carried out at the beginning of the project, the activities, and themes of the project responded well to the community’s needs. The main strength of the project lies in targeting youth as primary beneficiaries and, building their capacities to be potential actors of conflict transformation. The final evaluation confirmed the relevance of the project, which has invested in youth by involving them in all the project’s activities. On the other hand, the Insider Mediators, who participated in focus group discussions, lamented the limited of engaging them in delivering community-based interventions, as well as the non-implementation of all 24 community-based interventions, which remain the most important activity for local communities in the project.

The study found that the project achieved its overall goal of enhancing youth leaders’ role (ages 20 to 35) to transform conflict without violence in the four targeted districts; Al-Ma’afar, Al-Sheikh Othman, Al-Makaterah, and Toor Al-Baha. In addition, the evaluation deems that the majority of the results/outcomes were achieved despite some of the activities not fulfilling their full quota. Furthermore, most of the evaluation respondents, in particular Insider Mediators, highlighted the positive elements of the project and how the project directly affected their knowledge and skills and understanding for a peaceful environment through mediation and dialogue, as opposed to resorting to violence. It has not only become an alternative to violence but is now considered the best tool to use when dealing with any conflict within the community and in the family. Similarly, most of the surveys, KII’s and FGD’s respondents believe that the project resulted in a positive impact in general. However, the impact on a larger scale of these actions is not guaranteed due to lack of a plan for sustainability.

To sum up, the project has strengthened the capacity of young people in conflict management and sensitized a large number of young people on non-violence and Common Ground approach. It has also contributed to creating new platforms of dialogue between youth, the elder and community leaders, as well as reducing the gap between them.
7. Recommendations

- A more robust internal and external communication system needs to be put in place at SEARCH and between SEARCH and the partners and target beneficiaries, especially with regards to any community interventions not being able to be implemented. It is important to ensure that all relevant persons are communicated to with regards to any changes, which will influence the effectiveness of the impact of the project.

- SEARCH should enhance the project ownership of the local partners through providing ToT training in conflict transformation and mediation to the implementing partners’ personnel so the local partners can give the training for the insider mediators. In this project, the local partner organizations had mainly a logistical role. If the partner organizations had more ownership, sustainability and quality of the performance would dramatically increase.

- SEARCH should focus its efforts on encouraging more female participation in all the project’s activities. SEARCH needs to continue communication with local NGOs, local authorities and local communities about how necessary the participation of women is, and relevant to the work that they plan to do together. This type of dialogue and negotiation on gender mainstreaming need to occur at the beginning of the project. SEARCH should know and understand the stakeholders and their context to prepare suitable means of persuasion. For example, conduct a campaign to local communities about how to engage more women in the project or hold discussion meetings with local authorities and local partner organization on how to involve more women in the project’s activities.

- This final evaluation took place before or during the implementation of some community-based interventions, so follow up activities need to be ensured to measure the impact of the project. These need to be practical and to find ways of connecting different local communities with others to ensure that the project has a spillover effect on the targeted communities.

- A new extension/project will be needed to continue implementing all community interventions that were proposed during the community dialogues. The new extension/project will require the assurances of a stronger financial system to be in place at SEARCH to ensure regular cash flow to the implementing teams of SEARCH and the partners. The sequence in delivering activities will prevent the gap between conducting the community dialogues and the implementation of community interventions. As a result, local communities will no longer get angry nor lost confidence in the Insider Mediators as well as SEARCH. Also, the new extension/project will regain the trust and confidence of the communities, and new bridges will be built.
8. Annexes

Annex 1: Terms of References

Final Evaluation: A Future Called Peace

1. Context

Organizational Background:
Search for Common Ground (SEARCH) works to prevent and end the violent conflict before, during, and after a crisis. SEARCH has a 33-year track record of equipping individuals and societies to find alternatives to violence. We strive to build sustainable peace for generations to come by working with all sides of a conflict, providing the tools needed to work together, and finding constructive solutions. Our mission is to transform the way the world deals with conflict, away from adversarial approaches and toward cooperative solutions. Instead of tearing down an existing world, we focus on constructing a new one. We do this through a type of peacebuilding called “conflict transformation.” We shift the everyday interactions between hostile groups of people, so they can work together to build up their community, choosing joint problem-solving over violent means. SEARCH’s mission in Yemen is to promote the culture of dialogue and diversity through the involvement of all the components of the society, and while reinforcing their capacities. SEARCHYemen is working during the ongoing conflict to help members of Yemeni society approach conflicts and differences in a constructive manner, through cooperation and dialogue. SEARCHYemen is currently operational in many governorates and maintains a wide and robust relationship network of local civil society organizations.

Project Summary:
The overall goal of the project is to enhance youth leaders’ role (ages 20 to 35) to transform conflict without violence. In order to achieve that goal, the project has two specific objectives:

• Objective 1: Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened.
• Objective 2: Collaboration among youth leaders and between youth and elders across dividing lines is strengthened.

Theory of Change: This proposed project is based on two complementary theories of change:

1. **The Inside-Out theory of change**, specifically the common complex identities theory. This states that if key actors and/or enough individuals on all sides of the conflict discover shared values and multifaceted complex identities, including constructive in group self-esteem, then inclusive broader "value identities" that unite groups will form.

This theory of change reflects the degree to which national identities are undermined by pressure to identify more strongly with a tribe, clan, religion, caste, region, or cultural background. This project seeks to enable the youth leaders to find value in diversity, recognizing common interests despite their differences, firstly within their governorate and then with youth leaders from other governorates with contrasting identity profiles. This change will thus support constructive conflict engagement and strengthen resiliency to negative manipulation and violent action by one’s own group.

2. **The Healthy Relationships theory of change**, specifically the community-based peacebuilding theory. This states that if belligerent groups within a community are given the opportunity to interact, then they will better understand and appreciate one another and will prefer to resolve conflicts peacefully.

This theory of change focuses on the strength of the relationships between the youth leaders, but also between them and the older generation of leaders, elders, and government officials. The project sought to transform this relationship from one of mistrust, prejudice, and adversarial approaches
toward one rooted in common interests. As the health of the relationship between these groups improves, the likelihood of violence between them declines.

The project activities are:
1- Baseline Assessment.
2- Local Partners Partnerships.
3- Identify Youth Leaders
4- Youth Capacity Building Training
5- Youth-led Conflict Scans
6- Mid-term Evaluation
7- Youth Peacebuilding Dialogue Design Training
8- Youth-led Dialogue Processes
9- Community-based Initiatives
10- Regional-level Meetings

2. Objectives of the evaluation:
SEARCH as an organization is committed to conducting evaluations for projects in order to maximize the effectiveness of its programming and engage in continuous improvement and learning within programs and across the organizations. The SEARCH approach to evaluations is grounded in the guiding principles of its work: participatory; culturally sensitive; affirming and positive while honest and productively critical and valuing knowledge and approaches from within the context. SEARCH will apply this approach to the evaluation of this project, which will be carried out in consultation and in participation with key relevant stakeholders, appropriate community groups or key civil society individuals. The evaluation objectives will focus on the following:
1. Evaluate the project’s performance in terms of achieving its objectives and expected results;
2. Evaluate the implementation of the main activities of the project;
3. Evaluate procedures and processes for setting up the project as described in the project proposal;
4. Evaluate changes assigned to the project and lessons learned;
5. Document lessons learned and provide practical recommendations for better design and implementation, as well as recommendations on the identification of future priority areas;
6. Identify the difficulties encountered during the realization of the project.

3. Evaluation criteria and key evaluation questions:
The purpose of the evaluation is to provide an independent assessment on the added value of the SEARCH interventions in Yemen, taking note of beneficiary perspectives, and of the effectiveness, efficiency, impact, and sustainability of the implemented project. Results of the evaluation and lessons learned will contribute to designing a methodology for preventing inter-communal conflict and promoting local social cohesion that can be replicated on a larger scale beyond this specific project. The evaluation is based on the OECD-DAC peacebuilding Evaluation Criteria (relevance, effectiveness, impact, efficiency, and sustainability), investigating their set of questions, and utilizing and/or addressing the performance indicators described in the project document.

Relevance:
- To what extent did this project respond to the targeted community needs and existing issues?
- What is the relevance of the interventions as perceived by beneficiaries and stakeholders?
- How relevant were the instruments (Insider Mediators’ training, conflict scans, community dialogue meetings, and community initiatives) dedicated during the project to transform the conflict or the drivers of the conflict?

Effectiveness:
- To what extent was the project successful in achieving its stated goal?
Final Evaluation | A Future Called Peace: Strengthening Yemeni Youth Leadership for Conflict Transformation

- To what extent was the project successful in achieving its stated objectives, 1) Youth leaders’ capacity in conflict analysis and conflict transformation is strengthened. 2) Collaboration among youth leaders and between youth and elders across dividing lines is strengthened?
- To what extent was the project effective in providing Insider Mediators’ training with the skills and capacities needed to enhance youths’ engagement to transform conflict without violence?
- To what extent did the various project activities contribute to the achievement of project objectives?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What were the major project results and lessons learned?

Efficiency:
- Does the project deliver its outputs and objectives in an efficient manner (results against costs)?
- Were activities cost-efficient (resources applied results)?

Sustainability:
- To what extent are the objectively verifiable results sustainable beyond SEARCH or USAID support, disaggregated by gender, age, and location?
- What could have been done differently so the project becomes more sustainable in the future?
- Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?

Impact:
- What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?
- What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?
- What could have been done differently to make the project be of higher quality, greater impact? This will include lessons learned, project management and implementation, and working with youth within local communities.
- Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions?

In addition to the above lines of inquiry, the Evaluation is expected to provide information against the key indicators as listed in the project log frame.

4. Scope:
The final evaluation will investigate principal target groups: CSO actors, youth and local community representatives in the target governorates listed below:

<table>
<thead>
<tr>
<th>Governorate</th>
<th>District</th>
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<tbody>
<tr>
<td>Taiz</td>
<td>Al-Ma’afer</td>
</tr>
<tr>
<td>Lahj</td>
<td>Toor Al-Baha and Al-Maqatirah</td>
</tr>
<tr>
<td>Aden</td>
<td>Sheikh Othman</td>
</tr>
</tbody>
</table>

The evaluation sample should adequately cover the project target area and be representative of the community structure.

5. Methodology:
The evaluation will employ both quantitative and qualitative participatory methods. Both quantitative and qualitative data will be analyzed with gender, age, and location disaggregation. The qualitative and quantitative findings are expected to be synthesized in accordance with the project indicators. The sampling methodology for the tools and/or instruments will be designed by the consultant, referring to the project’s RMP and in coordination with Search-Yemen’s Project Manager, DME Manager, and the
Regional DME Specialist. The sampling methodology should include at least 30% female in the sample size of the evaluation to represent the female beneficiaries.

Furthermore, as part of the data collection and analysis process, the consultant is required to respect the following Ethical Principles:

- **Comprehensive and systematic inquiry:** Consultant should make the most of the existing information and a full range of stakeholders available at the time of the review. The consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.

- **Competence:** Consultant should possess the abilities, skills, and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.

- **Honesty and integrity:** Consultant should be transparent with the contractor/constituent about any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, and any risk that certain procedures or activities produce a misleading review of information.

- **Culture Sensitivity:** Consultant respects the security, dignity, and self-worth of respondents and program participants. The consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age, and ethnicity.

All the data produced by this study belongs exclusively to Search and all remaining copies of the data will be as the following deliverables:

- A final evaluation plan (Inception Report) detailing a proposed methodology and written evaluation tools and cover the following:
  - Inclusiveness—the methodology should include a wide range of viewpoints, specifically gender and age-sensitivity.
  - Mixed-method approaches—both qualitative and quantitative methods need to be present in the methodology.
  - The rigor of the evidence-based approach and methodology—gathered information needs to be reliable and transparent.
  - Ethics - the methodology needs to consider ethics in order to ensure that the evaluation is fully objective.

- Data collection and oversight of the data coding process.

- A first draft of the final evaluation report for review by SEARCH staff and other stakeholders.

- A final evaluation report (40-45 pages in length) that consists of:
  - Table of contents - Executive summary of key findings and recommendations – no more than 3 pages.
  - Research findings, analysis, with associated data presented, where appropriate in clear graphs or charts.
  - Conclusion and Recommendations for future project implementation.
  - Appendices, which include a detailed description of the methodology with research instruments, list of interviewees, bibliography, and evaluator(s) brief biography.
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- Two bound hard copies and submitted in electronic form.
  - The full report should be in English.
  - The raw data collected from the field.
  - SEARCH may exercise editorial control over the final report.

6. Duration & Deadlines:
The duration of the contract will be a total period of seven weeks starting from the time of signature. Specific dates will be agreed upon at the beginning of the consultancy.

7. Logistical Support:
SEARCH will provide preparatory and logistical assistance to the evaluator, which include:
  - Background materials for desk review (project proposal, meeting notes, reports, etc)
  - Communication through phone, email
  - Quantitative and qualitative documentation collected and gathered by Search
  - Interviewees (and their contact information)
  - Technical assistance
  - Meeting arrangements with stakeholders and beneficiaries

8. Team Members:
The evaluation will be conducted by an individual or a firm managed by the evaluation focal point person at SEARCH-Yemen and supervised by MENA DM&E specialist. The evaluator will travel to the previously mentioned governorates to conduct this work. The final writing of the deliverables can be conducted externally to the area.

9. Requirements of Consultant/ Firm:
SEARCH seeks an experienced evaluator with the following qualifications:
  - Minimum Bachelor’s level degree in conflict resolution, international relations, a related social science field or statistics.
  - Proficiency in Arabic and English.
  - More than 5 years of experience in project evaluation or the equivalent in DM&E expertise, including collecting data in interviews, surveys and focus groups discussion. Evaluation methods and data collection skills, particularly in active or post-conflict contexts.
  - Experience in peacebuilding or conflict resolution.
  - Understanding of and experience in Yemen.
  - Strong communication and writing skills.
  - Understanding of and experience working with civil society organizations.
  - Ability to be flexible with time and work schedule.

10. How to Apply:
To apply, Search Yemen invites all interested and qualified candidates (individuals or teams) to submit the following documents:
  - Curriculum vitae
  - A letter of interest, indicating clearly how their experience meets desired qualifications
  - Short biography(ies) of the candidate(s).
  - A technical proposal proposing a methodology for the evaluation
  - A financial proposal for the completion of the aforementioned deliverables.
  - A copy of one evaluation conducted by the candidate(s) in English.
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- 2 references contact details.
Annex 2: Final Evaluation Matrix

The following evaluation matrix addressed the DAC criteria and the indicators in the project log-frame.

**Relevance:** The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include an assessment of the quality of project preparation and design – i.e., the logic and completeness of the project planning process, and the internal logic and coherence of the project design; extent to which the project is in line with strategic priorities under which the project was funded.

<table>
<thead>
<tr>
<th>Main-Questions</th>
<th>Sub-Questions</th>
<th>Methods</th>
<th>Data Sources</th>
</tr>
</thead>
</table>
| To what extent did this project respond to the targeted community needs and existing issues? | ● How was the training received useful to you and your community? Please explain.  
 ● Explain how related the training received to your needs and capacities to manage and conduct Youth-led Dialogue Processes and Community-based Initiatives.  
 ● Are there other activities that should have been included in the project?  
 ● Are there other persons or organizations or groups of persons that should have been or should be | survey, Key informant interviews (KII), Focus group discussions (FGD) | partner Civil Society Organizations (CSO), youth leaders (Insider Mediators), targeted communities’ members and leaders, local authorities, SEARCH project staff |

What is the relevance of the interventions as perceived by beneficiaries and stakeholders?

How relevant were the instruments (Insider Mediators’ training, conflict scans, community dialogue meetings, and community initiatives) dedicated during the project to transform the conflict or the drivers of the conflict?
Final Evaluation | A Future Called Peace: Strengthening Yemeni Youth Leadership for Conflict Transformation

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<th>Main-Questions</th>
<th>Sub-Questions</th>
<th>Methods</th>
<th>Data Sources</th>
</tr>
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<tbody>
<tr>
<td>Does the project deliver its outputs and objectives in an efficient manner?</td>
<td>How efficient and timely has this project been implemented and documents review, KII</td>
<td></td>
<td>Search Project staff</td>
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<tr>
<td>Were activities cost-efficient?</td>
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**Efficiency**: The fact that the project results have been achieved at a reasonable cost, i.e., how well inputs/means have been converted into activities, in terms of quality, quantity and time, and the quality of the results achieved. The generally, requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.
**Effectiveness:** An assessment of the contribution made by results to the achievement of the project purpose, and how assumptions have affected project achievements. This should include a specific assessment of the benefits accruing to target groups, including women and men and identified vulnerable groups such as children, the elderly and disabled.

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<th>Main-Questions</th>
<th>Sub-Questions</th>
<th>Methods</th>
<th>Data Sources</th>
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<tbody>
<tr>
<td>To what extent was the project successful in achieving its stated goal?</td>
<td>• How effective were the Youth-led Dialogue Processes and their resulting interventions in increasing community resilience to conflict? Explain Why/Why not?</td>
<td>survey, KII,</td>
<td>partner Civil Society Organizations (CSO), youth leaders (Insider Mediators), targeted communities’ members and leaders, local authorities, SEARCH project staff</td>
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<td></td>
<td>• Do you think that the project increases the ability of the targeted</td>
<td>documents review,</td>
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<td></td>
<td>activities to contribute to the achievement of project objectives?</td>
<td>FGD</td>
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<td>What were the major factors influencing the achievement or non-achievement of the objectives?</td>
<td>communities to solve conflict without violence? Explain why/why not?</td>
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<td></td>
<td>● Do you feel that activities contributed significantly to the project’s overall goals? Why or why not?</td>
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<td></td>
<td>● Are women sufficiently involved in the project activities? If no, why?</td>
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<td></td>
<td>● What would you suggest is the most significant or appropriate of (training, dialogue process, community initiatives) the project has achieved? Why?</td>
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<td></td>
<td>● Have all the specific objectives and planned outcomes been achieved? If no, why?</td>
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<td></td>
<td>● To what extent do you think that the received training</td>
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<tr>
<td>What were the major project results and lessons learned?</td>
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<tr>
<td>Provided you with appropriate tools and skills to solve conflicts?</td>
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<tr>
<td>• What are the key lessons learned from the project?</td>
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<tr>
<td>• Do you know of any stories— that have been the most significant changes as a result of the project? Can you mention some of the other conflicts that have been successfully addressed using the project mechanisms without the project interventions?</td>
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<tr>
<td>• What were the challenges faced achieving the project objectives effectively?</td>
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<tr>
<td>• To what extent the project contributes to improved collaboration among youth and elders? If so, did this improved collaboration</td>
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</table>
### Impact: The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives

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<th>Main-Questions</th>
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<th>Methods</th>
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<tbody>
<tr>
<td>What are the broader changes, positive or negative, intended or unintended, of the interventions in the context? To what extent are these changes desirable?</td>
<td>• Do you think that this project makes changes (has an impact) to the community? Yes or no, if yes, explain, please?</td>
<td>survey, KII, documents review, FGD</td>
<td>partner Civil Society Organizations (CSO), youth leaders (Insider Mediators), targeted communities’ members and leaders, local authorities, SEARCH project staff</td>
</tr>
<tr>
<td>What changes can be ascertained in attitudes, behaviors, and relationships as a result of the community dialogue sessions and mediation activities?</td>
<td>• To what extent do you think the impact of this project will sustain or remain after the end of the project?</td>
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<tr>
<td>What could have been done differently to make the project be of higher quality, greater impact? This will include lessons learned, project management and implementation, and working with youth within local communities.</td>
<td>• How was your personal experience in participating in the project? • What are some significant highlights of what you learned from the project? • Give me an example of how the project impacted your life.</td>
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<tr>
<td>Capture and/or incorporate success stories, when applicable – that have been the most significant changes as a result of the project interventions?</td>
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<th>Main-Questions</th>
<th>Sub-Questions</th>
<th>Methods</th>
<th>Data Sources</th>
</tr>
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<tbody>
<tr>
<td>To what extent are the objectively verifiable results sustainable beyond SEARCH or USAID support, disaggregated by gender, age, and location?</td>
<td>● How are you going to apply the knowledge you gained from the training to your community? Can you provide an example?</td>
<td>survey, KII, documents review, FGD</td>
<td>partner Civil Society Organizations (CSO), youth leaders (Insider Mediators), targeted communities’ members and leaders, local authorities, SEARCH project staff</td>
</tr>
<tr>
<td>What could have been done differently, so the project becomes more sustainable in the future?</td>
<td>● Are there any plans and or strategies to sustain the gains made in youth and communities after the project?</td>
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<tr>
<td>Have new mechanisms been designed to continue any work initiated by this project? If yes, will the initiatives sustain post-project?</td>
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**Sustainability:** An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.
<p>| | |</p>
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<td>How effective were the exit strategies, and approaches to phase out assistance provided by the project, including community initiatives?</td>
</tr>
<tr>
<td></td>
<td>Do you think the benefits of the interventions are likely to continue after Search funding has been withdrawn? Can you mention some of the other conflicts that have been successfully addressed without the project interventions?</td>
</tr>
</tbody>
</table>
### Key informative interview (KII) for Search project staff

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<tr>
<th>Date of Interview</th>
<th>Day of Interview</th>
<th>Time of Starting the Interview</th>
<th>Time of Finishing the interview</th>
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</table>

**Name of Interviewer:**

**Interviewee Name**

**Interview Place**

**Gender**
- Male
- Female

**Person with disability**
- Yes
- No

**Interviewee Status**
- Citizen
- Internally displaced person (IDP)
- Refugee

**Job/Capacity**

**Phone Number**

**Questions:**

1. To what extent did this project respond to the targeted community needs and existing issues?
2. Are there other activities that should have been included in the project? What and why?
3. Are there other persons or organizations or groups of persons that should have been or should be more involved in the project? Who and why?
4. How efficient and timely has this project been implemented and managed under the Project proposal?
5. Did the budget amount was efficient according to the number of beneficiaries? If yes how was that?
6. To what extent was the project successful in achieving its stated goal and planned objectives?
7. Are women sufficiently involved in the project activities? If no, why? If yes how?
8. What would you suggest is the most significant or appropriate of (training, dialogue process, community initiatives) the project has achieved? Why?
9. Have there been unforeseen results or unforeseen beneficiaries? If yes, why?
10. Do you think that this project makes changes such increase community-level social cohesion and community identifying and resolving grievances? Yes or no, if yes, explain, please?
11. In your opinion, what were the major achievements of the project?
12. What were the major factors influencing the achievement or non-achievement of the objectives?
13. Are you aware of new mechanisms that been designed to continue any work initiated by this project? If yes, what are they? Will they sustain post-project?
14. Are there any plans and or strategies to sustain the gains made in youth and communities after the project? If yes, what are they?
15. What could have been done differently so the project becomes more sustainable in the future?
16. Are there success stories that have been the most significant changes as a result of the project interventions? What could have been done differently to make the project be of higher quality, greater impact?
17. What are:
   - The successes
Challenges
Risks
Opportunities
from the project?
18. Did you have an exit strategy for the project? If yes, would you please describe it? If no, why? From your point of view what were the most successful mechanisms for identifying/resolving grievances and why?
### Key informant interview (KII) for Local Partner (CSOs)

<table>
<thead>
<tr>
<th>Date of Interview</th>
<th>Day of Interview</th>
<th>Time of Starting the Interview</th>
<th>Time of Finishing the Interview</th>
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<tbody>
<tr>
<td>Name of Interviewer:</td>
<td>Interviewee Name</td>
<td>Interview Place</td>
<td>Gender</td>
</tr>
<tr>
<td>Male</td>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governorate</td>
<td>1 Aden</td>
<td>2 Lahj</td>
<td>3 Taiz</td>
</tr>
<tr>
<td>District</td>
<td>Citizen Internally displaced person (IDP) Refugee</td>
<td></td>
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</tr>
<tr>
<td>The person with a disability (PWD)</td>
<td>Yes No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job/ Capacity</td>
<td>Phone Number</td>
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</tbody>
</table>

#### Questions:

1. How did your CSO participate in this project?
2. How relevant were the following activities to your needs and capacities to serve the community? Why/why not / please explain?
   - technical and financial issues,
   - Community Dialogue Approach (CDA),
   - how to conduct localized conflict scans,
   - dialogue design and facilitation,
   - how to manage and implement community initiatives
   - regional-level meetings
3. To what extent do you think this project is related to youth and targeted community needs? Why/why not? How can you explain?
4. To what degree have the project activities/interventions contributed to improved relationships between targeted youth leaders and elders in their communities?
5. Did the project instigate changes among the community members and the youth individuals involved in the project? What were these changes if any?
6. Has the level of communication between youth leaders and elders improved during the past eight months? Why?
7. Did women have any role in conflict transformation during the project within your community? Yes, or no please explain.
8. What did the project add to you? What skills have you acquired? Please explain with examples.
9. In your opinion, how did your CSO benefit from this project?
10. How can you describe the influence of the project on your community in general and young people in particular? Elucidate with examples if possible.
11. To what extent will you continue using the acquired skills after the end of the project? Please explain.
12. What roles can your CSO perform to assure the future sustainability of the project?
13. Are there any plans and or strategies to sustain the gains made in youth and communities after the project?
14. Can you illustrate any conflict in your community that has been solved by using the project mechanisms after the end of the project? Were there any some of illustrate other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
15. What are the most significant changes as a result of the project? (Successful stories)
16. What are the obstacles that may have limited the success of the project activities?
17. What are the main elements of the strength of this project?
18. What are the main elements of weakness in this project?
19. To what extent do you think the devoted budget and time were efficient to the project activities and objectives?
20. Are there other activities that should have been included in the project?
21. Are there other persons or organizations or groups of persons that should have been or should be more involved in the project?
Key informative interview (KII) for local authorities and Community Leaders

<table>
<thead>
<tr>
<th>Date of Interview</th>
<th>Day of Interview</th>
<th>Time of Starting the Interview</th>
<th>Time of Finishing the Interview</th>
</tr>
</thead>
</table>

Name of Interviewer:

Interviewee Name

Interview Place

Gender

Male
Female

Governorate

1 Aden
2 Lahj
3 Taiz

Interviewee status

Citizen
Internally displaced person (IDP)
Refugee

The person with a disability (PWD)

Yes
No

Job/ Capacity

Phone Number

Questions:

1. Have you heard about “A Future Called Peace” project? What do you know about it?
2. Is “A Future Called Peace” project culturally appropriate to the community? Explain why yes/no
3. Do you think the activities “conflict scans, Youth-led Dialogue Processes and Community-based initiatives” respond to the targeted community (males and females) needs?
4. Are there other activities that should have been included in the project? What are they?
5. Did you participate in any of the conflict scans in your community? What was your feedback? Did you think they were useful or not useful? /How? Can you explain it? Provide examples?
6. To what extent the project helped in local accepting of youth as leaders? Please explain?
7. To what extent did the project contribute to conflict transformation without violence among the local community members? Please explain?
8. To what extent did you and your community benefit from (name of the community initiative in that district)? What are the benefits achieved out of the project?
9. How effective were the Youth-led Dialogue Processes and their resulting interventions in increasing community resilience to conflict and community-level social cohesion? Explain Why/Why not?
10. Are women sufficiently involved in the project activities? If no, why?
11. What could promote women roles in conflict transformation within the community?
12. Do you think that this project makes changes (has an impact) to the community? Yes or no, explain, please.
13. To what extent do you think the impact of this project will remain after the end of the project and why?
14. Have you heard about any other conflicts that have been successfully addressed after the end of the project? Would you please provide examples?
15. What were some of the things you would change about the project? Why?
16. Are there particular aspects of the project that you believe could have done better? What are they?
17. What are your recommendations to improve the impact of the project in the future?
# Survey for beneficiaries: local community members & Dialogue Participants

<table>
<thead>
<tr>
<th>survey</th>
<th>Time of Starting the survey</th>
<th>Time of Finishing the survey</th>
</tr>
</thead>
</table>

**Name of Interviewer:**

**Interviewee Name (optional):**

**Interview Place:**

**Gender:**
- Male
- Female

**Age:**
- 1 Less than 18
- 2 18 - 23
- 3 24 - 29
- 4 30 - 35
- 5 36 - 41
- 6 More than 41

**Governorate:**
- 1 Aden
- 2 Lahj
- 3 Taiz

**Education:**
- 1 Primary
- 2 Secondary
- 3 Undergraduate
- 4 Graduate

**Interviewee status:**
- Citizen
- Internally displaced person (IDP)
- Refugee

**The person with a disability (PWD):**
- Yes
- No

**Job/ Capacity:**

**Phone Number**
- Optional

**Questions:**

1. Have you heard or participated in any activity with Search’s “A Future Called Peace” project?
   - Participate (go to question 3)
   - Heard but not participated. (go to question 2)
   - No (end the interview)

2. If you heard but did not participate, was what you heard:
   - Positive
   - Negative
   - Please explain: __________________________________________ (Go to question 4)

3. What project activities did you participate in? And how useful were they?

<table>
<thead>
<tr>
<th>Activities</th>
<th>Very useful</th>
<th>Somewhat useful</th>
<th>Little useful at all</th>
<th>Not useful</th>
<th>If useful how?</th>
<th>If not useful why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth-led Dialogue Processes</td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
4. To what extent do you feel the project was responded to current community needs in the current situation?

<table>
<thead>
<tr>
<th>Very relevant</th>
<th>Somewhat relevant</th>
<th>Somewhat irrelevant</th>
<th>Totally irrelevant</th>
</tr>
</thead>
</table>

5. IMs were good at reaching a common ground among participants?

<table>
<thead>
<tr>
<th>Totally agree</th>
<th>Somewhat agree</th>
<th>Somewhat disagree</th>
<th>Totally disagree</th>
</tr>
</thead>
</table>

If implemented based disagree or totally agree (why?)

6. To what extent did the activities you were involved in helping build /strengthen positive relationships with youth leaders?

<table>
<thead>
<tr>
<th>Activities</th>
<th>Strengthened very much</th>
<th>Somewhat strengthened</th>
<th>Not strengthened</th>
<th>Totally not strengthened</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth-led Dialogue Processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community-based Initiatives</td>
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</tbody>
</table>

7. To what extent did the project help increase collaboration among community members?

<table>
<thead>
<tr>
<th>Strongly helped</th>
<th>Somewhat helped</th>
<th>Slightly helped</th>
<th>Did not help at all</th>
</tr>
</thead>
</table>

8. Can you provide examples of positive collaboration that happened as a result of the project?

_______________________________________________________________

_______________________________________________________________

9. To what extent did the project activities that you involved in helped reduce conflict in your community

<table>
<thead>
<tr>
<th>Activities</th>
<th>Strongly helped</th>
<th>Somewhat helped</th>
<th>Slightly helped</th>
<th>Did not help at all</th>
</tr>
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<td>Youth-led Dialogue Processes</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Community-based Initiatives</td>
<td></td>
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</table>

10. To what extent do you think the Youth-led Dialogue Processes conducted by the project were effective in dealing with the community issues?

<table>
<thead>
<tr>
<th>Very effective</th>
<th>Somewhat effective</th>
<th>Slightly effective</th>
<th>Totally not effective</th>
</tr>
</thead>
</table>
11. To what extent were the interventions implemented based on the agreed-upon results of the Youth-led Dialogue Processes?

<table>
<thead>
<tr>
<th>To a great extent</th>
<th>To a good extent</th>
<th>To a little extent</th>
<th>Not at all</th>
</tr>
</thead>
</table>

If not at all, why? __________________________________________________________

12. To what extent are you satisfied with the intervention implemented as a result of the Youth-led Dialogue Processes?

<table>
<thead>
<tr>
<th>Totally satisfied</th>
<th>Satisfied to some extent</th>
<th>Satisfied to some extent</th>
<th>Totally Dissatisfied</th>
</tr>
</thead>
</table>

If you totally satisfied or dissatisfied explain why:

_______________________________________________________________
Focus group Discussion Questions for Insider Mediator (Youth leaders)

Questions:

Relevance:
1. Do you think the training
   - Respond to your needs and capacities to transform conflicts without violence? Explain how
   - Respond to your community needs or not? Please explain how

Note: remind participant about the main activities of the project such as Youth Capacity Building Training (conflict resolution, conflict analysis, mediation and facilitation techniques), Youth-led Conflict Scans, Youth Peacebuilding Dialogue Design Training, Youth-led Dialogue Processes, Community-based Initiatives, and the Regional-level Meetings

Effectiveness:
2. To what extent has your abilities increased in:
   - conflict resolution, conflict analysis, mediation and facilitation techniques
   - lead Conflict Scans
   - lead Dialogue Processes
   - raising community-level social cohesion
   - identifying and resolving grievances
   and how best to utilize what skills you have in the future

3. Do you think the project contributes to improved collaboration among you (youth) and elders in your community? If so, explain how?

4. Do you think the project contributes to improved community-level social cohesion? If so, explain how?

5. Are women sufficiently involved in the project activities? Did they have any role in conflict transformation during the project within the community? If yes, explain their role

Sustainability:
6. Can you mention some of the other conflicts that have been successfully addressed using the project mechanisms after the end of the project? Please give details.

7. Will you continue using the acquired skills after the project? How so?

8. What are the major factors which influence the achievement or non-achievement of sustainability of this project? Give solutions to non-achievement factors.

Impact:
9. Does the project negatively or positively influence you and your community? Please explain how.

10. From your point of view what has happened to your community after the implementation of this project

11. What suggestions/recommendations to improve similar projects in the future? Are there other persons or organizations or groups of persons that should have been or should be more involved in the project? Please explain why
Annex 4: Documents Consulted

The evaluation reviewed available project documents, including:

- Six quarterly reports.
- Amended Workplan.
- Baseline Study: A Future Called Peace-Baseline Study.
- Mid Term evaluation: A Future Called Peace.
- Revised Program Narrative: SEARCH CMM Resumed Funding.
- Monitoring and Evaluation Learning Plan.
- Conflict Scan Reports: Toor Al-Baha, Al-Maqaterah, Al-Sheikh Othman and Al-Ma’afer districts.
- Proposals of community dialogues.
- Attendance sheet of all activities in all districts.
- Pre and Post-training tests.
- Community-based initiatives proposals evaluations.
- Conflicts scan proposals.