



THE YEMEN COMMUNITY-BASED CONFLICT MITIGATION PROGRAM (Y-CCM)

QUARTERLY REPORT
FOR JULY – SEPTEMBER 2010



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Yemen Community-based Conflict Mitigation Program (Y-CCM)

Quarterly Report for the Reporting Period

July – September, 2010

Submitted By:

Partners for Democratic Change – Partners Yemen

This report will cover the activities of the Yemen Community-based Conflict Mitigation Program during the program's second quarter (July-September, 2010).

I. Program Purpose

Y-CCM's **overarching goal** is to empower local authorities and CBOs to establish sustainable systems and structures for both short- and long-term interventions that address the root causes of conflicts over natural resources, educational and health services, as well as disputes between corporations and local communities in the targeted eight districts from Mareb, Al-Jawf, Shabwa and Al-Baidha.

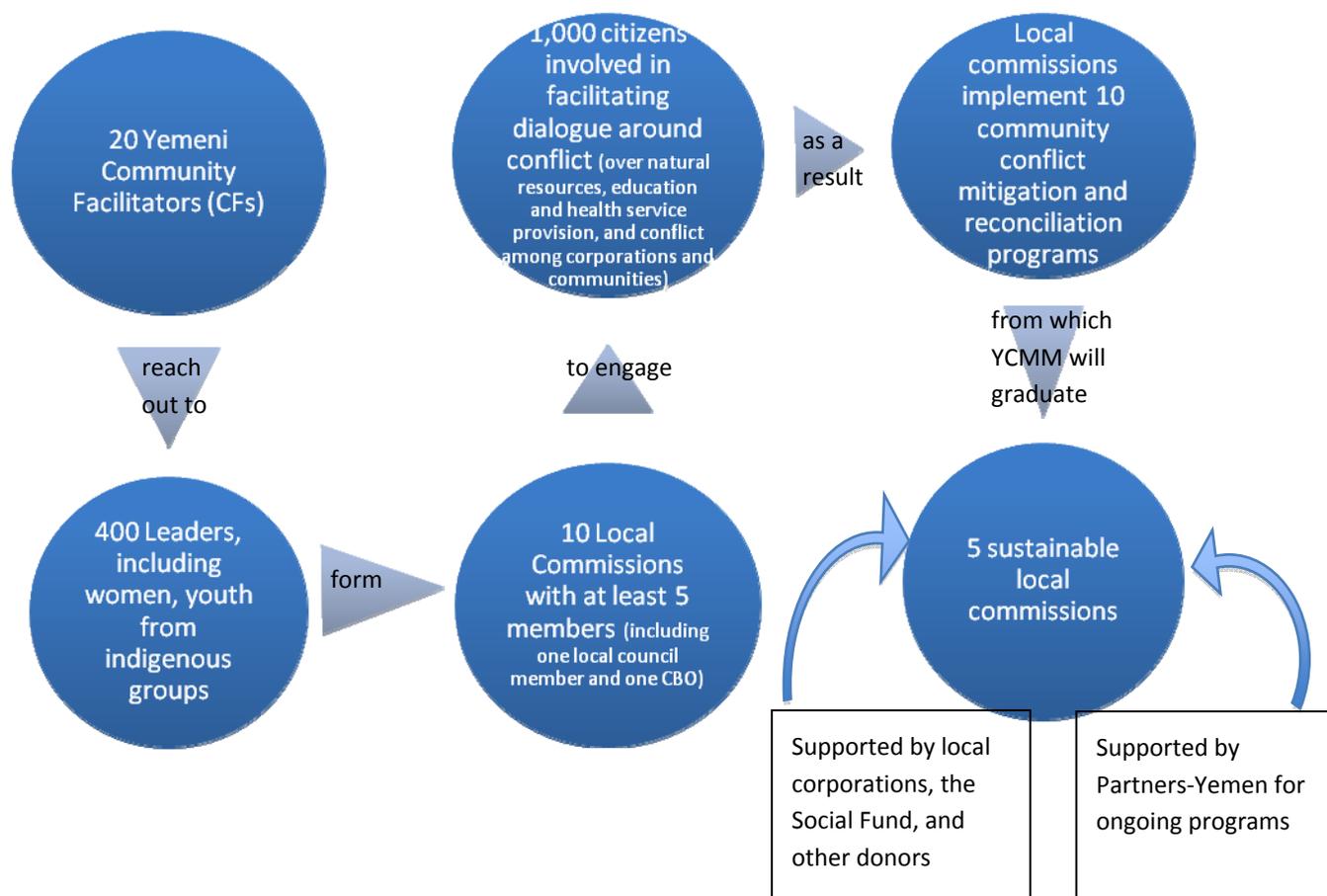
Y-CCM specific objective is:

Objective one: Increase in-country capacity to manage conflicts over natural resources, educational and health services, and conflicts between corporations and communities.

Sub objectives:

- 1.1. Enhance the ability of CBOs and local councils to implement participatory, community, conflict-mitigation programs over natural resources, educational services, health facilities and conflicts between corporations and communities.
- 1.2. CBOs and local councils establish sustainable systems and structures for community-based conflict mitigation and reconciliation.

Figure 1 - Program Summary



II. Summary of Previous Activities

During Quarter 1 of the program, the program’s work plan and associated M&E and Branding and Marking Plans were approved by USAID. In addition, Partners Yemen (PY) conducted an assessment to recruit the Community Leaders and local partner institutions including local NGOs and local councils. Following the assessment, PY selected 21 Community Facilitators (CFs) representing local NGOs, local councils, tribal leadership, women, and youth. PY then developed the conflict sensitive development manual for use during the CF training, and conducted Phase 1 training program over ten days for the 21 CLs (two 5-days training workshops). During this training; CFs received a total of 50 hours of highly participatory and interactive training focusing on community based conflict-sensitive development, conflict management skills and advocacy for conflict sensitive development.

III. Summary of Activities included in this report

During the second quarter of the program, PY conducted the second phase of training for the 21 community facilitators (CFs) in conflict sensitive development in Ibb from July 10-19, 2010. This training course completed the training for CFs and built on the first phase of training held June 7 - 16, 2010. The training aimed at preparing CFs to deal with local conflicts related to development and be able to train an additional 400 community leaders in conflict sensitive development and conflict management.

Upon concluding the 20 days training for the community facilitators, PY held a workshop from September 25-27, 2010 to hear CF feedback on the draft conflict sensitive development training manual. The workshop helped localize and finalize the manual for use prior to the training of the 400 community leaders. It also reiterated PY's commitment to the CFs and interest in their feedback, ensuring greater ownership of the program with CFs.

During September and October, PY also completed the selection of the 400 community leaders (CLs) in the target districts and finalized the planning and preparation for the upcoming training of the 400 CLs.



Left: Participants working in groups. Right: Community Facilitator Alia Seba'a presents group work to participants.

IV. Results Achieved During the Reporting Period

The table below outlines the anticipated vs. achieved results for the reporting period based on the program's established work plan and M&E plan approved by USAID.¹

¹ PY is currently working on the updated M&E plan to be approved by USAID and completed in the third quarter.

Objective	Activity	Expected Outcomes/Indicators	Results Achieved to Date
Objective 1: Increase in-country capacity to manage conflicts over natural resources, educational and health services, and conflicts	Training for Community Facilitators	20 Community Facilitators/Trainers (CFs) are identified to take part in the TOT workshops	Completed - 19 CFs trained over 20 days
		Four five-day TOTs are conducted	
		80% of CFs who rate their own knowledge of the topic as “excellent” or “very good” in post-workshop evaluation for both phase 1 and phase 2 training	90%
		50% of CFs are women or youth	11/19 = 58%
	Conflict Sensitive Development and Conflict Management Training Manual Development	Partners’ Arabic training materials are adapted to the Yemeni tribal context	Completed - Conflict Sensitive Development Manual localized with feedback from CFs during manual review workshop
		50% of trainers rating the produced manuals applicable to the Yemen context	89% (42% strongly agreed while 47% agreed that the manual is applicable to Yemen context)
		Number of case studies that focus on women and youth	Will be reported in the next quarterly report

The PY team was able to complete all planned activities in the program’s approved workplan for this reporting period. According to the table above, 21 community facilitators were recruited and attended the first phase of training held in the first quarter. However, for the second phase of training held during the second quarter of the program, two CFs were absent and two were replaced. Mr. Mohammad Zaydi from Ma’reb could not attend the training due to tribal issues that prevented

him from leaving Ma'reb, and Mr. Mohammed Bayhani could not come because he had to attend to the sickness of an immediate relative. As for the CF Yasmine Alqadi, she was replaced by Alia Seba'a because she got married and could no longer commit to the project. In addition, Saleh Jamala who was hired by IOM withdrew and was replaced by Khaled Jarallah. Both new replacements were fully oriented of the project and were provided with the manual and the material covered in phase one of the training.

At the end of the training, 90% of the CFs stated that they have a deeper understanding of how to implement programming in a cooperative and conflict sensitive manner, indicating the achievement of the primary objective of the training. As for the training manual, 89% of the facilitators rated that the manual is applicable to the Yemeni context according to the evaluation conducted at the end of the workshop.

V. Description of Activities for Quarter II: July-September 2010

A) Training for Trainers for CFs

1. Advanced Conflict Management Training for CFs

PY implemented the second Training for Trainers (TfT) phase for 19 CFs in the city of Ibb from July, 10 to 19, 2010. This training course built on the first phase of training held in Sana'a from June 7 - 16, 2010. This second phase of training took place over 10 days (total of 5 hours per day for a total of 50 hours of training per CF). The training course targeted 21 participants, which were the same as the facilitators attended the first phase of the workshop. 19 of the original 21 CFs attended - two were absent and two were replaced. Eleven of the participants were women and/or youth under the age of 35² (over 57%). Annex 1 has a complete list of CFs.

The main goal of the training was to provide CFs with advanced training and conflict management skills, including communication, negotiation, mediation, and training skills, to eventually help CFs lead conflict management and resolution processes in their communities. (Please see Annex 2 for the training agenda.) The training program helped participants gain practical skills to develop initiatives to prevent and resolve specific conflicts over development and resources and conflicts between communities and local corporations. The training also drew upon participants' intensive experience and knowledge about the local context and traditional conflict resolution techniques. In addition, the training focused on analyzing tribal customary laws and its role in resolving conflict in the target

² 31% of Community Facilitators are women and tribal youth leaders under the age of 30.

communities, and the ways in which traditional tribal conflict resolution approaches overlap with more modern conflict resolution approaches.

The training also covered the skills and tools needed to be a trainer, including how to develop training objectives, various training methodologies to keep participants engaged, evaluating training, and practicing training delivery.

The workshop also allowed the participants to finalize the training plan for the 400 Community Leaders (CLs) to ensure effective program implementation. Trainees were also able to provide some initial feedback on the training manual. As a result of these discussions, the CFs agreed on the following training topics for the 400 CLs: conflict sensitive participatory development, conflict (its meaning and types of), mediation, and overview of the entire CCM program to ensure community leaders know their role and how to be involved in the program.

Over all, the training was very participatory and was based on the “learning by doing” methodology utilizing brainstorming, role playing, and presentations. Each participant was given the opportunity to practice the training skills on specific topic that was provided during the workshop. Additionally, participants worked in groups to provide initial feedback on the training manual and training plan.

The training methodology also focused on delegation and CFs involvement on which the facilitators were asked to write a report of 2-5 pages about the training manual and the training plan. The results of those reports were integrated in the manual and further discussed in the three day workshop that happened in September to localize and finalize the manual and the 400 CLs training plan.

2. Evaluation of the Second Phase of Training

PY utilized various training tools to measure the impact of the workshop. Throughout the training, the trainers and project team gathered data on participant’s attitudes and feedback regarding the value and the benefit of the training, and the strengths and weaknesses. The data was collected through verbal feedback and questionnaires. The project team will utilize the feedback to better develop and design training programs in the future. The gathered information can be summed up as below:

Benefits:

- Tools and methods to handle conflicts
- Conflict analysis and participatory development
- Training and practical application
- Conflict sensitive development

- Analyzing and diverting conflict
- Communication and negotiation skills
- Building teams, and conflict resolution

Training Strengths:

- The strong performance and the training methodologies of the selected trainer.
- The tools and methodologies used throughout the training
- The participatory and interactive training approach
- Participants' and speakers' interventions and presentations
- The selected training topics directly tackled the need of the communities and were conflict sensitive.
- The logistical choice of training venue and services on which they helped stimulate learning
- The participants' interactive discussions and contributions which added tremendous value to the learning process.
- The training materials provided the participants with elaborate and sufficient information.
- The successful selection of participants reinforced a team atmosphere based on mutual respect.

As for the weaknesses & constitute lessons learned for future training programs:

- Logistical remarks such as: the delays in meals and breaks, training set-up and style, lengthy training sessions, and technical problems related to availability of a printer.
- The level of participant's obedience to the training's ground rules such as: interruptions, noises, unnecessary interventions and discussions, the side talks, and commitment to training schedule..

The participant's feedback indicates the high quality of the training program in general and the trainers' interactive methodology.

Partners Yemen recommendations and suggestions in the attempt to avoid such challenges as much as possible would be to reduce the duration of training sessions and set strict rules regarding participant commitment and the use of escorts. Additionally, the project team is determined to be more prepared for any technical problems arising whether concerning equipment or budgets. Annex 3 includes the detail from the phase II training evaluation.

B) Localize and Finalize the Conflict Sensitive Programming Manual

Upon the completion of the second phase of CFs training in Ibb in July, 2010, it was agreed that the CFs return to their areas and review the manual in further depth to generate remarks for modification and localization of the manual. PY was continuously communicating and following up

with them to receive their notes and ensure the completion of this revision process in the month of August 2010. In addition, the team has been simultaneously working with subject specific expert in charge of the manual to integrate the received CF remarks into the updated manual. As a result of this process, PY and the subject expert were able to update the manual with adaption to the local context.

The project team and the subject expert strived to produce a condensed version that focused on four pillars: 1) conflict sensitive, participatory development; 2) development and conflict with specific focus on using mediation as a conflict resolution tool; 3) facilitating the development of a common community vision and 4) participatory planning. Moreover, the manual was printed and sent to the CFs so they had the opportunity to revise it before the final manual review workshop held in September.

PY then conducted a three-day workshop from the 25th till the 27th of September, 2010. The workshop helped the project team and facilitators localize and finalize the manual for the Yemeni-context. The manual, however, will continue to be updated during the course of the program based on implementation experience and lessons learned.

The three day workshop allowed the facilitators to discuss the manual components in groups. As a result, further additions, and omissions on the manual content were agreed to.

Furthermore, a session was dedicated to discuss and develop the Community Leaders 4-day Training Plan. The efforts resulted in the summary plan outlined below:

Training Day	The intended output/training objective
Day 1	To understand the link between development and conflict
Day 2	To know how to deal with conflicts
Day 3	To analyze and formulate a community vision based on the analysis of the current situation/ conflict
Day 4	To plan for community based initiatives in line with the set vision

Moreover, the workshop also allowed the facilitators along with the project team to discuss the selection process and criteria of the 400 community leaders in addition to highlighting the formation process of the local commissions.

Over 80% of the CFs agreed that the training manual has been adapted and localized as a result of this workshop and that the manual thoroughly covers conflict management and conflict sensitive development topics. Annex 4 includes the agenda for the manual workshop and Annex 5 details the workshop evaluation.

C) Selection for the 400 Community Leaders

PY in collaboration with community facilitators have selected 400 community leaders to participate in a four day training on conflict sensitive development and conflict management.

PY developed a simple nomination form to help facilitate the selection of the community leaders and ensure fair representation of selected governorates and districts. The community leaders training will take place in two districts in each of the following governorates: Shabwa, Ma'reb, Al-Bayda, and Al-Jawf (total of 8 districts: A'saylan, Ataq, Al-Madeena, Al-Wadi, Al-Quraishyeh, Al-Bayda, Al Hazem, and AlKhalaq). The translation of the nomination form is included in Annex 6.

The project team selected the 400 leaders based on the criteria agreed upon with the Community Facilitators during the three day workshop previously conducted:

- More than 50% of Community Leaders are youth and women³.
- Fair representation from Governorate Local Councils, District Local Council, NGOs and CBOs, Youth / students, Women, Elderly and Companies.
- Educational level of not less than elementary school
- High level of enthusiasm for community work
- Familiarity with inter-tribal conflicts over development, water and natural resources conflicts;
- Familiarity with local government structure, civil society and community groups;
- Interest in and commitment to implementing program activities.

The project will target two groups of 25 (total of 50 CLs) from each district. The selected groups of 400 community leaders are reflected in the table below:

Governorate	District	No. of Community Leaders	⁴ No. of Women and Youth Leaders (from the total number of community leaders)
Shabwa	A'saylan	35	41 (41%)
	Ataq	65	
Ma'reb	Al-Madeena	50	31 (31%)

³ In the Yemeni Tribal context; the age of 35 is considered a young tribal leader.

⁴ The numbers were extracted from the nomination forms (name, gender, and date of birth)

	Al-Wadi	50	
Al-Bayda	Al-Quraishyeh	50	47 (47%)
	Al-Bayda	50	
Al- Jawf	Al-Hazem	50	75 (75%)
	AlKhalaq	50	
TOTAL		400	194 (49%)

The table above shows that the project team managed to recruit 400 community leaders with relatively equal representations of districts. Although it was a major challenge, PY also managed to ensure a 49% representation of women and youth in the targeted 400 CLs. Additionally, the selected group was reasonably selected to represent, women, students, companies, individuals, NGOs, and local councils.

It is noticeable in the table above that two groups of 25 were selected from each district, except in the districts of A’saylan and Ataq where 25 CLs will be selected from A’saylan and 75 CLs will be selected from Ataq. In addition, the training will be also held in Ataq because there is no available training venue in A’saylan. Providing transportation and accommodation for 50 leaders from A’saylan will not be financially feasible, therefore the project management decided to overcome this challenge through selecting only 25 leaders from A’saylan and compensate the target number by selecting 75 for Ataq.

D) Preparation for the 400 Community Leaders Training

PY has set a tentative schedule for the trainings of the 400 CLs over 16 workshops. Workshops will cover topics mirroring the training for the CFs and as agreed in the CF training.

In coordination with the 19 CFs, Partners initiated the preparations for the 16 workshops, 4 in each governorate. Simpler training manuals for training the 400 CLs were developed and given to the CFs as tools to use in their trainings.

The division of roles and responsibilities for the training of the 400 are as follows:

The CFs are responsible for the following to ensure the proper training of the 400 CLs:

- a. Organize the training including logistics and coordinating with local authorities. PY will cover a support team or training organizers and evaluators for the CFs when needed.
- b. Conduct the training.
- c. Write reports for the trainings - each governorate team will submit an independent report

Partners Yemen provides support to the CFs in the following ways:

- a. Help organize the training. Make sure training materials and rooms are well prepared for the training.
- b. Handle the financial arrangements and travel and per diem allowances provided the 400 local leaders.
- c. Help the CFs organize the training agenda and the roles and responsibilities among each training team.
- d. Help the CFs compile training evaluations and write the reports of the trainings.

Partners has developed a tentative draft training plan for the 16 workshops taking place in the four selected governorates. The 16 workshops are dividing into four batches running concurrently in each of the four governorates. Details are highlighted in the below table:

Activity	October				November				December			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Preparation	*	*	*	*								
Pilot training for the first batch in all 4 governorates					5 th							
Evaluation and Revision of Pilot Training						10 th						
EID Adha Holiday							20 th					
Training for the second batch in all 4 governorates								25 th				
Training for the third batch in all 4 governorates									1 st			
Training for the fourth batch in all 4 governorates										10 th		

VI. Challenges and Lessons Learned

I. Project Team

At the beginning of June, PY's Program Officer on the program was in a serious car accident unrelated to his work duties. Other staff have temporary helped fill gaps, and a permanent replacement will begin work on November 1st. Unfortunately, this staff person is unable to return to work and is permanently disabled.

II. Trainer withdrawal days before the training:

One week before the training was scheduled; the trainer informed PY that he cannot conduct the training any longer. PY pulled out internal resources to cover for the training. PY's internal staff who are trainers in mediation and negotiation provided part of the training. In addition, PY managed to hire a substitute trainer to cover the training skills part of the program.

III. Using Eid for Planning Purposes

PY expected that Ramadan and Eid would slow down implementation and planned to focus mainly on program planning and strategizing during the celebrations to make use of the down time.

IV. Communication Challenges with Participants in Rural Areas

There was difficulty in communicating with the CFs in their assigned districts, specifically in sending and receiving the community facilitators' nomination forms due to unavailability of e-mails and faxes in addition to electricity problems. To mitigate this challenge, PY has utilized transportation services to transport documents. In addition, PY has encouraged cooperation between facilitators to assist each other in having access to faxes and e-mail.

V. Recruiting Female Community Leaders

Recruiting a fair representation of women for the 400 CLs was challenging since a large segment of the population in the target communities considers it inappropriate for women to participate in workshops and training program. PY and the CFs tried as much as possible to explain the project and clarify its objectives to encourage women to attend. In addition, PY cooperated with influential figures in the local communities who are highly trusted to promote the program in order to recruit high numbers of women.

VII. Special Achievements and Highlights

PY build good relations with a number of highly significant customary and legal figures in Yemen. Judge Yahya Maori, a supreme court number and a prominent tribal arbitrator, has vast experience in the field of custom and law. Judge Maori has expressed his strong support to the program and his readiness to enrich the training manual with valuable information on customary and legal aspects. He has been handed a copy of the training manual.

Also PY opened cooperation channels with another esteemed figure, Sheikh Mohammed bin Ali Sayyad, a prominent leader in Yemen. Sheikh Mohammed owns in an over 200 year old document of pre-Islamic tribal traditions which are still in practice, signed by tribal leaders of all prominent tribes in Yemen he shared in the CF training program. Al-Sheikh expressed his readiness to support

the program and contribute to the training manual. Both leaders were part of MIST funded Development Dialogue Forum program and were brought into the YCCM by doing presentation in the CFs first training workshop that took place during the previous quarter.

Lastly, although there is a revenge problems between many of the tribes in the target areas, PY has managed to bring together members of tribes currently in conflict, including Muhammed Zaidi, a selected community facilitator from Jaham Tribe in Marib governorate. His tribe has major conflict with other tribes from the same governorate such as Al-Ashraf, Obeidah, and Jad'an. Despite the major conflict between these tribes, Mohammed and another CF from an opponent tribe Abdulla Abu Nab from Al-Ashraf came together during the training workshop. The workshop created a safe environment and space where both CFs worked together in groups and discussed the issues of revenge and how it can be resolved.

ANNEX 1. LIST OF CF'S INFORMATION

No	Name	Governorate	District	Organization	Position	Birth Year	Qualification
1	Saeed Mohammed Al-Marnom	Shabwa	Markha	Local Council - Markha district, Shabwa Gov.	Head of Service Committee	1975	Oil Engineering + Business Management
2	Saeed Mohammed Al-Yusufi	Shabwa	Balhaf	YLNG/ Shabwa Gov.	Pipeline coordinator	1987	BA in IT
3	Saleh Saeed Mohammed Saree'	Shabwa	Jardan	Charitable Social Reform Society	Executive Manager	1983	BA in Education, Math + Diploma in Organizations Management
4	Mubarak Alawi Laznam	Shabwa	Markha / Khawra	Security Administration, Shabwa Gov.	PA of GD	1968	BA of Sharia & Law
5	Naji Muhsen Al-Sami	Shabwa	Markha	Brotherhood Association, Shabwa, Attaq	BA of Arts	1970	Conflict Resolution Committee
6	Hiyam Taleb Al-Qarmushi	Shabwa	Ataq	Brotherhood Association, Shabwa, Attaq	Women Dept. Director	1976	Diploma in English
7	Khaled Saleh JarAllah	Al- Jawf	Al- Hazm	YODSP	Member	1979	BA of Business
8	Ali Saleh Ali Saeed	Al- Jawf	Al- Hazm	Association of Al-Jawf Friends	Administrative Officer	1982	BA of Arts
9	Manee Mohammed Saleh Muhsen	Al- Jawf	Al- Khalaq	Security Administration, Al-Khalaq District, Shabwa Gov.	Deputy of Director	1976	BA of Police and Legal Science
10	Mohammed Saleh Mhusen	Al- Jawf	Al- Hazm	Association of Peace and Development/ Local Council, Al-Hazm District	Memer/Head of Service Committee	1978	BA of Education

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11	Wardah Mohammed Saleh Mujawar	Al- Jawf	Al- Khalaq	YODSP	Member	1985	BA of Arts
12	Abdullah Musae'ed Abu Nab	Mareb	Al- Madina	Yemeni Syndicate Laborers Union	Chairman	1969	BA of Education
13	Nasser Muhsen Tuaizan Ben Oqar	Mareb	Al- Wadi	Local Council - Al- Wadi District, Marib Gov.	Member	1973	BA of Business
14	Alliya Saleh Assebae'e	Mareb	Al- Joba	Girls Dept. Education, Al-Jawba District Mareb Gov.,	Head of the Dept.	1985	Secondary School
15	Sailan Muse'ed Al- Khudhari	Al- Baidha'	Rad'/Al - Arsh	Local Council, Al- Arsh District, Al-Beidha Gov.	Head of Planning Committee	1972	BA of Sharia & Law
16	Saleh Mohammed Abdu Rabuh Al-Hatam	Al- Baidha'	Rad'/Al - Qurashi a	Local Council, Al- Qurashiya District, Al- Beidha Gov.	Secretary General	1971	BA of Arts
17	Muse'ed Abdullah Al- Qubeili	Al- Baidha'	Rad'/Al - Arsh	Water Beneficiary Association	Chairman	1971	BA of Sharia & Law
18	Huda Mohammed Al- Mudhafari	Al- Baidha'	Dhi Na'em	Yemen Youth Union, Al- Beidha Branch	Head of Girls Dept.	1984	BA of Arts
19	Salem Abdullah Al- Masaudi	Al- Baidha'	Al- Baidha	Education Office, Al- Beidha Gov.	Training & Rehabilitati on Dept.	1968	BA, Political & Economic Science

ANNEX 2. TRAINING WORKSHOP AGENDA



Yemen Community- based Conflict Mitigation Program

Training Agenda

TfT for Community Facilitators – Phase II

Ibb - 10th to 19th July, 2010

Date	Time	Topic
Sat. 10/7/2010	9:30 -8:30	Introduction, expectations, ground rules, pre test
	10:30 -9:30	Communication skills (concept and elements)
	11:00 -10:30	Break
	2:00 -11:00	Group work
Sun. 11/7/2010	9:00 -8:30	Review of previous day and Evaluation
	10:00 -9:00	Communication tools
	10:30 -10:00	Negotiations skills (concept, elements, stages and steps)
	11:00 -10:30	Break
	2:00 -11:00	Group work and role plays
Mon. 12/7/2010	9:00 -8:30	Review of previous day and Evaluation
	10:00 -9:00	Mediation skills (concepts and terminologies)
	10:30 -10:00	Mediation for tribal conflicts

	11:00 -10:30	Break
	1:00 -11:00	Group work (successful mediation)
	2:00 -1:00	Stages of mediation
Tue 13/7/2010	9:00 -8:30	Review of previous day and Evaluation
	10:30 -9:00	Discuss training manual topics
	11:00 -10:30	Break
	12:30 -11:00	Group work
	2:00 -12:30	Discussions
Wed 14/7/2010	9:00 -8:30	Review of previous day and Evaluation
	10:30 -9:00	ToT skills
	11:00 -10:30	Break
	12:00 -11:00	Personal and technical skills
	2:00 -12:00	Training process
Thur. 15/7/2010	9:00 -8:30	Review of previous day and Evaluation
	10:30 -9:00	Training practical implementation (2 participants)
	11:00 -10:30	Break
	2:00 -11:00	Training practical implementation (2 participants) + evaluation and feedback
Fri 16/7/2010	10:30 -8:30	Training practical implementation (3 participants)
	11:00 -10:30	Break
	2:00 -11:00	Training practical implementation (2 participants) + evaluation and feedback
Sat 17/7/2010	10:30 -8:30	Training practical implementation (3 participants)
	11:00 -10:30	Break

	2:00 -11:00	Training practical implementation (2 participants) + evaluation and feedback
Sun. 18/7/2010	10:30 -8:30	Training practical implementation (3 participants)
	11:00 -10:30	Break
	2:00 -11:00	Training practical implementation (2 participants) + evaluation and feedback
Mon 19/7/2010	10:30 -8:30	The vision (concept, styles and benefits)
	11:00 -10:30	Break
	12:00 -11:00	Discussion and identifications of 400 CLs training topics
	2:00 -12:00	Evaluation and graduation

ANNEX 3. TRAINING WORKSHOP EVALUATION

An evaluation form for the conflict-sensitive development training course. Number of respondents is 19 participants.					
I. The course content					
	To what extent:	Excellent	good	average	Weak
	The objectives of the course were clear	9	8	2	
	The course achieved its objectives	8	10	1	
	Total	17	18	3	
II Training activities and materials					
	In your opinion	Excellent	good	average	Weak
3	To what extent the training sessions were effective and comprehensible (sessions, lectures, work groups, individual works and activating training tasks)	9	6	2	
4	To what extent were the materials useful – the handouts and the background information documents	8	5	5	
5	Your overall assessment of the training	7	9	2	
	Total	24	20	9	
The training course facilitation					
III How was the trainer's performance in the following		Excellent	good	average	Weak

6	Session management	10	10		
7	Delivering information and interacting positively	10	5	1	
8	Answering questions	9	8	1	1
9	Training time management in an efficient way	10	5	2	1
10	Interrelating the training topic to the reality of conflicts and development in the target areas	10	6	1	
11	Giving equal opportunities for participants to talk	12	5	1	
12	Achieving the training objectives	8	8	2	
	Total	69	47	8	2
V	Place and time of training and services provided				
	Please assess the following	Excellen	good	average	Weak
17	How appropriate the training room was – lights, seating space and equipments	11	5	1	1
18	The quality of the hotel rooms – comfort, cleanness, ...etc	11	3	3	
19	The length of the training course	13	2	1	1
20	Hospitality, i.e the meals and the breaks	9	8	1	
	Total	44	18	6	2
VI	The overall evaluation of the training				
	Please assess the following	beneficial	V. Beneficial	Somewhat beneficial	Not beneficial

21	The value and the importance of the training in general	10	9		
22	The relevance of the training topics to the issues of development and conflicts	12	6	1	
23	The extent to which the participant were the right ones	10	6	4	
24	The quality of dialogue and exchange of ideas among the participants	11	7	3	
	Total	43	28	8	
VII	The value and the benefit of the training				
	Please respond to the following statements	Agree strongly	agree	Don't agree strongly	Don't agree
25	I feel now that I gained many skills and info about development and conflict issues as a result of participating	12	7		
26	I feel now more capable in addressing the issues of development and conflict in my local community as a result of participating in this training	9	9	1	1
27	I feel now I will be working more effectively with various parties and individuals related to development in order to support conflict-sensitive development as a result of participating in this training	10	8	1	1
28	I gained skills to interfere to reduce conflicts in my community as a result of participating in this training	11	9		
29	I feel now that I have deeper understanding about projects, their implementation, monitoring them, and following up in a participatory and conflict-sensitive manner as a result	9	8	1	

	of participating in this training				
30	I am now more enthusiastic to deal in full with the important development and conflict issues in my local community as a result of participating in this training	11	7	1	
	Total	62	48	4	2
VIII	The value and the benefit of the training				
31	Which part is the most benefiting part of the training?				
	The way to handle conflicts over development and reduce them – holding the course in Ibb – getting to know about conflict analysis and participatory development – training and practical application – all (2) – conflict-sensitive development				
	Analyzing and diverting a conflict – benefiting in problem and conflict solving with regards to development – learning training skills, the usage of training tools and getting to know the negatives of training in order to avoid them – getting to know other people				
	Building a team with experience in conflict-sensitive development and laying the corner stone for conflict-sensitivity program and the presence of training materials though they need improvement – gaining skills in conflict resolution				
32	What is least useful part of the training?				
	The manual was not clear – relating the training to the reality (2) – Nothing (3) – Wadi A'annah – no one can neglect any life knowledge – some topics that were irrelevant to the training				

	Lack of discipline among female participants and their leaving during the training – some topics of the training materials – connecting objectives with each topic
33	What topics do you propose for inclusion in future courses?
	Solving tribal conflicts and clarifying the impacts of conflicts on the individual and on development (2) – ToT in a detailed and advanced way + management (may it meant conflict management) – carrying arms, revenge killing and high dowry demands
	Allocating detailed training materials about customary laws – the art of convincing, influencing, presenting and speech making – nothing – reviewing the training materials and rearranging them
34	What capacity building topics you propose to include in future trainings?
	Session management skills – (time management, planning and developing innovative skills and innovative thinking – mental programming – how to be ambitious in the extremely darkest moments – training skills
	Lingual programming – energy sciences – nothing – intensive ToT – how can a trainer act in the absence of training tools
35	Please write down any comments you wish to share with us regarding the training course in the space below
	Nothing – time management (3) – increasing the payments for participants (3) –

	choosing the appropriate places and changing them from time to time (2) – the course was good in general – thank you for choosing me to help you with anything I can provide
	Nothing – a course abroad (2) – I hope for your help to allow me continue higher studies "MA" – the spirit of permanent brotherhood and tolerance of mistakes – the training time should increase and the training length is more
	Please increase the habilitation of the trainers – be keen not to accept substitutes in the future training workshops – choosing specific and suitable tools in participatory development to work on – the training time was not suitable – preparing well and in advance for any training and avoiding the time gap filling topics

ANNEX 4. WORKSHOP AGENDA



Yemen Community- based Conflict Mitigation Program

Training Agenda

Workshop for Discussing Training Manual and Plan

25th to 27th September, 2010

Date	Time	Topic / activity
Sat 25/9/2010 Training Manual Discussions	9:00-9:30	Opening + workshop objectives and agenda
	9:30 -10:30	Review manual and choose Manual Revision Committee
	10:30-11:00	Break
	11:00-12:30	Group work discussions of training manual according to pillars: <ul style="list-style-type: none"> - Conflict sensitive participatory development - Conflict resolution - Community vision - Participatory planning for community development
	12:30-2:00	Group work discussions
	2:00-3:30	Lunch break
	3:30-5:30	Continuation – group work discussions
Sun 26/10/2010 Training Plan Discussion	9:00-9:30	View program work plan: <ul style="list-style-type: none"> - 4 day Training for 400 community leaders - Select committees
	9:30 -10:30	Discuss day 1 and day 2 of the 4-day CLs training: <ul style="list-style-type: none"> - Topics - Duration

		<ul style="list-style-type: none"> - Time and venue - Training methodology
	10:30-11:00	Break
	11:00-2:00	Discuss day 3 and day 4 of the 4-day CLs training
	2:00-3:30	Lunch break
Mon 27/9/2010	9:00-10:30	Discuss the selection of process of the 400 CLs: <ul style="list-style-type: none"> - Selection criteria - Selection locations - Nomination and selection form
Implementation outline of the training plan	10:30-11:00	Break
	1:00-2:00	Committee formation: <ul style="list-style-type: none"> - Selection criteria - Selection methods - Time table
	2:00-2:30	Final ceremony and lunch break

ANNEX 5. WORKSHOP EVALUATION



Yemen Community- based Conflict Mitigation Program

Final Evaluation Summary

Workshop for discussing Training Manual

25-27 September, 2010

	Highly agree	agree	neutral	disagree	Highly disagree
The workshop Objectives are clear	9	10			
The training manual have been adapted and localized as a result of the workshop	8	9	1	1	
The manual covers conflict resolution for common resources	4	13	2		
The manual covers conflict resolution between communities and other stakeholders	4	8	5	2	
I will utilize the manual during and after the project duration and will use it as a reference in the future	12	7			
The workshop has been clearly delivered	5	13	1		
The discussions were facilitated in an organized and clear manner	4	10	2	3	
I was well informed of the workshops before it has been conducted	5	10	2	1	1
The training venue was suitable	11	4	2	2	

Over all, how do you evaluate the workshop?

Excellent	Very Good	Good	Acceptable	Weak
1	10	7	1	

Further Comments:

- It is vital to continue investing efforts in building the capacity of local leaders
- More timely (2)
- Accommodation fees should be given to the participant and give him the right to select the accommodation venue
- Change training venue
- More organizing
- Continuous communication and follow up with the participants
- Commit to training agenda
- The results of the workshop were agreed upon

ANNEX 6. NOMINATION FORM



Partners- Yemen

Yemen Community- based Conflict Mitigation Program

Y- CCM

Selection Form for Community Leaders (400)

Name:	District:
Sex:	Governorate:
Age:	Organization:
Phone No:	Position:
E-mail:	Qualification:

Selection’s Reasons:

Yemen Community- based Conflict Mitigation Program

Y- CCM

400 Community Leaders List

Governorate:

District:

No.	Name	Organization	Position	Qualification	Date of birth	Phone No.	E-mail
1							
2							
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