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**SOCIAL SCIENCES UNIVERSITY OF ANKARA
(ASBÜ)**

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

**Local Non-Governmental Organizations' contributions
to building peace and Humanitarianism in
Hadhramaut Governorate (2014 - 2022)**

Ibrahim ALTOMOOR

M.A. Program in Peace and Conflict Studies

(MASTER THESIS) 2023

AUGUST 2023



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PLAGIARISM

"I affirm that all the information contained within this document has been acquired and presented following the guidelines of academic regulations and ethical standards. I also confirm that, as stipulated by these ethical guidelines, I have appropriately referenced and acknowledged the sources and discoveries utilized in this research. Furthermore, I attest that this thesis adheres to the writing conventions outlined by the Graduate Institute of Social Sciences at Social Sciences University of Ankara."

Name: Ibrahim ALTOMOOR

Signature:



ACKNOWLEDGMENT

First and foremost, I thank God for the patience and will to face all obstacles in my mission and move forward successfully.

Also, I send my greetings and thanks to my beloved parents, my beloved wife, my son Ouais and all my family members who have always prayed and stood for me.

Furthermore, it is my honor to thank my supervisor, Assistant Professor Dr. Efser Rana Coskun Turkmen who made tremendous efforts and selflessly spent her precious time in order to pursue my research development, not to mention her wonderful cooperation, encouragement, and insightful comments with dedication.

I also express my sincere thanks to the members of the jury defense for my thesis. Doç. Dr. Yunus Turhan, and Dr. Öğr. Üyesi. Resul Yalcin for their valuable comments. In addition, it is my pleasure to thank the Department of Peace and Conflict Studies Institute.

I would also like to express my sincere gratitude to the Social Sciences University of Ankara. As well as Alawn, Selah, Nama, and UDEF for unlimited support and facilitation during the entire study period.

I also thank those who have contributed to the questionnaire for this thesis.

Finally, my sincere thanks to my colleagues who share their experience and valuable knowledge with me.

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ABSTRACT

This thesis deals with the importance of the role and contribution of active civil society organizations in Hadramout governorate in reducing the humanitarian crisis and their contribution to strengthening the peace-building process in Yemen and Hadramout governorate in particular during the current civil war that ravaged Yemen. Through the results of the thesis, it was found that there is an active role for civil society organizations, and their contribution to Attain a state of moderate stability and mitigate the humanitarian crisis by executing a range of diverse humanitarian and developmental initiatives, underscore the significance of these initiatives in the absence of public sector involvement. In addition, some of the obstacles and difficulties facing these organizations in their field of work and ways to find solutions to these challenges were addressed. In this thesis, the descriptive qualitative approach by checking Prior research and investigations concerning the sector's role were referenced, alongside a questionnaire that was conducted for seven active CSOs within Hadramout Governorate. The findings revealed that local NGOs had a significant part in both fostering peace and facilitating reconstruction efforts. Additionally, they played a role in establishing a form of stability in regions impacted by conflict.

Keywords: Yemen , Hadhramaut , Peacebuilding , Fragile State , CSOs &NGOs , Civil war

ÖZET

Bu tez, Hadramut vilayetindeki aktif sivil toplum kuruluşlarının insani krizin azaltılmasındaki rolü ve katkısının önemini ve Yemen'i kasıp kavuran mevcut iç savaş sırasında Yemen ve özellikle Hadramut vilayetinde barış inşası sürecini güçlendirmeye katkılarını ele almaktadır. Tezin sonuçlarına göre, sivil toplum örgütlerinin etkin bir rol oynadığı ve çeşitli insani ve kalkınma girişimleri aracılığıyla ılımlı istikrar ve insani krizin hafifletilmesine katkı sağladığı sonuçlarına ulaşılmıştır. Bu girişimlerin önemi, kamu sektörünün katılımının eksikliğinde daha da vurgulanmıştır. Ayrıca, bu örgütlerin/ kuruluşların çalışma alanlarında karşılaştığı bazı engeller ve zorluklar ele alınıp bu zorluklara çözüm bulma yolları değinildi. Bu tezde, Hadramout Valiliği'nde faaliyet gösteren yedi sivil toplum kuruluşuna uygulanan bir anketin yanı sıra, bu sektörün rolüne ilişkin önceki çalışmalar ve araştırmalar incelenerek tanımlayıcı nitel yaklaşım (metodoloji) kullanılmıştır. Bu sayede, sonuçlar yerel sivil toplum kuruluşlarının barışı teşvik etmede ve yeniden yapılanma çabalarını kolaylaştırmada büyük bir rol oynadığını ortaya koymuştur. Bununla birlikte, çatışma etkilenen bölgelerde istikrarın bir şeklinin sağlanmasında da rol oynadığını tespit edildi.

Anahtar Kelimeler: Yemen , Hadramout , Barışın İnşası , Kırılgan Devlet , STK'lar , Sivil savaş

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LIST OF ABBREVIATIONS

YAR	Yemen Arab Republic
PDRY	People's Democratic Republic of Yemen
CSOs	Civil Society Organizations
NGOs	Non-Government Organizations
INGOs	International Non-Government Organizations
FSI	Fragile State Index
SDGs	Sustainable Development Goals
MOSAL	Ministry of Social Affairs and Labor
YODSP	Yemeni Organization for Development and Social Peace
BCHR	Benevolence coalition for humanitarian relief
SCS	Student Care Society
MHD	Almaroof for humanitarian developm

CHAPTER I

1. INTRODUCTION

Yemen is seen as one of the oldest civilizations in the world, but the state of Yemen in the current era is considered one of the modern states in the Middle East. The modern nation of Yemen emerged in 1990 through the amalgamation of two former states: the Yemen Arab Republic (YAR), situated to the north, and the People's Democratic Republic of Yemen (PDRY), located in the southern region. This merger led to the establishment of the Republic of Yemen. (Badeeb, 1986) Which resulted from two modern states with two different systems (conservative and socialist), which made the new political system established after unity completely different from the existing systems in the rest of the neighboring Arab Gulf states. The significant economic, demographic, and social problems of the new unified state, along with economic mismanagement and endemic corruption, made Yemen economically dependent on foreign aid. Since the rule of the previous regime, which came after unity, the majority of the Yemeni people suffer from difficult living conditions due to mismanagement, poverty and unemployment. This has also contributed to expanding the space available for civil society (Cavatorta & Durac, 2011).

Yemen's historical timeline is marked by a series of wars that span various epochs, occurring both prior to and following the merging of North Yemen and South Yemen in 1990. This intricate history continues to exert an influence on the ongoing conflict in the region. North Yemen and South Yemen were two separate political entities. In the twentieth century, the north was ruled by the Zaydi Imamate regime, which ended with the declaration of the republican regime in 1962, after a civil war that lasted seven years. In the south, Britain occupied Aden from 1839 until 1967, and it was linked to protection agreements with the rest of the sheikhs and sultans of the south. In 1969, two years after the British withdrew from the south, the country later became a one-party state revolving in the orbit of the Soviet Union - the People's Democratic Republic of Yemen - led by the Yemeni Socialist Party. The Republic of Yemen in the south witnessed frequent fighting between the leaders of the Yemeni Socialist Party, which because differed over the

direction of the party, as it was a very bloody fight, and that was in 1986. (Shuja Al-Din, 2019). During 2011, Yemen witnessed a widespread uprising that compelled its authoritarian leader, Ali Abdullah Saleh, to relinquish his position and transfer authority to his second-in-command, Abd Rabbo Mansour Hadi. Despite this transition, President Hadi encountered challenges in addressing Yemen's economic and security issues, including confrontations with certain factions. Additionally, a significant portion of Yemen's military remained more loyal to the deposed President Ali Saleh than to Hadi. (Salih, 2013). The Houthi group took advantage of this weakness in power. Officially known as Ansar Allah, this group represents the Shiite community in Yemen. In early 2014 the current war in Yemen began, they took control of Saada governorate in the north of the country and then seized the capital, Sanaa, in December 2014 in cooperation with former President Ali Saleh, forcing President Hadi to flee abroad in March 2015. (Anthony H. , 2017). Saudi Arabia, a neighbor Yemen, expressed its alarm at the possibility of the Houthis taking control of Yemen, for fear that it would become a target for its rival Iran in the region and be the next target. In March 2015, Saudi Arabia, in a military alliance with other Arab countries, began an air campaign aimed at driving out the Houthis and restoring the government of President Hadi. Originally named "Operation Decisive Storm" and spearheaded by Prince Mohammed bin Salman, who had recently assumed the role of Saudi Defense Minister, the intervention was initially envisioned to conclude within a short span of a few weeks. (Stenslie, 2015). In addition, the coalition received intelligence and logistical support from the United States, the United Kingdom and France. The war has since developed into the world's worst humanitarian disaster. An estimated 60,000 civilians were killed and 85,000 children under the age of five died from starvation and the catastrophic consequences of the conflict. All parties have committed war crimes, with Yemeni citizens as victims. For instance, there have been air strikes on schools, wedding parties, hospitals, obsequies, and marketplaces, coercion isolation, and detention of journalists, likewise sexual assault, and assaults of economic rights. (Al-Kahwati, 2019)

1.1 Yemen and Arab Spring

The Arab Spring can be characterized as a series of revolutionary movements and popular protests that originated in late 2010 in Tunisia due to poor living conditions and injustices. These uprisings subsequently spread to other nations including Egypt, Jordan,

Algeria, Iraq, Morocco, Sudan, and Palestine. In addition, there were secondary uprisings in Kuwait, Bahrain, Saudi Arabia, Oman, Djibouti, Mauritania, and Western Sahara, with most of these secondary movements focusing on economic reforms. By 2012, the leaders of Tunisia, Egypt, Libya, and Yemen had been ousted from power.

The eruption of the popular revolution in Tunisia and the success of Egypt's January 25 revolution in toppling President Zine El Abidine and President Hosni Mubarak fueled calls from Yemen's opposition and the general populace for demonstrations, street protests, and the overthrow of Ali Abdullah Saleh's regime. A key factor contributing to the emergence of the Yemeni revolution after the Arab Spring was the lack of an accurate understanding of Yemeni society, leading to ignorance about its intricate social makeup and distinctions. The Yemeni crisis involved a multitude of stakeholders at local, regional, and international levels, creating a complex web of actors. Yemen's economic challenges and limited national income turned the country into a stage for the interests and ambitions of global and regional players due to its poverty. This is due to the difficult living situation of the Yemeni people and their neglect by their government, in addition to Yemen's wealth and its strategic location on two important seas with a long coastline and islands rich in wealth, and its possession of vital and important sea and land outlets at the international level made it the focus of ambitions of regional and international powers. Continuation of President Ali Saleh to be in power for more than a third of a century, in contradiction to the most basic rules of democracy and equal citizenship, and he continued to extend it to himself time after time. In addition to the succession of power when he resorted to concentrating power in his relatives and lineage, promising his son to inherit power, which caused the division of the system from within. Saleh's regime lacks any ideological or moral justification. Moreover, the existence of political corruption, the absence of effective political participation, and the failure to face security challenges. In addition to other multiple economic and social causes represented in poverty and unemployment, rentier economy and unfair distribution of wealth, low rates of economic growth, unemployment, especially among university graduates, and other internal and external causes appeared significant problem in that time period (Al-Asadi & Al-Shabout, 2018).

The Arab Spring, which started in Tunisia, expanded in parts of the Arab countries and reached Yemen, where Yemen found the Arab Spring as an opportunity to change

corruption, tyranny and the deteriorating conditions. In other words, Arab Spring became an important opportunity for reacting against the existing system which was also consistent with greed dimensions. Yemenis found themselves in a transitional phase after former President Ali Abdullah Saleh stepped down and transferred state authority to his deputy, Abd Rabbo Mansour Hadi, in November 2011. The current conflict is the reason for the failure of the process of political transformation and stability which making for the country. This transition paved the way for the comprehensive national dialogue conference, which ended with several outputs, most notably a proposal for a new federal political map for Yemen whose idea is to divide Yemen administratively into six regions. This proposal took place until the Houthis headway towards Sanaa and stormed it and besieged the house of President Abd Rabbuh Mansour Hadi and his government and took over the military and civil government institutions, which caused a threat to the neighboring countries. A coalition led by the Kingdom of Saudi Arabia was formed to intervene in Yemen and the conflict expanded to include the entire country and the conflict parties among them multiplied. Some armed groups backed by the Arab coalition Also, with the entry of the Houthis and the Arab coalition into the conflict, the interventions expanded to become regional and international interventions supporting both sides of the conflict (Coppi, 2018).

1.2 Humanitarian Crisis and the situation in Yemen

With the intensification of the Yemeni civil war that erupted in 2014 which considered one of the worst wars in the history of Yemen that led to the deadliest humanitarian crisis. The United Nations estimated that the war in Yemen by the end of the year 2021 had killed 377,000 people since the conflict began about 7 years ago, where nearly 60 percent of them came from indirect causes such as malnutrition, hunger and disease, while the direct deaths resulting from combat operations account for 40 percent, which means that their number is 150 thousand and 800 (AA, 2021). According to reports from the United Nations, a minimum of 8.4 million Yemeni individuals faced the potential threat of famine, while a staggering 22.2 million people, accounting for 75% of the population, were in urgent need of humanitarian assistance. (United Nations, 2018). Close to 400,000 children below the age of five are at risk of severe malnutrition endangering their lives. The healthcare system in Yemen has crumbled, resulting in the emergence of cholera outbreaks that have led to thousands of fatalities. (BBC, 2018).

After eight years of escalating the conflict, the crisis in Yemen is still sharp, with more than 21 million people needs humanitarian aid. Where the continued conflict led to an increase in economic collapse and the collapse of national social protection systems, which exacerbated food insecurity. The exacerbation of poverty and the inability to withstand financial costs increases the disability of the most vulnerable population of basic services and goods. Millions of people in Yemen are still in place the inability to meet their basic needs, especially weak groups. This causes harmful risks to these groups such as accumulation of debt, forced marriage, the sale of assets, the leakage of school, and the increase in child labor, with other risks, especially for women, children, and persons with disabilities. The provision of basic services is still not sufficient, with the infrastructure damage, the lack of basic supplies and the limited public system capabilities.

In 2022, Yemen also witnessed two severe envelopes in the weather, with the country bearing the largest burden of the climate crisis. Where Yemen witnessed moderate to severe drought, as well as heavy rains and floods struck several regions across the country. This was affected by 74,000 families (more than 500,000 people) in 19 governorates. Yemen is still one of the most challenging work environments in the world. Throughout 2022, humanitarian operations were affected by bureaucratic obstacles, the movement's restrictions, aid intervention and insecurity incidents, causing deprivation of aid and delayed delivery to millions of people. In addition, the financing of some humanitarian programs for life has been reduced and closed, including sectors that suffer from a lack of financing such as sectors of water, health, water, education and protection, sanitation and health hygiene. The conflict also resulted in the displacement of 4.5 million people, including 234,283 displaced people in 2022. Some of the highest levels of weakness are concentrated by an estimated 1.65 million displaced internally who live in about 2431 displacement sites in very difficult living conditions. The permanent shelter solutions for those who live in displacement sites and in return areas are very weak due to the focus on responding to emergency situations, the size of the destruction of housing, and other issues related to homes, lands and property. It faces an estimated 300,000 migrants, asylum seekers and a refugee with severe risks and depends heavily on humanitarian aid. (OCHA, 2022).

The extent of the state's ability to fulfill its functions is of great academic and political interest. It is one of the most important functions and duties of political authority. Providing political goods to its citizens (such as regulating civil rights and liberties, health and medical care, providing highly efficient infrastructure, providing a successful economic institutional system through which citizens can strive to achieve their goals and projects; perhaps achieving security and safety at the top of the hierarchy of political goods, which guarantees provision and enjoyment of other goods). However, the intensification of the conflict may harm the state and make it take a reverse curve toward failure. (Al Marashi & Daoud, 2016)

Failed state - defines "failed state" as an important term for "state collapse" - for instance, that a failed state is a state that is unable to perform its basic development and security functions and does not have active control atop its borders and territory. A failed state is a state that is no longer able to regenerate the terms of its existence. (CSRC, 2006).

Both "Ratner and Helman" Indicated in their study that the concept of a failed state can be abbreviated to "those states that cannot play a role as an entity independent." (Helman & Ratner, 1993). They gave the example of Haiti, Yugoslavia, Sudan, Liberia, and Cambodia (Di John, 2008). Because of the technological progress in the current era over the past decades, the world has become more globalized, linking all the world together. Among the challenges facing the modern world order in this regard are the problems that unstable states may cause (Demir & Varlık, 2015). It indicates that the government is incapable of upholding the country's stability through various means. In the realm of social sciences, there are varying degrees of state fragility, including weak, failed, and collapsed states. (Sternehäll, 2016). They encompass worldwide poverty, the movement of refugees, terrorism, and the proliferation of civil conflicts. (Sandler, 2014).

One of the primary factors contributing to state failure is the notion of effective and ineffective governance. The significance of proficient governance resides in its capacity to enhance a nation's stability and productivity, enabling it to enhance operational efficiency, mitigate risks, and foster swift and secure growth. This, in turn, aids in improving the country's reputation and fostering trust. Good governance comprises eight key attributes. It is participatory, accountable, centered on consensus, transparent, proficient, responsive, inclusive and fair, and adheres to the principles of

legality. It ensures the minimization of corruption, amplifies the voices of the most vulnerable in society in decision-making, and considers the perspectives of minority groups. Moreover, it remains attuned to both current and future societal requirements. (Sheng, 2009). The essence of these two concepts lies in the requirement for robust institutions within a state to attain stability. (Ikpe, 2007). Most of the previous definitions center on the government's ability to carry out its sovereign duties on what it has to the fullest, and that the more it weakens and disintegrates and is on the verge of government collapse, the closer the state becomes to failure. (Kaplan, 2017). In a way that reshapes the political discourse and the direction of international politics in general, as well as the direction of its influence on international politics. (Fund for Peace, Fragile states index annual report, 2022). This means that the humanitarian crisis in Yemen is very serious. The country also experienced its worst cholera epidemic in 2016, with more than a million suspected cases. (Alanna Shaikh, MPH, 2018). This means that these indicators have very bad repercussions, these ratings underscore that Yemen's state was prone to compromising the country's capacity to adapt and exert control over the mounting pressures, thus facilitating its descent into conflicts and civil strife. (Murphy, 2019). Furthermore, Yemen is classified as one of the most impoverished nations, with over 34% of its population residing below the poverty threshold in the year 2005. (World Bank, Poverty in Yemen, 2010). Therefore, these conditions, along with unemployment, poor economic conditions, and corruption, contributed to severe protests and grievances raised in 2011. Furthermore, certain influential clans within the nation, along with the longstanding divide between the northern and southern regions, exerted significant influence on the state during the tenure of the former president. This was due to his manipulation of certain tribes to maintain his hold on power, often at the expense of fostering robust state institutions. Notably, these tribal factions became fragmented following his departure from power. (Murphy, 2019). Therefore, the situation that the Yemenis have reached today comes because of the great imbalance in these main aspects, which, in my opinion, all fall under the absence of wise leadership and good governance, and the existence of mismanagement and leadership of the state.

1.3 Humanitarian Crisis and the situation in Hadramout Governorate

Hadramout governorate is situated in the eastern part of the Republic of Yemen, with a distance of 794 km from the Yemeni capital, Sana'a. It spans across latitudes around 14 degrees north, approximately in its southern borders overlooking the Arabian Sea. And (19) degrees north, approximately at its borders with the Kingdom of Saudi Arabia, while it is approximately located between (48) degrees east from the western side of Shabwa Governorate, and (51) degrees east from the eastern side adjacent to Al-Mahra Governorate. Hadramout Governorate is the largest governorate of the Republic of Yemen by area, with an area of (193,032) km / square, and thus constitutes about (36%) of the total area of the Republic of Yemen, amounting to (450,706) km / square, and the population of Hadramout Governorate is approximately (1,028,556) people. According to the 2004 census. Hadramout Governorate was divided administratively into two parts: the first is the districts located on the coastal strip and the highlands, and this part includes (16) districts, including Socotra Island, and the other part consists of districts extending along the valley and the desert and includes (14) districts, where the total of the governorate's directorates is (30). (National Information Center, 2014)

Leaders in Mukalla see an urgent need to execute a strategic plan to stimulate and develop economic growth, and a lot of regional pointers emphasize this quick requirement for change. The Hadramout Governorate's urban areas are between the poorest in Yemen governorates, ranking fourth between the twenty-one governorates in conditions of poverty stages. In 2006, an evaluation 35.6% of families fell under poverty line, compared to 34.8% at the local level. In spite of the formal unemployment average being quoted as being quite lower, Unofficial assessments put it near 30%. It was valued that 22% of families can not get access to sanitary services, 23% had no electrical power, and 21% didn't have arrival to water. (The World Bank, 2007)

Hadramout Governorate is one of the areas that is mostly controlled by the internationally recognized Yemeni government. However, this governorate witnessed societal needs from time to time and increasingly. These needs reflect frustration with the failures of local and national administrations due to the continued deterioration of economic conditions affecting people's daily lives. In Hadramout, despite the presence of social unrest and deterioration of services, there is a level of relative stability compared

to other governorates in terms of the provision of public services and levels of violence. (Wilson & Al-Hamdani, 2022). Regarding the humanitarian situation in Hadramout Governorate, there are approximately 900 thousand people who need aid, including 38% of those with severe need. On the health side, hospitals and health facilities in the governorate are working regularly in providing services to citizens and operating with the support of the local authority in the governorate, as well as with the support of some countries and donor organizations, whether to provide services in the current health facilities or in expanding the establishment of new health facilities and providing the necessary equipment for them. Despite the work of these health facilities, their services do not fulfill the actual need for the demand for medical services, especially with the increasing demand for these services from the provinces of Shabwa and Al Mahra. (Berghof Foundation and Political Development Forum, 2019). And within the framework of the efforts and the special attention that the leadership of the Displaced Unit attaches to the displaced, who have been forced by wars and conflicts in their regions to flee to safe areas, including the regions of Hadramout Governorate. Where the number of displaced men and women in Wadi Hadramout only, and those fleeing from conflict areas, reached 42112 displaced men and women of different ages, distributed among 6162 displaced families residing in various regions of Wadi Hadramout. (Alahqaf, 2023).

Many international observers consider Hadramout to be Yemen's axis of security and stability. However, this stability may be superficial due to the rampant corruption in the governorate, which has created a position against the local authority on the part of Hadrami citizens. This state of instability led to a local desire for Hadramout's independence and its right to self-determination. Widespread corruption in the local authority in Hadramout led to protests as a result of the widespread evidence of corruption and the local authority's willful disregard for people's needs: the collapse of government services amid widespread poverty. What is also frustrating for people is knowing that Hadramout is the main source of resources for the internationally recognized government, while in return people do not find the necessities of life there, such as electricity, affordable health care, and meeting the basic needs of daily life. Although Hadramout is seen as the ideal Yemeni model for stability and good governance, it faces internal conflicts between political leaders over government resources and funds that threaten to destabilize the governorate. While rampant corruption fuels the population to

take to the streets, where they demand accountability for the local authority and demand that this wealth go to the people of Hadramout. This context reinforces the demands of the people of Hadramout for the independence of their governorate, as the Hadramout governorate was previously considered part of the People's Democratic Republic of Yemen, the southern Yemeni state that until 1990 was independent from the north. In Hadramout governorate, the population adopts different opinions, as some support the secession of the south, and some promote the idea of an independent Hadrami state, while others prefer the continuation of the unity of Yemen within a federal system. Although Hadramout is the richest governorate in Yemen, there is widespread desperation among its residents. In recent years, marches took place in the streets, calling for an end to corruption and the high cost of living, as some of the marches were called (the revolution of the hungry), in addition to low government salaries, which have not changed for years, despite the increase in the cost of living by 500-700% since 2014, and the existence of worrisome manipulation in prices by commodity traders. Recently, there has been an increase in the price of petrol to 1,000 riyals per liter, and bus fares within a 10-minute ride in the interior of the governorate can reach 500 riyals per person – a crippling increase of 400% in a few months. A middle-class employee will need at least 1,000 Yemeni riyals for a daily commute to work, equivalent to 40% of the average salary. In addition, due to exchange rate fluctuations, most house rents are in Saudi Riyals, exceeding the tenants' ability to pay. (Bin Othman, 2021). Recently, Hadramout governorate has suffered great damage due to climate and environmental change. Floods, droughts and hurricanes occur from time to time in this province, as these disasters and other issues related to the environment have become a source of concern and local pressure on society, the authority and the relevant institutions in conflict management and humanitarian work. It also complicates the relationship between those who have recently arrived to live in this province, who have been displaced from other provinces due to the ongoing conflict, and those who have returned from some neighboring countries, such as the Kingdom of Saudi Arabia. (Lackner, 2021). The conflict also caused a stifling political and economic crisis, which made Yemen failed state. (Fund for Peace, Fragile states index annual report, 2021).

1.4 Problem Statement

This study aims to understand the contributions of local NGOs to peacebuilding in Hadramout governorate during the period from 2014 to 2022, in light of the ongoing war in Yemen. The study seeks to answer the main question: How did the local CSOs in Hadramout contribute to alleviating the humanitarian crisis and strengthening the peace-building process during the war in Yemen?

1.5 The research Problem

The ongoing civil conflict in Yemen has resulted in significant political, economic, and societal challenges, alongside the most extensive humanitarian catastrophe faced by the Yemeni population. Moreover, it has led to a profound breakdown of the Yemeni state and governmental structures. The prevalence of conflict and insecurity has rendered Yemen the forefront of nations characterized by fragility and vulnerability. Based on the assessment of the Fragile States Index for the year 2021. The fragility and weakness of the Yemeni regime has left a vacuum due to the collapse of government institutions and their inability to find possible solutions to political and social problems, weak security and poverty, to the existence of the ongoing struggle for power by some rebel groups and the exploitation by state representatives of some tribal leaders and rebel groups, which caused the existence of a non-state Balanced and fragile in which corruption gnaws. which made the importance of having and covering this void in the responsibility of CSOs. CSOs are key actors that can fill the power vacuum created by political instability because of the important factors they possess and facilitate their successful entry into peacebuilding initiatives, the promotion of sustainable peace, and the defense of peacebuilding due to factors they possess such as impartiality, credibility, trust, integrity, and capacity of CSOs In building alliances, communication and coordination between CSOs and clarity (Ateng & Abazaami, 2016).

In doing so, this thesis will answer the following three questions:

- 1) How did the local CSOs in Hadhramaut contribute to alleviating the humanitarian crisis and enhancing the peace building process during the war in Yemen?

- 2) How should have these organizations direct their efforts to build peace and what are the problems and obstacles that hinder their effective contribution to building peace?
- 3) What are the needs of these organizations to be more effective and what could be the possible proposals for solutions and recommendations to contribute to building peace?

1.6 The Objectives of the Thesis

This study aims to know and understand the role played by CSOs and their contribution to alleviating the humanitarian crisis experienced by Yemen and Hadhramaut Governorate in particular, and the role of these organizations in peacebuilding to find out convincing results through:

- Analyzing the role of local CSOs organizations in Hadhramaut in alleviating the humanitarian crisis regarding their roles, contributions and interventions.
- Identify the problems and difficulties facing these organizations.
- Identifying future solutions and suggestions for improving the role of local CSOs in Hadramaut.

1.7 Significant and Purpose of the study

The importance of this dissertation lies in the fact that it will be a reference for civil society organizations and those interested in the work and role of civil society organizations in humanitarian work and peacebuilding. It will also give organizations a definition of their role and function, especially in conflict-affected areas, or in development processes in general. In addition, it will give organizations some important directives to contribute to creating stability and strengthening peace processes, through their association with work sectors or the importance of strengthening their partnerships with the public and private sectors. This dissertation will also give active organizations in Hadramout Governorate and Yemen in general information about what are the difficulties and obstacles facing the organizations and what are the solutions, recommendations, and results that could contribute to improving their work.

1.8 Research scope of the study

This thesis talks about the importance and role of NGOs and their interventions to reduce the humanitarian crisis and enhance the peace-building process in Hadramout Governorate during the period 2014-2022. It also explores the difficulties it faces and ways of solving them to be more effective, by addressing the roles of CSOs in studies related to the subject of the thesis.

1.9 Methodology

In order to answer these research questions, this thesis adopted a qualitative analysis, by examining and analyzing similar previous studies and comparing them in addition to what is observed from the work of these organizations on the ground. In addition, a questionnaire conducted for a focus group which include the sample managers and employees of the targeted organizations. And they are seven organizations. The questionnaire includes several questions about General information like gender, age, education qualification, and other questions related to the knowledge background of the employees about the humanitarian field, peacebuilding and, development work, which are located in the appendix. The participants of focus groups were communicated through communication groups via WhatsApp, which brings together the employees of the target organizations. The problem was addressed from the prospective of the theoretical framework of NGOs theory and Fragile state index theoretical approach. According to the systematic approach that will be followed to analyze the problem, and treat it to realize the phenomenon, a qualitative approach and analytical descriptive method were conducted, by studying and analyzing primary resources to deductive that is represented in a questionnaire on the sample study (the managers and employees of the targeted organizations). Also, secondary resources such as previous studies and researches related to the civil society's roles and its contributions in peacebuilding and creating stability in the areas affected by the recent war especially in Hadhramaut Governorate.

1.10 Study Design

This thesis will also consist of six chapters. The first chapter is the introduction and includes the general introduction on the topic of the thesis, Problem statement, research problem, objectives of the thesis, Significant and purpose of the study, Research scope of

the study, Methodology, and Study design. The second chapter will include a Literature review. As for the third chapter will contain a general definition of CSOs - NGOs in Hadhramaut, their importance, roles, the scope of work, and the procedures, programs, and projects taken by these organizations to prevent the aggravation of the humanitarian crisis. The fourth chapter will contain what are the duties that these organizations should follow to achieve peacebuilding. While the fifth chapter It will include the results of the questionnaire analysis. As for the sixth and final chapter, it will contain the conclusion results and recommendations of this thesis.



CHAPTER II

2.1 literature Review

The literature review consists of five titles that all talk about the importance and role of CSOs in sustainable development and interest in it. The role of CSOs in places of conflict and the provision of humanitarian assistance to those affected by conflicts was also discussed. In addition to the role of CSOs in Yemen and their Deficits. Finally, the importance and role of CSOs in Hadramout in reducing the humanitarian crisis and building peace. These titles were also addressed to inform to CSOs in Hadramout in particular and Yemen in general about the importance of these functions and roles for the public contribution to peacebuilding, according to a literature review of previous studies related to the topic of this thesis.

2.1.1 The Role of CSOs in Sustainable Development

Civil society is witnessing a large-scale organizational transformation, as the building of CSOs has increased in many different activities to play a notable role in various fields that are carried out by the state and its institutions. CSOs in Yemen are among the limited entities that consistently embrace a defined set of guiding principles. These principles encompass community welfare, human rights, and equality across various domains, all of which hold pivotal significance in attaining both development and enduring peace. (Qassim, Amin, Transfeld , & Strzelecka, 2020). The idea of (development) originated to signify the undertaking of profound transformations within a society, all aimed at empowering that society to attain self-sufficiency. Development assures a continuous enhancement in the quality of life for individuals, involving the augmentation of a society's capacity to meet fundamental necessities and the requisites of its members. This is achieved by consistently optimizing the utilization of existing economic resources. (Bin Jumaan, 2015). The word development refers to a specific state of growth or progression. Generally, the term development describes good change. The researchers also explain that there are three ways to use the meaning of development.

First, development as a vision in the sense of using it in what society wants it to be. Secondly, development as a historical process refers to the fact that change in society takes place over long periods due to the inevitable processes of progress. Third:

Development as an action refers to action and its intentional effect in changing things for the better, such as providing aid to alleviate hunger (MDG, 2016). The United Nations characterizes development as "the multi-faceted endeavor of enhancing the overall well-being of all individuals." It underscores that social advancement, economic progress, and safeguarding the environment are interconnected and synergistic aspects of sustainable development. (United Nations, Concept of Development, 2023). The current time is witnessing a clear change in the role of CSOs in Yemen. Due to expansion of the development agenda, the focus of civil society has shifted from a social welfare to a development. In other words, civil society aims to achieve sustainable development and improve the quality of life through awareness-raising, advocacy, defense and support for human rights and public interests in local communities including attempts to influence in public policies for the state.

What confirms the importance of the role of CSOs as a basic partner in implementing and making social welfare policies is that development at the present time is no longer based on governments and political leaders only, Because of the rise of non-state actors after the end of the Cold War which gained prominence in the last decades. but rather on providing opportunities for social participation for members of society in all its organizations, hence the importance of partnership and coordination between institutions government, the private sector and CSOs. (Abdelhamid & Bahashwan, 2014).

Also, civil society participants serve as a pivotal interface between the state and the general populace. Originating from self-initiation and self-establishment, they possess the capacity for autonomy, enhancing their credibility. It would be erroneous to view civil society participants as detached from society and governance, although they remain distinct from political bodies or governmental establishments. The role of civil society participants doesn't involve direct power control or political manipulation; instead, it yields influence over governmental mechanisms and acts as an intermediary between politics and society. (Bestas, 2017).

It has been confirmed to many governments that they cannot solve their crises and problems on their own, and that it is very necessary for civil society to contribute with all its range of institutions, associations, and various organizations in solving these problems, as well as in achieving economic and sustainable development in order to be a society

and a developed country. CSOs are considered the right arm of governments, not only in the development process, but also in mobilizing idle resources, whether human or economic, and involving the various segments of society in this process and not depriving them of it, by contributing to an active role in society in various fields of achieving social justice and combating poverty. Charitable, social, cultural, environmental, educational and literacy sciences. (Ahamed, 2021). The functions and roles of civil society are represented in collecting interests, forming new community leaders, spreading a culture of voluntary work, political and social upbringing, and achieving democracy by establishing channels for participation in the public sphere expressing free and positive participation. In addition to providing services and helping marginalized and needy groups. And filling the void in the event that the state retreats from carrying out the necessary functions and roles. That is, CSOs have goals that they seek to achieve through their service role and by satisfying the needs of society and activating its conscious and effective participation in the events of sustainable development and developing awareness of all components of society. (Mustafa, 2008).

Civil society has an important and effective role in sustainable development on several levels, for example their role in the environmental and social field, lies in providing security and peace by creating an environment suitable for ending occupation and rejecting threats and aggression. It also has important roles in improving health and population through improving primary health services and developing integrated population policies. In addition to promoting awareness programs to promote family planning and mother and child care. CSOs usually work in development programs for the state or contributors as partners due to they are considered an integral part of the local community, and thus they are considered a source of legitimacy. However, when it cooperates closely with the state, it has little room to work with the authorities because it lacks the capacity and resources to perform other political roles such as carrying out public education campaigns. (Peters, 2005).

Provision of services gives CSOs legitimacy in their advocacy role, and may enable them to enter at the community level. Its understanding of the grassroots serves as a significant advantage in establishing credibility with the government. Moreover, the creation of collaborative strategies can mutually enhance one another, particularly when structured as alliances. Some research studies are currently dealing with the importance

of strengthening cooperation and creating partnerships between CSOs and the private sector for comprehensive development (as stipulated in Goal 17 of the Sustainable Development Goals: enhancing the methods of execution and reinvigorating worldwide collaboration for sustainable development.). Therefore, it is important that there be effective communication between CSOs and the private sector, due to the reasons for the impact of this sector on domestic governments, encompassing benefactors. Therefore, it is important for CSOs to have a pragmatic approach to the partnership process and to adopt a consensus approach. (Hollander, 2018).

2.1.2 Their General Role in Post conflict area (Humanitarian aid and Peace building)

There are several previous researches that contributed to directing this research project and the most important results related to it and the ideas they reached, for example, Angel Rabasa: "Civil society is considered as an integral part of a well-functioning democratic state. In nations with democratic systems, the endeavors of CSOs are viewed as supplementary to state actions and are endorsed by democratic principles and establishments. The underlying concept is that pre-established civil society entities and associations, even when functioning within challenging limitations, serve as evident indicators based on the history of accomplished shifts towards democracy" (Rabasa, 2012).

CSOs can fill gaps at the operational level in conflict zones and post conflict area. And this is by looking at the work that CSOs do in general when compared to state institutions, and this is due to their knowledge of individual sectors in society, and they also have better strategies in dealing with the public, and they often have available resources that help them directly. Therefore, CSOs can be in a better position, along with state institutions, to manage some vital and important facilities to ensure the rights of citizens and respect for basic standards, and they also contribute to ensuring improved communication between state institutions and the public. CSOs are also well prepared to be part of the implementation of the policy as well as because its structure. Policy makers should also work closely with CSOs, particularly at the planning level, so that CSOs can provide advice on how to adapt measures to local contexts, and to ensure that the resources owned by CSOs have are used effectively to bridge the gaps which cannot filled by state institutions. (Al-Hamdani & Transfeld, 2021).

Facilitating communication and cooperation between stakeholders at the community level, those responsible for healthcare, community engagement, and vital services, remains crucial until a political agreement is attained. While the localized approaches embraced by these actors might not be flawless, responses spearheaded by civil society can still contribute to establishing stability and societal endorsement. The competencies of these non-military actors ought to be integrated into broader peacebuilding initiatives, acknowledging their sustained endeavors in navigating intricate conflict situations to uphold a level of societal functioning. (Al-Hamdani & Transfeld, 2021). The presence of more than one government has contributed to creating a burden on non-governmental organizations and international organizations, especially in dealing with many administrative, security and logistical procedures. Humanitarian work on the ground, especially access to those most affected areas, requires a large form of various negotiation processes, memorandums of understanding and notifications with the concerned officials with their different directions, which sometimes makes it difficult and complicates the process of negotiating positively. While the authorities of the governorates and districts affected by the conflicts do not have any control or resources, and their impact on the humanitarian situation is weak without the presence of external support. Despite its attempt to engage in the strategic aspect of humanitarian assistance, it sometimes has its own opinion and conditions for access to some areas. As it seems clear that the informal local authorities are the main actor that fills the void left by the authorities of the governorates and districts (Coppi, 2018). CSOs have the potential to facilitate peace building and change behavior in conflict-ridden societies compared to decentralized state agencies. It also has a knowledge base of local history, local issues, cultures, and needs, and is therefore able to operate in diverse circumstances even when governments cannot, due to the use of indigenous peoples and the formation of peace committees using community members. Through these structures, CSOs gain a better understanding of the conflict, its historical perspectives, values, norms, and peacebuilding processes within it. Hence, CSOs frequently possess a keener understanding of local necessities and circumstances compared to governments and their local branches. They are capable of furnishing comprehensive data concerning the requirements and desires of communities impacted by conflict, enabling public authorities to undertake essential measures accordingly. (Ateng & Abazaami, 2016).

CSOs fulfill diverse functions as well. They serve as a significant information repository for both the public and government. They oversee governmental policies and processes, ensuring accountability. They engage in advocacy and propose alternative policies to the government, private sector, and other establishments. These organizations deliver services, with a particular focus on the underprivileged. They safeguard civil liberties and strive to alter and reinforce societal norms and conduct. (Ingram, 2020).

Given that the engaged participation of civil society organizations is pivotal for the prosperity of the peace initiative, their presence holds significant importance. These organizations possess the capability to provide valuable inputs to negotiations, encompassing specialized skills, insights into remote regions, and the viewpoints of local communities and marginalized factions whose perspectives frequently remain unheard during negotiations. (News and Press Release, 2021). CSOs represent a wide range of interrelated interests. CSOs are entities that arise as an expression of the needs of society that state institutions are often unable to meet the needs of their societies, which contributes to providing them with procedures that are more responsive to the problems of society. As civil society has grown in both magnitude and significance globally, a dynamic and engaged civil society can guarantee that countless marginalized individuals possess a platform to express themselves. Furthermore, it can hold a pivotal position in the endeavor to promote social, political, economic, and constitutional rights. Civil society has the ability to pinpoint and spotlight subjects that require collective solutions. (Deane, 2013).

In circumstances where state services are limited or insufficient, (CSOs) also play a crucial part, particularly in nations grappling with prolonged crises and those situated in fragile, conflict-affected areas. In Yemen, for instance, CSOs strive to address a notable gap brought about by the disintegration of state institutions, their external presence, overlapping operations, and the complexity of managing multiple administrative bodies due to various governing factions. This is further compounded by foreign interventions influencing Yemen's administration for their own gain. The weakened capacity of the Yemeni state to deliver basic services amid the ongoing conflict, along with a shift in international organizations' financial support toward immediate relief due to dire humanitarian circumstances, has prompted CSOs to redirect their efforts towards the humanitarian aspect and actively contribute to peacebuilding. (Ingram, 2020).

CSOs are closely linked to their roles, not their forms. This functional approach allows for an effective evaluation of the contributions of CSOs to peacebuilding. The functional perspective is essential to enhance one's understanding of CSOs in supporting state functions where the government is unable to perform certain functions due to fragile, weak, or failed state syndrome. As per the World Bank 2005, instances where a state's control over its territory or its ability to furnish public services is lacking often result in civil society stepping in to address the gap. This may involve offering emergency services, relief, or aid to displaced communities. Additionally, it's noted that when civil society organizations take on roles typically fulfilled by the state, it's crucial to avoid further eroding the state's capabilities. In such situations, external assistance should determine the duration and extent of reliance on CSO services, while also determining when to shift focus toward bolstering the state's capacities. Once more, this underscores a practical perspective on the engagement of civil society organizations in peacebuilding. (Neji, 2018).

2.1.3 The role of Local CSOs in Yemen

NGOs have arisen in Yemen to meet the needs of community members and are considered among the necessary needs of society. Therefore, the activity and work of CSOs has recently developed in Yemen through its performance in various fields to exercise its role as a partner alongside the state and, private sector in achieving development for the country. CSOs in Yemen also depend on methods of voluntary work and self-initiatives, and they have become playing a prominent role in development and poverty alleviation. They are also considered a key partner in bringing about sustainable and comprehensive development, as they are considered closer to people to meet their needs. (Bin Jumaan, 2015). “Ottaway and Carothers”, Contends that civil society constitutes the primary foundation for achieving a shift toward democracy and remains a prevalent topic in the literature addressing political transformation and programs aimed at fostering democracy throughout the region. (Rakner, Menocal , & Fritz , 2007). This notion is further supported by citizens, who hold the expectation that civil society organizations will empower them to engage with the government and secure concessions within a diverse political landscape. (Phillips, 2008). Following Yemen's unification, numerous civil society entities emerged with the intention of occupying the political void left behind by the regime. However, these entities were not adequately prepared to

effectively occupy this space as the regime withdrew. Therefore, if civil society aims to occupy the vacuum left by the state, it must have a clear understanding of the state's scope and functions, despite the intricate interconnections within Yemeni society. The advancements achieved by civil society in Yemen, exemplified by the growing number of organizations and regulatory frameworks, could assist in establishing an engaged civil society capable of bridging this gap. (Phillips, 2008).

Starting from 2014, the conflict in Yemen has resulted in a colossal humanitarian emergency, ranking among the most significant globally. This turmoil has given rise to economic and societal predicaments. Consequently, around 4.3 million individuals have been compelled to abandon their residences. Moreover, nearly half of the population lives below the poverty line in 2022. This figure is poised to increase due to surging prices of essentials like food, fuel, and various other commodities. The persistence of the conflict has perpetuated the fragility of the state. due to the fragmentation of Yemen into different spheres of power, all of which demand power in light of the absence and disruption of state institutions. Only some local councils still exist in some governorates, from the last two elections that Yemen witnessed, which are the House of Representatives elections (2003) and the council elections Local (2006). This gap in democratic legitimacy caused it to be the reason for making inferior decisions. Despite this, local authorities in some districts and governorates still perform the main functions of the state, albeit in a limited way, such as operating schools and health centers. Where these capabilities differ from one region to another according to the resources and capabilities. And according to their influence on the dynamics of the conflict. In this context, civil society participants assume a pivotal function by conveying the requirements of the populace to local entities, thereby facilitating comprehensive decision-making and enhancing the quality of services rendered. (Netzhammer & Becker, 2022).

Yemen possesses influential figures, both within formal and informal structures, who are engaged in a wide array of political and societal matters. Tribal elders, religious figures, local government representatives, and (CSOs) at the community level hold more sway and are more relatable among their counterparts compared to individuals seen as outsiders. Therefore, the international community affirms national capabilities, CSOs and humanitarian agencies that provide aid to respect the neutral, independent and non-party role.

It also recommends that government institutions facilitate the work of humanitarian agencies by removing unnecessary legal and practical barriers, allowing them to reach the affected population in a timely manner. Hence, it's imperative for the global community to extend financial and political backing to these civilian leaders, enabling them to attentively address concerns and establish transparent approaches for comprehensive responses. International Non-Governmental Organizations (INGOs) can assume vital roles in facilitating dialogue, organizing gatherings, and enhancing technical proficiencies. Local leaders can leverage the capabilities of INGOs as international entities within civil society, bolstering skills, creating distinct avenues for effecting change, and fostering connections among similarly minded practitioners across the nation (Maktary & Smith, 2017).

Furthermore, echoing Achim Vogt, the non-resident director of the Friedrich Ebert Foundation stated, "I'm consistently struck by the remarkable endeavors of numerous Yemeni local entities working diligently to bring about societal transformation. Notably, even amidst the turmoil of conflict, innovative new organizations have emerged. When measured against neighboring countries, this is truly remarkable, especially considering the ongoing conflict." (Colburn, 2021). NGOs operating in Yemen encounter obstacles that could hinder their impact. There is a restricted understanding and recognition of the significance of non-governmental organizations among the country's political leaders and citizens, which curtails their combined influence. To enhance their cumulative clout, NGOs in Yemen have the option to establish a coalition of civil society entities, pooling diverse organizations' efforts into a united force with well-defined roles and responsibilities. If these NGOs showcase strong organization and effective presence, it could encourage other stakeholders to actively engage them in reconciliation efforts and offer them more substantial roles. (Shargiah, 2013).

2.1.4 Their Deficits

Over fifty percent of the officially registered civil society organizations are based in Sana'a, even though roughly seventy percent of the population resides in rural regions. Organizations operating in rural areas face resource constraints, offer minimal services, and typically lack the organizational capability to effectively meet community needs. Numerous CSOs are aligned with political parties, meaning their strategies, undertakings,

and service provisions are anchored in political agendas. Several CSOs incline toward short-term charitable endeavors like donations and food distribution during religious festivities. However, these activities fall short in tackling the underlying causes of poverty. (USAID, CSO Sustainability Report 2012 for the Middle East and North Africa, 2012).

In Yemen, CSOs exhibit restricted institutional capacities and are marked by frail organizational governance. Within certain CSOs, decision-making authority is predominantly centralized in the hands of an individual or a select group of individuals. At the same time, many Yemeni CSOs also face multiple capacity challenges, including: 1) Lack of funding for CSO financial management and poor planning, and 2) frequent budget shortfalls, 3) increasing dependence on foreign donor support. In addition, the political pressures, harassment and detention facing donors stand as an impenetrable barrier for the donor to direct support to these organizations. (Lalisse, 2021). Given activities with short-term outputs for most funding, CSOs are often unable to cover administrative costs, develop future plans, invest in long-term capabilities, or retain qualified staff and the lack of the elements of good governance. (Al-Sa'adi, 2013).

CSOs also engage in limited community Awareness activities. These outreach activities lie in interacting with community activities on a seasonal or temporary basis in a limited and temporary way. As a result, it lacks local support and fails to maintain local volunteers. Another challenge is the insufficient technical and managerial capacities and skills that these organizations face. In strategic planning, especially since some organizations do not have strategic plans and a vision that formulates annual goals and projects. Additionally, CSOs in Yemen face some problems regarding context-sensitive lobbying and advocacy, administrative and financial management, monitoring and evaluation, procurement, project design, budget formulation, monitoring in terms of modern modelling systems. These modern modelling systems and formulations are commensurate with the ideas and requirements of donors such as international donor organizations, and the English language, which is considered a basic language of communication, especially with international donors, writing project proposals. As a result, it lacks local support and fails to maintain local volunteers. Also, the inadequacy of internal controls and their clarity, such as administrative regulations, increases the risk of non-compliance with donor requirements. and tricky financial mismanagement, which

enables it to cover up some programs with other inputs related to some projects that have received financing, which also leads to reputational risks.

Limited qualified human resources, due to the tendency of CSO employees to transfer to international NGOs, which sometimes causes the continuous recruitment of new employees who need qualification. Additionally, lack of networking and coordination structures for joint action, limited mobility, competition for resources, and lack of secure digital coordination platforms are key problems.

Moreover, the majority of CSOs lack the means to attract and retain proficient personnel. Collaborative efforts among CSOs remain challenging, potentially affecting their capacity to shape governmental policies. While government bodies have taken initial steps to engage with CSO partners, many of these agencies still hold a dismissive attitude towards CSOs, which can have a detrimental effect on respect for fundamental principles such as neutrality and accountability.

Local CSOs are more vulnerable to such pressure because of their local presence and contacts in the community, and they are exposed to restrictions on the ability to implement on a large scale, especially across different geographical areas. Continued insecurity in parts of the south and north may jeopardize CSOs' access to vulnerable communities. The continued centralization of access by government and donor programs makes it more difficult for remote CSOs to participate in technical assistance or capacity building programs. Threats to capacity building and partnerships, an outdated database, lack of transparency on the “rights and obligations” CSOs, and poor organization of civic groups all lead to persistent misunderstandings and missed opportunities for partnership. (World Bank, Yemen Civil Society Organizations in Transition, 2013). Unfamiliarity of organizations with donor priorities and procedures, mainly due to the limited presence of donors in Yemen, and the resulting lack of interaction with CSOs. The lack of funding and the focus on short-term humanitarian needs and the provision of services have reduced opportunities for civil society organizations to implement activities, maintain or deepen their expertise in their original fields of work, or expand their activities beyond the provision of services to participate as an active component in administration and politics. Donors also face a number of challenges in their engagement with CSOs in Yemen, including: limited presence and ability to travel to and within Yemen - this makes

it difficult for donors to understand needs and constraints on the ground, and to identify suitable partner organizations (Balghaith & al-Adwar , 2022).

2.1.5 The Role of the CSOs in Hadramout in building Peace and Humanitarian Crisis

The population of the city of Mukalla, the capital of Hadramout Governorate, was about 231,000 people in 2004, representing about 23% of the governorate's population. The urban area is experiencing rapid expansion due to rural-to-urban migration, projecting an annual growth rate of about 3%. By 2025, the city's population is anticipated to reach around 530,000, signifying a significant shift. Impressively, over 80% of the urban populace is concentrated in the city center and densely populated regions. The average household size in 2004 stood at 7.21, consistent between both urban and rural sectors of Hadramout. The primary challenge faced by the education system in Hadramout arises from overcrowded classrooms, with an average of 67 students per class. To address this burden, all public schools are conducting classes in two shifts. The employment scenario could worsen unless there is a substantial improvement in the economy. According to the 2007 Yemen Poverty Assessment, approximately 36% of Hadramout's population is affected by poverty, equivalent to 42,300 households. This ranking places Hadramout as the fifth poorest governorate in Yemen. (The World Bank, 2007). Nevertheless, urban poverty in Hadramout, primarily concentrated in Mukalla, ranks among the highest in Yemen. Despite a decline in urban poverty across Yemen during the past decade, 21% of urban households in Hadramout still remain below the poverty threshold. The issue of poverty is exacerbated by considerable income disparities within urban areas.

Throughout the ongoing conflict, Hadramout governorate and its central hub, Mukalla, have maintained a relatively stable situation. However, recent years have witnessed substantial internal displacement from neighboring cities, resulting in significant population growth. Estimates suggest that as of February 2021, the governorate's population has expanded to encompass between 1.5 to 2 million people, with approximately 25,000 to 27,000 individuals having been displaced thus far. (UN OCHA, 2021).

Even in the face of the profound impacts caused by the ongoing conflict, famine, and economic instability, local civil society organizations persistently offer unwavering assistance in response to various crises. Their proximity to the affected communities and groups, coupled with their grasp of the intricate political, cultural, and societal intricacies, enables them to provide consistent support. These organizations also maintain a direct involvement in addressing Yemen's humanitarian needs and facilitating peace efforts. Rooted in principles essential for attaining enduring peace, they champion human rights, equality, societal well-being, while firmly opposing violence and extremism. Community organizations in Hadramout governorate also play an essential role in the humanitarian response by creating a locally led response through their enjoyment of cooperation with government agencies, which helps them to gain access to policy-making processes (Shakir, 2022). Following the recent crisis, numerous local entities recognized the imperative to enhance their operations and participate in humanitarian response endeavors. While some encountered obstacles in achieving this objective, others effectively managed to alleviate the hardships faced by Yemenis due to the conflict and humanitarian crisis. In this context, Johan Galtung identifies three primary roles of civil society actors in conflict resolution: peacemaking, peacekeeping, and peacebuilding. This reinforces their effective role in resolving disputes as entities that enjoy independence during operations, and as essential components of the dispute resolution process. and facilitating the conditions for building sustainable peace (Kidombo, 2013).

And with the expansion of civil society in the modern era to include various fields, organizations and research such as research centers, social movements and active organizations. Where these developments Generated an alternate perception of civil society politically and socially and on the basis of resistance to totalitarian regimes, as happened in Poland, Czechoslovakia, Hungary, and other countries such as Taiwan and Latin American countries, and even the recent spring revolutions that occurred in the Middle East, where these events formed a perspective of resistance to their regimes (Kean, 2009).

In the current era and in light of technological advances, activists should acquire better skills in utilizing social media and radio broadcasts to their advantage. Due to the constant power outages, these outlets have become an essential source for most Yemenis. (Al-Shami, 2015). In addition, technology plays an important role in mobilizing societies

in a very short time, so it can be used to make significant contributions to peacebuilding processes. (Bestas, 2017). Therefore, civil society in Hadramout must use it to present positive messages to the public and to publish any developments that would contribute to the peace-building process.

A field investigation conducted in Hadhramaut Governorate in Yemen, led by Al-Awn Foundation for Development and executed by the Office of the Ministry of Social Affairs and Labor along the Hadramout coast, revealed the presence of 399 civil society organizations involved in humanitarian and developmental pursuits. This study centered on examining the actual situation of these organizations and identifying their training requirements, ultimately yielding insights into the necessary resources and strategies to enhance their capabilities and operations. (Alawn Faoundation, 2018). Hadramout governorate has a pioneering and wealthy spirit, but it lacks coordination between the public, private, and third sectors and an enhanced legislative structure. Additionally, the region boasts an extensive history of global trade, attributed to the considerable investments made by affluent Hadrami investors who inject capital into the local economy. Nevertheless, in tandem with this influx of investments, there is a demand for a more rigorous enforcement of existing regulations to establish equitable conditions for these investors. To foster innovation and cultivate a skilled workforce, it's also imperative to enhance communication and collaboration between the third sector, its constituents, the private sector, and governmental entities. Successful development strategies are a long-term endeavor, as they involve multiple partners from civil society organizations and the private and public sectors. However, this strategy is based on inherited assets in the region (such as geography, population, climate, research centers, companies, and governmental and non-governmental organizations), and this is what characterizes Hadramout (Al-Arhabi, 2008)

CHAPTER III

3.1 Introduction about the targeted CSOs or NGOs and Some of their interventions of Hadramout governorate during 2014-2022

3.1.1 What is NGOs?

(NGOs) are acknowledged as vital players in various domains such as development, human rights, humanitarian efforts, environmental causes, and various other realms of public involvement. NGOs are predominantly recognized for engaging in three distinct yet frequently interconnected forms of operation:

- 1) the delivery of services to people in need
- 2) the organization of policy advocacy
- 3) public campaigns in pursuit of social transformation.

NGOs are additionally involved in a diverse array of specialized functions like

Environmental activism	Democracy building
Policy analysis	Conflict resolution
Research	Human rights work
Information provision	Cultural preservation

The realm of NGOs presents a diverse array of labels, leading to a perplexing assortment. While the designation "NGO" is commonly employed, there are also numerous overlapping terms in use, including "non-profit," "voluntary," and "civil society" organizations. Often, the adoption of these varied terms does not stem from precise description or analytical precision, but rather arises due to the distinctive cultures and histories within which the concept of NGOs has developed. For instance, the term "non-profit organization" is frequently utilized in the United States, a country where market forces hold sway, and where citizen groups receive financial advantages when they demonstrate their non-commercial, non-profit nature while striving for the betterment of the public good.

In the United Kingdom, the terms "voluntary organizations" or "charity" are frequently employed, which align with a longstanding tradition of volunteerism and

voluntary efforts rooted in Christian principles and the evolution of charitable legislation. However, attaining charitable status in the UK hinges on an NGO being deemed "non-political." Consequently, organizations like OXFAM are granted the formal recognition of a registered charity, along with the associated tax advantages. In contrast, due to its focus on humanitarian matters, Amnesty International is excluded from such status since its activities are perceived by the Charity Commission as having a more direct "political" nature. Lastly, the acronym "NGO" is commonly linked to international or "developing" country endeavors, as its inception traces back to the establishment of the United Nations in 1945. During that time, the label "non-governmental organization" was assigned to specific international non-state entities granted consultative status in UN undertakings. (Lindblom, A, 2006).

The tasks carried out by NGOs span a broad spectrum, yet according to Lewis (2007), the functions of NGOs can be examined through three primary elements: Implementer, catalyst and partner.

The role of implementation revolves around the mobilization of resources in order to furnish necessary goods and services to individuals in need. NGOs engage in service provision across diverse domains. This function has increasingly been delegated by governments and donors through governance reforms and privatization policies, wherein NGOs are contracted to execute specific tasks in exchange for compensation.

The catalyst function pertains to an NGO's capacity to stimulate, facilitate, or contribute to enhanced cognition and action, thereby fostering societal transformation. This endeavor might be targeted at individuals or groups within local communities, as well as other stakeholders in development, including government, business entities, or donors. Activities encompass grassroots mobilization, the formation of groups, lobbying, advocacy work, and endeavors to influence broader policy processes through innovation and policy entrepreneurship.

The partnering role underscores the escalating trend of collaboration between NGOs, government bodies, donors, and the private sector in shared endeavors. This could involve contributions within a larger multi-agency program or project, or the initiation of socially responsible business ventures. This category encompasses interactions between

NGOs and communities as well, including initiatives such as "capacity building," which aims to enhance and strengthen capabilities. (Ahmed,S.,and Potter,D., 2006)

Defining NGOs precisely is a task that varies, and comprehending the complexity of the NGO phenomenon poses a persistent challenge. One contributing factor is the diversity encompassed by NGOs, ranging from modest informal groups to extensive formal entities. NGOs exhibit assorted roles and configurations within various societies, which makes the analytical classification of "NGO" intricate and ambiguous. Despite their distinction from government control and profit-oriented motives, there are instances where certain NGOs secure substantial government funding or pursue profit generation for reinvestment into their activities. In terms of organizational structure, NGOs can differ in size, formality, and flexibility. Their financial support may stem from external sources or local resources they mobilize. While numerous NGOs receive funding from and are part of the "development industry," which involves bilateral and multilateral aid donors, the United Nations system, and the Bretton Woods institutions, there are also NGOs that opt to function independently from the aid sector whenever possible.. (Hilhorst, D., 2003).

A fundamental differentiation frequently encountered is between "Northern NGOs" (NNGOs), originating from developed nations, and "southern NGOs" (SNGOs), emerging from less developed regions of the world. Another significant distinction is observed in the organizational forms of NGOs, such as community-based or people's organizations, in contrast to intermediary NGOs functioning externally with communities, often referred to as grassroots support organizations (GSOs). Notably, there exist instances of deceptive NGOs, including those fabricated as fronts by governments (GONGOs) – government-organized NGOs – or "briefcase" NGOs, established by individuals for personal gain. The financial status of NGOs varies widely, ranging from well-endowed entities to those in a precarious "hand to mouth" state, struggling to persist from one year to the next. Staff composition also varies, with certain NGOs employing highly professionalized personnel, while others heavily rely on volunteers and backers. Motivations and values propel NGOs, encompassing both secular and faith-based organizations. NGOs can adopt either charitable and paternalistic attitudes or embrace radical or "empowerment"-oriented approaches. Some focus on immediate necessities, whereas others take a more long-term perspective, striving to conceive alternative concepts and strategies for addressing issues. Often, a single NGO encompasses a

combination of these diverse facets. Morris-Suzuki (2000:68) highlights that "NGOs may pursue change, but they can equally work to maintain existing social and political systems." A distinction often emerges between "national" NGOs, concerned with domestic matters within a single country, and "international" NGOs, primarily addressing cross-border challenges. The latter have a central headquarters in one country and branches in at least two or more countries, often termed transnational NGOs (TNGOs). National NGOs increasingly engage at the international level, while international NGOs frequently become involved in the domestic politics of individual nations. (Davies,T., 2013)

In collaboration with fellow NGOs, states, international governmental organizations (IGOs), or transnational corporations (TNCs), they frequently join Trans Advocacy Networks (TANs) to enhance their collective influence and amplify the impact of their initiatives. Stages of international engagement by international non-governmental organizations (INGOs) are as follows:

Emergence	1775-1918
Engagement	1919-1934
Disengagement	1935-1944
Formalization	1945-1949
Underachievement	1950-1971
Intensification	1972-1991
Empowerment	1992- ?

The rise of transnational non-governmental organizations (TNGOs) has been prompted by interconnected global events, such as globalization, the conclusion of the cold war, a surge of democratization on a national scale, a sequence of United Nations special conferences in the early 1990s, and advancements in communication technologies. (DeMars, W., and Dijkzeul, D., 2015).

The examination of transnational non-governmental organizations (TNGOs) within the realm of International Relations (IR) has faced hindrances from realism, whose

adherents view non-state actors and their activities as insignificant. However, the growing influence of liberal perspectives, followed by the emergence of constructivist and governance approaches, has led to an increased focus on these organizations. Depending on their regulations and methodologies, international governmental organizations (IGOs) have created more or less favorable frameworks that allow TNGOs to engage with policymaking procedures. TNGOs possess specialized expertise on particular issues and wield moral authority, enabling them to participate in information-based and symbolic activities. Additionally, they exert both tangible and ethical influence in endeavors aimed at holding states or transnational corporations (TNCs) accountable. (Florini, A. M., 2000)

3.2 The Role of Civil Society in Yemen in the Last Decade

Although NGOs are an overall umbrella. In Hadramout NGOs are commonly labeled as CSOs. "CSO" This study has opted to employ the term "civil society organizations". [CSOs] can be defined as encompassing all non-governmental and non-profit entities beyond the family unit, wherein individuals come together to pursue shared interests within the public realm. Illustrative examples encompass community groups, village associations, environmental organizations, religious bodies, women's advocacy groups, labor unions, agricultural collectives, cooperatives, professional associations, chambers of commerce, independent research institutions, and not-for-profit organizations. CSOs operate as voluntary bodies, guided and managed by citizens or members of specific constituencies, without substantial government-directed engagement or representation. " (CSOs) assume a crucial role in empowering individuals to assert their entitlements, in advancing approaches based on rights, in influencing developmental policies and collaborations, and in overseeing their execution."(Tomlinson, 2013).

A civil society organization (CSO) or non-governmental organization (NGO) constitutes a not-for-profit, voluntary association of citizens, structured at the local, national, or global scale. Driven by individuals united by shared objectives, these CSOs undertake diverse roles, including rendering various services and humanitarian initiatives. They also serve as a conduit for citizens' grievances to be conveyed to governments, oversee policy implementations, and stimulate civic engagement within communities. (United Nations, Civil Society, n.d.)

In Yemen during the twentieth century, a variety of civil society manifestations emerged, shaped by both domestic and global circumstances. These manifestations adapted to the prevailing political, economic, legal, and institutional contexts. Prior to Yemen's unification and during the 1960s, civil society organizations played a significant role, opposing British colonialism in the southern region and challenging the authority of the Imamate in the northern region. Where there were 47 CSOs in that period in Yemen before the end of the sixties of the twentieth century, while before the unity in a year (1989) There were 424 CSOs and they aimed to contribute to social and economic development. As for after the unity of the two parts of Yemen in May 1990, community organizations expanded according to the 1991 constitution and its amendments in 2001, as organizations of a larger and more modern and formal nature arose from civil society in its traditional version. During the current conflict period, during the intervention of the Arab Coalition in 2015, there was a change in the work and activities of CSOs, and in an escalating manner, it became difficult for CSOs to make an impact in the field of politics. The focus of international assistance moved towards the realm of humanitarian efforts. This led leaders of civil society groups to view humanitarian activities as less perilous within the altered political landscape. Meanwhile, the capacity of Yemeni organizations to function in the impacted regions has been curtailed due to the prevailing violence and a shortage of essential expertise and opportunities for organizational development (Qassim, Amin, Transfeld , & Strzelecka, 2020). Given the numerous obstacles brought to the forefront due to the absence of a unified central government and the coexistence of governing entities spanning from Sana'a to Aden, a multitude of Yemeni citizens are questioning the approach their communities will adopt in tackling epidemics and difficulties. Drawing from real-world observations and recent historical events, it is probable that the solution will rest in the hands of civil society groups and community-level officials.

The tumultuous recent past of Yemen, characterized by disputes, strife, and unethical conduct, has compelled Yemeni individuals to depend on their own efforts, local communities, and alternative non-governmental frameworks to secure stability, safety, and essential necessities. Following the year 1990, the shift towards democracy fostered the growth of civil society engagement and independent media, as these elements played a role in delivering more efficient services compared to those offered by the central

government. Currently, these local actors constitute an effective system of governance, albeit one that has some fragility and depends a lot on foreign and local donors. Where these actors take the state of readiness in the response of Yemeni societies to emergencies and the possibility of rebuilding Yemen once the conflict finally subsides. In the last years of the Yemeni conflict, the governorates of Hadramout and Marib have emerged as examples of effective local positive governance frameworks. In both scenarios, where a certain level of stability and proficient self-administration was achieved, the system of local governance displayed active participation and a relatively equitable structure. The blend of governmental and tribal representation facilitated a harmonious collaboration among decision-makers, effectively mirroring the varied demographics of the local populace. In fact, to numerous Yemeni individuals, the expression "civil society organization" now carries the same connotation as government entities. Data obtained from the Yemeni Ministry of Social Affairs and Labor, along with figures from the World Bank, reveal that Yemen hosts around 9,000 operational CSOs, with a quarter of these emerging after the 2011 uprising. Where the work of these organizations extended to multiple areas of humanitarian aid and protection of civilians, they also contributed effectively in the field of education and human development, and access to skills and programs that do not exist and that meet international standards. (Ark, 2020).

Amidst the ongoing conflict, the formation of CSOs persisted. Certain entities are affiliated with the conflicting parties, while others emerged driven by a spirit of activism and a commitment to participate in endeavors focused on attaining justice, fostering social unity, and promoting efforts for peacebuilding. (Colburn, 2021). The presence of non-governmental and international humanitarian organizations in Yemen increased in 2017, but after expanding by 90% in 2015, in response to the escalation of conflict and violence. As well as in terms of the dependence of international actors in their operations on local actors from CSOs. As of October 2017, the UN cluster system reports that there are 143 different existing humanitarian organizations working inside Yemen, including local national NGOs, international NGOs and UN agencies. Where among these organizations 100 local NGOs. (Coppi, 2018). Among these organizations, there are effective local organizations in Hadramout. Most of the offices of these organizations are located in its capital, the city of Mukalla, and some other vital cities such as the cities of Seiyun and Tarim, which are located in the Hadramout Valley.

3.2.1 Challenges faced by CSOs

In light of this great collapse of state institutions and the stifling humanitarian crisis a void has been found. As such, this dissertation aims to answer the major research question: To what extent can CSOs fill this void and contribute to the alleviation of the humanitarian crisis and support peace building? CSOs in Yemen still face a number of challenges That may lead them to failure. The majority of the sector is located in urban areas. Accurate and up-to-date official figures regarding the count of CSOs in Yemen are unavailable. Nevertheless, as of the latter part of 2018, the Ministry of Social Affairs and Labor (MOSAL) approximated the total number of registered CSOs in the nation to be around 13,200, encompassing both operational and non-operational CSOs. (USAID, 2020 Civil socieity ogaization Sustainabilty Index, 2020). The majority of these organizations are located in the city of Sana'a and the major and vital cities. However, local entities encounter substantial obstacles when assuming a prominent role in response endeavors and establishing productive collaborations with international groups, as well as when directly accessing funding from donors. One of the primary hurdles experienced by Yemeni civil society was its profound susceptibility to the repercussions of the conflict outbreak.

A survey published in 2015 revealed that 60% of these entities encountered instances of violence, theft, harassment, or had their resources seized. These organizations confronted a range of difficulties, encompassing jeopardies to their security and safety. These challenges included instances like detention, extortion, physical attacks, abductions, and even assassination attempts aimed at their staff by armed groups or individuals. Additionally, there were orchestrated efforts to tarnish the reputation of organizations and activists, aimed at undermining their endeavors. These challenges emerged alongside constraints on freedom of speech and assembly. (Al-Mowafak, 2021). The prevailing political and economic circumstances have presented significant challenges for CSOs in effectively fulfilling their roles. Moreover, the lack of both human resources and organizational capabilities within these entities will impede the outcomes and achievements of their initiatives. Overall, the impact of civil society organizations in instigating fundamental shifts will likely be constrained. However, these activities will decline if organizations do not find the best way to manage resources and obtain funding for better and more accurate implementation of these activities.

CSOs depend on financing their projects from some local organizations that grants. This grant and funding comes from some merchants of Hadrami origins from neighboring countries such as Saudi Arabia and Kuwait, in addition to some endowments owned by some of these organizations, that their proceeds of which are returned to the activities and programs of the organization. However, these organizations often faced difficulties in the continuity of this support from inside and outside, especially during the war period due to political pressures and oversight on these supporters, which forced some of them to stop their grants. This also affected organizations negatively in their activities and programs, that led them to take support to ensure the continuity of the organizations' programs. Therefore, these organizations must devise new ways to solve this dilemma and the problem of funding. (Colburn, 2021).

It is well known that CSOs depend to a large extent on donor resources in order to carry out their activities. This is considered one of the challenges facing CSOs, given that the permanent reliance on these resources affects the goals and work of CSOs, especially in low- and middle-income countries, which makes them come under pressure to align their goals with the goals of donors, due to the changing policy of donors' goals, which are constantly changing. More than local priorities and the specificity of the situation. This is because it is affected by several factors such as political, strategic and economic factors. This situation leads to fluctuations in funding stability across nations, program domains, and recipient organizations. As a result, numerous local CSOs implement certain tactics to align with the preferences of those overseeing these resources. These tactics include adopting extended-term strategies to ensure a consistent and uninterrupted influx of funding. (Hollander, 2018).

Despite the challenges that CSOs may face due to the conflict, they continue to implement activities and programs that contribute to building peace, starting with distributing humanitarian relief, respecting human rights, and calling for democratic change. In addition, civil society is considered an official channel for external actors and urged them to support conflict resolution and peace building efforts in the country. Likewise, formal civil society groups are needed to identify ways to reach out to traditional authorities and informal structures at the grassroots level and work with them to achieve greater impact (Mutasa & Virk, 2017).

3.2.2 Active roles despite the difficulties

Nevertheless, in spite of these challenges, CSOs persist in making valuable contributions toward peace-related needs across different domains. Despite the hindrances they encounter, they maintain their significance as key players within the civil landscape of contemporary Yemen. These actors remain closely connected to the citizens affected by the crisis and the challenges arising from it. As a result, civil society represents the realm where individuals who uphold human rights principles, advocate for accessible political engagement and engage in peacebuilding activities take center stage. Where there is no seriousness on the part of the conflicting parties in making any concessions to stop the conflict, as these parties are still escalating the conflict, especially through the media. In fact, in the absence of state institutions and their fragility, and the deterioration of services, humanitarian and living conditions, there were real actors in society including social figures, local councils, and CSOs, as they played important roles in some governorates in the humanitarian aspect. This enabled them to play a pivotal and extremely important role in mitigating the effects of the war on the population, as they were managed to play some mediation roles that contributed to stopping the shootings between the armed groups. This facilitated the provision of safe ways to provide humanitarian aid across the conflict lines of the conflicting groups in addition to the exchanges of prisoners between the conflicting groups and maintain what can be preserved from the civil peace and the cohesion of social fabric. For example, Hadramout Governorate received hundreds of thousands of displaced people in its main cities in the first half of 2015, under the rule of Al Qaeda, for a city of Mukalla, and local civil society organizations had a great role in relief operations and providing assistance without any government support, from the coalition or from the international community. In addition to its contribution to avoiding the city of Mukalla from falling into conflict and destruction. The components of the local community are still in all regions, especially the Houthi liberated areas, play a very important role in providing humanitarian needs and enhancing stability. It had not been for the effectiveness and influence of these local forces, regional and international aid would not have reached the citizens. (Baslamh, 2017).

NGOs possess the capability to provide advice during reconciliation processes and offer knowledge, expertise, and technical support to participants, often maintaining a

neutral standpoint. In Yemen, numerous NGOs have experience in documentation, which involves recording casualties of revolutions, historical and contemporary violations, and facilitating dialogues. Past initiatives by NGOs like Dar Al-Salam and the Yemeni Organization for Development and Social Peace (YODSP) serve as clear instances of relevant NGO involvement in conflict resolution. These organizations have effectively engaged with influential social figures, educating them about conflict resolution's significance. They've also undertaken successful efforts, utilizing tribal mediators and arbitrators to document and uphold what is frequently regarded as tribal norms for conflict resolution within specific communities. In addition to their technical expertise, NGOs can benefit from contact with the Yemeni people, including populations that have been marginalized in various ways. Also, NGOs have unique entrances in rural and remote areas, some of which are not safe and stable, such as the governorates of Shabwa and Marib, where they carried out basic responsibilities of the state such as peacebuilding and relief. (Shargiah, 2013).

In today's peacebuilding landscape, both local and global civil society entities constitute a prevalent element. These organizations persistently undertake significant functions, encompassing safeguarding individuals against violence, offering essential services, overseeing human rights transgressions, and advocating for the cessation of conflicts or autocratic regimes. Moreover, civil society groups and individuals exert considerable influence on peacebuilding, not only within their respective countries but also through their active involvement in negotiations. An illustration of this is their participation in significant events like the comprehensive Yemeni National Dialogue Conference in 2013-2014, which brought together all sectors of Yemeni society. (Hadi, 2014). The value of this engagement, in terms of promoting the sustainability of the peace agreements, is underlined. Conversely, numerous entities partake in endeavors related to safeguarding, surveillance, fostering social bonds, and promoting societal unity. These efforts encompass projects involving dialogues, workshops for conflict resolution, exchange initiatives, and educational undertakings focused on peace. These activities are particularly crucial during phases marked by armed conflict and war, with protection and monitoring consistently holding paramount significance. In addition to that, its contribution to providing humanitarian aid, such as providing food and medicine, and its ability to reach the most needy segments of society. CSOs are a mirror of the inclusive

society, support peace and, in some cases, impede peace processes by advocating hatred and polarizing hostile groups (Paffenholz, 2015).

Hence, it was necessary to get acquainted closely with the reality of these organizations, their capabilities and needs, and to know the weakness they suffer from and how they can contribute to improving and developing their performance, so this thesis will answer the research question below: How important and efficient are civil society organizations to contribute to the peace-building process and mitigate the humanitarian crisis in Yemen and Hadramout, especially in light of the current situation due to the recent war? So according this question I will make a comprehensive analysis research to investigate seven organizations in Hadramout. These CSOs are as follows: 1) Benevolence coalition for humanitarian relief (BCHR), 2) Alawn foundation for development, 3) Selah foundation for development, 4) Human access, 5) Estijabah Foundation for Humanitarian Aid and Relief (Estijabah), 6) Student Care Society (SCS) and 7) Almaroof for humanitarian development (MHD). All these organizations are also involved in the following areas of work which include food security, shelter, protection, water and environmental sanitation, education, health, and empowerment and livelihoods.

3.3 Introduction about targeted CSOs in this study:

The aforementioned organizations were chosen because they are active and effective in Hadramout Governorate, in addition to being involved in most of the humanitarian work sectors. Some of their humanitarian work was referred to through general observation, and follow their websites, as well as through a survey that was distributed to the employees of these organizations, either through their departments directly or sent to them Individually.

The target organizations are non-governmental and non-profit community organizations. All of these organizations were established before 2015, and they have official permits from the Ministry of Social Affairs and Labor. In addition, most of these organizations were established in Hadramout and have offices in Hadhramaut governorate, in addition to that most of these organizations target several Yemeni governorates in their scope of work, and some of them have offices in governorates other than Hadramout. These organizations also devote their efforts to developing and serving communities. In addition, it always strives to improve its services and develop its cadres,

by observing its programs and activities and having a good reputation. These organizations also participate in the following work sectors:

Name	Work fields
Benevolence Coalition for Humanitarian Relief (BCHR)	Food Security – Shelter – Protection – wash – Education – RRM – Health – Nutrition. (BCHR, 2023)
Alawn Foundation for Development	Education – Empowerment – Health and Hygiene – Water – Food Security – Protection – Shelter. (Alawn, 2022)
Selah Foundation for Development	Education – Empowerment – Health– Water and Environmental Sanitation – Food Security – Protection – Shelter. (SELAH, 2023)
HUMAN ACCESS	Ensuring adequate food supply - Enhancing healthcare - Water availability, sanitation, and hygiene - Education provision - Advancing livelihood opportunities - Safeguarding and providing shelter. (Access, 2023)
Estijabah institution for humanitarian and relief work (Estijabah)	: Food security - livelihood/Empowerment - Water and Sanitation– Shelter– Education - Enhancing healthcare. (Estijabah, 2021)
Student Care Society (SCS)	Education sector - protection sector - Training and empowerment sector - Shelter and food - Promote volunteering. (SCS, 2021)
Almaroof for Humanitarian Development (MHD)	Food security and Advancing livelihood opportunities - Water and Environmental Sanitation (WASH) – Protection - Shelter– Education - Health and Nutrition. (MHD, 2021)

3.4 Interventions, programs and projects of targeted organizations in Hadramout

Under this title you can find an introduction about the interventions and programs for these seven targeted organizations.

3.4.1 The Benevolence Coalition for Humanitarian Relief (BCHR)

The Benevolence Coalition for Humanitarian Relief is considered one of the most important active organizations in Hadramout and Yemen in the humanitarian field, and it has great contributions in reducing the humanitarian crisis and strengthening the efforts of peace-building operations, by providing some humanitarian programs and projects in conflict areas. Where it has prominent interventions in the following areas: Food Security

– Shelter – Protection – wash – Education – RRM – Health – Nutrition. For example, among its contributions to the food security sector and through its partnerships with local, regional and international humanitarian agencies, and over the course of five years, it had efforts to bridge the food needs gap through dozens of projects that had an impact on alleviating the suffering of millions of Yemenis. It also worked on implementing a package of living improvement projects with the aim of improving the food security of the targeted families, and rehabilitating community assets, such as paving roads and flood sewers, rehabilitating irrigation canals, reclaiming agricultural lands, and others. Where the number of beneficiaries of its projects in total amounted to: 9,017,534 out of 39 projects. As for the shelter, its role was prominent since 2015, when Yemen witnessed a large wave of displacement. As its main role was in securing shelter and basic life requirements for hundreds of thousands of beneficiaries, whether through operating shelter centers, or supporting camps for the displaced, in addition to distributing shelter and non-food items, as an estimated 240,909 people benefited from 29 projects. As for protection, the BCHR has tried to raise the level of protection for the needy groups by providing services of "shelter - food - psychological support - health - education, in addition to training and economic empowerment" and to address the effects of war psychologically so that these groups can face the burdens of life. An estimated 6,500 out of 5 projects benefited from these projects. Where there was also a role for the BCHR, through a package of projects to provide safe water sources and implement hygiene and spraying campaigns and health awareness campaigns to limit the spread of epidemics in the country. For IDP camps and host communities. Approximately 2,928,264 have benefited from 6 water-related projects. As for education, the BCHR contributes with its local and international partners, to ensure the continuity of education and to enhance the educational environment in the most affected areas by building alternative schools, distributing school curricula and school bags, as well as providing uniforms and educational supplies. An estimated 27,140 have benefited from two educational projects. In RRM The BCHR field team contributed to saving the lives of thousands affected by the hurricanes and torrential rains that hit Hadramout and Al-Mahra, by providing shelter and non-food aid, and providing the necessary needs in coordination with the competent authorities. Where 100,262 have benefited from the number of 10 projects. BCHR Contributes, with local and international organizations, to health projects by improving

the infrastructure of many hospitals and health centers, and contributing to reducing malnutrition rates through projects that mainly target children and pregnant women. Approximately 836,050 people benefited from 24 projects. Therefore, the BCHR has implemented a number of projects to reduce malnutrition rates for children under the age of five and pregnant women, in addition to supporting the capacities of health facilities, and raising awareness among the target groups. 267,215 benefited from this through 2 projects. (BCHR, Work Feilds, 2023)

3.4.2 Alawn Foundation for Development (ALAWN)

Al-Awn Foundation for Development is considered one of the most prominent active institutions in Hadramout Governorate, and it is also considered one of the most prominent local donors, in addition to having contributed to the establishment of 3 organizations, which are (the BCHR, the Hadramout Health Organization, and the Estidama Foundation for Capacity Development), which are all of these organizations mentioned Currently independent entities.

Al-Awn Foundation also considers that education is the most prominent field, and this field includes supporting Educational initiatives and organizations that successfully attain strategic objectives across all tiers of formal education. (general, post-secondary, university higher). For example, among its most prominent educational programs and projects in the field of education (professional teacher, school administration program, comprehensive professional development technology integration program in education, health-promoting schools, My Most Beautiful School, internal and external educational scholarship programs) Where all these projects target the student, the teacher, the mentor, the administrator, and the comprehensive educational environment. Among the areas that Al-Awn Foundation pays attention to is the field of empowerment, where the support programs contribute to the empowerment of third-sector institutions, This can be accomplished through aiding the enhancement of its organizational framework and workforce (establishing or refining administrative systems, training, and nurturing human resources). Concerning health and hygiene initiatives, these encompass assistance for community health concerns and requirements, along with backing for healthcare institutions. Moreover, support extends to programs aimed at promoting health awareness. As well as for water projects, it has contributed to qualitative projects in the

water and environmental sanitation sector, and funded projects in a number of regions and sought to sustain them and achieve financial efficiency in them by connecting them to solar energy networks. As for food security, its contribution lies in providing food security programs to cover food shortages and aiding humanitarian food relief programs to support crisis situations. With regard to the protection sector, Its initiatives are manifested in bolstering programs that directly and efficiently address social challenges, guided by systematic studies identifying social needs and issues. In the domain of shelter, these efforts encompass backing programs that facilitate the development of individuals, organizations, or infrastructure, aligned with the resources at hand and aimed at realizing the intended outcomes. About 16,639,368 beneficiaries from the projects of Al-Awn Foundation for Development since its inception, out of 1,790 projects and 250 programs. (Alawn, Work Fields, 2022)

3.4.3 Selah Foundation for Development (SELAH)

The food security sector is one of the most important concerns that the Selah Foundation for Development contributes to providing, in partnership with organizations working in this field, as it worked on implementing a number of projects and programs aimed at alleviating the effects of hunger. Approximately 1,937,784 people benefited from it. Among the important contributions that the Selah Foundation for Development pays attention in Empowerment to its contribution to improving the living conditions of Yemeni families, enhancing opportunities for local economic growth, achieving early recovery and recovery, building peace, resilience, safety, and rapid return to sustainable development paths to form stronger local communities. In addition to contributing to reducing the unemployment rate of 48% among youth and women by empowering them economically by creating sustainable job opportunities and achieving equality between them, in addition to focusing on the most vulnerable groups among youth and women. Approximately 13,988 have benefited in this field. With regard to the health sector, the Foundation contributed to improving the health status of some health facilities and providing health services to patients, which earned it a tangible improvement in the services provided and overcoming some diseases and epidemics. Approximately 1,954,604 people benefited from the health programs sector. Selah is one of the organizations that are very interested in the education sector, as it strives with its partners to achieve the fourth goal of the sustainable development goals. which guarantees

comprehensive and ensures access to high-quality education for everyone while also enriching lifelong learning prospects. And, this will not be achieved without real and serious support for the academic and public education system and Supporting students deprived of the right to education in Yemen. 62,842 education programs have also benefited. As for the water and environmental sanitation sector, the Selah Foundation for Development, in cooperation with partners, is working to expand its response and the scope of its emergency assistance related to water, to ensure the sustainability of water and sanitation services, by supporting and maintaining water supply systems, and providing the displaced and villages that complain of water interruption with transported water and collective water tanks. and operating solar water systems. About 1,445,763 people benefit from these projects. The Selah Foundation for Development has made double efforts in shelter sector, by providing its humanitarian services in supporting shelter and non-food aid in many Yemeni governorates, to alleviate the suffering of the displaced and families affected by the conflict. About 461,867 people benefited from the programs in this sector. In the protection sector, Selah Foundation for Development worked to provide life-saving services, through the basic response to alleviate hunger and promote nutrition for survivors and those affected by the conflict, and provide medical and educational assistance, as well as psychosocial support activities for abused children, and awareness and advocacy programs to prevent gender-based violence. And awareness of the damage remnants of war. Approximately 6,117 have benefited from these projects. (Selah, 2019)

3.4.4 Human Access

The food security sector is one of the most important concerns that Human Access Organization contributes to in providing, in partnership with organizations working in this field, as it implemented with many partners and donors the food aid project, which provided its services to families suffering from the scourge of war and hunger, represented by the distribution of food baskets, Consisting of wheat, rice, sugar, oil and legumes. The projects, which are implemented throughout the year and seasonally, have contributed to supporting and alleviating the suffering of hundreds of thousands of poor families, and providing them with the requirements of life. Approximately 6,722,813 beneficiaries benefited from these projects from 2020 to 2022.

As for its contribution to the health sector, the services of the health sector were represented in primary health care, maternal and child care, immunizing children against diseases, raising the level of health awareness, in addition to combating communicable diseases and treating common diseases, providing appropriate nutritional treatments and basic medicines, leading to providing services Specialized medical services such as mental health services and others. Approximately 2,675,555 beneficiaries benefited from these projects from 2020 to 2022.

As for its contribution to water and environmental sanitation sector, services represented the implementation of "Human access" in partnership with a number of organizations, associations and personalities, many projects represented in water services, from projects to dig wells and extend water to remote and disadvantaged areas, sanitation and hygiene promotion to prevent diseases and combat it. Approximately 1,305,749 beneficiaries benefited from these projects from 2020 to 2022.

With regard to the education sector, Human Access organization contributes to several programs and projects that contribute to improving access to education, which is considered a basic right, by supporting and implementing a number of educational projects and programs. Such as: (educational support and care, distribution of school bags and supplies, support and rehabilitation of education infrastructure, restoration of classrooms and school facilities, especially in the countryside, repair and development of the infrastructure of schools and educational centers, livelihood support for orphan students, school feeding for students, Developing and supporting national policies aimed at improving and facilitating children's enrollment in schools and not dropping them out of school, building the capacities of teachers in schools, literacy programs, and vocational training courses). Approximately 51,809 beneficiaries benefited from these projects from 2020 to 2022.

As for the sector of improving livelihoods, Human Access contributes to several programs and projects. In this context, Human Access, with its partners, is keen to implement multiple programs that contribute to improving the conditions of beneficiaries, and improving the livelihoods of poor and displaced families, Yemeni refugees in Djibouti, and Somali refugees In Yemen, the most prominent of these programs are:

Economic empowerment programs and support for small projects:

Small economic projects are considered a strong foundation for supporting infrastructure and supporting the economic empowerment of families and individuals. Their importance is increasing in local communities that lack large economic development projects and programs. 194 different projects have been implemented and supported, in partnership with a number of organizations, associations and actors. More than 1,300 people have benefited from it, including orphans and members of their families, children of refugee families in Djibouti, and needy members of the host community.

Improving the livelihoods of refugees inside Yemen:

With the aim of improving the conditions of thousands of refugees in Yemen, from Somalia, Syria and Ethiopia, "Humanitarian Access" is interested in adopting and implementing several training programs, and technical and vocational education in the fields of: long-term diploma for a period of three years, in health, administrative and technical sciences, and a short-term diploma for a period of three years. Six months, in technical disciplines, and on-the-job training. It is also concerned with implementing training courses and necessary educational workshops for community leaders and people with special needs. Within this framework, professional portfolios are also distributed, entrepreneurial projects are supported, and economic and development loans are granted. Where a number of these programs and services were implemented, in collaboration with the UN Refugee Agency, and more livelihoods and job opportunities were provided for them and their families, and more than 1450 beneficiaries benefited from them, from all governorates of Yemen, including Hadramout.

In the shelter sector, Human Access organization works with its partners to implement protection and shelter programs and services that benefit tens of thousands of people in displacement camps and host communities. These projects contribute to distributing non-food items to the displaced, providing the necessary aid and social care. For the most vulnerable and needy groups, and the implementation of accompanying activities to help provide basic rights, and provide protection for the displaced and needy, members of the host community. Approximately 2,013,422 beneficiaries benefited from these projects from 2020 to 2022. (Human Access, Areas of Works, 2022)

3.4.5 Estijabah institution for humanitarian and relief work (Estijabah)

Estijabah Foundation contributes effectively to humanitarian programmes, as it works in the livelihood/empowerment sector, as it works on several projects to empower the most vulnerable and needy families in society to make them able to suffice and provide for their families without the need for someone to help them. The number of beneficiaries reached 10,240 from 29 projects.

Among the projects that Estijabah focuses on are the projects that seek to renaissance education and help restore the education infrastructure. Such as providing for some of the needs of students whose educational rights in life have been neglected. The number of beneficiaries from 13 educational projects reached 24,499 beneficiaries.

In Estijabah Foundation, is designed elaborate plans to impose them on reality, hoping to help vulnerable groups live a decent life, through access to clean water and safe access to it near those who need it most. The best solutions to end all these problems, including the suffering of families in obtaining on the water. As the total number of beneficiaries of 25 projects of our interventions reached 54,615.

Projects have been prepared, at Estijabah Foundation in 2020, are set to respond to emergencies with saving lives in mind. Where have implemented many healthy projects that will support hospitals, health facilities and the community, as well as provide the necessary protection from Corona and other infectious diseases, as there were 23 health projects.

An Estijabah Foundation for Humanitarian and Relief Works responds to those who have lost shelter because of conflict, and contributes to providing tents and shelters that (43,823 families) benefited from through the housing projects that were implemented this year it is 38 projects. As for the food security sector, Estijabah Foundation contributes to avoiding malnutrition among children, and helping the vulnerable to provide them with food, while striving to try to reduce the spread of famine, as approximately 203,705 beneficiaries benefited out of 155 projects in this sector. (Estijabah, Programs, 2021)

3.4.6 Student Care Society (SCS)

The Student Care Society (SCS) is considered one of the very active organizations in the governorates of Hadramout, especially as it is a pioneer in the education sector.

One of its most prominent projects and interventions in education is student development centers, which are private residences for university students, in which the student receives special care with shelter and food, in addition to programs Accompanying training that contributes to developing the abilities of university students, as it has approximately 8 student centers, and each center of these includes approximately 100 to 110 students. In addition to other projects related to the education sector, which are building and equipping educational complexes, rehabilitating and restoring educational facilities, responding to education in emergencies, building and equipping schools, equipping halls and electronic knowledge means, equipping, furnishing and rehabilitating student centers. Approximately 17,350 beneficiaries benefited from education programs and projects. As for the protection sector, its contribution lies in the student sponsorship project, girl education, scholarships, back-to-school program, awareness and psychological support for students, educational aids for people with special needs. Approximately 10,500 beneficiaries benefited from it. Regarding the training and empowerment sector, SCS's contribution lies in the capacity building program, improving the livelihoods of the families of the most vulnerable students, and social responsibility. 3020 beneficiaries have benefited from these programs. As for the most prominent programs of the shelter and food sector, they are supporting student centers with food and shelter materials, food security for students and teachers, and ready meals for school students, and nearly 19,800 beneficiaries have benefited from them. It is also considered a contribution to promoting some values, such as enhancing the value of volunteering, such as training volunteer teams, community contributions, and supporting volunteer initiatives. About 737 beneficiaries have benefited from this. (SCS, Work sectors, 2021)

3.4.7 Almaroof for Humanitarian Development (MHD)

In light of the suffocating humanitarian crisis of the Yemeni people due to the conflict, MHD contributes to the food security sector by providing food to displaced and vulnerable families, as a contribution to reducing the humanitarian crisis, as the number of beneficiaries from this project reached approximately 359,461. In addition to its contribution to programs to improve livelihoods, by enabling community members to reach self-sufficiency, and about 956 beneficiaries benefited from this. As for MHD interventions within the realm of water and ecological sanitation through funded partners, it lies through the implementation of several service projects in the field of water and

sanitation, benefiting 42,376 individuals. The same goes for MHD's interventions in the health and nutrition sectors through its implementation of some programs to reduce health disasters, as it contributed to the establishment of some health programs and projects that contribute to taking all preventive precautions, and other precautions necessary to confront health crises, as 67,176 individuals benefited from these programs. MHD also contributed to the protection sector through its intervention by setting up some programs to protect those vulnerable groups, especially in light of the displacement that the country witnessed, in addition to the difficult living situation that afflicted the community, which prompted many of those affected to resort to harmful alternatives such as child labor, early marriage, and gender-based violence. About 28,330 individuals benefited from these interventions. As for the shelter sector, when MHD saw the ongoing displacement caused by the conflict in Yemen, it contributed to sheltering approximately 20,381 individuals and providing them with the necessary needs.

Education for MHD is considered one of the main sectors for which all means are exerted for its advancement, as it intervened in some projects such as supporting students and school administrations, and developing some educational facilities and environments. Approximately 60,590 individuals benefited from these projects. (MHD, Fields of Work, 2021).

4.CHAPTER IV

4.1 Efforts to achieve peacebuilding

The importance and aims of this chapter that I want to show to the reader or CSOs in Hadramout what organizations should do and how can direct their efforts to achieving peacebuilding. And the importance of their working in the humanitarian sectional fields or by make a coalitions and relationships with the other sectors.

4.1.1 CSOs in Humanitarian field and their sectional work

Numerous enterprises and local civil society entities persist in their operations, and undeniably, the resilience exhibited by both the private sector and civil society organizations significantly mitigates the severity of the world's largest humanitarian crisis in the country. In the event that negotiation processes succeed in resolving the conflict, it will be imperative to promptly invest in fostering the growth of community organizations and the private sector. This investment will generate employment, reconstruct infrastructure, redirect funding away from the war economy, and reinstate formal structures. These efforts aim to establish overall economic and societal stability, thus contributing to the long-term achievement of enduring peace. Hence, proactive preparations must be initiated to swiftly seize the forthcoming opportunity as soon as hostilities cease. (Lidén, 2009).

Conflict and violence typically diminish or even obliterate individuals' self-sustaining capabilities, while concurrently constraining the state's capacity to furnish essential services essential for societal functioning. These disturbances disrupt everyday activities like agricultural and commercial operations, as well as interpersonal functions such as childcare and caring for the ill. Official institutions governing societies may become incapacitated or destroyed, potentially leading to the absence of medical and social care, temporary school closures, and the breakdown of waste management services. Water and electricity networks could falter, fostering disease proliferation and the onset of epidemics. Law enforcement services might also weaken, fostering heightened insecurity. Consequently, in numerous regions impacted by civil conflict, the onus increasingly falls on civil society entities to shoulder the responsibilities of delivering these services, tending to local communities, acting as spokespersons for the populace,

and endeavoring to influence the strategies and actions of local and international parties entangled in the dispute. (Naraji & Al-Bishra, 2004).

CSOs have the capability to engage in a diverse array of actions in response to conflict and the underlying conditions that give rise to it. These actions encompass involvement in development, providing humanitarian aid, and advocating for human rights. However, sustainable peace initiatives should extend beyond solely ceasing hostilities; equal emphasis must be placed on aiding societies as they strive for a fairer and more peaceful trajectory. As these activities address conflict scenarios in various ways that are quite familiar, they involve active participation in various sectors of humanitarian intervention. (Barnes, 2006)

Among the numerous focal areas and multifaceted roles that civil society and local NGOs engage in, the most pivotal are propelling democracy and contributing to development. Specifically, civil society and its associated organizations primarily advance development and democratization endeavors by providing fundamental services such as primary education, skills enhancement, healthcare, water and sanitation, shelter and safeguarding, as well as counseling and support services to marginalized groups. These groups seek effective public services and present their needs to relevant authorities. Civil society also stimulates political involvement, oversees government and other stakeholders' performance in service provision, holds them accountable for their actions, partakes in local planning and budgeting, advocates for the human rights, needs, and priorities of their constituencies (especially marginalized groups), and contests government inadequacies. Additionally, civil society plays a role in mediation and conflict resolution, contributes to societal innovation with impacts on governmental policies, advocates for change, and fosters social innovation. (Acted, n.d.).

Civil society organizations play a crucial function in delivering essential services within the impacted regions through service provision to the disadvantaged and needy groups, and the effectiveness of their work in the vital humanitarian sectors, by implementing these projects and programs to improve the lives of individuals and meet their basic needs. (Rombouts, 2006).

Also, cooperation and partnership with relevant actors, such as other humanitarian agencies, whether on a local, regional, or global scale, is very important, with the aim of

achieve the provision of active public services, and to ensure the availability of high-quality public services in a transparent and sustainable manner. Because through this, they can exchange knowledge and experiences and work together in implementing projects and programs that aim to improve basic services, and help them work in humanitarian sectors on a larger scale, and thus contribute to covering a wide area to reach disadvantaged areas. (Hate, Moore, & Druet, 2016).

In general, civil society organizations seek to improve people's lives and promote social justice. This includes providing basic services, efforts to amplify political engagement, and scrutinize the performance of government and other stakeholders in these sectors.

Civil society organizations have played many effective roles and work in fields and sectors related to the humanitarian aspect to alleviate during periods of conflict and even after its cessation in certain regions, civil society organizations worked to address the humanitarian crisis in Yemeni conflict zones. (Altomoor, 2023). Their endeavors included increasing awareness about the significance, necessity, and essence of peace. They also aimed to educate local communities about the hazards associated with weaponry and encouraged their abandonment. Additionally, these organizations played a role in enhancing the capabilities of political and media leaders as well as society as a whole. This was achieved through promoting skills and values like coexistence, reconciliation, solidarity, peace, and the recognition of the importance of transitional justice. Furthermore, they actively engaged in activating constitutional institutions, ensuring the safeguarding of the principle of equal citizenship, and advocating for negotiations to attain peace. This endeavor was geared towards fostering trust between conflicting parties.

4.1.2 The relations of CSOs with Public and private Sector

Recently, a new concept has emerged that aims to formulate a fresh societal agreement between the government and society. It is a concept of governance, as others called it (good governance) and others called it (the expanded method of governance), while another group described it (the new method of governance). Some even went to the expression of "united governance" and "comprehensive governance". According to the OECD survey, the term government refers to governing in a broad sense. The new style of governance is also defined as a new social agreement involving the government, the

private sector, and civil society within the framework of a tripartite partnership with the aim of better mobilizing the capabilities of society and rational management of governance affairs. (Effendi, 1999). Every society is comprised of three sectors: the public sector, the private sector, and the third sector composed of voluntary nonprofit organizations. These sectors encompass the public sector (the political society), the private sector (the financiers), and the civil society which embodies the third sector. (Ghayat & Musaeediah, 2018). The public sector encompasses both the broader government sector and all its divisions and entities, including the central bank. Public institutions are occasionally classified within the public sector and at times within the private sector. This concept involves redefining the fields of work for each of the government, private sector, and civil society, so that leadership in economic life becomes in the hands of the private sector in light of a competitive economy based on the principle of economic freedom. The government also works to ensure political and economic freedom through frameworks and laws that enhance this and raise the efficiency of the administrative apparatus. As for civil society, which is the third party in this partnership, it must mobilize the efforts of individuals in strong organizations that participate effectively in social, political and economic activities and play a role in influencing public policy. All these sectors work in an organized combination of activities on one side, the aim is to enhance the quality of community life, while on the other side, the objective is to sustain ongoing development efforts. (Lane, 2005).

Certain instances highlight that the third sector's achievements are often linked to stable governance, both on a central and local level, and exemplify community organization and leadership. However, in the local context, it becomes apparent that the connection between the third sector and the public sector is not as straightforward as suggested by certain governmental accounts. The actual dynamics between community organizations and local authorities remain intricate and sensitive, particularly concerning support and financing. The effectiveness of civil society organizations is also contingent upon the presence of an engaged and supportive local government. The third sector is regarded as an alternative to state bureaucracy and is viewed as a public domain bridging the gap between government and the market. (Powell, 2013).

The ongoing challenge between the public sector and the voluntary and community sectors stems from their dynamic and intersecting boundaries. This

perspective is also reflected from the standpoint of local government, which perceives the voluntary community sector as a potential substitute for government in delivering public services. This could be manifested through community-based recourse rather than relying solely on local government, and there is also an ideological inclination to endorse the voluntary community sector as an alternative to the public sector. (Tobias & Harrow, 2014). Service providers within the voluntary sectors and civil society organizations must establish a robust and dynamic connection with the local public sector. Furthermore, the presence of the third sector shouldn't be viewed as a replacement for the diminishing influence of the public sector. This necessitates a collaborative, active, and enduring partnership with public institutions. Additionally, civil society organizations, regardless of whether they hold religious, political, or community development affiliations, rapidly foster connections with other sectors and the general populace during the execution of individual projects. However, this interaction diminishes once the project concludes. Consequently, each civil society organization tends to cultivate deeper relationships with local donors to sustain and enhance their associations with other sectors and audiences. (Al-Ariani & Diram, 2012)

Emphasizing the significance of cross-sector relationships, especially in relief and development endeavors, the OCHA (Office for the Coordination of Humanitarian Affairs) stated: "Similar to how humanitarian aid cannot act as a substitute for public institutions, it also cannot replace commercial workforce supplies. Most of the assistance covers basic survival needs." While public services, which were already limited, have ceased to function in many areas, the private sector and civil society organizations are stepping in to bridge the gap. Apart from intervening when essential services like water and healthcare have collapsed, a business survey conducted during the summer of 2017 discovered that four out of five business owners saw themselves actively engaged in relief efforts. The primary types of aid provided by them included financial support, food, and healthcare. Additionally, the private sector played a crucial role in aiding distribution, warehousing, and logistical operations for humanitarian entities, including local NGOs, as well as facilitating cash transfers from donors to recipients. (Nasser & Osberg, 2018)

However, the interaction between CSOs, the private sector, and post-conflict environments is reciprocal, as these entities can and should work together to establish lasting peace in such situations. Local businesses can also contribute to securing the

peacebuilding process. An insightful analysis by Birdal and Mousavizadeh illustrates the development discourse, and their findings conclude that this achievement requires effort from both sides. Furthermore, Gerson argues that a robust private sector is imperative in post-conflict scenarios, underscoring that an efficiently functioning private sector can, among other benefits, diminish unemployment rates and help prevent the resurgence of violence. (Nasser & Osberg, 2018).

The notion of human development reevaluated the intrinsic value in individuals' lives, shedding light on the significance of civil society and grassroots movements in holding society accountable. It introduced the concept of a three-way partnership encompassing the state (public sector), the private sector, and civil society. This perspective highlighted that development cannot occur without this collaborative effort, which aligns objectives and methods towards a shared goal: broadening people's options and enhancing their quality of life through their active involvement in the development process and reaping its benefits. This collaborative approach involves partnerships and exerting influence on responsible authorities to ensure the provision of public services to citizens, especially those who are vulnerable and marginalized. It also involves advocating for alternative policies that prioritize both rights and development. (Annd, 2021).

It is seen that preserving and establishing peace in general is one of the tasks of governments and international organizations, and not the responsibility of business and civil society, which represent the private and third sectors. Recently, however, awareness has increased that peace and human rights operations are the job of all public, private and third sectors. This is because of their close association with each other, and their emergence as academic and scientific discussions in societies. (Miklian, Alluri , & Katsos, 2019). The components of the third sector, including CSOs, must be active in the period of continuation of the conflict by contributing to provision of humanitarian aid examples include essentials like nutrition, housing, and healthcare provisions - and it is their priority to coordinate such efforts with their counterparts from the local and international community alike. Since such alliances would contribute to reducing the humanitarian crisis in places of conflict and contribute to creating peace. And this human interaction should continue until the official conclusion of the war and the onset of the post-conflict phase reconstruction period. Where international agencies reach out to work

with national governments and the private sector. Also, this transition from war to peace is not easy in most cases and requires the concerted efforts of all local sectors, so that "emergency relief, rehabilitation work, developmental, social and economic assistance can coexist in the long term." (Anderlini & Stanski, 2004).

Effective coordination between civil society organizations and other sectors, including international actors, is a preventive measure and a process that enhances peace processes, responds to crises, It creates an effective environment through which it facilitates the process of resolving conflicts in a non-violent manner. This should also be accompanied by building the capacity of society to manage and deal with conflicts. By fostering inclusive involvement across all sectors through ongoing consultations and training, CSOs, including non-governmental entities, businesses, and governmental bodies, can be empowered to actively contribute to peacebuilding. The significance of this comprehensive engagement and the call for proactive responses have been underscored by the efforts of the International Crisis Group (ICG), an independent non-profit organization with global offices dedicated to observing and assessing conflicts and instabilities worldwide. (Stewart, 2006).

Civil society draws inspiration from collaboration and the belief in a more improved world. As such, peace signifies a state that encompasses elements like effective governance, security, a motivated population, and a secure environment, where human suffering is minimized, and justice and rights are upheld. This state of well-being for humanity aligns with natural law principles. The significance of various peacebuilding initiatives is recognized. It's crucial to understand that peace is an outcome achieved through the collective participation of all in creating a favorable environment for existence. While acknowledging the fundamental role of the government in conflict prevention, civil society is equally regarded as a significant contributor to this effort. Therefore, the success of any conflict resolution process relies not only on recognizing civil society's pivotal role but also actively involving them in the process. (Mangeni, 2008). All development entities, encompassing CSOs, the private sector, and governments, are interconnected and require cooperation to attain efficient development. This involves delivering humanitarian and developmental assistance to both those affected and those living in impoverished conditions. (Tomlinson, 2013).

5. CHAPTER V

5.1 The results of the questionnaire analysis

In this chapter, I described the study population and the sample that was targeted by the questionnaire, which is a sample of employees of 7 civil society organizations in Hadramout governorate. And I also addressed the demographic characteristics of this sample, in addition to analyzing each question separately and explaining the results drawn from the answers and opinions of the targeted research sample.

First, I explained the study population, which is composed of employees of seven CSOs in Hadramout Governorate. The reason for choosing these organizations is that they are active organizations in the humanitarian and development field, in addition to the fact that most of these organizations were established before the start of the recent Yemeni civil war, in addition to the fact that these organizations have experienced and qualified employees in humanitarian work, and I also believe that they represent a valuable source of relevant data and information with the subject of the study.

Then, I talked about the demographic characteristics of the sample, which includes the social and demographic factors of the members of the target community. And it includes age, gender, education, experience, and analyze data related to them.

After that, each question in the survey was analyzed separately. The questions asked and the statistical structure used for data analysis was reviewed. The analysis can include a description of the frequency of responses or the spread of different opinions collected from the sample. This process showed how to interpret and understand the data inferred from the selected sample.

Finally, the conclusions drawn from each question were drawn according to the answers and opinions of the targeted research sample. This includes summarizing the important and useful information that was extracted from the data, and linking it to the objectives of the study and the evidence found in the scientific literature related to the research topic.

5.1.1 Demographic characteristics of the respondents

Table No. (1-5) Gender

Gender	Number	Percentage
Male	66	81.5%
Female	15	18.5%
Total	81	100%

Source: author s own

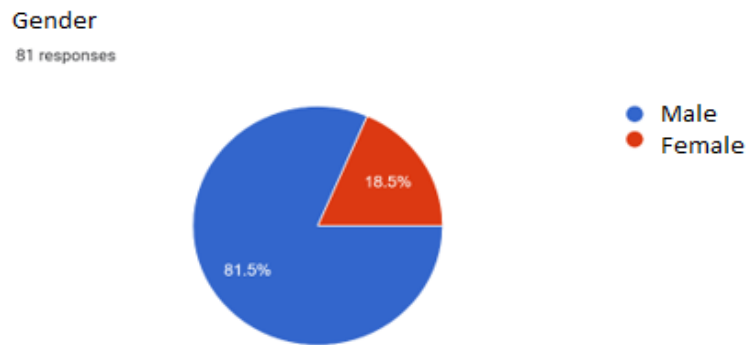
The total sample participating in the questionnaire was 81 employees of seven civil society organizations in Hadramout governorate. The demographic characteristics of the gender in the sample were analyzed, and the results showed the following:

Males: They numbered 66 individuals, representing 81.5% of the total sample.

Females: their number is 15, representing 18.5% of the total sample.

According to the data shown in the following table (1-4) Gender. Regarding the demographic characteristics of the gender, this gives us an indication that the employees of these organizations are mostly male, while there are very few females. Perhaps this is due to the nature of society, and that most applicants for these jobs are male.

Figure No. (1-5) Gender



Source: author s own

Table No. (2-5) Age

Age	Number	Percentage
From 20 to 30	25	30.9%
From 31 to 40	47	58%
From 41 and over	9	11.1%
Total	81	100%

Source: author s own

The demographic characteristics of age were analyzed in the targeted sample, and the results showed the following:

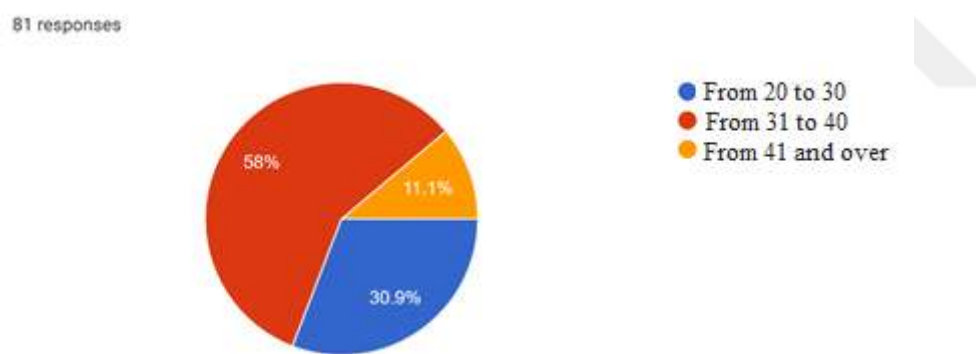
From 20 to 30 years: their number is 25, and they represent 30.9% of the total sample.

From 31 to 40 years: they numbered 47 individuals, representing 58% of the total sample.

From 41 years and over: their number is 9 individuals, representing 11.1% of the total sample.

Based on this data, the distribution of the sample based on different age groups can be observed. It appears that the age group from 31 to 40 years represents the largest part of the sample with a percentage of 58%, followed by the age group from 20 to 30 years with a percentage of 30.9%, and finally the age group from 41 years and over with a percentage of 11.1%.

Figure No. (2-5) Age



Source: author s own

Table No. (3-5) Years of Experience

Years of Experience	Number	Percentage
one to three years	27	33.3%
Four to six years	21	25.9%
Seven years and over	33	40.7%
Total	81	100%

Source: author s own

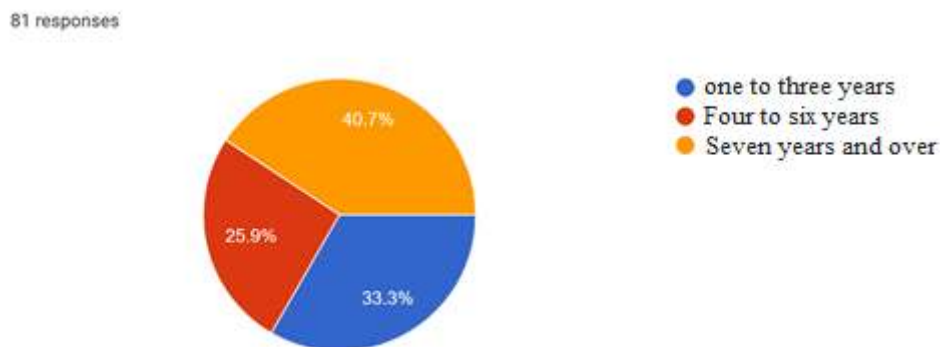
The demographic characteristics of the years of experience were analyzed in the targeted sample, and the following results were shown:

From one to three years: they numbered 27 individuals, representing 33.3% of the total sample.

From four to six years: they numbered 21 individuals, representing 25.9% of the total sample.

Seven years and over: their number reached 33 individuals, representing 40.7% of the total sample. According to years of experience, it turns out that those who have 7 years of experience or more are the majority of employees in these organizations, representing 40.7% of the total employees. This may be a contributing factor to the effectiveness of these organizations due to the presence of sufficient experience, in addition to the stability of these employees throughout this period. This sample is followed by employees who have experience from 1-3 years at a rate of 33.3%, and this may be an indication of the recruitment of employees and new cadres according to the needs of these organizations. Then they are followed by the sample that has years of experience from 4-6 years at a rate of 25.9% of the total sample, and this, in my opinion, is that people with average experience are often looking for change and moving to new jobs.

Figure No. (3-5) Years of Experience



Source: author s own

Table No. (4-5) Educational qualification

Educational qualification	Number	Percentage
Secondary	2	2.5%
collegiate	56	69.1%

Postgraduate	23	28.4%
Total	81	100%

Source: author s own

The demographic characteristics of the educational qualifications in the targeted sample were analyzed, and the following results were shown:

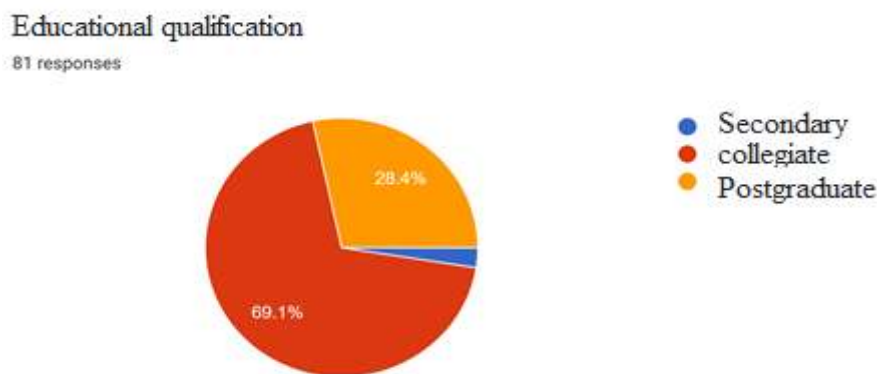
Secondary: They number 2 individuals, representing 2.5% of the total sample.

collegiate: their number reached 56, representing 69.1% of the total sample.

Postgraduate studies: they numbered 23, representing 28.4% of the total sample.

The distribution of the sample based on different educational qualifications can be seen. It appears that individuals with a university degree constitute the largest percentage in the sample (69.1%). They are those with a bachelor's degree. They are followed by individuals with a postgraduate qualification, at 28.4%, who are those with a master's or doctoral degree. Finally, individuals with a general secondary qualification of 2.5%, numbering 2 out of a total of 81 individuals, may be job holders that are commensurate with their qualification. In my opinion, these are positive indicators commensurate with sound employment standards, according to the varying educational qualifications.

Figure No. (4-5) Educational qualification



Source: author s own

5.1.2 Knowledge background of the role of CSOs in reducing the humanitarian crisis and building peace

Table No. (5-5)

Do you think there is a role for CSOs working in your area in alleviating the humanitarian crisis?	Number	Percentage
Yes	79	97.5
No	2	2.5
Total	81	100%

Source: author s own

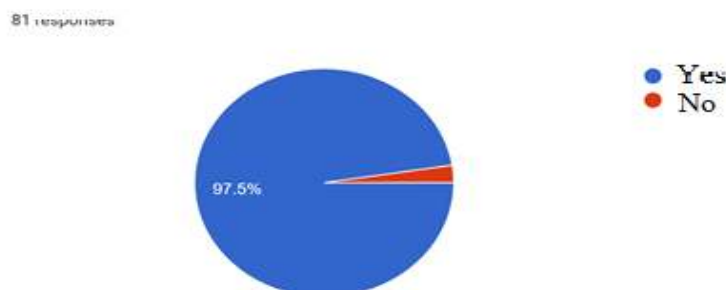
According to the answers provided, to the question Do you think there is a role for CSOs working in your area in alleviating the humanitarian crisis and peacebuilding? It is noted that the vast majority of the answers indicate the existence of a role for CSOs in alleviating the humanitarian crisis. Here is an analysis of those answers:

Yes: This answer was chosen by 79 participants, and it constitutes 97.5% of the total responses. This clearly indicates that the large percentage of people see an important role for organizations in alleviating the humanitarian crisis and peacebuilding.

No: This answer was chosen by only 2 respondents and constitutes 2.5% of the total responses. This is considered the small number of people who feel there is no role for organizations in alleviating the humanitarian crisis compared to other answers.

Based on this analysis, it can be said that the overwhelming majority of respondents believe that organizations play an important role in alleviating the humanitarian crisis and peacebuilding.

Figure No. (5-5)



Source: author s own

Table No. (6-5)

What is your assessment of the work of CSOs in Hadramout, in humanitarian and development work?	Number	Percentage
Weak	5	6.2%
Middle	48	59.3%
Good	28	34.6%
Total	81	100%

Source: author s own

Based on the questionnaire, the performance of CSOs in Hadramout in humanitarian and development work was evaluated, and the following results showed:

Weak: 5 individuals (6.2%) of the targeted sample indicate that the performance of CSOs in Hadramout in humanitarian and development work is poor.

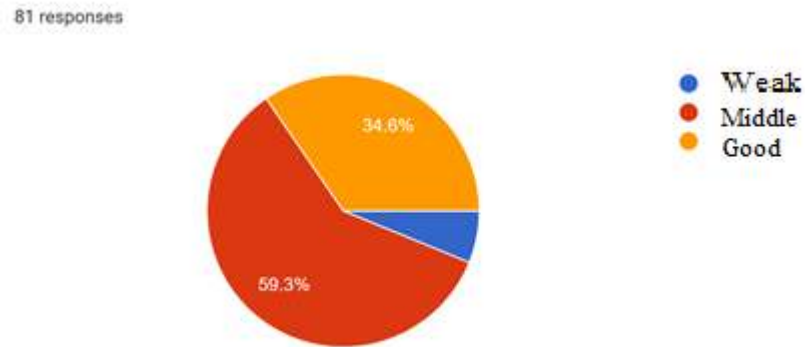
Middle: 48 individuals (59.3%) indicate that the performance of organizations in humanitarian and development work in Hadramout is average.

Good: 28 individuals (34.6%) indicate that the performance of CSOs in humanitarian and development work in Hadramout is good.

Based on these results, it can be concluded that opinions differ regarding the performance of CSOs in Hadramout in humanitarian and development work. The largest half of the sample (59.3%) considers the organizations' performance to be average, while 34.6% consider their performance to be good, and 6.2% consider their performance to be poor.

These results can be used in analyzing needs and required improvements in humanitarian and development work in Hadramout. Efforts can be directed towards enhancing the performance of organizations and improving the quality of services provided. The reasons for objection to performance can also be explored and worked on improving to ensure that the needs of the community are better.

Figure No. (6-5)



Source: author s own

Table No. (7-5)

To what extent is the relationship of CSOs in Hadhramaut likely with both the authority and the private sector, including merchants and others?	Number	Percentage
weak	12	14.8%
middle	47	58%
Good	22	27.2%
Total	81	100%

Source: author s own

Based on the questionnaire, the extent to the relationship between CSOs in Hadhramout and the authority and the private sector, including merchants and others, was assessed, and the following results showed:

Weak: 12 individuals (14.8%) of the targeted sample indicate that the relationship between CSOs in Hadramout, the government, and the private sector is weak.

Medium: 47 respondents (58%) indicate that the relationship between organizations, the authority, and the private sector is medium.

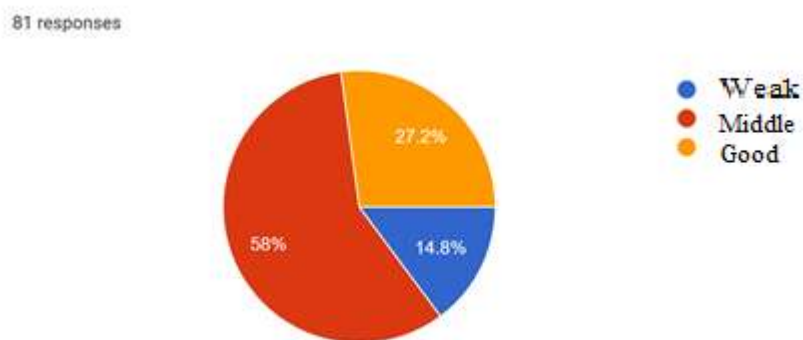
Good: 22 respondents (27.2%) indicate that the relationship is good between CSOs, the authority, and the private sector.

Based on these results, it can be concluded that there is a diversity in the extent to the relationship between CSOs in Hadramout and the government and the private sector. The results show that 58% see the relationship as medium, while 27.2% consider it good, and 14.8% see the relationship as weak.

The difference in these proportions, in my opinion, is due to the extent of frequent communication with these two entities, and this may be due to the number of programs and projects that bring together CSOs with the government and the private sector. Therefore, those who voted with a good or average percentage may have their organizations with a lot of contact with these two sectors.

These findings can be used to assess potential collaborations and partnerships between civil organizations, the government, and the private sector. It is possible to work on strengthening relations and enhancing understanding and cooperation between all parties to achieve common goals in the field of humanitarian and development work. The reasons for the weakness of the relationship can also be explored and work to improve it through communication and dialogue between all concerned parties.

Figure No. (7-5)



Source: author s own

Table No. (8-5)

What are the responsibilities of CSOs towards the people of conflict areas?	Number	Percentage
provide aid	34	42%
Awareness and education	19	23.5%
Reconstruction	3	3.7%
All of the above	47	58%

Source: author s own

By analyzing the question, what are the responsibilities of CSOs towards the people of conflict areas? In the questionnaire, the following results were shown:

Providing aid: 34 individuals (42%) indicate that CSOs should provide assistance to residents of affected areas.

Awareness and education: 19 individuals (23.5%) indicate that organizations should carry out awareness and education work for the population of affected areas.

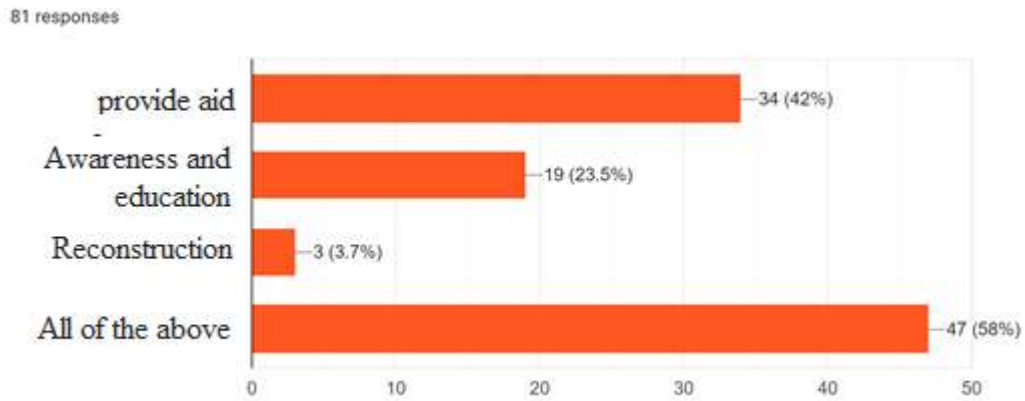
Reconstruction: 3 individuals (3.7%) indicate that CSOs are responsible for the reconstruction of damaged areas.

All of the above: 47 respondents (58%) indicate that civil organizations are responsible for providing assistance, awareness-raising and education work, and reconstruction.

Based on these results, it can be concluded that there is a high agreement among the targeted sample regarding the expected responsibilities of CSOs towards the population of conflict-affected areas. They believe that CSOs should provide assistance, educate the population and provide education, and believe that they are responsible for the reconstruction of the affected areas.

These responsibilities reflect the vital role that CSOs play in meeting the needs of people in conflict-affected areas. These responsibilities promote sustainable development and achieve positive change in the lives of people suffering from the effects of conflict and war.

Figure No. (8-5)



Source: author s own

Table No. (9-5)

What does the term fragile state mean to you?	Number	Percentage
Unstable country	13	16%
Lack of national sovereignty	8	9.9%
War and civil conflicts	10	12.3%
Economic decline and poverty	11	13.6%
Weak security	8	9.9%
External interventions	11	13.6%
Weak institutional capacity and administrative corruption	14	17.3%
Refugees and internally displaced persons	3	3.7%
All of the above	57	70.4%

Source: author s own

Analyzing the question, what does the term fragile state mean to you? The results of the analysis of the responses of the participating sample based on the responses from the survey, the understanding of a fragile state for them can be summarized as follows:

Unstable country: 13 individuals (16%) perceive a fragile state as an unstable country.

Lack of national sovereignty: 8 individuals (9.9%) associate a fragile state with a lack of national sovereignty.

War and civil conflicts: 10 individuals (12.3%) view a fragile state as a state experiencing war and civil conflicts.

Economic decline and poverty: 11 individuals (13.6%) link a fragile state with economic decline and poverty.

Weak security: 8 individuals (9.9%) consider weak security as a characteristic of a fragile state.

External interventions: 11 individuals (13.6%) see external interventions as a defining factor of a fragile state.

Weak institutional capacity and administrative corruption: 14 individuals (17.3%) connect a fragile state with weak institutional capacity and administrative corruption.

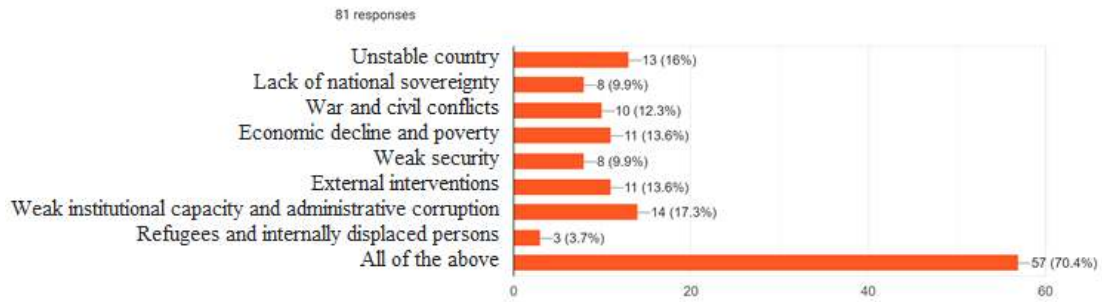
Refugees and internally displaced persons: 3 individuals (3.7%) associate a fragile state with the presence of refugees and internally displaced persons.

All of the above: 57 individuals (70.4%) believe that all the mentioned factors contribute to the concept of a fragile state.

Based on these responses, it can be concluded that the understanding of a fragile state encompasses a range of interconnected factors, including political instability, lack of sovereignty, conflicts, economic challenges, security issues, external interventions, weak institutions, administrative corruption, and displacement. The majority of the respondents (70.4%) believe that a fragile state encompasses all the mentioned factors.

The concept of a fragile state highlights the need for targeted interventions and support to address the underlying causes and promote stability, peacebuilding, and sustainable development in such contexts.

Figure No. (9-5)



Source: author s own

Table No. (10-5)

What does the term peacebuilding mean to your organization?	Number	Percentage
Poverty eradication	20	24.7%
Provide aid	23	28.4%
Awareness and education	28	34.6%
Reconstruction	14	17.3%
Coalition	10	12.3
All of the above	35	43.2%

Source: author s own

Analyzing the answers to the question, what does the term peacebuilding mean to your organization? Based on the responses in the survey, the understanding of peacebuilding can be summarized as follows:

Poverty eradication: 20 individuals (24.7%) perceive peacebuilding as a process that includes efforts to address poverty and socioeconomic inequalities within a society.

Provide aid: 23 individuals (28.4%) associate peacebuilding with the provision of humanitarian aid and support to communities affected by conflicts or violence.

Awareness and education: 28 individuals (34.6%) view peacebuilding as involving activities aimed at raising awareness, promoting understanding, and educating individuals and communities about peace, conflict resolution, and reconciliation.

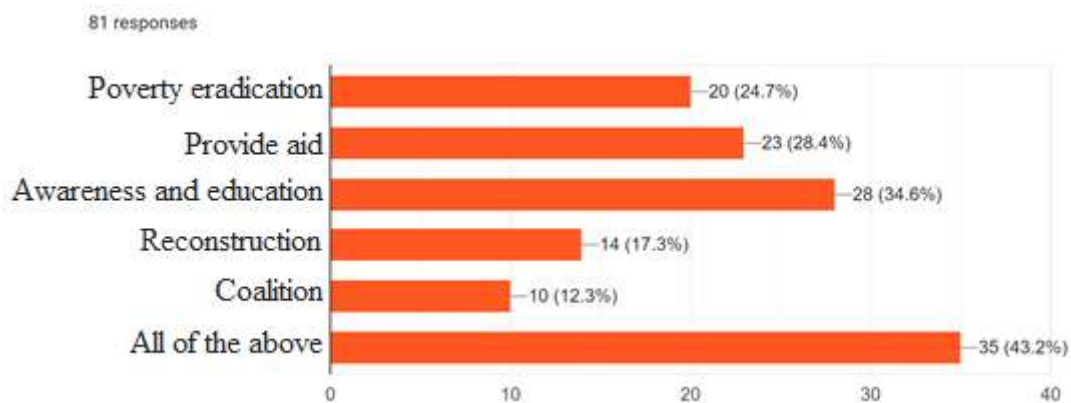
Reconstruction: 14 individuals (17.3%) link peacebuilding to the process of rebuilding and reconstructing communities and infrastructure that have been damaged or destroyed by conflicts.

Coalition: 10 individuals (12.3%) consider peacebuilding as the formation of alliances, collaborations, or coalitions among various stakeholders to promote peace and address the root causes of conflicts.

All of the above: 35 individuals (43.2%) believe that peacebuilding encompasses all the mentioned factors, indicating a comprehensive approach that includes poverty eradication, aid provision, awareness and education, reconstruction, and coalition-building.

Peacebuilding generally refers to the long-term, multifaceted efforts and processes aimed at preventing the outbreak or recurrence of conflicts, addressing the root causes of violence, promoting social justice, fostering reconciliation, and establishing sustainable peace within societies. It involves a wide range of activities, including economic development, humanitarian assistance, education, advocacy, dialogue facilitation, and institutional reforms. The specific approach to peacebuilding may vary depending on the context and the needs of the affected communities.

Figure No. (10-5)



Source: author s own

Table No. (11-5)

Are there coalitions of CSOs in Hadramout? If you answered yes, mention an example of a successful coalition of CSOs in Hadramout?	Number	Percentage
Yes	49	60.5
No	32	39.5
Total	81	100%

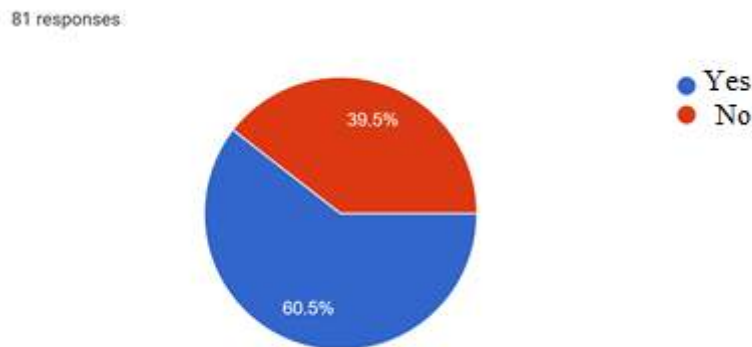
Source: author s own

Analyzing the answers to the question, Are there coalitions of CSOs in Hadramout? Based on the answers were as follows:

49 out of a total of 81 persons confirmed the existence of coalitions of CSOs in Hadramout, and this constitutes 60.5% of the total number of participants. In contrast, 32 people, or 39.5%, answered that there are no coalitions of civil society organizations in Hadramout.

This limited discrepancy in the answers may give a weakness of the effectiveness of the existing coalitions and their lack despite the availability of the appropriate environment for their formation. Therefore, this may be due to the response of 32 people, with the absence of a coalition out of the total responses, which amounted to 81.

Figure No. (11-5)



Source: author s own

Based on the responses provided, to the question An example of a successful coalition of CSOs in Hadramout? The analysis of the answers is as follows:

Examples of successful coalitions of CSOs in Hadramout referred to by the targeted:

22 people referred to the Benevolence Coalition for Humanitarian Relief (BCHR).

10 individuals mentioned to the Union of CSOs in Wadi Hadramout.

The Nama network of CSOs in Hadramout was mentioned as an alliance 6 times.

3 individuals mentioned partnerships between organizations during the implementation of programs and projects as a coalition.

Other coalitions mentioned, but with fewer responses:

A coalition of Alawn and Selah Foundations - mentioned twice.

Union of Associations of People with Special Needs - mentioned 2.

Union of voluntary youth forums in Wadi Hadramout - mentioned 1.

Alatta partners Hadramout - mentioned 1.

AlBadia Partners Wadi Hadramout - mentioned 1.

Alamal Coalition Hadramout - mentioned 1.

The Coordination Council of Civil Society Organizations in Hadramout - mentioned 1.

Clusters - mentioned 1.

There were also responses indicating a lack of knowledge or not providing an answer:

1 person said that there is no real coalition.

8 people said there are no alliances.

1 person answered I don't know.

20 people did not provide an answer to this question.

Table No. (12-5)

To what extent do coalitions contribute to reducing humanitarian crises and development and enhancing peacebuilding efforts?	Number	Percentage
Very effective	26	32.1%
Somewhat effective	47	58%
No effectiveness	8	9.9%
Total	81	100%

Source: author s own

According to the analysis of the answers to the question, to what extent do alliances contribute to reducing humanitarian crises and development and enhancing peacebuilding efforts? Based on the responses in the survey, they can be summarized as follows:

Very effective: 26 individuals (32.1%) believe that alliances have a significant impact and are very effective in addressing humanitarian crises, promoting development, and enhancing peacebuilding efforts.

Somewhat effective: 47 individuals (58%) consider alliances to have a moderate level of effectiveness in reducing humanitarian crises, contributing to development, and strengthening peacebuilding initiatives.

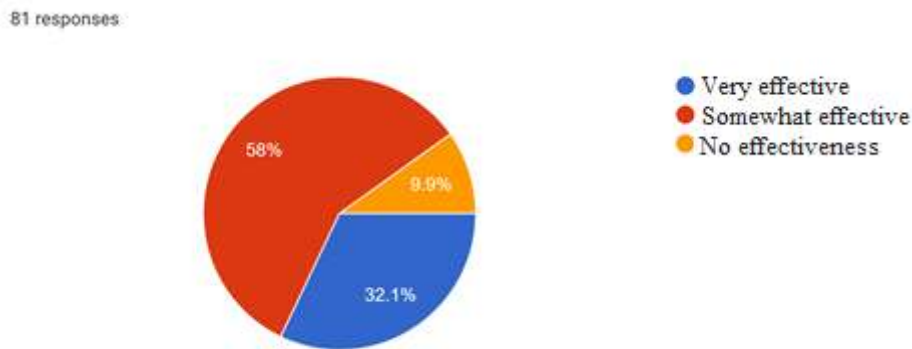
No effectiveness: 8 individuals (9.9%) expressed the view that alliances have no significant effectiveness in addressing humanitarian crises, development, and peacebuilding efforts.

These responses indicate that a majority of the respondents believe that alliances play a significant role in reducing humanitarian crises, promoting development, and enhancing peacebuilding efforts. While some perceive alliances as very effective, a larger portion sees them as somewhat effective. However, a small percentage of respondents do not see alliances as having any significant impact.

Alliances and collaborations between various stakeholders, including governments, CSOs, international organizations, and the private sector, can contribute to pooling resources, expertise, and efforts to address complex challenges. By working together,

these alliances can enhance coordination, leverage collective strengths, and implement comprehensive approaches to reduce humanitarian crises, promote sustainable development, and foster peacebuilding initiatives.

Figure No. (12-5)



Source: authors own

Table No. (13-5)

Does your organization have partnerships and cooperation to implement projects with any of the international organizations? If you answered yes, in which sector is the partnership and cooperation?	Number	Percentage
Yes	70	86.4%
No	11	13.6%
Total	81	100%
In which sector is the partnership and cooperation?	Number	Percentage
Food security	32	39.5%
Shelter	15	18.5%
Protection	26	32.1%
Water and environmental sanitation	26	32.1%
Education	38	46.9%
Health	39	48.1%
Empowerment and livelihoods	29	35.8%
Capacity building	26	32.1%
All of the above	26	32.1%

Source: authors own

According to the analysis of the answers to the question, does your organization have partnerships and cooperation to implement projects with any of the international

organizations? If you answered yes, in which sector is the partnership and cooperation??
Based on the responses in the survey, they can be summarized as follows:

Partnerships and cooperation with international organizations:

70 individuals (86.4%) indicated that their organization has partnerships and cooperation with international organizations to implement projects.

11 individuals (13.6%) responded that their organization does not have such partnerships.

Sectors of partnership and cooperation:

Food security: 32 individuals (39.5%) reported partnerships and cooperation in this sector.

Shelter: 15 individuals (18.5%) mentioned partnerships and cooperation related to shelter.

Protection: 26 individuals (32.1%) indicated partnerships and cooperation in the field of protection.

Water and environmental sanitation: 26 individuals (32.1%) reported partnerships and cooperation in this sector.

Education: 38 individuals (46.9%) mentioned partnerships and cooperation related to education.

Health: 39 individuals (48.1%) indicated partnerships and cooperation in the field of health.

Empowerment and livelihoods: 29 individuals (35.8%) reported partnerships and cooperation in this sector.

Capacity building: 26 individuals (32.1%) mentioned partnerships and cooperation related to capacity building.

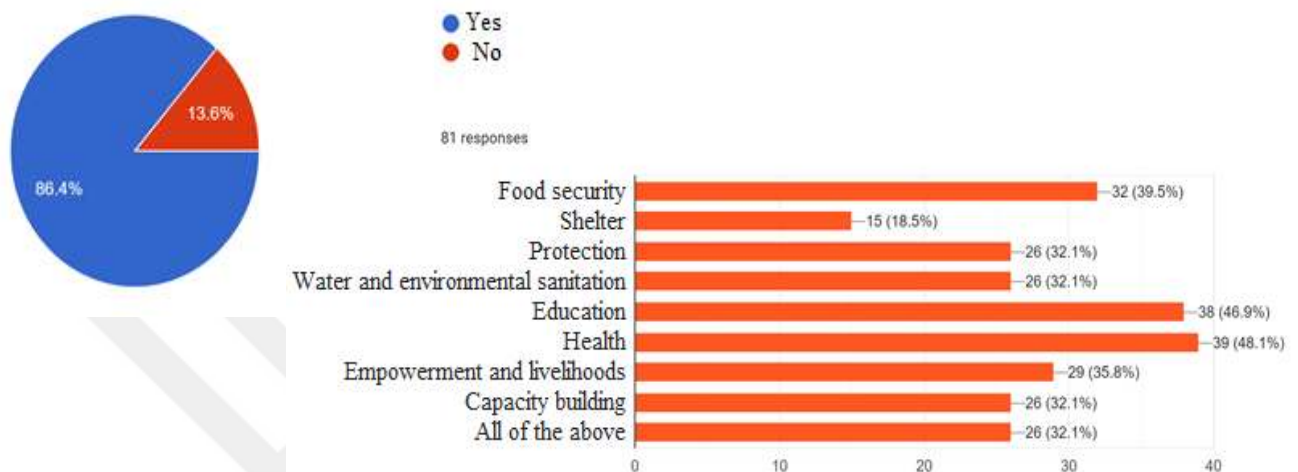
All of the above: 26 individuals (32.1%) responded that their partnerships and cooperation encompass all the mentioned sectors.

These responses indicate that a majority of the organizations surveyed have partnerships and cooperation with international organizations to implement projects. The partnerships span across various sectors, including food security, shelter, protection, water and

environmental sanitation, education, health, empowerment and livelihoods, and capacity building. Additionally, some organizations indicated that they have partnerships covering all of the mentioned sectors.

Figure No. (13-5)

81 responses



Source: authors own

5.1.3 Open-ended questions analysis

10) In your opinion, what do the active organizations in Hadhramaut lack in the humanitarian field, development and peacebuilding?

Based on the answers provided in the questionnaire, to a question, in your opinion, what do the active organizations in Hadhramaut lack in the humanitarian field, development and peacebuilding? The answers can be analyzed as follows to provide a broader explanation of what the active organizations in Hadramout lack in the humanitarian, developmental and peacebuilding fields. The following is an extended analysis of the responses received from the participants, Where the number of these participants 81 participants, 66 males and 15 females, which these answers bears italic script:

Organizations active in Hadramout in the humanitarian, development and peacebuilding fields lack several aspects and elements, most notably:

Training, qualification and capacity building

According to the answer given by the participant, organizations need to develop and enhance the skills and capabilities of their leaders through continuous training and qualification, as this will have an impact on the effectiveness of the organization and its work in the humanitarian field.

Strategic vision and goals

According to the answer of one of the participants, he said that organizations lack a clear vision and specific strategic goals that guide their efforts and determine the course of their work.

Administrative and technical capabilities

According to the answer given by the anonymous, The lack of any CSOs in administrative and technical capabilities weakens its effectiveness and limits its contributions. Therefore, organizations need to strengthen their administrative and technical capabilities to implement their programs effectively and efficiently, which enhances their position in the humanitarian, development and peacebuilding fields.

Local and government partnerships

According to the answer given by the participant, One of the most prominent things that civil society organizations lack is real relationships and partnerships with the authority and the private sector, where the importance of this relationship lies in shortening the efforts of all parties, since the human responsibility rests with all these parties, so organizations must build real and effective partnerships with local authorities and the government sector To achieve greater impact and better coordination.

Partnerships and Coalitions

According to the answer given by the anonymous, One of the most important things, in my view, that the active organizations in the Hadramout governorate lack, is building effective partnerships and alliances among themselves, as the organizations lack effective and sustainable partnerships and alliances with other organizations. This limits its effective contribution to reducing the humanitarian crisis and building peace.

Innovation in partnership mechanisms

According to the answer above, innovation in partnership mechanisms. Organizations lack innovation in partnership and cooperation mechanisms with stakeholders, as it is very important for humanitarian organizations, while forming partnerships and alliances, to devise modern methods and mechanisms that contribute to the sustainability of these partnerships, whether with counterpart organizations, other sectors, or even stakeholders from the beneficiaries. Or those affected by the programs and activities of organizations, in order to improve the quality of their work to achieve the desired effect.

Qualified human cadres

According to the answer given by the participant, Some organizations lack qualified cadres that help raise the efficiency of organizations in the field of work, as some organizations need to continuously recruit and train human cadres to be qualified to work in the humanitarian, development and peacebuilding fields.

Funding and material support

According to the answer given by the anonymous, One of the most important things that organizations lack, especially after the recent events that struck Yemen, is sufficient funding and support for programs and projects, as some of the supporters of these organizations were affected by the civil war and its political and economic effects, which made these organizations lack sufficient funding and material support to implement their programs and projects fully and effectively.

Uniting efforts

According to the answer given by the anonymous, what organizations need and lack is to unify efforts in the fields of development, humanitarian interventions and peacebuilding, to ensure effective cooperation and coordination among them and achieve impact.

Institutional Building

According to the answer given by the participant, Regarding institutional building, organizations need to develop their institutional structures and processes to be more effective and efficient in achieving their goals, as weak institutional building greatly affects the outputs and goals of organizations.

Awareness of Reality

According to the answer given by the anonymous, some organizations lack full awareness of the local realities and the needs of the target communities. Ignorance of reality may make the organization take its steps away from the goals for which it was established, and make it implement programs that are not appropriate to the target environment and reality, which may contribute to its demise in the Long-term.

Training and qualification in the concept of peace

According to the answer given by the participant, the participant explains that civil society organizations lack training and qualification in the field of peacebuilding and the promotion of dialogue and peaceful coexistence. This is because conflict-affected areas need effective interventions to reduce the humanitarian crisis and the field of peacebuilding. Therefore, these organizations should focus their efforts more towards developing the capabilities of their employees in the concept of peace, through courses and programs related to peacebuilding.

Skills for building projects in the field of peace

According to the above response, the organizations that lack the necessary skills to build projects and programs that promote the process of building peace and promoting stability. Makes it a failure in peace-building, so organizations need to develop their capabilities and skills in the areas of peace-building, by building programs and projects that contribute to peace-building, especially in those conflict-affected areas.

Professionalism and quality in implementation

According to the answer given by the anonymous, some organizations lack to raise the level of professionalism and quality in the implementation of their programs and projects. Therefore, these organizations need to devise approaches and means to implement their programs and projects with quality and professionalism.

Innovation and Sustainability

According to the answer given by the participant, Organizations need to develop ideas to innovate new projects with greater sustainability to achieve a sustainable and effective impact, in the field of development and peacebuilding.

Mobilizing Resources and bringing of Funding

According to the answer given by the anonymous, organizations lack the ability to collect resources, direct them, and manage funding in an effective and sustainable manner. Therefore, organizations must learn modern ways and means of how to mobilize resources and bring in funding, and properly manage them to ensure the continuity of their programs and projects.

Reaching Out to Beneficial Owners

According to the answer given by the participant, organizations lack the ability to effectively reach the beneficiaries who need help and support, so organizations need before implementing their programs to identify the beneficiaries and stakeholders, to ensure that they benefit and achieve the purpose.

Expansion in Hadramout regions

Regarding this response, the participant states that organizations need to expand coverage of all regions of Hadramout to ensure that services and support reach everyone, for example by setting up regional offices within Hadramout governorate, or expanding the circle of partnerships with organizations that represent them in more regions, to expand the circle of beneficiaries, and reach the largest segment of those affected.

Supporting the government sector

This response shows that the organizations lack sufficient support from the government sector, which makes them less effective. Therefore, the public sector should support and facilitate the humanitarian and developmental interventions of the organizations as they are an important contributor to society, and the fact that the process is participatory between all sectors.

Strategic plans in humanitarian work and Improving coordination in humanitarian response

It is clear from this according to the answer given by the anonymous, that organizations lack accurate strategic plans in implementing their humanitarian work to achieve their goals effectively, and they also lack coordination and cooperation in responding to humanitarian crises. Therefore, organizations should, before carrying out their humanitarian work, build these projects according to a strategic humanitarian plan, to

ensure that their goals are ideally achieved. And quality in humanitarian response through optimal coordination among them.

Specialization in the work of organizations

According to the answer given by the participant, it is clear that organizations lack specialization in their various fields of work, which makes them dispersed and lose their efforts without the slightest benefit. Therefore, it is better for these organizations to work in a more specialized manner and choose to work in sectors according to their capabilities and capabilities, as this will contribute to the coordination of efforts between organizations and ensure Maximum benefit from the beneficiary.

Social Solidarity

According to the answer given by the anonymous, Organizations lack the promotion of social solidarity and community cooperation in light of the crises in Hadramout.

Seeing and benefiting from the experiences of others

According to the answer given by the participant, the participant explains that organizations lack access to the experiences and expertise of other organizations and benefit from them in improving their work, so it is very important for civil society organizations to look at the experiences of other successful organizations to benefit from them and gain new expertise and experiences.

Exchanging roles and alleviating the suffering of others

Through the above response, the participant explains that organizations lack role-sharing and cooperation with each other to alleviate the suffering of the targeted communities, as this would save efforts and promote positive participation on a larger scale.

External partnerships and internal stability

According to the answer given by the anonymous, it appears that organizations lack strong partnerships with external actors, international organizations, and internal stability to enhance their influence and effectiveness. Forming partnerships with external and international parties creates a kind of stability for organizations and contributes to making them more effective.

Interest in field studies and research

According to the answer given by the participant, Organizations lack interest in conducting field studies and research to understand the local context and the problems facing society. By conducting field studies and research, organizations can obtain relevant and accurate data and information that helps them identify community needs and design effective programs to meet those needs. Studies and research also contribute to improving work practices and making informed decisions, which increases the effectiveness of humanitarian, development and peacebuilding work.

Lack of keeping pace with updates

According to this answer, it turns out that organizations need to keep abreast of developments and innovations in their field of work to improve their effectiveness and adapt them to rapid changes, especially in light of the rapid technological progress, which makes it important to constantly updates to facilitate the work of organizations and provide their services professionally.

Lack of governance

According to the answer given by the anonymous, "lack of governance", organizations need strong governance structures and effective management systems to direct and manage their business properly and transparently, since governance ensures correct work, and regulates organizations' relationship with each other, or even with relevant external parties.

Lack of justice and equality

According to the above response, organizations must work to promote justice and equality in the distribution of resources and opportunities to benefit from their services and programs, as justice and equality are among the basic values that contribute to creating peace among peoples.

Lack of accurate knowledge of needs

According to the answer given by the participant, organizations must conduct a comprehensive analysis of local needs and understand the cultural and social context of

the community to determine priorities and implement effective programs, and that is through doing studies and research to meet societal needs, to ensure better interventions.

Lack of access to international projects

According to this answer, organizations lack access to international projects, and to benefit from support and cooperation with international projects to enhance their efforts and implement broader programs. So, organizations need to have the capabilities to access these projects by identifying the ways and mechanisms of how to access international organizations and projects.

It lacks periodic assessment of needs according to the current situation

Regarding the above answer, organizations lack to raise needs periodically regarding the current situation. Whereas, organizations must periodically and continuously assess the changing needs and new challenges in the region to improve their response and adapt their programs according to need.

Lack of rapid intervention for humanitarian and sustainable actions

Regarding the above response, organizations lack rapid intervention for humanitarian and sustainable actions, so organizations must respond quickly and effectively to humanitarian crises and implement sustainable development programs to contribute to building societies.

Organizations lack to reset the compass and define the purpose of their existence

According to the answer given by the anonymous, Organizations must evaluate and analyze their role and objectives on a regular basis to ensure that the desired impact is achieved and the original purpose of its founding is achieved.

Organizations lack a focused definition of their role

As for the above answer, Organizations must define their main role and focus their efforts and resources in achieving this role effectively.

Lacks a methodology for analyzing problems from the cultural background of the community

According to the answer given by the participant, organizations must take into account the cultural and social challenges in the local community when designing and implementing their programs, as well as when solving their problems and meeting their needs, and using systematic methods for that.

Lack of strong trust between community members and organizations and their management

According to the above response, trust is a critical factor for the success of organizations, and building strong trust and sustainable collaboration with the local community is necessary to achieve the desired results.

It lacks freedom from dependence on international organizations and their regulations in order to be able to monitor and address reality

According to the answer given by the anonymous, organizations must be able to make independent decisions and implement their programs in ways that are commensurate with the local reality and the needs of the community, and there must be laws regulating their relationship with international bodies, so, as not to be negatively affected, and does not affect in society and be a burden.

These are some of the main points that the active organizations in Hadramout lack in the humanitarian, development, and peacebuilding fields. As mentioned by the questionnaire respondents, the needs and challenges may vary depending on the organizations and the context in which they work.

11) How have the vision and duties of your organization changed after the recent civil war that struck Yemen and Hadramout especially?

With regard to the responses to the question, how have the vision and duties of your organization changed after the recent civil war that struck Yemen and Hadramout especially? It is possible to note some common points and changes that occurred in organizations after the civil war in Yemen and Hadhramaut. The following is an extended analysis of the responses received from the participants, Where the number of these participants 81 participants, 66 males and 15 females, which these answers bears italic script:

After the recent civil war that ravaged Yemen and Hadramout, the organizations vision and duties changed dramatically. Here I will explain these points:

It has changed because the work has become on a larger scale within the terms of sustainable development specified by the United Nations

According to the answer given by the participant, in light of the changes in the duties and vision of organizations due to the civil war, the organization has focused on implementing projects and programs that work to achieve the sustainable development goals set by the United Nations to mitigate the effects of war and promote sustainable development. The fact that working according to the sustainable development goals reduces the humanitarian crisis and contributes to building peace.

The organization's vision has become more flexible in entering into multi-disciplinary partnerships

According to this response, it appears that some organizations changed their duties and vision during the civil war, by cooperating with a variety of partners and other organizations to enhance their impact and better achieve their goals.

The organization's duties changed from development work to relief work

According to the answer given by the anonymous, the participant states that the organization focused on providing urgent humanitarian aid and meeting the basic needs of those affected by the war, such as providing food, water, housing, and health care. This aid aims to provide immediate relief to affected communities and alleviate human suffering resulting from conflicts and wars. In general, the organization aims to provide urgent humanitarian assistance to those affected by the war, and works to meet their basic needs immediately to help alleviate human suffering and promote stability and recovery in the affected areas. As this shows the shift from development projects to urgent relief.

Some of the organization's policies have been changed to keep pace with the requirements of the imposed reality

According to the above response, the organization's policies have been changed to suit the changing reality and meet the needs of the current time. A comprehensive review of the organization's policies has been carried out and modified to make them more effective

and impactful in humanitarian and development work. This step was also taken to ensure maximum positive impact and effectiveness in providing aid and support to the needy and affected communities. This amendment aims to ensure that urgent and changing needs are met and that a positive change in the humanitarian and development situation is achieved.

Thinking about building human capacities, educating them, and empowering them has increased further

According to the answer given by the participant, attention has been paid to building the capacity of individuals, educating them, and empowering them to positively influence their lives. In addition, extensive efforts have been directed towards providing training, education and economic opportunities to affected individuals and communities. This aims to empower them and enhance their capabilities, whether by providing sustainable education or vocational training opportunities, as well as by enabling them to obtain sustainable economic opportunities. This enhancement aims to improve the personal and economic lives of affected individuals and communities and empower them.

The organization has become more responsible

According to the answer given by the anonymous, the organization interacted more and had the highest level of responsibility in meeting the needs and requirements of the affected communities, as it increased its efforts in providing assistance and support. The organization also strives to influence effectively and positively through the implementation of programs and projects aimed at improving conditions and promoting development in these affected areas. This increase in responsibility reflects the organization's increasing dedication and focus on achieving tangible results and positive change in the daily lives of individuals and beneficiary communities.

The role of organizations has greatly increased due to the weakness of state institutions and their inability to carry out their tasks

According to the above response, the participant indicates that in light of the weakness of state institutions and their inability to adequately fulfill their tasks, the role of organizations has increased significantly in strengthening support and providing assistance. Government infrastructure and services face major challenges as a result of

conflicts, natural disasters or economic crises. Hence the strengthening of the role of non-governmental organizations and humanitarian organizations in filling the void and providing support and basic services to affected communities. Where it works to meet urgent needs and provide assistance in various fields such as education, health, relief and shelter.

The trend towards expansion of partnerships with other organizations

According to the answer given by the anonymous, the organization moved towards expanding its network of partnerships, as it carried out joint cooperation with other institutions and organizations. This expansion aims to enhance cooperation and solidarity in order to achieve common goals in rebuilding the country and enhancing development processes. The organization works with partners to exchange knowledge, experiences and resources, and to enhance cooperation in various fields such as infrastructure, education, and economic development. These partnerships help strengthen joint efforts and achieve greater results in humanitarian, development and peacebuilding efforts.

The organization's duty on humanitarian interventions changed further

Regarding the above response, the duty of the organization has changed with regard to humanitarian interventions, as the focus has increased on providing humanitarian and emergency assistance to affected individuals and meeting their urgent needs in the post-war period. The organization has assumed a great responsibility in ensuring that the necessary resources and capabilities are provided to those affected, whether in terms of providing food, clean water, safe housing, or providing necessary health care. The focus on urgent humanitarian assistance aims to alleviate suffering, improve the humanitarian situation of war-affected individuals, and provide the necessary support to rebuild their lives and enhance their stability.

Going towards reconstruction and creating job opportunities to reduce poverty

According to the answer given by the participant, the organization has focused on rebuilding infrastructure and developing economic sectors as part of its efforts to improve living conditions and contribute to building peace and creating job opportunities to alleviate poverty. Focusing on reconstruction, the organization works to rebuild schools, hospitals and basic facilities that have been damaged by conflict or natural disasters. It

also focuses on developing economic sectors by providing financial and technical support to individuals and small and medium enterprises, promoting sustainable job opportunities and enhancing the professional capacities of affected communities.

Expanding some projects and presenting many development studies

According to the answer given by the anonymous, the organization has expanded the scope of its projects and implemented development studies to assess needs and define priorities in humanitarian and development work. The scope of projects has also been expanded to increase their impact and cover broader areas, allowing for diverse needs in beneficiary communities to be met. Studies have been implemented to assess the current situation and identify key issues and potential development opportunities. These studies help the organization in setting priorities and directing its efforts and resources in an effective manner to achieve sustainable development and improve conditions in the targeted communities.

Work on emergency needs

Based on the above response, the organization focused on dealing with the urgent and emergency needs of war-affected individuals. The organization has intensified its efforts to provide urgent humanitarian assistance to those affected, by providing medical relief, securing safe shelter for the displaced and refugees, and providing basic materials such as food, water and clothing. These efforts aim to reduce the humanitarian crisis and enhance the peace building process.

Work in multiple sectors according to the needs of the community

According to the answer given by the participant, the organization has expanded its scope of work to include multiple sectors according to the needs of the local community. The organization focused on vital sectors such as health, education, agriculture and water, in order to meet the diverse needs of the beneficiary communities. The organization works to strengthen health services by providing basic medical care and developing a strong health infrastructure. It also works to enhance educational opportunities and provide a safe and quality learning environment. It also seeks to provide sustainable solutions to the problem of water shortage and improve access to clean and potable water. This expansion

of sectors aims to improve lives and enhance the peace building process in the targeted communities.

Contribute to the formation of community committees in some districts due to the lack of accurate data about the beneficiaries

Regarding the above response, the organization has formed community committees in some districts in cooperation with the authorities and local civil society organizations to address the lack of accurate data on beneficiaries. These committees also work to assess needs and ensure that aid is distributed fairly and effectively, with the participation of the local community in the decision-making process. This approach contributes to ensuring that aid is distributed according to real priorities and better meets the needs of the community.

Moved from the development aspect to the emergency work aspect, and then began to return

According to the answer given by the anonymous, the organization started to focus on emergency work and providing assistance in emergency cases. Then she shifted towards the development aspect by contributing to the reconstruction and development of the affected communities. The organization aims to contribute to the process of peace building, recovery and stabilization in the affected areas.

The Foundation was affected by the civil war, so its vision changed towards caring for the vulnerable groups and seeking emergency and urgent projects

Regarding the above response, as a result of being affected by the civil war, the Foundation's vision changed and shifted to focus on caring for vulnerable groups and searching for emergency and urgent projects. The organization directed its efforts to work with the groups most affected by the war, and to provide them with assistance, with the aim of alleviating the suffering and meeting the urgent needs of these needy individuals.

Changed in accordance with the national duty towards the community

According to the above response, the organization modified its vision and priorities to comply with the national duty towards society. Where, it focused on meeting the needs of the local community and providing the necessary support to improve the daily lives of

individuals. This process means that the organization has adjusted its strategy and actions to serve the common good and meet national responsibilities towards society.

Our vision changed due to the crises that afflicted the country and the way to confront them

According to the answer given by the participant, the organization's vision changed as a result of the crises the country was exposed to and the way to address them. This means that the organization has changed its vision to accommodate these crises, and has tried to adapt to them by adopting new strategies and methods to deal with and confront these crises. These changes aim to achieve maximum effectiveness and impact in dealing with crises and overcoming them successfully.

The result or impact has changed from providing temporary assistance to implementing sustainable programs on individuals and society

Regarding the above response, the result or impact left by the organization has changed as it moved from providing temporary assistance to implementing sustainable programs and projects. Thus, the organization focuses on achieving a sustainable and long-term impact on individuals and society in general. Where these programs and projects are implemented with the aim of improving the lives of individuals and developing society in the long term, rather than providing temporary assistance and limited opportunities.

Changed by supporting education, creating awareness, reducing poverty and unemployment, empowering women in society, and supporting youth

According to the answer given by the anonymous, the change was made by supporting education, promoting community awareness, reducing poverty and unemployment, empowering women and supporting youth, as priority needs. This means that the organization has directed its efforts towards supporting and improving education, raising awareness of societal issues, alleviating poverty and unemployment, empowering women, and supporting youth to enable them to participate effectively in society. Because these needs have an effective contribution to peace-building processes.

Our duties have changed in the direction of raising awareness in terms of managing risks and crises and exploiting opportunities

According to the above response, the organization paid more attention to raising awareness of risk and crisis management and exploiting opportunities. This means that the organization has begun to pay special attention to educating individuals and society on how to deal with risks and manage crises, in addition to exploiting the available opportunities to achieve development and stability. This aims to enhance the ability to adapt and respond effectively to challenges and take advantage of the available opportunities to achieve sustainable development.

Our duties have changed to providing material and moral support in a way that touches the community

Regarding the response, our duties have changed to providing material and moral support in a way that affects society. This means that the organization is now focusing on providing financial and moral support to individuals and society in a way that meets their needs and contributes to alleviating their suffering, achieving their aspirations and improving their quality of life. This aims to enhance community cohesion and promote development by providing the necessary support to individuals in various aspects of their lives.

Changed by re-prioritizing

According to the answer given by the anonymous, the change was made by re-prioritization. This means that the organization has re-evaluated and rearranged its priorities and goals to achieve the best results and is focusing on the most important issues and challenges of the present time. Some organizations take this change to ensure that resources and efforts are directed effectively towards facing problems and achieving sustainable and positive change in society, which contributes to creating peace.

The work of contingency plans was directed to reduce the effects of war

Regarding the response, the work of contingency plans was directed to limit the effects of the war. This means that the organization has focused its efforts on making and implementing specific contingency plans aimed at dealing with the effects of the war and limiting its repercussions on the affected population. These plans aim to provide urgent assistance and necessary resources, rebuild infrastructure, and provide psychosocial

support to affected individuals and communities, with the aim of improving their lives and enhancing their stability.

In line with the general direction that the organizations worked on (food security, gender and awareness sessions)

According to the answer given by the participant, in line with the general orientation that other organizations are working on in areas such as food security, raising awareness, promoting gender equality and women's empowerment, the organization continued to follow up and adopt this approach, as it is an effective approach in reducing the crisis and promoting peacebuilding efforts. As it has worked to provide support and assistance in achieving food security, raising awareness, promoting gender equality and empowering women in society.

The vision directed directly towards the basic needs that address the problems of the target groups

Regarding the response, the vision directed directly towards basic needs means that the organization has focused its vision and efforts on meeting the basic needs of the target groups and working to solve the urgent and urgent problems that these groups face. This includes providing food, shelter, clean water, health care, education and other necessary needs to ensure a decent and sustainable life for the targeted individuals.

Work expanded and included some humanitarian sectors and work in emergencies, as they were included in this period within the organization's strategic plans and vision

According to the answer given by the anonymous, the expansion of work to include some humanitarian sectors and work in emergency situations means that the organization decided to expand its scope of work to include some sectors related to the humanitarian aspect and to focus on emergency intervention. This expansion was included in the organization's strategic plans and vision for the specified period of time, which reflects the continuous improvement in providing assistance and responding to urgent needs in emergencies.

Our interventions have expanded in several governorates in Yemen

According to the answer, our interventions have expanded in several governorates in Yemen, which means that the organization has increased its presence and activity in several different regions in Yemen. Its goal is to achieve a broader impact and meet the needs of the community in those affected areas. By expanding interventions, it also seeks to provide assistance and support to the population and to promote development and stability in these governorates.

Our responsibility has increased to some extent

According to the response, our responsibility has increased to some extent, which means that the organization has assumed more responsibility and greater commitment towards the work that it does. This may be due to the increasing challenges and complexities of situations faced by organizations. This increase in responsibility reflects the importance of having a desire to deal with these challenges and strive to achieve the best results and achieve a positive impact in society.

Changed by adding new departments that simulate reality

According to the answer given by the participant, the change was made by adding new departments that simulate reality, which means that the organization has modified its internal structures and added new departments commensurate with current requirements and changing challenges. This change aims to ensure improved efficiency of the organization and enhance its ability to deal with transformations and better meet the needs of society.

Changed from support dedicated to students to constructional educational projects

According to the answer, changing from student support to constructional educational projects means that the organization has modified its approach to providing support to students, as it has begun to implement educational projects aimed at creating a strong infrastructure and providing the necessary resources to improve the quality of education. This change seeks to achieve greater impact and comprehensively develop students' educational capabilities.

Changing our duty to move towards an effective educational system that produces knowledge outputs

According to the answer given by the anonymous, the organization's duty to move towards an effective educational system that produces knowledge outputs means that the organization has changed its direction to work on improving the education system so that it becomes effective and produces knowledge outputs of high quality and efficiency. The goal is to achieve a positive impact on society by improving the quality of education and developing the skills and knowledge of learners.

These are some points that explain how the vision and duties of the organizations changed after the civil war, in Yemen and Hadramout especially.

12) What changed at your organization after the civil war?

With regard to the responses to the question, what changed in your organization after the civil war? It is possible to note some common points and changes that occurred in organizations after the civil war in Yemen and Hadhramaut. The following is an extended analysis of the responses received from the participants, Where the number of these participants 81 participants, 66 males and 15 females, which these answers bears italic script.

After the recent civil war that ravaged Yemen and Hadramout, many changes occur in humanitarian institutions. The analysis of the answers was as follows:

Intervention and expansion in more sectors than before and Opening new sections

According to the answer given by the participant, after the civil war, the Foundation expanded its scope of intervention and increased its expansion in multiple areas to meet the needs of the affected community. These areas may include assistance with urgent relief and early recovery. New departments were also opened within the institution to enhance its ability to deal with the challenges arising from the civil war and to provide appropriate services to the community.

Mechanism of work and how to search for funding

According to the response, after the civil war, the organization developed new work mechanisms and strategies to search for financial funding. The organization used many methods to attract funding, such as requesting funding from government agencies, NGOs,

companies and individuals interested in supporting humanitarian work. Strategies for seeking funding may include submitting detailed project applications and proposals, convincing potential donors of the importance and feasibility of proposed projects, as well as developing sustainable relationships with potential donors.

Priority for relief projects and early recovery

According to the response, the organization gives top priority to relief and early recovery projects, focusing on implementing relief projects that meet the basic needs of the war-affected community. The organization has also prioritized the implementation of projects aimed at reviving the community and rebuilding infrastructure damaged by the conflict. Here lies the value of civil society organizations in contributing to crisis reduction and peace building.

Intervention Strategies

According to the answer, the Foundation has developed new strategies to intervene in humanitarian issues and provide support to the affected community appropriately. The strategies focus on implementing sustainable projects aimed at improving the current situation and promoting local capacity development.

Stability of work and the creation of joint relations with other organizations

According to the answer given by the anonymous, the Foundation has worked to achieve stability in its work by establishing joint relations and cooperation with other organizations. The aim of these partnerships is to achieve a broader impact and exchange experiences and resources to enhance the organization's efforts in meeting the needs of the affected community, and to reduce the humanitarian crisis on a large scale.

Gaining experience in dealing with crises

According to the response, during the civil war, the organization gained valuable experience in dealing with emerging crises and challenges. This expertise has contributed to improving the organization's ability to intervene and respond effectively to changing circumstances. Thanks to this experience, the organization was able to enhance its capabilities in planning, coordination and communication in times of crisis and to develop effective strategies to meet the needs of the war-affected community.

Orientation towards food security, awareness, training and rehabilitation projects

Regarding the above response, the organization moved towards implementing projects focusing on food security, awareness, training and rehabilitation. These projects aim to enhance the community's ability to achieve food independence and sustainability. These projects also include providing the necessary agricultural tools and resources, providing guidance and training to farmers, in addition to enhancing awareness of food security issues and providing the necessary knowledge and skills to the target community. This aims to improve the quality of life, achieve sustainable development and contribute to building peace in the affected areas.

Transitioning to Empowerment and sustainable development

According to the answer given by the participant, Transition to Empowerment and Sustainable Development, the organization focused on implementing sustainable construction and development projects, including rebuilding damaged infrastructure and improving basic services in the affected community. The organization has also moved from providing temporary aid to promoting empowerment and sustainability in the community, by implementing projects aimed at developing the capabilities of the local community and improving the standard of living in the long term.

The ability to work and respond quickly to emergencies

According to the response, after the civil war, the organization's ability to respond quickly and deal with emergency situations has evolved. This means that the organization is equipped with the resources and strategic plans needed to respond to emergency situations and provide timely assistance. Efforts and responses are effectively coordinated to meet the urgent needs of the community affected by the civil war and to provide the necessary support and relief in a timely manner.

Intervention in the various sectors of education, protection and environmental sanitation

Regarding the answer, the organization sought to expand its intervention and direct its efforts in the various sectors of education, protection and environmental sanitation. The organization focused on improving the living and environmental conditions of the community affected by the civil war. These efforts include providing education and training opportunities, promoting children's rights and protection from violence and

exploitation, and implementing projects to preserve the environment in affected areas. These comprehensive efforts aim to achieve peace-building processes and improve the quality of life in the target community.

Focus on Infrastructure

According to the response, the organization focused particularly on improving infrastructure in areas affected by the civil war. Its efforts may include rebuilding and rehabilitating schools, hospitals and other public facilities damaged by the conflict. The aim is to provide a healthier and safer environment for the population and to improve basic services in the area, thus contributing to the reconstruction and development of the affected community.

Paying attention to human development and transforming it from sponsorship to sufficiency and production

According to the answer given by the anonymous, the organization focused on promoting human development and shifting it from a state of aid dependence to self-sufficiency and production. This means providing education, training and skills opportunities necessary for individuals to achieve personal and economic growth. In addition, the organization aims to provide projects and programs that enhance the ability to generate income and achieve self-sufficiency, enabling individuals and communities to achieve sustainable development and improve their quality of life in general.

Seriously thinking about other sources of income and turning towards partnerships

Regarding the response, the organization has begun to look seriously at other sources of income to achieve financial sustainability, by exploring alternative income generation opportunities. The organization has also formed partnerships with other organizations to enhance cooperation, better manage current challenges and achieve future goals. Such partnerships represent an effective means of exchanging resources and knowledge and achieving more effective results in humanitarian action.

Going to the areas of greatest need and areas of displacement

According to the answer, the organization focused on directing and concentrating on areas with greater needs, as well as areas where displacement is frequent. The organization aims

to provide the necessary support and meet the urgent needs in those areas, whether by providing humanitarian aid or developing special programs and projects targeting those most affected and needy groups. This aims to improve living conditions and provide the necessary support to the local communities in those areas.

Expanding in other regions within Hadramout and establishing new relations with international organizations

According to the answer given by the participant, the organization has expanded its scope of work to include other areas within Hadramout, with the aim of expanding its influence and meeting the needs of the community in those areas. The organization has also formed new relationships with international organizations, and this aims to enhance joint cooperation and achieve a greater impact through the exchange of resources and expertise. This expansion and the establishment of new relationships aims to promote development and improve life in the targeted areas.

The future vision in the process of rehabilitation, empowerment and support for community members

Regarding the response, the organization focused on the future vision in the process of rehabilitating, empowering and supporting the affected community members. The organization aims to build a sustainable and prosperous future for society, by providing the necessary support and developing individual and community capabilities. This includes providing educational and training opportunities, promoting community participation, and developing sustainable economic projects. This vision revolves around building the capacities of society, enhancing their independence, and achieving development for affected individuals and communities.

The vision has changed according to the current situation

According to the answer given by the anonymous, the vision of the organization depends on and adapts to the developments of the current situation, to meet the needs of the target communities. The current conditions are evaluated and changes are absorbed, and accordingly the vision and strategies are changed to ensure maximum effectiveness and impact. This can include changing goals, focusing on new priorities, and using new tools and methodologies to achieve the desired change. This flexible approach allows the

organization to respond to current challenges and ensure the sustainability and effectiveness of its efforts.

Changing the Foundation's policy according to the direction and inclinations of supporters and funding organizations

Regarding the above answer, sometimes cases require the organization to change its policies and directions to match the preferences and tendencies of supporters and funding institutions. This can be necessary to maintain continuity of project funding and to ensure sustainable support. A balance must be made between these changes and the preservation of the basic principles and objectives of the organization, to ensure that the positive impact continues to be achieved in the beneficiary community.

Reducing projects due to imposed policies

According to the answer given by the participant, in some cases, the organization may be exposed to political pressures that force it to reduce some of the projects it is implementing. These pressures may come from donors imposing specific policies or from local authorities restricting the scope of the organization's work. The organization must adapt to these policies and scale back projects according to the controls imposed, in order to ensure business continuity and maintain good relations with donors and local authorities.

New areas of the Foundation have been introduced such as Peace, Protection and Economic Empowerment

According to the above response, the organization has expanded its scope of work to include new areas such as promoting peace and working to protect individuals and enhance their resilience in difficult circumstances. The organization also focused on enhancing the economic empowerment of vulnerable groups by providing job opportunities, developing skills, and encouraging entrepreneurship, with the aim of enhancing their independence and improving their livelihood. These expansions reflect the organization's commitment to achieving a positive and comprehensive impact on society and creating sustainable peace.

Increasing experienced staff in the humanitarian sector in general

According to the answer given by the anonymous, and after the civil war, to strengthen its capabilities and improve the quality of implementing its projects, the organization increased experienced cadres in the humanitarian sector in general. Employees with diverse experience and backgrounds in various fields have been employed to enhance specialization and exchange of knowledge and skills. This orientation helps the organization to adapt to changing challenges and achieve the best results in humanitarian work.

Increased social responsibility

Regarding the above response, after the civil war, the organization's social responsibility increased, as it strives to achieve sustainable development and provide humanitarian relief to affected communities. The organization focuses on implementing projects and programs aimed at improving life and enhancing opportunities for growth and independence for vulnerable and needy groups. The organization promotes cooperation with local and international partners to achieve maximum effectiveness and impact in social work.

Increased pressure on the Foundation's projects

Regarding the above answer, and due to the increased need and demand for the services of the organization, the pressure on its projects increased and the challenges it faced increased. This requires the organization to enhance its capabilities and organize its resources more effectively to meet the growing demand. The organization may also need to explore additional funding sources and expand its network of partners to deal with this increasing pressure and ensure the sustainability of its work.

Increased job opportunities

According to the answer given by the participant, after the civil war, as a result of the expansion of the organization's scope of work, new job opportunities were created and the number of available jobs increased. This contributed somewhat to alleviating the problem of unemployment and promoting economic growth in the affected communities. Thanks to this increase in employment opportunities, it allows individuals to obtain a sustainable income and improve their livelihood and future.

Increase projects that try to bridge the gap

Regarding the above answer, the organization is working on implementing additional projects in order to try to bridge the gap created by the war and meet the urgent needs of the affected communities. These projects include the provision of food aid, shelter, clean water and health care, in addition to psychological support and education. These projects aim to improve the daily lives of affected individuals and to promote stability in those areas.

It supported the afflicted

According to the above response, the organization is working to provide the necessary support and assistance to individuals and communities affected by the effects of the war. These efforts include the provision of urgent humanitarian assistance such as shelter, food, and health care. In addition, the organization is implementing long-term development projects aimed at rebuilding damaged infrastructure, providing education and vocational training, and promoting job opportunities, with the aim of promoting the restoration of normal life and achieving development in those affected areas. The organization also works in cooperation with local partners and international organizations to achieve maximum benefit and positive impact for the afflicted and affected communities.

Significant partnerships with international bodies

According to the answer given by the anonymous, the Foundation has formed major partnerships with international bodies concerned with humanitarian affairs, such as the United Nations and global humanitarian organizations. These partnerships include the exchange of information, resources and expertise, the implementation of joint projects and the promotion of cooperation in various fields such as humanitarian aid. These partnerships aim to enhance joint efforts and achieve greater impact in providing assistance and support to affected areas and individuals. These partnerships are central to achieving the organization's humanitarian and peacebuilding goals and enhancing its ability to positively influence target communities.

It has become the largest humanitarian NGO

According to the answer given by the participant, the participant reports that their organization has become the largest humanitarian NGO, as a result of expansion and

increased activity, the organization has become one of the largest humanitarian NGOs in the region. This increase in size and scope is due to the organization's continuous efforts in providing humanitarian and development assistance in various fields, including rehabilitation, medical assistance, provision of food, water, emergency relief, and others. The organization continues to strengthen its capabilities and expand its scope of work to address the ongoing humanitarian challenges and meet the needs of affected communities.

The difficulty of implementing some projects has increased

According to the above response, and due to the difficult circumstances and challenges surrounding them, the organization faced difficulties in implementing some projects. These difficulties may include factors such as lack of financial resources, weak infrastructure, security tension, local conflicts, and government legislation and restrictions. However, the organization should work seriously to overcome these challenges by improving projects management, strengthening local and international partnerships, and maximizing the use of available resources to achieve the best possible results in serving the target communities.

The difficulty of movement and field surveys has increased, especially in conflict areas

According to the answer given by the anonymous, due to the tensions and conflicts that exist in some areas, it has become more difficult to conduct movement and field surveys for the organization. There may be obstacles in obtaining permission to enter these areas or restrictions on movement and access to the targeted places. In addition, the organization may face challenges in securing the safety of its staff and protecting it from potential risks in these areas. However, the organization should work to develop alternative strategies for collecting data and information through information and communication technology and using available resources in effective ways, to ensure continued support and assistance to affected communities.

A new strategy and institutional building was implemented to keep pace with events and humanitarian work and to expand the circle of beneficiaries and the geographical scope of the Foundation's work

According to the above response, after the civil war, the organization adopted a new strategy and institutional building to keep pace with current developments and challenges

in humanitarian work. This strategy aims to expand the circle of beneficiaries and strengthen the geographical scope of the organization's work, so that it can provide assistance and support to a larger number of individuals and communities in new areas. This expansion includes the possibility of implementing additional projects and programs and targeting areas with urgent needs that have been affected by the current events.

The type of intervention in the programs from sustainable to emergency

According to the answer given by the participant, after the civil war, the organization changed its program interventions to shift it from focusing on sustainable programs to focusing on responding to emergencies and meeting urgent needs, due to war conditions. Efforts are also being maximized to provide quick and effective assistance and relief to communities affected by crises and disasters. This includes the immediate provision of shelter, food, water, health care, psychological support and urgent assistance to those in need, with an emphasis on immediate response and alleviation of suffering for the time being.

The organization was originally established after the war

According to the answer given by the anonymous, after the civil war, the participant states that the organization was established because of the civil war, when there was an urgent need to provide assistance and relief to the affected communities and to rebuild the destroyed infrastructure. The organization was also established as an effort to meet emergency needs and promote post-conflict community recovery and stability. Since then, the organization has expanded and evolved to include other areas and works to enhance peacebuilding processes, promote human rights, and improve the living conditions of affected individuals.

These are some of the points that show how organizations have changed during and After the start of the civil war in Yemen and Hadramout in particular.

13) What are the main difficulties and problems facing your organization?

With regard to the responses to the question, what are the main difficulties and problems facing your organization? It is possible to note some common difficulties and problems

which faced in organizations during and after the star of civil war in Yemen and Hadhramaut. The following is an extended analysis of the responses received from the participants, Where the number of these participants 81 participants, 66 males and 15 females, which these answers bears italic script.

Based on the answers to the question, the difficulties and problems facing organizations can be summarized as follows:

One of the problems is the inability to set strategic goals

According to the answer given by the participant, the inability to clearly define strategic objectives is a common problem that may affect the direction of work in an organization. This could be due to the lack of a clear vision for the organization, the inability to analyze the environment and the needs of the target audience, or the absence of an effective strategic planning process. It is important for the organization to improve this aspect by setting specific and measurable goals and reviewing them regularly to ensure the right strategic direction and achieve the desired results.

One of the problems is the restriction on funding sources

Regarding the above response, one of the main problems that humanitarian organizations face is the restrictions on funding sources. These constraints could include government restrictions, economic challenges, and heightened competition for funding. The impact of these constraints could be a reduction in available funding and its impact on the ability to implement projects and meet urgent humanitarian needs. To overcome this problem, the organization can diversify funding sources and build strategic partnerships with donors and funding institutions to enhance access to the necessary funding for its projects.

One of the problems is the widening of the need

Regarding the above answer, the expansion of the need is a major challenge facing humanitarian institutions, as the urgent needs that the institution must meet increases. This may be the result of conflict conditions, natural disasters or social crises. This requires allocating more resources and efforts to meet these growing needs, including expanding programs, increasing capabilities, and collaborating with partners to achieve the maximum possible humanitarian impact and effectively meet the needs of beneficiaries.

Weakness of the official database

According to the answer given by the anonymous, the weakness of the official database poses a real challenge to the organization's teams, as it may affect access to accurate and reliable information. There may be difficulty in collecting and analyzing data necessary to understand the current situation, identify beneficiary needs and measure the impact of programs. In order to overcome this problem, the organization can rely on alternative sources of information such as field data and government reports and collaborate with partners to improve its ability to collect and analyze data and respond appropriately to the challenges identified.

Overlapping the work of organizations and the lack of effective coordination

Regarding the response, the overlapping of the work of humanitarian institutions and the lack of effective coordination is a major challenge in the field of humanitarian work. This may lead to duplication of efforts, waste of resources, and failure to fully utilize the available expertise and skills. To overcome this problem, it is possible to strengthen cooperation and partnerships between different humanitarian institutions, and provide a space for exchanging information and coordinating efforts, whether through regular meetings or joint communication platforms. Effective coordination between humanitarian institutions enhances joint efforts and promotes the achievement of sustainable and positive results for the benefit of beneficiaries.

Difficulty implementing in conflict areas

According to the response, the difficulty of implementation in conflict areas is a major challenge facing humanitarian institutions, as they are exposed to security and stability challenges associated with these areas. Staff may have difficulties accessing affected areas and providing assistance safely and effectively. Security challenges may include tight barriers, ongoing conflicts, and the presence of armed groups, which requires special strategies to operate in these complex circumstances. This requires assessing security and developing appropriate protection measures, in addition to cooperating and coordinating with local actors and international organizations to ensure safe and effective assistance to affected communities in conflict areas.

Lack of community awareness and negative response

According to the answer given by the participant, lack of community awareness and negative response is a challenge facing humanitarian teams. It can be difficult to spread awareness of the importance of the work they do and the benefits they provide to society. Lack of full understanding of humanitarian aims and principles may cause a negative response from some of the beneficiary communities. To overcome this challenge, the Foundation can enhance contact and communication with the beneficiary communities and clarify the humanitarian goals and principles of the work done. Public awareness and education can also be promoted about the importance of humanitarian action and its positive impact on individuals and beneficiary communities.

One of the problems is the large gap between needs and support

According to the response, one of the problems facing humanitarian organizations is the large gap between the actual needs of the beneficiary communities and the available support. The needs and challenges faced by the community may vary in contrast to the resources and support available. This can cause challenges in meeting the overall needs of the beneficiary communities and sometimes requires that some needs be prioritized over others. Organizations can work to address this problem by improving planning and organization and strengthening cooperation with donors and partners to increase resources and better direct them to meet the basic and sustainable needs of the targeted communities.

One of the problems is working in difficult conditions

According to the answer given by the anonymous, the organization's team may face a difficult work environment that includes complex circumstances and challenges. Dealing with this problem requires flexibility and adaptability. It may be difficult to achieve goals and accomplish tasks under these circumstances, but it is an opportunity to develop and enhance individual and collective capabilities. By responding effectively and intelligently to these challenges, the organization's team can achieve success and excel under difficult circumstances.

Obstacles in the implementation of projects by the authority and donors

Regarding the above answer, organizations may face several obstacles when implementing their projects. These obstacles include political interference and restrictions

imposed by donors. Political interference refers to the influence of government agencies or political parties on the implementation of projects, and this may lead to unjustified delay or cancellation of projects. In addition, donors can impose conditions and restrictions on the projects they fund, which may complicate or restrict implementation. To overcome these constraints, the organization may need to work on balancing donor requirements with its main objectives, promoting transparency and continuous communication with relevant parties to mitigate the impact of political interference and imposed restrictions.

Difficulties and problems in choosing the target with great care

According to the response, difficulties and problems in choosing the goal with great care pose a challenge to organizations in achieving the effectiveness of programs and projects. It can be difficult to accurately identify target groups and understand their specific needs and challenges. There can be complexities in gathering the information needed to accurately set a goal and evaluate results effectively. To overcome this problem, organizations must work on strengthening assessment, analysis and data collection processes to better understand the needs of target groups and set priorities. Work should also be done to strengthen partnerships and communicate with local authorities and the target community to obtain continuous feedback and ensure compatibility between programs and the needs of the target groups.

Delays in external grants in some interventions

According to the response, delays in receiving external grants can be a major impediment to the implementation of humanitarian and development interventions. This may be a result of the complex bureaucratic procedures involved in obtaining funding, or it may be due to political or security challenges affecting the organization's ability to receive grants. Funding delays can negatively affect the ability to provide needed assistance to targeted communities in a timely manner, thus hindering development, peacebuilding and humanitarian improvement. In order to overcome this problem, organizations must work on diversifying funding sources and presenting sustainable financial plans, in addition to strengthening partnerships and continuous communication with donor organizations to improve the grant submission process and reduce delays.

Lack of awareness of some donors

According to the answer given by the participant, humanitarian organizations may face a challenge in raising awareness among some donors about the importance of supporting their projects and programs. This may be because donors are not aware of humanitarian issues or do not fully understand the positive impact that their donation can have. This may result in less funding available to organizations and a negative impact on their ability to implement humanitarian projects and programs. To overcome this problem, humanitarian organizations must intensify awareness and education efforts for donors through media campaigns and clarify the goals and results achieved for their projects. Transparent information and reports on how donations are used and their positive impact on recipients can also be provided. In addition, the donor base can be expanded by establishing long-term partnerships and relationships with individuals and organizations interested in humanitarian issues.

Security and stability situation

According to the response, the security situation and stability in areas affected by armed conflicts or security disturbances represents a major challenge for humanitarian organizations. Organizations may experience difficulties in reaching target communities, providing assistance, and implementing projects due to several factors, such as personal risk to field teams and the inability to ensure adequate safety for staff. This has negative impacts on the beneficiaries, as they are unable to obtain the necessary assistance and basic services. To overcome this problem, humanitarian organizations need to carefully assess and manage risks and take appropriate security measures to ensure the safety of their teams and secure operations. It may also require coordination and cooperation with local or relevant security agencies to provide the necessary protection and support to humanitarian organizations and their teams.

Exchange volatility and its consequences

According to the answer given by the anonymous, exchange rate fluctuations and hyperinflation are factors that negatively affect projects and their implementation. When there is a depreciation of the local currency or an increase in the rate of inflation, this increases the costs of the project significantly. The organization may not be able to benefit

from the financing allocated to the project, to purchase the necessary materials and to provide services at sustainable prices. In addition, exchange rate fluctuations and excessive inflation can reduce an organization's competitiveness and hinder its sustainable growth. It may face difficulty in achieving its objectives and providing financial sustainability for projects in the face of these circumstances. Therefore, the organization must take measures to deal with these fluctuations, such as diversifying funding sources, preparing flexible financial plans, and providing economic advice to control costs and reduce financial risks.

Remittances and limited partnerships

Regarding the response, humanitarian organizations face challenges in transferring funds between governorates and countries due to the different currency exchange and the complexities of international banking operations. Obtaining international funding from donors can be difficult due to specific requirements and conditions and potential delays in financial transfers. Moreover, humanitarian organizations may face restrictions on cooperation and partnerships with other organizations, whether due to conflicts of interest or differences in visions and strategies. These constraints may affect the organization's ability to achieve its objectives and enhance its ability to provide assistance and implement projects. To overcome these difficulties, humanitarian organizations need to collaborate with banks and financial institutions to facilitate remittances and ease potential restrictions. It should also make efforts to broaden the base of potential partnerships and enhance understanding and consensus in joint work to achieve common humanitarian goals.

Poor adoption by the relevant authorities of the Foundation's projects

According to the answer, the lack of reliance of the relevant authorities on the projects of humanitarian organizations is a challenge that could negatively affect the success and sustainability of projects. There may be several reasons for this weakness, such as the lack of sustainable participation and consultations with local and governmental agencies, and the lack of communication and joint cooperation in the planning and implementation stages. Lack of accreditation by local and government agencies can mean that projects may not adequately respond to the needs of the target communities and not reflect local priorities. This can cause projects to become unsustainable after the end of support for

humanitarian organizations. To overcome this problem, humanitarian organizations must work to build strong and sustainable relationships with relevant local and government entities through continuous communication and collaboration throughout the project. The participation of local authorities in decision-making should also be ensured and their local capabilities strengthened through training and knowledge transfer, which contributes to building a sustainable capacity for local development.

Difficulty obtaining and sustaining adequate funding

According to the answer given by the participant, the difficulty of obtaining and maintaining adequate funding is a challenge faced by humanitarian organizations. There may be several factors contributing to these difficulties, such as intense competition for financial resources and insufficient support from donors or supporting organizations. Raising sufficient funding requires continuous efforts to broaden the base of donors and partners. Humanitarian organizations should also diversify their funding sources, such as collaborating with the private sector or exploring direct funding opportunities or cross-border remittances. To maintain sustainable funding, humanitarian organizations must direct efforts towards building long-term relationships with donors and financial partners and providing transparent and accurate financial and development reporting. It also requires assessing and improving the sustainability of projects and developing new strategies to achieve financial sufficiency and affordability in innovative ways

Poor capabilities and capacities of the local agencies executing the projects

According to the response, the weak capabilities and skills of the local agencies executing the projects could have a negative impact on the quality of project implementation and its sustainability. This may cause the inability to achieve the planned results and effectively meet the needs of the target communities. Weak capabilities and skills can be a result of lack of training and education, lack of financial and technical resources, and lack of experience in project management and implementation. There may also be challenges in developing and strengthening the institutional and administrative capacities of local entities. To overcome this problem, efforts should be directed towards building the capacity of local entities by providing training and resources to enhance skills and knowledge. Cooperation and partnerships between humanitarian organizations and local actors should also be encouraged to exchange knowledge and experiences. In addition, it

requires consideration of strengthening the institutional and administrative capacities of local entities through the development of appropriate local directives and policies and improving project management and monitoring.

Internal conflict between those in control of the country's decision-making

According to the answer given by the anonymous, the internal conflict between the decision-making authorities in the state may negatively affect humanitarian organizations and cause complications and overlaps in the implementation of their projects. Conflict may arise as a result of competition for resources and power or political differences and conflicting interests. Internal conflict can affect the stability of the overall environment and the ability of organizations to operate freely and provide assistance to beneficiary communities. To deal with these challenges, humanitarian organizations must adopt flexible and prudent strategies to deal with the repercussions of internal conflicts. Organizations must remain neutral and independent and work to promote dialogue and understanding between conflicting parties. They may also need to continuously assess and analyze the local political and security situation to adjust their strategies and provide assistance in effective and safe ways.

Poor funding and large number of people's protests

According to the answer given by the participant, the lack of funding and the large number of popular protests present challenges for humanitarian organizations. Funding available to organizations may be shortened or interrupted, affecting their ability to implement projects and meet the needs of beneficiary communities. Pressure on organizations may increase as a result of increased protests and demands by the beneficiary communities to better meet their needs and improve the services provided. Organizations should also strive to enhance transparency and accountability and clarify how available funding will be used to build trust between them and the beneficiary communities. In addition, organizations should better understand and respond to the needs and demands of beneficiary communities through ongoing dialogue and engagement with them.

Wars and instability

Regarding the answer, wars and political instability are a major challenge for humanitarian organizations. Armed conflict affects the safety and security of teams of

organizations and makes it difficult to reach affected areas and target communities. Humanitarian installations and facilities may be destroyed or damaged, which restricts the ability of organizations to provide assistance. Political instability and insecurity increase challenges and impede humanitarian action, as there are restrictions on movement and access to communities in need. It is also difficult to build sustainable partnerships with local and government agencies in light of the ongoing conflicts. To overcome these challenges, humanitarian organizations require cooperation with local actors and the international community to deal with crises, find peaceful solutions, and restore stability. There must be efforts to protect humanitarian workers and facilities, and encourage dialogue and societal reconciliation to achieve sustainable peace and stability. Emphasis is also needed on providing emergency and developmental assistance to affected communities to improve their conditions and rebuild damaged infrastructure.

The difficulty of building partnerships in the fields of development

According to the response, the difficulty of building partnerships in development fields is a challenge faced by humanitarian organizations. There may be several reasons for these difficulties, such as incompatibility in visions and goals between organizations, lack of effective mechanisms for communication and joint cooperation, and bureaucratic and organizational difficulties. Building effective partnerships requires providing platforms for continuous dialogue and open communication between organizations and stakeholders. Understanding and trust between potential partners must be strengthened and knowledge and experience exchanged to achieve effective coordination and cooperation. In order to overcome these difficulties, humanitarian organizations must be proactive in building sustainable partnerships and strengthening the capacity of local stakeholders for effective participation. Common interests and objectives should also be identified to enhance cooperation, develop clear mechanisms and framework for partnership, and enhance transparency and accountability in the context of joint action.

Difficulty in obtaining reliable data and information

According to the answer given by the anonymous, the difficulty of obtaining reliable data and information is a challenge for humanitarian organizations. Organizers may encounter difficulties in collecting reliable and appropriate data to assess needs and guide their development efforts. There can be challenges in collecting data from reliable sources and

analyzing it in ways that contribute to sound decision-making. To overcome this difficulty, humanitarian organizations must enhance their capabilities in collecting and analyzing data and employing appropriate tools and techniques. Partnerships with local sources, academic organizations and research centers should be strengthened to gain access to reliable sources of information. Ethical data collection practices and concern for the privacy and protection of personal information should also be promoted.

Poor administrative performance and administrative corruption

Regarding the response, poor administrative performance and administrative corruption pose a challenge to humanitarian organizations. There may be several factors contributing to poor managerial performance, such as poor planning and control, and lack of managerial skills and capabilities. As for administrative corruption, it negatively affects the transparency and integrity of the work of organizations and violates the standards of governance and accountability. Corruption reduces the efficiency of implementation and narrows the impact of humanitarian projects. It also affects the confidence of the beneficiary communities and their ability to actively participate in the development process. To meet these challenges, humanitarian institutions need to strengthen internal governance and improve administrative performance by improving operations and developing the administrative capabilities of workers. A culture of accountability and transparency in institutional work must be strengthened, and effective oversight mechanisms must be applied to reduce corruption and enhance integrity.

There is a gap between the actual needs and the implemented projects

According to the answer given by the participant, there is a gap between the actual needs of the communities and the implemented projects. This is a challenge for humanitarian organizations. This happens because the implemented projects are not adequately aligned with the real and pressing needs of the target communities. Incompatibilities may occur due to several reasons, such as a lack of accurate understanding of community needs, limitations of resources and technologies available for implementation, or a lack of sustained communication and engagement with the beneficiary communities. To overcome this gap, humanitarian organizations should pay great attention to assessing and understanding the actual needs of target communities before designing and implementing projects. Sustained communication and transparency with beneficiary

communities should also be promoted to ensure their effective participation in decision-making and to improve the effectiveness of humanitarian interventions.

Many people's requests and lack of humanitarian institutions

According to the response, increasing the number of requests and the needs of communities without adequate humanitarian organizations is a major challenge. Humanitarian organizations are under increasing pressure to meet growing demands, with fewer resources available and fewer organizations to respond. This situation causes delays in meeting essential needs and may affect the effectiveness of humanitarian interventions. There should be efforts to strengthen and expand the capacities of humanitarian institutions and to encourage more presence and expansion of humanitarian organizations to meet the growing demands and diverse needs. In addition, cooperation and partnerships should be strengthened between humanitarian organizations, civil society, the private sector and government to enhance capacity to meet the growing needs of communities in need.

Weak funding in recovery and economic empowerment projects and its confinement to relief and shelter

Regarding the answer, the lack of funding for recovery and economic empowerment projects and limiting them to relief and providing shelter constitutes a challenge. Most of the available funding is directed towards urgent needs such as shelter and emergency relief, leaving a funding gap for projects aimed at economic recovery and empowerment of affected communities. There must be sustainable financing resources for recovery and economic empowerment projects that help communities rebuild infrastructure, boost job opportunities, and improve incomes. To achieve this, more funding and attention is required for recovery and economic empowerment projects, and for expanding the distribution of funding to meet the needs of affected communities. Partnerships should be strengthened between humanitarian organizations, donors and the private sector to increase available funding and direct it in a more balanced manner to achieve sustainable development and empower communities in need.

Difficulties in achieving and measuring sustainable impact

According to the answer given by the anonymous, achieving and measuring the sustainable impact of humanitarian projects is challenging, as it is difficult to measure long-term results and to determine the causal relationship between the project and the sustainable impact. Complexities result in the lack of clear and unified metrics for measurement, and the difficulty in identifying appropriate indicators to measure sustainable impact. To overcome these difficulties, we must focus on developing tools and methodologies for measuring sustainable impact that take into account social, economic and environmental aspects. and promoting the use of technology, open data and digital tools to improve measurement and evaluation processes. Also, cooperation and partnerships with researchers, academic institutions and NGOs specialized in the field of sustainable impact assessment should be strengthened.

Presence of de facto authorities

Regarding the response, the presence of the de facto authorities presents a challenge to humanitarian organizations in implementing their projects. Unwanted interventions by these authorities can include restrictions and complications that impede the work of organizations and restrict their ability to provide humanitarian and development assistance. The forms of negative interference from de facto authorities vary, and may include legal action, restrictive local laws, and restrictions on freedom of movement and access to communities in need. These interventions cause delays or cancellations of projects, restrict access to funding and resources, and expose employees of organizations to harassment and threats. To deal with these difficulties, humanitarian organizations must adopt flexible and smart strategies. Partnerships and effective communication should be strengthened with the de facto authorities and local community institutions, and work to build trust compatible with them. Work must also be done to enhance awareness and international support for protection and the rights of humanitarian organizations to provide humanitarian assistance freely and independently, and to stress the importance of safe and impartial access to targeted communities to ensure effective and efficient assistance.

Excessive need and waves of displacement

According to the above response, the participant states that the humanitarian crises and the continuous waves of displacement cause an increase in needs and a deterioration in

conditions, which imposes additional pressures on humanitarian organizations. In addition, the continuous waves of displacement affect the ability to implement programs and projects in the targeted areas. There may be challenges in achieving a sustainable and effective impact given the constantly changing population dynamics and stability in these areas. To address these challenges, cooperation and partnerships between humanitarian organizations, the local community and the government must be strengthened, and more resources and funding directed towards strengthening resilience and meeting growing needs.

Problems related to the work team in terms of efficiency and adequacy

According to the answer given by the participant, humanitarian organizations face challenges in terms of staffing in terms of efficiency and adequacy. There may be difficulties in attracting and recruiting qualified and effective staff, and maintaining strong cadres in the organization. In addition, there may be a challenge in providing appropriate training and professional development to staff, affecting their ability to provide services effectively. To overcome these challenges, humanitarian organizations should direct efforts towards attracting qualified talent and offering specialized training programs and professional development opportunities for staff. A supportive work environment should also be strengthened, innovation and interaction encouraged in work teams, and appropriate rewards and incentives should be provided to enhance the satisfaction and continuity of workforce.

The expansion and exacerbation of areas of need and regionalism by not allowing work comfortably in the areas controlled by the Houthis

According to the response, the expansion and exacerbation of areas of need and regionalism by not allowing work comfortably in the areas controlled by the Houthis, complicating the access of humanitarian organizations to the affected areas and providing the necessary assistance. The Houthis may impose restrictions and obstacles on the work of humanitarian organizations, such as political and technical blocking and restrictions on movement and access, which hinders humanitarian efforts to meet needs. To solve this problem, humanitarian organizations must work to strengthen local and international partnerships, communicate effectively with stakeholders and local institutions, and work to reduce restrictions and obstacles through dialogue and negotiations. Humanitarian

organizations should use all available means to reach out to the target communities. Humanitarian organizations must also raise international awareness of the challenges they face in carrying out their missions in complex and conflict-affected areas, to press for access and protection for humanitarian organizations and beneficiary communities.

I think security instability, economic changes, and state weakness

Regarding the answer, it is correct, security instability, economic changes, and state weakness can be factors that impede humanitarian work and affect its ability to meet humanitarian needs. Security instability can put humanitarian workers and organizations at risk. Also, economic changes, such as inflation and unemployment, may increase poverty and the need for humanitarian assistance. Weak infrastructure and government institutions can constrain the ability to implement and coordinate humanitarian efforts and provide basic services to host communities. Solving these challenges requires cooperation between humanitarian organizations, local governments, and international institutions to promote stability, security, sustainable development, and infrastructure to meet the needs of people in affected areas.

Difficulty communicating with international organizations

According to the answer given by the anonymous, national humanitarian organizations face difficulties in communicating and building partnerships with international organizations. These difficulties can include cultural, linguistic, and institutional differences between local and international organizations, as well as challenges of communication and access to the appropriate level of international organizations. These impediments may affect the ability of national humanitarian organizations to benefit from the resources and support available from international organizations. To overcome these difficulties, it is necessary to strengthen communication and build trust between national and international humanitarian organizations through establishing strong cooperative relations and participating in international forums and events. The institutional and technical capacities of national humanitarian organizations should be strengthened to enable them to participate effectively in international networks and benefit from funding, training and shared expertise opportunities.

These are some of the main problems and obstacles facing organizations working in the humanitarian, development and peacebuilding fields, in Yemen and Hadramout in particular.

14) What is your organization's strategy in overcoming problems and obstacles?

With regard to the responses to the question, what is your organization's strategy for overcoming problems and obstacles? The organizations strategy in overcoming problems and obstacles can be analyzed as follows: The following is an extended analysis of the responses received from the participants, Where the number of these participants 81 participants, 66 males and 15 females, which these answers bears italic script.

Based on the answers to the question, the organizations strategy in overcoming problems and obstacles can be analyzed as follows:

Seeking self-sufficiency and building partnerships with regional and international organizations

According to the answer given by the participant, achieving self-sufficiency and building partnerships with regional and international organizations, this strategy is concerned with developing the organization's internal capabilities and strengthening its resources so that it is able to meet its basic needs independently. This includes developing internal skills and expertise and strengthening technical and managerial capabilities to deal with the problems and challenges faced by the organization. In addition to forming strong and sustainable relationships with other organizations at the regional and international levels. By building partnerships, the organization can exchange knowledge, experiences and resources with potential partners, promote joint cooperation and achieve common goals such as implementing joint projects or sharing resources to enhance capabilities. In short, this strategy aims to enhance the organization's self-sufficiency and achieve sustainability through developing internal capabilities and expanding cooperation with other organizations to achieve the best results and enhance effectiveness in meeting the needs of the target community and contribute to building peace.

Working in various sectors

According to the response, one of the organization's strategies to overcome the problems is to work in various sectors in order to achieve diversity and inclusiveness in the activities it offers. This aims to meet the needs of the targeted communities in a comprehensive and integrated manner, as the organization focuses on sectors such as education to enhance awareness and knowledge, health to improve health care and prevention, water to provide sustainable access to clean water, and relief to provide urgent assistance in cases of crises and disasters. This strategy is essential to achieve a positive multidimensional impact on the lives of communities and to enhance the peacebuilding process.

Searching for new supporters and finding internal sustainable funding sources

Regarding the response, searching for new supporters and finding sustainable internal sources of funding, the organization is working to expand its network of supporters and financial partners through communication and cooperation with new funding agencies and potential donors, to enhance its ability to implement its projects in a sustainable manner. In addition to heading towards a strategy to achieve sustainable funding for its activities and projects in the long term, by exploring and developing relationships with various funding sources such as government agencies, private institutions, international and republican organizations, and others. The organization is also looking forward to exploring and developing the organization's local and internal funding sources, such as relying on local support and local donations, and developing the organization's own capabilities to generate its own income, in order to enhance the sustainability of development projects.

Mitigation, contribution and impact reduction strategy

According to the answer, the strategy of mitigating, contributing and minimizing impact means that the organization focuses on implementing projects and programs aimed at alleviating suffering and the negative effects of humanitarian crises and social problems. The organization also seeks to provide support and assistance to affected individuals and communities, whether by providing immediate relief or developing long-term programs. In addition, the organization focuses on promoting the active participation of beneficiaries and local communities in the development process. The organization aims to empower individuals and communities, enhance their role and participation in decision-making related to local development, implement programs and projects, and enhance their own

capabilities. In short, the mitigation, contribution and impact reduction strategy aim to provide support and assistance to affected individuals and communities, and to enhance their effective participation in the development process, with the aim of achieving sustainable development and improving their quality of life.

Strengthening relations with official bodies and involving the community in development, Coordination at a high level with stakeholders and Working on priorities and building trust with the relevant authorities.

According to the answer given by the anonymous, the organization strengthens its relations with the official authorities, through establishing strong and sustainable relations with the concerned governments and official authorities. It helps the organization to coordinate at a high level, work on common priorities, and build mutual trust with the relevant authorities. This includes enhancing cooperation in planning and implementation processes to achieve sustainable development. The organization should also encourage the participation and contribution of local communities in development processes, as it strengthens their role in planning and implementation processes. The organization also works to build sustainable partnerships and collaborations with stakeholders, including non-governmental organizations, local government institutions and academic institutions, with the aim of enhancing coordination and integration of efforts and achieving results. Thus, this requires identifying key priorities and allocating resources and efforts accordingly, as well as building strong relationships and trust with partners and relevant authorities. This is in order to ensure effective cooperation and achieve the desired results in development processes and mitigate problems and obstacles.

Developing many solutions that arise from the problem and working to find appropriate and radical solutions

According to the above response, the organization's strategy revolves around developing several solutions that arise through analyzing the existing problem. The organization aims to find appropriate and radical solutions that meet the needs of the problem in an effective and sustainable manner. The organization analyzes problems accurately and in detail to understand their root causes and identify influencing factors. In collaboration with relevant entities and based on evidence-based methods and good practices, the organization also works to develop innovative and sustainable solutions. This strategy

includes directing efforts towards achieving a positive and lasting impact, by adopting new and innovative methods and ideas that contribute to solving the problem and improving the current situation.

Proposing sustainable projects and Creating new projects that reduce problems and increase productivity

According to the answer given by the participant, proposing sustainable projects and creating new projects, this strategy is concerned with the design and implementation of sustainable projects aimed at solving existing problems and meeting the needs of the target communities. The organization is working on developing new projects aimed at achieving positive change and enhancing productivity and effectiveness in achieving its goals. The organization also aims to design sustainable projects that work to achieve comprehensive development in the targeted communities. The organization also focuses on strengthening the capacities of local communities and enabling them to participate effectively in the implementation of projects and their long-term sustainability. In addition to the organization's focus on designing and implementing new projects aimed at increasing productivity and improving effectiveness in achieving the organization's goals. These projects aim to provide innovative and effective solutions to identified problems, improve the implementation of operations and achieve better results with less cost and effort.

Setting strategic goals

Regarding the response, developing strategic plans and defining strategic objectives involves the process of developing comprehensive plans that define the objectives, strategies and actions required to achieve the organization's vision and mission. These plans aim to direct the organization's efforts and use its resources in an effective and orderly manner, and to achieve tangible results in the long term. Defining strategic objectives requires defining the desired results that the organization wants to achieve at the strategic level. The organization directs its efforts and resources towards achieving these specific objectives, and considers them a criterion for measuring its progress and success.

Pre-arrangement in everything

According to the answer, prior arrangement in everything means that the organization pays great attention to developing plans and prior arrangements for the implementation of its activities and projects. These plans include planning for required resources, scheduling activities, and risk management. This step is essential to ensure the organization and success of the implementation of the activities and the achievement of the desired goals. The organization enhances efficiency and effectiveness through advance planning and careful arrangements, enabling it to better deal with potential challenges and problems.

Building, strengthening and developing capabilities and Attracting the best cadres

According to the response, the organization focuses on building and strengthening capabilities by paying attention to providing continuous training and development for its team and employees, with the aim of developing their skills and increasing their knowledge in their field of work. As well as by working on the exchange of knowledge and experiences among the members of her team. In addition, the organization seeks to attract the best cadres by recruiting and attracting employees and volunteers with high qualifications, skills and experience in work areas related to the organization's goals. This strategy is based on applying an effective recruitment and selection process to ensure that qualified and suitable individuals join the organization. In addition, the organization works to create a suitable work environment for employees, by providing opportunities for continuous professional growth and development.

Providing liquidity for emergency interventions and establishing partnerships with donor and implementing organizations to unify efforts

According to the above answer, providing liquidity for emergency interventions. This strategy means that the organization works to ensure the provision of the necessary funding in emergency situations, to enable it to intervene quickly and effectively to meet the needs of the affected people. This is intended to provide immediate relief and assistance in urgent times. Building partnerships with donors and implementing agencies, the organization focuses on building strong partnerships with donor organizations and implementing partners, with the aim of uniting efforts and strengthening coordination. These partnerships aim to achieve and promote development and peace, through the exchange of knowledge, resources and expertise.

Interest in raising the awareness of communities and beneficiaries in particular

According to the answer given by the anonymous, paying attention to educating the communities and beneficiaries in particular includes implementing awareness and education campaigns for the beneficiary communities. These campaigns aim to increase awareness and knowledge of important issues, such as health, education, human rights, peacebuilding, and the environment. These efforts are directed at improving the understanding and effective participation of communities in development processes and in making important decisions. The implementation of awareness campaigns includes the use of various media, such as advertising campaigns, workshops, lectures, and public events. The organization directs important information and resources to beneficiary communities in a way that contributes to raising awareness and achieving a positive impact.

Intervention in more stable areas

Regarding the response, intervention in more stable areas means that the organization pays special attention to intervention in areas that enjoy a relative level of stability and safety. Through this intervention, the organization aims to support the peace process, reduce the humanitarian crisis, and promote development in those areas, by providing assistance and support to local communities and strengthening local capabilities. The organization focuses on implementing projects and programs aimed at enhancing stability and peace in those areas, and works to strengthen cooperation and partnerships with local authorities and concerned organizations to achieve common goals. This includes promoting dialogue and understanding between stakeholders, strengthening local governance and community participation, providing basic services and promoting job opportunities and economic development.

Developing a plan to manage risks and exploit the opportunities available at the present time and dealing with emergencies in a professional manner

According to the answer given by the participant, the organization aims to develop an integrated plan to manage risks and exploit the opportunities available at the present time. This plan includes analyzing and evaluating potential risks that the organization may face, and developing procedures and strategies to deal with them. In addition, the organization

is working on developing its capabilities to respond to emergencies and crises professionally. This includes impact assessment, rapid response planning and collaboration with stakeholders, such as local authorities and partner organizations, to deal effectively and professionally with crises and achieve the desired goals. By using these plans and strategies, the organization can achieve excellent risk management and deal effectively with emergencies, which enhances its adaptability and continuity in achieving its goals and tasks.

Formation of alliances and networking

According to the answer given by the anonymous, forming alliances and networking relates to forming partnerships and alliances with other organizations aimed at achieving common goals in the field of development. This includes collaboration and communication with networks and platforms that bring together civil society organizations, donors, government agencies, and more. The aim of these alliances is to better achieve common goals and to promote the fruitful exchange of knowledge and resources. Forming alliances and networking contributes to enhancing cooperation and coordination between different organizations, and provides opportunities for mutual learning and exchange of experiences. Through these alliances, the ability to achieve greater impact, promote development and build peace is enhanced by uniting efforts and sharing resources and knowledge.

Long-term empowerment and Orientation towards livelihood projects

Regarding the answer, empowerment and long-term orientation towards livelihood projects means that the organization focuses on capacity building and empowerment of individuals and communities benefiting from its activities to achieve sustainable development. The organization provides the necessary support and resources to individuals and communities, with the aim of enhancing their capabilities and enabling them to participate effectively in improving their conditions and achieving sustainable development. The organization also implements projects and programs aimed at improving livelihoods and empowering beneficiary communities. Provides support, training and skills development that help individuals and communities become self-reliant and achieve financial sustainability. This includes promoting sustainable employment

opportunities, developing small and medium enterprises, enhancing entrepreneurial and technical skills, and enhancing access to financial services and project financing.

Developing long-term solutions to the organization's problems that arise between individuals and conducting dialogue sessions to find solutions to the organization's problems

According to the above response, developing long-term solutions to the organization's problems relates to focusing on finding comprehensive and sustainable solutions to the problems that arise within the organization, whether between individuals in the work team or among the beneficiary communities. This includes conducting dialogue and interactive sessions to discuss and analyze existing problems and develop radical and effective solutions. Dealing with personal differences and conflicts reflects the importance of interacting with these problems and finding effective mechanisms and solutions to overcome them. This requires organizing discussion sessions, interaction and participation between members of the organization, local partners and beneficiaries, with the aim of enhancing cooperation, achieving common understanding and generating new ideas to overcome challenges and achieve sustainable and innovative solutions.

Cooperation with tribal leaders

According to the answer given by the anonymous, cooperation with chiefs means that the organization is interested in building cooperative relationships with chiefs and local leaders in the areas in which it operates. This aims to ensure effective participation of local communities and benefit from local knowledge and culture in the design and implementation of development projects. Collaboration with tribal leaders can contribute to building trust and promoting sustainable relationships between the organization and the local communities. The organization can draw on the local knowledge and expertise of tribal leaders to ensure that development projects are in line with the real needs and aspirations of the local communities.

Orientation towards the endowment projects of the organization

Regarding the response, the orientation towards endowment projects means that the organization seeks to implement projects aimed at achieving financial sustainability for them. This sustainability is achieved by investing resources and directing revenues to

permanently finance humanitarian and development activities. Endowment projects depend on the availability of sustainable financial resources through the periodic return on investments. These projects enable the organization to provide financial independence and continuity to carry out its activities without the need for continuous dependence on external financing. Shifting focus towards endowment projects enhances the financial sustainability of the organization and allows it to achieve its humanitarian and development goals in a sustainable manner. This approach helps reduce dependency on external funding and enhances the ability to achieve a positive impact on beneficiary communities in a sustainable manner.

Considering the important issues and the groups most in need

According to the response, considering the important issues and the most needy groups means that the organization pays special attention to analyzing and understanding the important issues and priorities faced by the most vulnerable and affected groups in society. These groups include children, women, people with special needs, the elderly, and poor and marginalized communities. Achieving a positive and effective impact on development work requires directing efforts and resources towards meeting the needs of these target groups. This aims to improve their status and provide them with equal opportunities and basic rights. By considering the important issues and the neediest groups, the organization can ensure a positive and sustainable impact on the targeted communities, and work to achieve comprehensive development and social justice.

Forming departments for each department

Regarding the answer, the formation of departments for each department indicates that the organization has divided some departments into different units or departments, where specialized administrative teams are appointed for each department working in a specific field. This aims to improve planning, coordination and implementation of activities in an effective and coordinated manner. By directing and equipping each department with a specialized management team, the organization can achieve greater effectiveness in managing its activities and achieving its goals. The departments are configured to ensure that each department specializes in its specific field of work, and to achieve coordination and cooperation between the different departments. This structural organization enhances organizational capacity and effectiveness in managing projects and programs, and

contributes to achieving goals in a more coordinated and focused manner. Directing efforts and resources in a specialized way contributes to achieving excellence in the performance of the organization and achieving the desired results.

Attempting that organizations' interventions always result from a study and meeting needs

According to the answer given by the participant, trying to make the organizations' interventions always the result of studying and meeting the needs means that the organization pays great attention to ensuring that the projects and programs it implements are based on extensive studies and analyzes of local needs. This aims to ensure that the real needs of the target communities are met and that a positive and effective impact is achieved. This requires extensive field studies and analyzes to understand the local situation and the needs of the target communities. This includes interaction with beneficiaries, local partners and the local community to ensure that programs and projects are aligned with the needs of local communities and culture. This approach helps the organization achieve greater impact and better achieve the desired results, and promotes sustainable cooperation and trust between the organization and the target communities. As this is considered the essence of the organization's work in meeting the needs and achieving improvement in the lives of beneficiaries.

Creative and Continuous Marketing

In terms of response, creative and continuous marketing refers to the development of innovative and ongoing marketing strategies for an organization. These strategies aim to increase awareness, influence, and attraction towards the Foundation's projects and goals. These strategies depend on creativity and continuous innovation in marketing methods and techniques. Creative and continuous marketing includes the use of modern means of communication, marketing and technological innovations to reach the target audience and encourage them to participate and interact with the organization and its projects. This includes the use of social media, digital marketing, and innovative advertising campaigns. This approach helps the organization build strong and sustainable relationships with the target audience and potential partners, and raise awareness and positive impact in the community. Creative and continuous marketing contributes to enhancing the overall image of the organization and achieving the success of projects and development goals.

Adaptation to Reality

According to the answer, adapting to reality means that the organization has the ability to deal with the variables and challenges it faces in the external and internal environment. The organization relies on its ability to analyze the current situation, anticipate future directions for adaptation, and take the necessary measures to survive in a sustainable manner and achieve its goals. This approach requires the ability to continuously learn and develop and make appropriate decisions according to changes and surrounding circumstances. This includes assessing ongoing needs, updating strategies and plans, improving operations, and directing resources in an efficient manner. Continuous adaptation helps the organization to remain flexible and able to take advantage of new opportunities and deal with emerging challenges. This approach enhances the organization's ability to achieve success and sustainability in its field of work and to achieve a positive impact in society.

Reducing poverty in the long term

Regarding the response, achieving poverty reduction in the long term requires directing efforts and projects towards achieving the goals of sustainable development. This aims to improve the living conditions and reduce poverty for the most vulnerable groups in society. Poverty reduction strategies include developing the local economy, promoting job opportunities, and improving basic services such as education, health, and housing. This includes supporting entrepreneurship, developing professional capacities, and promoting access to healthcare services and adequate shelter. These efforts aim to achieve a sustainable improvement in the standard of living of the disadvantaged groups and empower them economically and socially. This requires channeling investments, resources, and comprehensive collaboration with governments, NGOs, and other partners to achieve sustainable change in the targeted communities.

Carrying out a need study and conducting an annual assessment to identify weaknesses

According to the answer given by the anonymous, conducting a need study and conducting an annual assessment requires the implementation of comprehensive studies to determine the needs of the target communities and regularly assess the performance of the organization and its programs. This aims to identify weaknesses, improve

performance and enhance effectiveness in achieving the goals of the organization. This process includes a thorough analysis of societal needs and an evaluation of the current performance of the organization and its programs. These studies are based on collecting and analyzing relevant data and consulting stakeholders and beneficiaries. Directing improvements and enhancing effectiveness contributes to enhancing positive results and increasing the positive impact on target communities. This approach promotes the ability to adapt and continuously improve to meet the needs of societies and achieve sustainable development.

Reducing mobility and relying on modern means such as various social media to collect data with personal interviews

Regarding the answer, limiting mobility and using modern means such as social media to collect data through personal interviews aims to improve the efficiency of information collection and analysis. This process includes the adoption of modern media and communication technologies and the collection of modern data such as social media usage and graphical analysis techniques. These tools and techniques help to overcome the challenges related to mobility and the time and effort cost of conducting traditional interviews. Modern methods enable more efficient and rapid data collection, providing more accurate analysis and deeper conclusions. By relying on these means, organizations can obtain comprehensive and accurate information, and analyze it effectively to make strategic decisions and develop effective programs that meet the needs of communities and achieve the desired impact.

Developing a strategic plan in partnership with stakeholders for the next stages and Developing alternative plans to predict difficulties before they occur

According to the response, the organization aims to develop a joint strategic plan with stakeholders for the next phases, through cooperation and consultation with key stakeholders such as beneficiary communities, partners and funding agencies. This plan includes defining future goals and the procedures required to achieve them, which helps achieve development, build peace, and improve the positive impact of the organization. In addition, the organization must be prepared to deal with the difficulties and challenges that may arise in the future. Therefore, it must analyze and evaluate potential risks and challenges, and develop alternative plans and multiple strategies to address and overcome

these difficulties before they occur. This approach helps the organization to prepare and respond effectively to any sudden changes or unexpected challenges in the future.

Increasing interest in the education sector

According to the answer given by the participant, interest in the education sector has increased by directing efforts and resources towards strengthening and improving it. This includes providing opportunities for basic education, vocational education and skills training, as well as strengthening teachers' capacities and improving school infrastructure. These efforts aim to achieve comprehensive development and empower the beneficiary communities by providing quality educational opportunities and developing the skills necessary to achieve progress and independence. The education sector is fundamental to building strong societies and promoting sustainable development. Strengthening the education sector contributes to the development of societies and the empowerment of individuals by providing high-quality educational opportunities and improving educational and training standards.

These are some of the main strategy in overcoming problems and obstacles facing organizations working in the humanitarian, development and peacebuilding fields, in Yemen and Hadramout in particular.

6.CHAPTER VI

6.1 Conclusion and Results

This study aims to understand the contributions of local NGOs to peacebuilding in Hadramout governorate during the period from 2014 to 2022, in light of the ongoing war in Yemen. This thesis dealt with the importance of the role and contribution of active civil society organizations in Hadramout governorate in reducing the humanitarian crisis and their contribution to strengthening the peace-building process in Yemen and Hadramout governorate in particular during the current civil war that ravaged Yemen. The general objective of the study was achieved by analyzing the available information and using qualitative research methodologies by examining and analyzing similar previous studies and comparing them, in addition to what was observed from the work of these organizations on the ground. Data was also collected by conducting a questionnaire with seven local NGOs in Hadramout.

The results of the study showed that CSOs in Hadramout have knowledge of peacebuilding processes and dealt with them as an approach to promoting peace and mitigating the humanitarian crisis. These organizations have played an important role in building peace and alleviating the humanitarian crisis in light of the ongoing war and the fragility of the state. However, CSOs in Hadramout face many challenges, the most prominent of which are poor funding and difficulties in accessing areas affected by conflict. Despite this, these organizations were able to achieve positive results and play an effective role in alleviating the humanitarian crisis. With regard to funding, most CSOs suffer from a lack of funding to implement their programs and projects. This lack of funding could affect its ability to meet the needs of society and provide the necessary assistance to groups affected by conflict and difficult economic conditions. As for the difficulties of accessing the areas affected by the conflict, this is due to the unstable security situation and the repercussions of the ongoing conflict in these regions and the effects of natural disasters. So, organizations may face challenges in accessing these areas and providing humanitarian assistance. However, CSOs did not stand helpless in the face of these challenges, and continued their efforts to achieve positive results. This is done through cooperation with local and international partners.

Based on the findings, this study recommends strengthening cooperation and coordination between local NGOs and the public and private sectors, Governance of the work of organizations, forming coalitions, and increasing funding and support to enhance the effectiveness of these organizations' peacebuilding work. The study also recommends providing continuous training and rehabilitation for members of local organizations to enhance their knowledge and capabilities in the field of peacebuilding, increasing interest in conducting field studies that contribute to the production of projects that meet the needs of reality. And establishing research centers interested in the field of peace-building, humanitarian, and development work, that support the efforts and visions of CSOs. In addition to other recommendations, it will be listed under the heading of recommendations. In conclusion, this study hopes to contribute to raising awareness of the importance of the role of local NGOs in building peace and alleviating the humanitarian crisis in Hadramout governorate and providing practical contributions to strengthening peacebuilding efforts in Yemen in general.

6.2 Recommendations

Do you have any further additions or recommendations related to the role of CSOs in Hadramout in reducing the humanitarian crisis and building peace?

Based on the recommendations and additions that were made according to the question, do you have any additions or other recommendations related to the role of CSOs in Hadramout in reducing the humanitarian crisis and building peace? They can be arranged and analyzed as follows:

1. Forming effective, expanding and specialized alliances among CSOs in Hadramout, in order to enhance cooperation and exchange knowledge and experiences. These alliances can contribute to coordinating efforts and enhancing the influence of participating organizations.
2. Focusing on deepening and improving the organizations' relationship with the public and private sectors. This relationship could be the exchange of information and resources and cooperation in common areas such as community development and the provision of basic services.

3. Reactivating community committees and strengthening the role of institutions working in peace programs. These supervisory committees and institutions can be monitoring bodies that contribute to the conduct of relief work and ensuring transparency and accountability.
4. Forming a network that includes Hadramout organizations, where organizations can share information and resources and enhance cooperation in implementing joint projects and programs.
5. Focusing on training workers in the field of their practical specialization in the organization, in a way that enhances their capabilities and effectiveness in providing humanitarian services and interventions in a more effective manner commensurate with peacebuilding operations.
6. Focusing on raising awareness, educating and promoting social peace and family cohesion. This can be achieved through awareness and educational programs that highlight issues of peace, cooperation and human rights.
7. Focusing on implementing sustainable projects aimed at achieving comprehensive development and strengthening the local capabilities of society.
8. Benefit from partnerships and alliances between different organizations, whether local or international, to enhance cooperation and exchange resources and expertise.
9. Expanding projects and involving the largest number of persons of both sexes, in order to enhance employment opportunities, reduce unemployment, and enable society to practice various professions.
10. Unifying efforts with the authorities and actors and preventing repetition of the beneficiaries, through coordinating efforts, exchanging information, and cooperating in providing humanitarian and development services.
11. Collaboration and coordination between all relevant institutions and organizations, whether local or international, to enhance cooperation and coordinate efforts and achieve maximum effectiveness and impact.
12. Formation of a coordinating council for humanitarian CSOs in Hadramout, in order to enhance cooperation and coordination between organizations and improve the organization of joint efforts.

13. Going towards conducting research and field studies to determine the needs and requirements of humanitarian interventions, in order to achieve the optimal focus of efforts and direct resources effectively.
14. Establishing a conglomerate of Hadhramout organizations, which works to coordinate support, enhance cooperation between different organizations, and exchange information and experiences.
15. Exerting greater efforts in reducing the humanitarian crisis and helping people overcome these difficult circumstances, by providing the necessary support, urgent assistance, and awareness of risks and personal safety.
16. Raising awareness of the importance of the concept of "peace building" and promoting a peaceful culture in society, through education and awareness programs that highlight the importance of peace and peaceful coexistence.
17. Going towards reparation and achieving transitional justice as a first step before achieving peace, as damages to society must be repaired and the rights of those affected by conflicts restored.
18. Arranging and coordinating humanitarian interventions and cooperating in covering needs, in order to avoid repetition of targeting and reduce cases of neglect in some areas.
19. Strengthening alliances between the three sectors (government, civil society, and the private sector), as this can lead to achieving a greater positive impact and strengthening joint efforts.
20. Creating an environment that is commensurate and compatible with the customs and traditions of the local community, as programs and projects must be compatible with local values and culture to achieve the best results.
21. Focusing on strengthening the role of women and civil society youth in peace-building and development processes, and providing equal opportunities for participation and effective representation in decision-making.
22. The need to focus on describing societal problems in a manner consistent with the reference to which the community belongs. CSOs must understand and respect local values and beliefs and describe problems in a way that is compatible with the culture of the target community. This helps build community trust and achieve more effective results.

23. Priorities imposed by international organizations in their interventions should be avoided. Priorities should be set according to the needs and aspirations of the target community, rather than being defined by international organizations and imposed on society. Community participation and consultation with beneficiaries should be one of the main basis for setting priorities.
24. There must be a unified vision adopted by the state, represented by the Office of Social Affairs and Labor, and the pioneers of humanitarian and charitable work, in which all institutions and organizations unite according to their specializations. This aims to unite efforts and achieve the public interest of the country above personal interests. Cooperation and coordination must be strengthened among all stakeholders to achieve the best results.
25. Information should be shared between different organizations to benefit from mutual experiences and expertise. Collaboration and knowledge exchange between organizations promotes a better understanding of potential challenges and solutions, helps avoid duplication and achieve synergy of efforts.
26. A coordinating council of active CSOs should be formed with the local authorities, in order to unify efforts and prevent repetition of the beneficiaries. This council aims to coordinate, direct and control projects, and measure their impact in the future. By coordinating efforts, it is possible to make maximum use of available resources and ensure that activities are carried out in a harmonious and efficient manner.

These are some of the recommendations and additions made by the participants in the question about the role of CSOs in Hadramout Governorate. It should be noted that these are individual opinions, and there may be challenges and other factors that affect the implementation of these recommendations in practice. These recommendations should be carefully studied and their implementation assessed based on the specific circumstances and needs in Hadramout Governorate. The specific situation of the organizations and the specific challenges they face must be assessed to develop appropriate strategies and solutions to enhance the effectiveness and success of the projects.

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Appendix

Appendix A: Questionnaire questions:

1) First: general information

Male

female

Age Age:

From 20 to 30

From 31 to 40

From 41 and over

Your job description:

*Years of Experience:

one to three years

Four to six years

Seven years and over

*Educational qualification:

secondary

collegiate

Postgraduate

Other.....

1) Do you think there is a role for CSOs working in your area in alleviating the humanitarian crisis?

Yes

No

2) What is your assessment of the work of CSOs in Hadramout, in humanitarian and development work?

Weak

Middle

Good

3) To what extent is the relationship of CSOs in Hadhramaut likely with both the authority and the private sector, including merchants and others?

Weak

Middle

Good

4) What are the responsibilities of CSOs towards the people of conflict areas?

provide aid

Awareness and education

Reconstruction

All of the above

5) What does the term fragile state mean to you?

Unstable country

Lack of national sovereignty

War and civil conflicts

Economic decline and poverty

Weak security

External interventions

Weak institutional capacity and administrative corruption

Refugees and internally displaced persons

All of the above

6) What does the term peacebuilding mean to your organization?

Poverty eradication

Provide aid

Awareness and education

Reconstruction

Coalition

All of the above

7) Are there coalitions of CSOs in Hadramout? If you answered yes, mention an example of a successful coalition of CSOs in Hadramout?

Yes

No

Name of Coalition

8) To what extent do alliances contribute to reducing humanitarian crises and development and enhancing peacebuilding efforts?

Very effective

Somewhat effective

No effectiveness

9) Does your organization have partnerships and cooperation to implement projects with any of the international organizations? If you answered yes, in which sector is the partnership and cooperation?

Yes

No

In which sector is the partnership and cooperation?

Food security

Shelter

Protection

Water and environmental sanitation

Education

Health

Empowerment and livelihoods

Capacity building

All of the above

10) In your opinion, what do the active organizations in Hadhramaut lack in the humanitarian field, development and peacebuilding?

11) How have the vision and duties of your organization changed after the recent civil war that struck Yemen and Hadramout especially?

12) What changed at your organization after the civil war?

13) What are the main difficulties and problems facing your organization?

14) What is your organization's strategy in overcoming problems and obstacles?

15) Do you have any further additions or recommendations related to the role of CSOs in Hadramout in reducing the humanitarian crisis and building peace?

Appendix B: Name of Coalition:

Name of Coalition	Number
Benevolence Coalition for Humanitarian Relief (BCHR)	22
Coalition of Alawn and Selah Foundations	2

Union of Civil Society Organizations in Hadramout Valley	10
The Coordination Council of Civil Society Organizations in Hadramout	1
NAMA Network for CSOs in Hadramout	6
Union of Associations of People with Special Needs	2
Union of voluntary youth forums in Wadi Hadramout	1
Alatta partners Hadramout	1
AlBadia Partners Wadi Hadramout	1
Alamal Coalition Hadramout	1
Partnerships between organizations during the implementation of programs and projects	3
Clusters	1
There is no real alliance	1
nothing	8
I don't know	1
They did not provide an answer to this question	20
Total	81