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# Evaluation of the project “Water for Peace in Yemen: Strengthening the role of women in water conflict resolution”



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# **Evaluation of the project “Water for Peace in Yemen: Strengthening the role of women in water conflict resolution”**

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## Abstract

Yemen has one of the highest poverty rates among the Arab world's poorest nations and is one of the most water-stressed countries in the world. The current conflict, which started in 2015 and has damaged much of the country's critical water, sanitation and hygiene infrastructure, exacerbates the problem. The project, the second of its kind to be implemented in Yemen, focused on strengthening the role of women as agents of peace to address water conflict in rural areas. The project produced a good analysis of the conflict drivers around water resources in Wadi Hadramout and measures to address them in line with traditional resolution mechanisms. The most transformative change the project achieved is the institutionalization of this role through the water user associations (WUAs) and strengthening the role of women within their communities.

The successful resolution of water conflicts and the restoration of water infrastructure through the cash for work (CFW) component had a direct effect on increased crop production and income of farmers. The measures in place to promote the sustainability of the project and the continuation of improved agriculture once the project has come to an end rely on the increased capacity of WUAs to use their conflict resolution skills, maintain the sites and find further support.

Emerging recommendations:

Recommendation 1. There is a need for further integration of lessons learned from previous evaluations to inform programme design and implementation, and to continue with the good practice of exploring existing proposals, if available, in the local context.

Recommendation 2. Promoting local ownership through a coordinated partnership approach is a good practice to be applied in future programme design and implementation.

Recommendation 3. There is a need for a targeted approach to secure a catalytic effect.

Recommendation 4. There is a need for tailoring the meaning of women's empowerment in terms of what is realistically achievable in the local cultural context; and youth engagement should be designed and measured as a separate intervention domain.

Recommendation 5. The project's most significant change of enabling families to return to their abandoned farmland can play an important role in fostering stability and social cohesion.



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The evaluation benefited from the inputs of many other stakeholders, including government officers, members of the water user associations (WUAs) and people from the community and organizations in the locations visited. Their contributions were critical to the team's work and are deeply appreciated.

## **Abbreviations and acronyms**

CFW	Cash for work
FAO	Food and Agriculture Organization of the United Nations
IOM	International Organization for Migration
KII	Key informant interview
PBF	Peacebuilding Fund
UN	United Nations
WUA	Water user association
WWUG	Women Water User Group

# Executive summary

## Introduction

1. The project 'Water for Peace in Yemen: Strengthening the role of women in water conflict resolution' (UNJP/YEM/039/PBF) was funded by the United Nations Secretary-General's Peacebuilding Fund (PBF) with a budget of USD 1 500 000. The project was implemented jointly by the Food and Agriculture Organization of the United Nations (FAO), the International Organization for Migration (IOM), the Hadramout Ministry of Water and Environment and the Women Water Users Groups (WWUG). The project was meant to be implemented in Wadi Rima in the Hudaydah governorate between November 2018 and November 2020 but due to the escalation of the conflict in the area the project was unable to receive approval from local authorities, leading to a change of location to Wadi Hadramout in the Hadramout governorate. The delays resulted in the implementation period being significantly reduced.
2. Yemen has one of the highest poverty rates among the Arab world's poorest nations and is one of the most water-stressed countries in the world. The current conflict, which started in 2015 and has damaged much of the country's critical water, sanitation and hygiene infrastructure, exacerbates the problem. The project produced a good analysis of the conflict drivers around water resources in Wadi Hadramout and measures to address them in line with traditional resolution mechanisms.
3. This final evaluation serves a dual purpose of accountability and learning. It also has a formative purpose on FAO's contribution to peace building through its technical areas by informing the design and development of an over-arching evaluative framework for all PBF projects under FAO's responsibility.

## Main findings

4. The main findings, listed by evaluation question, are the following:

*Evaluation question 1. To what extent was the project design relevant to adapting to local contexts and tailoring approaches to specific vulnerable groups?*

**Finding 1.** The project benefited from the lessons learned from the first PBF project and stayed relevant to the organizations and their respective missions.

**Finding 2.** The design of the project is based on a good conflict analysis and gender assessment.

**Finding 3.** There are at least four ways to illustrate the extent to which the project design adapted to local contexts and tailored approaches to specific vulnerable groups, which included: building on existing water facilities, promotion and enhancement of traditional agricultural practices, community involvement in the design of engineering interventions, as well as selection of vulnerable populations for cash for work (CFW) activities.

*Evaluation question 2. How effective was the partnership model and what was FAO's added value?*

**Finding 4.** The partnership between FAO and IOM maintained and further built on the satisfactory collaboration already achieved during the first PBF Water for Peace project funded in Yemen, and successful collaboration was also established with local partners although further coordination is required.

**Finding 5.** The significant success of the project is local ownership and community engagement.

*Evaluation question 3. How effectively did the PBF activities engage with and support the future scaling-up efforts by other programmes and actors?*

**Finding 6.** The success of the project by all those involved has meant that neighbouring wadis are requesting similar interventions. The project has attracted attention by other donors.

*Evaluation question 4. To what extent did the project achieve the expected results?*

**Finding 7.** Monitoring was delegated to a third-party monitoring partner but due to delays in implementation the data are scarce.

**Finding 8.** Promotion of women's empowerment was successful in terms of what is possible in the local culture.

**Finding 9.** The project empowered youth by using an original design initiative by local youth for reopening the spate channels.

**Finding 10.** The project has contributed to climate change adaptation through the planting of Sidr trees.

**Finding 11.** The project has contributed to strengthening regulatory frameworks and institutions to regulate use of and rights over natural resources.

*Evaluation question 5. How efficient were the project implementation modalities, including the partnership model?*

**Finding 12.** Tailoring the interventions to the local context allowed for cost savings in constructing water infrastructure.

**Finding 13.** The partnership between FAO and IOM was efficient, as demonstrated by the ability of the project to deliver in a much shorter implementation time through an adaptive management approach and capitalizing on IOM field presence.

**Finding 14.** Disbursement delays occurred during project implementation as a result of limited staffing of FAO's finance department, constraints of the Yemeni banking sector and limited water user association (WUA) capacity.

*Evaluation question 6. What is the most significant change that has resulted so far from the project?*

The most significant changes brought about by this project were the varied positive impacts experienced in different sectors of the community:

- i. The project achieved a major change in the target areas through the implemented construction works, which allowed more than 1 200 families to return to work on the farms they had abandoned twelve years ago, according to WUA members' responses. Furthermore, these farmers are now reinvesting in their land and farming operations.
- ii. For women among the WUA members, the most significant change is the establishment of these associations, which has carved out leadership roles for women that are integrated in different areas of change; this must be viewed as a major achievement by the project in view of the prevailing social norms that strongly constrain women, as well as the volatile security conditions during project implementation.
- iii. For young women and men benefiting from CFW activities, the generation of paid work opportunities on the farms was an important change brought about by the project: *"By having the dam, the water has become available for all farms, therefore, the farmers planted, and we as young women labourers worked."* [CFW Young Women].

## Conclusions

The conclusions are the following:

**Conclusion 1.** The PBF II project incorporated lessons learned from PBF I and was designed and implemented in a way that was adapted to the local context and tailored approaches for specific vulnerable groups.

**Conclusion 2.** Building on a successful partnership between FAO and IOM in the previous PBF project, the good collaboration between the two agencies continued and was further developed and created local ownership of the project through other partnerships.

**Conclusion 3.** Despite the success of the project in a short-term a scale-up strategy with a clear vision for WUAs is the missing link.

**Conclusion 4.** Although recognized as one of the most conservative areas in Yemen in terms of gender relations, the project has succeeded in empowering women specifically in the role they assumed in the WUAs, which was accepted and recognized by the beneficiary communities, along with the contribution of youth in the engineering aspects of the project.

**Conclusion 5.** The project was successful in building on the established collaboration and partnership and learning from the earlier PBF initiative. This was instrumental in reducing delays and increasing efficiency and local ownership of the project.

**Conclusion 6.** The most significant changes identified as outcomes of the project are the opportunities afforded to families to return to areas that had been abandoned due to lack of water, as well as the establishment of WUAs with their impacts not only on sustainable water management but also on the social status and decision-making powers of women.

## Recommendations

The recommendations are the following:

**Recommendation 1.** There is a need for further integration of lessons learned from previous evaluations to inform programme design and implementation, and to continue with the good practice of exploring existing proposals, if available, in the local context.

**Recommendation 2.** Promoting local ownership through a coordinated partnership approach is a good practice to be applied in future programme design and implementation.

**Recommendation 3.** There is a need for a targeted approach to secure a catalytic effect.

**Recommendation 4.** There is a need for tailoring the meaning of women's empowerment in terms of what is realistically achievable in the local cultural context; and youth engagement should be designed and measured as a separate intervention domain.

**Recommendation 5.** The project's most significant change of enabling families to return to their abandoned farmland can play an important role in fostering stability and social cohesion.

# 1. Introduction to the context and the project

1. This is the final evaluation of the project 'Water for Peace in Yemen: Strengthening the role of women in water conflict resolution' (UNJP/YEM/030/PBF) funded by the United Nations Secretary General's Peacebuilding Fund (PBF) with a total budget of USD 1 500 000. The project was jointly implemented by the United Nations Food and Agriculture Organization of the United Nations (FAO), the International Organization for Migration (IOM), the Hadramout Ministry of Water and Environment and the Women Water Users Groups (WWUG) in Wadi Hadramout, in the northern part of the Hadramout governorate of Yemen. It started in November 2018 and closed in November 2020.

## 1.1 The context

2. Even before fighting broke out in early 2015, Yemen had one of the highest poverty rates in the Arab world. With an average life expectancy below 64 years, the nation was ranked 177th out of 189 in the 2019 Human Development Index (HDI). Over five years of conflict have left thousands of civilians dead and 3.65 million internally displaced. Fighting has also devastated the economy, destroyed critical infrastructure, and led to food insecurity verging on famine. In 2020, the United Nations (UN) estimated that 24 million people – or 80 percent of the population – were in need of humanitarian assistance. Socioeconomic conditions deteriorated further in 2020, affected by low global oil prices, the economic fallout from the COVID-19 pandemic and weak public infrastructure, as well as extreme climate events and natural disasters.
3. While the Yemeni war is mostly viewed to be a result of the "Houthi–Hadi conflict; the regional conflict between Saudi Arabia and the Islamic Republic of Iran; the extremist organizations 'Al-Qaeda in the Arabian Peninsula' and the Islamic State, which have seized the opportunity to establish themselves in Yemen; and local power affecting tribal and sectarian divisions" (Kleemann, 2019), there are longer-standing conflicts that claim around 4 000 lives per year (Small Arms Survey, 2020). These are the water conflicts of Yemen.
4. Apart from increasing widespread food insecurity, armed conflict has also damaged much of the country's critical water, sanitation and hygiene infrastructure, exacerbating the underlying water scarcity dilemma Yemen has long faced. The resulting heightened competition for water is manifesting itself in many localized conflicts, which often escalate into armed violence. Water scarcity is therefore both a consequence and a cause of conflict. As stated in the Context Analysis Report developed by FAO and IOM in support of the PBF project, the water conflicts in the project area mirror the overall Yemeni reality.
5. Understanding the resolution of water conflicts in Wadi Hadramout needs to take into account the overall practice of water conflict resolution in Yemen, summarized in the Context Analysis (2020) as follows: *"The absence/weakness of official governing bodies in many geographical locations has led to the absence of the rule of law. In many rural regions of the state, communities are either self-ruling or dependent on social/tribal structures to govern their matters. The tribal system works as follows: the tribe delegates their sheik, and the sheiks meet to resolve the conflict. If the conflict is simple, both sheiks decide on the common acceptable resolution, which is binding to both tribes. However, when the conflict had bloodshed, in most of these cases it is highly unlikely a resolution is reached. With the weak to non-existent presence of local authorities in some remote locations, governance is left to the most influential individuals"*. Applied to water conflicts, this leaves marginalized smallholder farmers and other community members with insufficient water for agriculture and basic needs. As a result, many farmers (especially young men) have abandoned

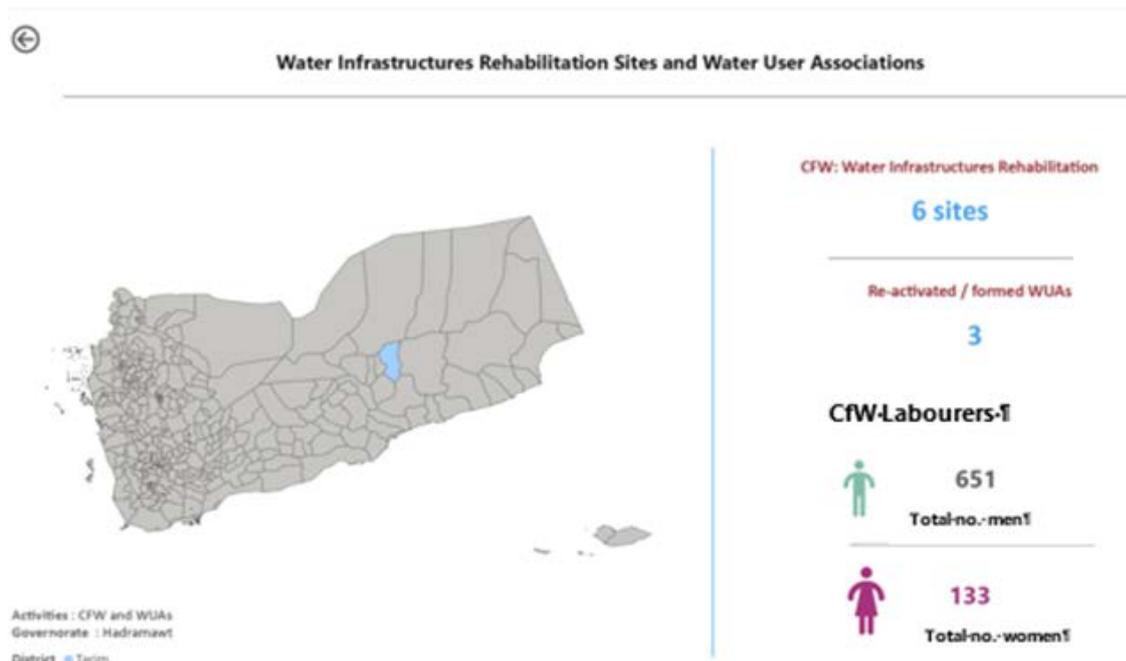
agriculture in search of other livelihood practices. Others have resolved to other ways including getting involved in the armed conflict in Yemen.

6. *"The most influential individuals"* not only exclude youth but also women, even though in rural areas of Yemen the majority of women are central to agriculture and depend on agriculture as their main source of livelihood. Additionally, women are the main fetchers of water for household needs. Due to the competition and monopoly of water sources, women are at times denied access to water. The disputes over water rights can at times escalate from conflicts between community members to tribal disputes.
7. Gender relations in Yemen are shaped by diverse cultural, social and political traditions across the regions, between rural and urban areas, and between different tribes and generations (CARE, 2015; Gressmann, 2016). Historically women have generally had less power in society than men and have been the primary caregivers in their households (CARE, 2015; Gressmann, 2016; Heinze, 2016). Yemen ranks last out of the 144 countries included in the 2016 World Economic Forum's Global Gender Gap Index, a position it has held for the last ten years. Similarly, in the 2019 Equal Measures 2030 Gender Index, Yemen ranks 126th out of 129 countries.
8. In the project area the Gender Assessment (2020) carried out by FAO and IOM highlights how social, traditional and religious attitudes cast a long shadow on gender. Among the primary issues relating to gender roles the assessment notes unawareness of legal rights, violence against women and girls, and limited participation of women and youth in water management and conflict resolution. Regarding the latter, the assessment explains that *"water management is primarily carried out by men. The exceptions are women who have inherited farmland and do take charge of water management. Women's role is non-existent in resolving water conflicts and challenges. Youth participate in water management for farms as the representatives of their parents, but they are often excluded from resolving water-related conflicts, as these require familiarity with the traditional customs. The elders consider that young people have limited knowledge and experience of the traditional rules. Women are not involved in resolving water-related conflicts, as per the customs of the society"*.

## 1.2 The project

9. The 'Water for Peace in Yemen' project aimed at contributing to the mitigation of water-based conflicts that have affected agriculture, with the inclusion of women as conflict-resolution agents. Farming communities (men, women and youth) were engaged by the project to resolve local conflicts over upstream and downstream water allocation. Moreover, the project aimed to introduce drought-tolerant as well as salt-tolerant crops as a climate change mitigation measure in a cash for work (CFW) modality.
10. The project initially targeted Wadi Rima in the Hudaydah governorate (see map below), however, FAO and IOM encountered significant access constraints because of the volatile security situation in Hodeida and the inability to secure approval for the project from local authorities. FAO and IOM began the process to identify an alternative site and requested for a project location change to Wadi Thabi in the Hadramout governorate, an area that is underserved by the international community. It was approved in October 2019 together with a six-month no-cost extension, but it meant that the period for implementation of the activities was significantly reduced. According to desk review the project was expected to take place between January 2019 and June 2020. Due to location changes and the COVID-19 outbreak the project was extended until November 2021. FAO and IOM requested for a further no-cost extension mainly owing to the COVID-19 outbreak; however only one request per project could be approved by the donor.

**Figure 1. Water infrastructures rehabilitation sites and water user associations**



Source: Evaluation Team based on information from the project Map conforms to UN. 2004. Map No. 3847, Rev. 3. <https://www.un.org/geospatial/content/yemen>

11. The project was developed to build on FAO’s previous in-country experiences. Firstly, the FAO Yemen Sana’a Basin Project (SBP), funded by the Netherlands in Sana’a basin between 2015 and 2018, established WWUGs to resolve conflicts over water rights and to identify and support climate change mitigation measures to enhance livelihood opportunities, especially for female and young farmers. Secondly, the project “Strengthening the Role of Women in Peace-building through Natural Resources Management at the Community Level” (UNJP/YEM/038/PBF) funded by PBF with a budget of USD 2 000 000 and implemented jointly by FAO and IOM between January 2018 and June 2019 in the rural areas of the governorates of Sana’a and Lahaj. The evaluation of the latter concluded that *“by capitalizing on women’s traditional role in conflict resolution as bridge-builders and on the success story of the Malaka damn, the project not only mainstreamed gender but had a transformational impact by being the first to institutionalize women’s role in the water user associations (WUAs)”*.
12. FAO and IOM developed a Gender Assessment in May 2020 in support of the project, involving stakeholders in the agricultural and water sectors in different parts of Tarim district and with the focus of reviewing the primary gender roles. Given the proven track record in resolving water-based conflicts in other governorates, women were supported to take the lead in the project through the formation of WWUGs.

### 1.3 Theory of change

13. The project aimed at supporting three outcomes:
  - i. **Outcome 1:** Reduced incidents of water-based conflicts/disputes within targeted communities due to the intervention.
  - ii. **Outcome 2:** Enhanced WWUGs and community participation in the resolution of water-based conflicts.
  - iii. **Outcome 3:** Increased economic and livelihood opportunities contributing to strengthened social cohesion and peace.

14. The outputs of the project were:
- i. **Output 1.1:** Land and water conflicts in the targeted areas are identified and reduced.
  - ii. **Output 1.2:** Reduction of the 'governance gap' between the state and customary regulations, including collective responsibility.
  - iii. **Output 1.3:** Establishment of local community conflict resolution bodies and mechanisms in the targeted areas.
  - iv. **Output 2.1:** Increased awareness among community members on the importance of women's involvement in local conflict resolutions.
  - v. **Output 2.2:** Women's confidence in themselves as effective peace-builders is increased.
  - vi. **Output 3.1:** Wadi Hadramout banks are protected and irrigation canals are rehabilitated.
  - vii. **Output 3.2:** Climate change mitigation measures are locally identified and introduced.
  - viii. **Output 3.3:** Youth (female and male) have increased economic opportunities and understanding of sustainable water resource management.
15. The project's theory of change (TOC) was to strengthen the role of women as peace mediators and enhance their role in their communities in assisting to resolve natural resource (water) disputes. Through training and support by technical and conflict experts, the role women can play was to be strengthened and reinforced, and communities would thus be able to resolve their own conflicts over water use. This would decrease tribal and community conflict, and lead to better use of natural resources for the benefit of the entire community. The following are the identified change pathways to peace:
- i. change the knowledge, attitude, practices and perceptions in terms of water management, conflict resolution, trust and acceptance of the rights of others;
  - ii. changes in community relations by engaging community members in dialogue;
  - iii. establish regulations and mutual understanding between resource-based conflict parties; and
  - iv. allow community members to take a more organized, collective and strategic approach towards the resolution of water-based conflicts.
16. While building capacity and cohesion in the community was key to the success of the project, improvement of the irrigation infrastructure and therefore improved access to water was equally an important component that led to the project's peacebuilding gains.
17. The project established partnerships with several local non-governmental organizations (NGOs), as described in Table 1 below.

**Table 1. Local partners**

<b>Project partner</b>	<b>Role in the project</b>
Almaroof Association for Development	Trained 25 members of WUAs in water management, community participation, conflict management, and management of their associations, such as financial management and procurement systems; the support also included training on the gender concepts, women's empowerment and gender considerations in conflict management.
Benevolence Coalition for Humanitarian Relief (BCHR)	Established three WUAs in Tarim district; this process included community mobilization and coordination, training in CFW for established WUA members, awareness and mobilization, election of administrative bodies of WUAs, and CFW beneficiary selection.
Seiyun Agricultural Research Station	Produced and provided seedlings of Sidr trees to WUAs, in addition to installing the drip irrigation system and training farmers on installation.

Source: Elaborated by the evaluation team.

## **2. Purpose and methodology of the evaluation**

### **2.1 Purpose of the evaluation**

18. This final evaluation serves a dual purpose of accountability and learning. The terms of reference (TORs) required this evaluation to provide an independent assessment of the extent to which the planned collective objectives that had been set out have been met, as well as draw lessons and recommendations that could inform future projects. The evaluation will also have a formative purpose for FAO's contribution to peacebuilding through its technical areas by informing the design and development of an over-arching evaluative framework for all PBF projects under FAO's responsibility.

### **2.2 Intended users**

19. The evaluation targets the following users: Government of Yemen, PBF, FAO, IOM, implementing partners, institutional counterparts and all actors involved in the project implementation. Findings and lessons learned may inform future PBF proposals as well as other projects in Yemen and relevant contexts, particularly focusing on the links between natural resource management and conflict resolution, gender equality and peacebuilding.

### **2.3 Scope and objective of the evaluation**

20. The scope of this evaluation is the entire implementation period of the project, from November 2018 to November 2020. It assesses the project coordination mechanisms, monitoring and communication, as well as the linkages with the broader response operations of FAO and IOM in Yemen, within the UN Strategic Framework for Yemen 2017–2019 and annual Humanitarian Response Plans.
21. The specific objectives of the evaluation are to:
  - i. assess the relevance and appropriateness of the project in terms of addressing key drivers of conflict and the most relevant peacebuilding issues;
  - ii. assess the effectiveness of the project, including the level of achievement and the quality of the project outcomes and outputs, and collect qualitative and quantitative evidence on the results of project activities and any positive or negative changes and change pathways linked to them;
  - iii. assess the project's efficiency, including its implementation strategy, institutional arrangements as well as its management and operational systems, and value for money;
  - iv. document good practices, innovations and lessons emerging from the project; and
  - v. provide actionable recommendations for future programming.
22. The evaluation questions are presented in Table 2 below:

**Table 2. Evaluation questions**

<p><b>EQ 1. To what extent was the project design relevant to adapting to local contexts and tailoring approaches for specific vulnerable groups?</b></p> <p>1.1: To what extent are conflict-resolution pathways and underlying assumptions integrated into project design and implementation?</p> <p>1.2: Were the relevant conflict and peace actors effectively identified, and all relevant stakeholders mobilized?</p> <p>1.3: What was the level of participation and level of agency of the target groups to set priorities?</p> <p>1.4: How novel or innovative were the project interventions and approaches? Can lessons be drawn to inform similar interventions elsewhere?</p> <p>1.5: To what extent did the PBF project substantively mainstream a gender-focused approach and support gender-responsive peacebuilding?</p>
<p><b>EQ 2. How effective was the partnership model and what was FAO's added value?</b></p> <p>2.1: To what extent was the 'humanitarian-development-peace nexus' applied, and were opportunities for this used and partnerships established?</p> <p>2.2: How efficient was the partnership between implementing agencies in maximizing peace impacts, building on comparative advantages?</p> <p>2.3: Was technical diplomacy applied in natural resource management (NRM), pastoralism, land tenure and water management?</p>
<p><b>EQ 3. How effectively did the PBF activities engage with and support the future scaling-up efforts by other programmes and actors?</b></p> <p>3.1: To what extent did the project incorporate the learning and recommendations from the previous PBF project and related evaluation?</p> <p>3.2: To what extent were the PBF financed projects implemented in synergy with different entities, especially with other UN actors?</p> <p>3.3: Has PBF funding been used to scale up other peacebuilding work and/or has it helped to create broader platforms for peacebuilding?</p>
<p><b>EQ 4. To what extent did the project achieve the expected results?</b></p> <p>4.1: Did the project monitoring system adequately capture data on peacebuilding results at an appropriate outcome level?</p> <p>4.2: How well did the project collect and use data to monitor results? How effectively was updated data used to manage the project?</p> <p>4.3: Is there a clear connection between women's empowerment and how this contributed to the pathways to peace?</p> <p>4.4: Is there a clear connection between youth empowerment and how this contributed to the pathways to peace?</p> <p>4.5: Is there a clear indication on how more effective and inclusive NRM – and/or diversification of livelihoods – has led to increased social cohesion and reduction of violence?</p> <p>4.6: Did the project contribute to strengthening regulatory frameworks and institutions to regulate use and rights over natural resources, and did this, or is this likely, to reduce conflict?</p> <p>4.7: Were any direct or indirect contributions of the Government solicited and achieved so as to maximize impact?</p> <p>4.8: How strong is the commitment of the Government and other stakeholders to sustaining the results of PBF support and continuing initiatives?</p>
<p><b>EQ 5. How efficient were the project implementation modalities, including the partnership model and emphasis on adapting and tailoring the project design to the local context?</b></p> <p>5.1 How efficient was the overall planning and coordination of the project? Have project funds and activities been delivered in a timely manner?</p> <p>5.2 How efficient and successful was the project's implementation approach?</p> <p>5.3 Overall, did the project provide value for money? Have resources been used efficiently?</p>
<p><b>EQ 6. What is the most significant change that has resulted so far from the project?</b></p> <p>6.1: What is the perception of targeted groups with regard to the project's contribution to peacebuilding?</p> <p>6.2: What is the most significant change as expressed by beneficiaries and stakeholders?</p> <p>6.3: What is the biggest disappointment of beneficiaries and stakeholders?</p>

Source: Elaborated by the evaluation team.

## 2.4 Methodology

23. The evaluation was conducted between March and September 2021. The evaluation process adhered to the principles outlined in the United Nations Evaluation Group Norms and Standards

for Evaluations in the UN System and aligned with the 'Manual on evaluation guidelines and practices' of the Office of Evaluation (OED).

24. The evaluation team was composed of a principal consultant and two expert national consultants. The team worked in close collaboration with the Evaluation Manager at OED and was also supported by the FAO and IOM offices in Yemen. Field facilitation was provided by the Project Management Unit (PMU).
25. The evaluation took place in three phases: i) an inception phase between March and May 2021; ii) a data collection and analysis phase during May and June 2021; and iii) a reporting and validation phase between June and September 2021.
26. The primary data collection phase included a desk review of internal and external documents (see Appendix 2) and a series of key informant interviews during the week-long field mission in Seiyun. The data collection team met in Seiyun with the FAO and IOM staff, and the focal point of the established WUAs in Tarim district to coordinate the data collection process. The action plan provided for the interviews to take place in Tarim district for WUA members, farmers, CFW beneficiaries, local organizations and government agencies. Gender representation was taken into consideration in these interviews and in particular for WUAs, farmers and CFW beneficiaries. The data collection team also conducted a series of interviews and meetings with government agencies and the local authority in the city of Seiyun, during which they met with government project partners as well as civil society organizations. Overall, 29 interviews were conducted with 18 men and 11 women (see Appendix 1).
27. The evaluation used a set of qualifiers/filters adapted from the evaluation of PBF I to assess the performance of activities and the contribution of results, as follows:
  - i. catalyzing programming opportunities for further peacebuilding work;
  - ii. adapting or mainstreaming peacebuilding actions and approaches in other projects;
  - iii. creating community-based networks that serve as platforms for facilitating other peacebuilding work;
  - iv. promoting innovative forms of peacebuilding action;
  - v. promoting increased inclusiveness of stakeholders (youth and women), increased commitment of stakeholders and an increasingly shared and unified framework among stakeholders for peacebuilding; and
  - vi. assessing stakeholders' capacities to respond in a timely manner to political opportunities.

## **2.5 Limitations**

28. One limitation were the travel restrictions due to the COVID-19 pandemic as well as the security situation in Yemen; further, the timing of the field mission had to be postponed to avoid coinciding with Ramadan. The itinerary took all these factors into account to ensure sufficient visits were successfully carried out, resorting to audio interviews when needed.
29. Another limitation was the availability of staff and stakeholders involved in project implementation, as most of the project activities had been completed. The risk was partially managed by coordinating in advance the interviews with identified stakeholders. On the other hand, this limitation allowed the evaluation team to gain insights into the durability of project results after the completion of project activities.



### 3. Findings

30. The evaluation findings are presented in response to the main evaluation questions, based on evidence obtained from analysed and triangulated data from relevant sources. Gender is addressed not only as a cross-cutting issue but also as a main topic for the project, and where possible other cross-cutting issues such as human rights, environment, climate change and partnerships are addressed under the evaluation questions.

*Evaluation question 1. To what extent was the project design relevant to adapting to local contexts and tailoring approaches to specific vulnerable groups?*

**Finding 1.** The project benefited from the lessons learned from the first PBF project and stayed relevant to the organizations and their respective missions.

31. The project was the second PBF project to be led by FAO in partnership with IOM. The evaluation team had access to the management response matrix for the evaluation of PBF I and reviewed the follow-up to the recommendations. Nevertheless, with the change of location some of the findings and recommendations were not included in key documents (notably conflict analysis and gender assessment) to better inform the design and implementation of the project in the final location. A potential field mission to Lahj to interview WUAs and understand the status of the changes promoted by the project could not take place.
32. In Yemen, the project aligned with the broader operations of FAO and IOM as well as the United Nations Country Team's Humanitarian Plus priorities. Beyond Yemen, the project aligned with FAO's Corporate Framework to support sustainable peace in the context of the 2030 Agenda and IOM's global 'Transition and recovery' approach.
33. In response to the conflict, severe economic decline and collapsing essential services, FAO in Yemen concentrated its efforts on humanitarian emergency with the Plan of Action – Strengthening Resilient Agricultural Livelihoods (2018–2020). The project aligns with the three pillars of the Plan of Action: Pillar 1 on emergency support to the most vulnerable rural and peri-urban households, particularly regarding the CFW component; Pillar 2 on support to the sustainable restoration and diversification of agricultural livelihoods and agri-food systems; and Pillar 3 on improved coordination of planning, programming and support for food security, nutrition and agricultural livelihoods.
34. Published in 2018 when PBF I was already under way, PBF II integrates the main tenets of FAO's Corporate Framework to support sustainable peace in the context of the 2030 Agenda. The Framework aims at guiding the Organization in carrying out its mandate in its areas of competence and comparative advantage, i.e. food security, nutrition and sustainable agriculture, towards a more deliberate and transformative impact on sustaining peace. Specifically, the Framework aims to transform FAO's engagements in conflict-affected situations into deliberately focused, strategic and evidence-based approaches that support sustainable peace.
35. The project is part of IOM 'community stabilization' interventions in Yemen aimed at building local capacity to restore service provision and communal assets that meet the needs of local populations in a sustainable manner. Through such community stabilization interventions, IOM also aims to mitigate factors that lead to instability such as conflict, low government capacity to address needs, and lack of livelihood opportunities that lead to negative coping means.
36. Furthermore, the project aligned with IOM's geographic priorities in Yemen, which include locations with large numbers of displaced persons and host communities with acute needs.

37. At global level, the project aligns with IOM's 'transition and recovery' approach and workstream aimed at (re)establishing conducive conditions for social and economic recovery by contributing to the restoration of basic rights (with water access in the context of the project being a basic right under the Yemeni Water Law) and promoting social cohesion, improved livelihoods and service delivery. Programmes are based on the rationale that contributions to stability will reduce the risks of recurring crises, further displacements, undue migration pressures and/or lay foundations conducive to long-term development and resilience to destabilizing influences in the future.
38. The resolution of water conflicts addressed by this project fits within the wider UN Strategic Framework for Yemen 2017–2019.

**Finding 2.** The design of the project is based on a good conflict analysis and gender assessment.

39. The Context Analysis, the Baseline Assessment and the Gender Assessment described here explored the causes of water conflicts and provided further elements to inform project implementation.
40. The Context Analysis was prepared in 2020 based on a desk review, a project inception workshop which hosted a two-hour conflict mapping exercise with relevant stakeholders from government and civil society, a baseline survey with 373 households and interviews with relevant project staff. This resulted in a solid study introducing the overall Yemeni context, both the ongoing crisis and its root causes as well as the water conflicts in Yemen, the causes of water scarcity and the drivers of water conflicts. This was followed by a focus on the project implementation area, Wadi Hadramout, analyzing two key aspects: i) the water conflicts, the main conflict lines around which disputes arise in the communities of the Wadi, the factors that feed these conflicts (structural, historical–cultural and behavioural aspects, as well as attitudes and resolution blockers), and the effects of water conflict; and ii) conflict resolution, with its overall practice in Yemen, the particular resolution mechanisms in Wadi Hadramout and the role of women and youth (supplemented by the Gender Assessment referred to below).
41. During the Baseline Assessment, feedback was collected from community members and farmers on the most effective methods for conflict resolution, which included community-based negotiations, arbitration through community leaders and judicial routes. Most respondents (25 percent) indicated the rehabilitation of water canals as the most sustainable means of resolving water conflicts.
42. The Context Analysis borrowed the Stakeholder Analysis done by the project team and provides a series of conflict-sensitivity recommendations based on international best practices in conflict sensitivity tailored to the project context. This demonstrates increased capacity of FAO and IOM for conflict analysis and learning, specifically in comparison with the Conflict Analysis prepared for PBF I and in line with the evaluation recommendations from PBF I.
43. In May 2020 a Gender Assessment was carried out with the aim of reviewing the primary gender roles in the Tarim district of Wadi Hadramout. The study reached out to a limited number of stakeholders that was nonetheless sufficiently representative of key stakeholders including the relevant ministries, men and women working in the agricultural and water sectors, community leaders from the local authorities, the local community, and water and irrigation committees. It provides some relevant information about the roles of women and youth in the traditional setting of the Tarim society, but it only features a brief section on water and conflict resolution as well as a series of recommendations that are not addressing any specific actors and without any analysis or explanation as to how these results might inform project activities. Notwithstanding, key

informant interviews with stakeholders unanimously confirmed that the gender component of the project was appropriate for the prevailing cultural norms and traditions of the area of intervention.

**Finding 3.** There are at least four ways to illustrate the extent to which the project design adapted to local contexts and tailored approaches to specific vulnerable groups and led to increased social cohesion and improved community relations.

44. First, the water facilities/water dams and barriers already existed prior to the project, however they were inadequate and dilapidated, partially given that the water facilities were banned and neglected owing to conflicts over water. Consequently, the community needed a rebuilding of these facilities, which the project took on by employing new approaches to ensure facility effectiveness and sustainability, as well as community ownership and a wider impact. Community members were selected to build the water facilities with improved construction methods and of superior quality, including revised infrastructure designs and higher quality of materials (such as cement and stones instead of mud).
45. Second, there was a water scarcity problem in the valley because floods were not frequent: *'sometimes [the flood] does not come for seasons or it comes late...'* (taken from a CFW beneficiary interview). Therefore, the land in the valley has been prone to desertification, which at times led to increased tensions between community members in relation to access to water. To prevent desertification based on local environment protection methods, the project planted Sidr trees, which also promoted traditional bee-keeping activities. This intervention, therefore, aimed to address the effects of water scarcity, improve social cohesion, while also addressing the community needs for sustainable and diversifies sources of income.
46. Third, the engineering and technical design of the water facility was originally drafted by young civil engineers from the local community. FAO promoted and supported the young engineers, WUA and local partners collaborated with the FAO project engineers to revise the design according to FAO's approaches of community participation and CFW. In this manner the project promoted and enhanced community involvement in developing the water facility, which increased both ownership and a sense of pride in the constructed infrastructure as stated during interviews.
47. Fourth, because of water scarcity some farmers use artisanal wells for irrigation, but these farmers are few. The majority cannot afford the expenses of artesian irrigation, and it is amongst this vulnerable group that CFW beneficiaries were selected.

*Evaluation question 2. How effective was the partnership model and what was FAO's added value?*

**Finding 4.** The partnership between FAO and IOM maintained the satisfactory collaboration already achieved in PBF I, and successful collaboration was also established with local partners although further coordination is required (i.e. too narrow provisions in the letters of agreement).

48. After the delays caused by the lack of approval of the project in the original target area of Wadi Rima in the Hudaydah governorate, the project was approved for a change of location in Wadi Hadramout. FAO and IOM as project co-implementing partners held regular meetings with the local authorities.
49. The project technical team – in coordination with the engineers from the Hadramout Ministry of Water and Environment and along with WUAs – designed the agreed engineering solution, drafted the bills of quantities and signed off letters of agreement to support the implementation between the WUAs, FAO and IOM. The planned water infrastructures were then built through the CFW component of the project, managed by WUAs and supervised by FAO and IOM engineers.

50. The partnership between FAO and IOM is based on the previous successful experience in PBF I, with FAO being the technical lead and responsible for the overall coordination of the project in close partnership with IOM, local authorities and WUAs; all project meetings were conducted in partnership between these entities and stakeholders.
51. FAO's value added particularly came to the fore in its use of technical interventions to address natural resource management (NRM) concerns for community wellbeing, an approach that can be replicated in other projects and contexts if the lessons learned are adequately discussed at headquarters level in communication with the regional and country offices.
52. The paragraphs following below describe the partnership agreement with the different stakeholders, including authorities and local partners, and suggest the need for a further programmatic coordination.
53. FAO issued three letters of agreement (LOAs) with the three WUAs (Al-Ahlyah, Al-Nesmah and Al-Wadi) to implement the CFW activities, with LOAs referring to WUAs as service providers (SPs). The evaluation team received copies of the LOAs and verified that these included periods of implementation, budget, purpose, outcomes, outputs, deliverables, and general conditions. The objective stated that the funds provided by FAO shall be used for the objective to *"empower women, youth and marginalized members to resolve re-emergent conflicts over water resources to reduce the degrading relations between community members and the re-emergence of conflicts over water resources"*. The general conditions include SP compliance with national laws, transparency and anti-corruption principles, as well as prevention of sexual exploitation and abuse. Moreover, the LOAs included reporting and record maintenance requirements, delays and termination clauses, terms of payment and procedures for the settlement of disputes. Lastly, the LOAs numbered five annexes: i) terms of agreement (i.e. TORs); ii) considerations related to the protection of and accountability towards the affected population (APP); iii) daily attendance and progress sheets; iv) detailed budget; and v) a template for progress and final reports.
54. Provisions in the terms of agreement in Annex I are even narrower and more specific than the LOA main body of text. Provisions in Annex II on APP state the SP's obligations to ensure beneficiaries' protection and well-being, outline the FAO beneficiary feedback mechanism as well as terms on FAO commitments towards meaningful engagement of affected populations, such as to strengthen leadership, governance, management, capacity and competencies, communication, monitoring and evaluation (M&E) and sexual exploitation and abuse safeguarding. The remainder of the terms on APP confirm FAO's commitment towards its humanitarian mission, as well as general humanitarian principles and standards.
55. With regard to local authorities, there is no mention of such entities in the LOA except in relation to a table for reporting the replacement of beneficiaries attached to Annex II on APP, referring to "local authority partners" that include community representatives, district agriculture offices and implementing partners.
56. Lastly, the APP also mentions the responsibilities of the implementing partner, which reads such that it appears to be FAO. Moreover, the entire LOA along with its annexes are written in English, except in Annex III where text is found in both English and Arabic.
57. It is noted, by reviewing the LOA and its annexes, that the relationship between FAO, WUAs, local authorities, communities and beneficiaries may be considered a project-based relationship, framed by the project document (responding to the PBF call for international partners, while other calls may be for local partners such as WUAs and local authorities). Additionally, this relationship appears to be governed by the humanitarian framework in Yemen, as indicated in the fast-track

implementation approach and people-centered approach of the CFW component; these approaches, however, do not provide for 'enablers', such as a focus on the institutional structures of WUAs and local authorities or application of a partnership approach. Consequently, adjustments to the humanitarian, CFW and PBF proposal requirements may have to be considered, so as to allow more space for support to WUAs and the integration of institutional capacity building, which would be considered good practice in the given context.

58. It is recommended that FAO review its approaches, practices and lessons learned in relation to partnerships with WUAs and local authorities, and to consider that the humanitarian process and interventions in Yemen have been proceeding for almost eight years, which is a rather long duration for a humanitarian cycle. Notwithstanding that the Yemeni humanitarian crisis is severe, it may be timely to prepare for a transitional period of shifting from humanitarian to development programming and peacebuilding. FAO may consider developing a country strategy for such a transitional shift, which would influence FAO's institutional arrangements and approaches in working with institutional structures and partnerships at different levels, including WUAs and local authorities. Findings of this report with regard to local ownership, peacebuilding pathways and women empowerment could also provide insight to this process.

**Finding 5.** The main driver of success is local ownership of the project and community engagement.

59. Strong local ownership of the project is evidenced by the express interest of local authorities in the project and the commitment of WUAs even in the face of funding delays, as well as by women engaging beyond the immediate role foreseen in the project. The evidence base for this assessment is strong, considering community members' involvement in aspects of the project even when financial payments were delayed, as well as the continued involvement in WUAs long after project end. It was also evident through the interviews with beneficiaries and local authorities, considering they occurred after the phasing out of project activities.
60. The project team provided opportunities for stakeholders, government officials and community members to come to a shared understanding of the project goals and objectives through inception workshops that included the Hadramout Ministry of Water and Environment, the Office of the Governor, local civil society organizations and farmers' representatives. These stakeholders provided inputs on needs, challenges and recommendations, which informed project planning and catalysed local ownership of the project. Key informant interviews (KIIs) confirmed that authorities were highly appreciative of the project and, while aware that COVID-19 restrictions limited the extent of consultation with them, they requested extensive consultations starting from the design phase in future projects.
61. While FAO and IOM teams had male engineer staff members and chiefs of party, it was important that local partners included women amongst their staff and specifically the team implementing the community mobilization component, in order to adequately communicate with WUAs and the WWUGs. Examples are mentioned in the Interim Report for June–August 2020 by the partner organization 'Benevolence Coalition for Humanitarian Relief', who included a female gender specialist in the meetings with the local authorities as well as in their community mobilization team: *"The community mobilization team started individual interviews with male and female target beneficiaries to select the preparatory committees and the women's coordination councils to establish WUAs in the target areas and clarify the goal of establishing the committees and tasks assigned to them by defining the geographical scope for the work and preparing the request of establishing associations in advance to the office of the Ministry of Social Affairs and Labour."*
62. The evaluation team also confirmed the importance of having female staff in the FAO and IOM teams, as shared by one key informant from a WUA: *"FAO and other stakeholders must know that*

*mobilizing women in our community is a hard thing to do. And, we did an outstanding effort to get women here in Tarim to participate in the project activities including as members of the WUAs. This is an exceptional change that women made for women, it is a kind of social change and social gain that we want to capitalize on. Today it was the first time that we entered the local government office and met the deputy governor. This is because of the evaluation field visit and evaluation team which has a women member. Thus, I had the opportunity to accompany the team and meet the deputy governor.”* (Female WUA Administrative Body Member, Interview, Tarim).

63. WUAs will be supported in the near term by various project partners who have indicated great interest in providing continuous support. For instance, the representative of Al-Marroof Foundation has stated that the foundation will provide technical support to the associations in administrative matters and preparing work templates. Further, the Seiyun Agricultural Research Center has confirmed its continued support for associations in the areas related to the care of Sidr trees and modern irrigation methods. Lastly, the Water Resources Authority confirmed its support for WUAs in providing any necessary information for addressing any common issues that require the intervention of the Water Resources Authority.
64. In the PBF-II project, there is strong evidence of use of key methods for building local ownership,<sup>1</sup> including enhancing local leadership, building the capacity of local actors (i.e. local authorities, NGOs, WUAs and CFW beneficiaries); implementing inclusive and participatory processes (such as the water facility infrastructure, which is based on an original design by young community members); empowering local community groups (notably including women in WUAs) to engage in conflict resolution activities; enabling farmers (particularly vulnerable community members) to benefit from CFW interventions and improved water access and livelihoods; and establishing dialogue, networks and community-based structures (e.g. awareness raising campaigns, consultation and community mobilization, networking between WUAs, NGOs and local authorities).

*Evaluation question 3. How effectively did the PBF activities engage with and support the future scaling-up efforts by other programmes and actors?*

**Finding 6.** The success of the project by all those involved has meant that neighbouring wadis are requesting similar interventions, and the project has managed to attract some interest by other donors.

65. The local authorities interviewed in Wadi Hadramout during the evaluation confirmed in their interviews their satisfaction with the activities and results of the Water for Peace project, indicating that it not only resolved a long-standing technical issue of water access, but the method of implementation allowed for community involvement and ownership. There is evidence that the community is continuing to exert efforts for sustaining results and scaling up some activities (such as bee keeping). The local authorities also confirmed that the project activities are commensurate with the needs of farmers and the local community in Wadi Hadramout and are also responsive to climate change. In addition, they feel that the project contributes significantly to improving the food basket of Wadi Hadramout, which suffers from a large displacement of people from conflict areas in northern parts of Yemen, like Sana’a, Mareb, Hajja and Amran. It is also worth mentioning

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<sup>1</sup> According to some literature (DCAF, 2022) operationalizing a local ownership approach in a peacebuilding process still remains a challenge due to failure to reach actual local groups, foster meaningful partnerships or deploy responsive designs or architecture. Some successful cases have used practical methods for local ownership design, such as enhancing local leadership; building the capacity of local actors; implementing inclusive and participatory processes; empowering local community groups; establishing dialogue, networks and community-based structures; accompanying international partners in such efforts; developing local plans that link Sustainable Development Goals to peacebuilding processes, and consolidating peace and preventing conflict by triangulating the relationship between the state, donors and civil society.

that during the meeting with the Assistant Undersecretary for Hadramout Valley and Desert District Affairs, he expressed the readiness of the local authorities to provide more support and harness the available capabilities to implement similar projects if funding is secured in more than one area in the Valley of Hadramout. The representatives of the local authorities who were interviewed requested more involvement in the preparation and planning phase of the upcoming projects whenever possible, to try to harmonize donor interventions with national plans and strategies, as well as to provide comprehensive solutions that address the multi-sectoral needs of local authorities and communities in the agricultural, water, and environmental sectors.

66. Following the successful completion of the project, and communication activities highlighting its achievements, FAO Yemen has secured funding from Kuwait (amounting to USD 22 million) for financing similar projects in Wadi Hadramout, especially in the two valleys Adeed and Mashta (two branches of Wadi Thibi). These valleys are adjacent to Nesma valley, in which the Water for Peace project was carried out, and these projects aim to maintain and construct spate channels.
67. In a recent Multi-Partner Trust Fund meeting<sup>2</sup> IOM allied itself with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UN Women, and discussed an approach to use WUA in greater peacebuilding projects – such as women leaders in national processes and peace journalism with UNESCO. However, at the time of writing this report IOM had not yet secured funding, in view of the general lack of funding for Yemen and donors' emphasis on emergency needs and the COVID-19 pandemic response, which remain key challenges for scaling-up efforts by other donors and projects. There are also very few UN agencies present in the area of Hadramout, limiting the consideration of any programming synergies.

*Evaluation question 4. To what extent did the project achieve the expected results?*

**Finding 7.** Monitoring was delegated to a third-party monitoring partner but due to delays in implementation the data are scarce.

68. FAO's Monitoring, Evaluation, Accountability and Learning (MEAL) unit implemented different activities under this project through the unit's personnel, including a baseline survey, field visits, an endline assessment, the call center, and the grievance redress mechanism (GRM). The activities also included eligibility verification for beneficiaries to ensure that they were eligible to conduct the planned CFW activities in the field and met the project's selection criteria. The team also conducted cash-transfer monitoring to verify that the targeted beneficiaries were entitled to receive their payments in exchange for their work. FAO contracted a third-party monitoring entity (Moore Yemen) to conduct the endline evaluation, which comprised 210 interviews (204 household surveys with 169 men and 35 women, and six KIIs with men only).
69. The main findings of the endline report are summarized as follows:
  - i. Accountability and complaints mechanism: the endline survey shows that the majority (72 percent) of the interviewed sample confirmed that they knew how to file a complaint and whom to contact concerning any questions or arising issues. The channels made available for beneficiaries and community members to communicate with project management were through a toll-free telephone number (also reachable via the WhatsApp application), as well as implementing partners and community leaders.

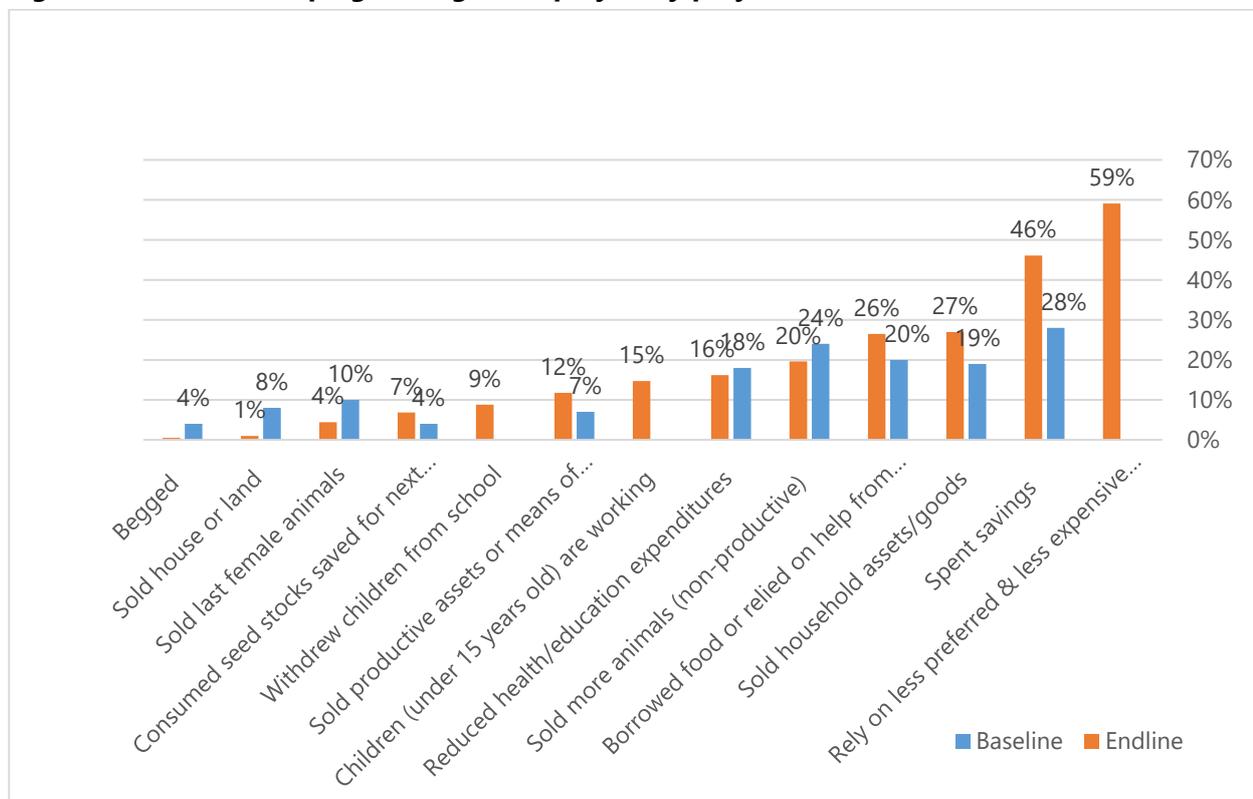
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<sup>2</sup> Established by the UN Network on Migration in May 2019, the Multi-Partner Trust Fund is governed by a diverse and inclusive Steering Committee and administered by the UN Multi-Partner Trust Fund Office.

- FAO's GRM had a dedicated staff member to receive complaints, feedback, suggestions, or calls for assistance through the various channels. The MEAL team distributed 1 000 GRM leaflets to beneficiaries in Tarim district in January 2020. The leaflets and awareness-raising activity aimed to increase beneficiaries' awareness of GRM, the selection criteria and their rights, and to provide them with clear guidance how to reach FAO should they have any complaint, feedback, request for information, or any suggestions. Under this project, FAO received a total number of two complaints as well as feedback. The survey results showed that none of the two respondents who lodged complaints had received any responses to their complaints.
- ii. Water-related conflicts and women and youth role: endline survey respondents were equally divided between two diverging opinions; while half of the respondents confirmed that water-based conflicts affect agriculture and livelihoods, the other half was of the opposite opinion (i.e. that water-based conflicts do not impact agriculture and livelihoods). The findings of the endline survey indicated that the majority of respondents (88 percent) thought that "voices and decisions of women and youth were heard in the community," and the proportion (88 percent) believed that "women as well as youth were engaged in water dispute management". All of the interviewed beneficiaries (100 percent) confirmed that "there were no more water-based conflicts in their area."
- iii. Impact of the Intervention: direct and indirect impacts of the interventions included "involvement of women in conflict resolution", "increased livestock production", and "reduced water-based conflicts," as reported by 40, 36, and 36 percent of respondents, respectively.
- iv. Environmental safeguards: the positive project impacts on agricultural lands, flora and the environment that were most frequently stated by the endline survey respondents included:
  - recovery and expansion of agriculture production;
  - diversification of planted crops (some of which had been rarely cultivated);
  - rehabilitation of some uncultivated and neglected lands;
  - restoration of land fertility;
  - covering a wider area of water conveyance, enabling more farming and restoration of vegetative cover;
  - greater water storage enabling vast farm work and production throughout the year; and
  - diversification of cultivated crops and increased agricultural production (as indicated by KIIs).
- v. Household food consumption score: results were split into three groups – the first group had a score of less or equal to 28 ('poor food consumption'); the second group had a score of 28.1–42.0 ('borderline food consumption'), while the third group had a score of more than 42 ('acceptable food consumption'). These results did not indicate whether the project interventions had impacted this aspect.
- vi. Livelihood coping strategies: the endline survey also showed that households had to resort to coping mechanisms because there was not enough food or money to buy food for 30 days before the survey. The responses to this question are summarized in Figure1, showing that a considerable proportion of respondents (59 percent) relied on less preferred and less expensive food items in the last 30 days, and about half of the respondents (46 percent) reported having spent savings or sold household assets

(27 percent). On the whole, quite a large number of coping strategies was resorted to by endline survey respondents at different rates. It was observed that some of these strategies existed both at the baseline and endline survey stages of the project at varying rates.

**Figure 2. Livelihood coping strategies employed by project beneficiaries at baseline and endline**



Source: Baseline and endline information provided by project team.

**Finding 8.** Significant progress in the promotion of women's empowerment was made, which aligned with and stemmed from the local culture and traditions.

70. The project successfully took into account the cultural norms and gender in the area of intervention. For example, in Al-Wadi, women regardless of their family relation to the landowner are considered as casual labour, and they receive income either in kind or cash when they work in harvesting (for instance, they may receive one onion basket for every set of five baskets they harvest). This is not the case in most other farming communities in Yemen. For example, in Bani Mattar (a PBF-I targeted area), women do not get any revenue for their work in wheat or vegetable harvesting because they are for household consumption; however, when these crops are sold, women get some allowances depending on the decision and good-will of the breadwinner or landowner, as no common practices or traditional regulations exist in this regard. Engaging women in CFW in the project was therefore in line with women receiving income for their work in the target area of the PBF II intervention.
71. Likewise, the project promoted the traditional role of women in conflict resolution and institutionalized it through the creation of WWUGs and inclusion of women in conflict resolution committees. Their role in observing conflicts or disputes and being witnesses stems from their gendered role in agriculture and cleaning the water channels from waste and debris during the flood season. Women are seen as responsible for these roles and therefore experienced in providing advice. This institutionalization of the role of women in conflict resolution is viewed as a significant achievement of this project, brought about in part through the formation of WUAs

with by-laws indicating a minimum percentage of women participation (i.e. 3 percent). This has been endorsed by the Ministry of Water and Environment, the Ministry of Agriculture and the Ministry of Social Affairs. Women community members informed the evaluation team that prior to this project their traditional role in conflict resolution was to observe or witness conflicts and disputes between men, and then report to the community or its leaders. Through this project, on the other hand, their role became more prominent and included de-escalation, advising the men in their families to engage in reconciliation with the other parties and to consult other people or ask other community member to mediate.

72. The role and approaches taken by women in conflict resolution are key in traditional water regulation in Wadi Thabi. The project leveraged those roles and approaches through the WUAs. However, different stakeholders and partners can have a different understanding of the roles and methods of women in conflict resolution. *"Those customs were discussed a lot; we will prepare a booklet on those customs for the new generation to benefit from because those customs are fixed and cannot be breached."* [Local Partner, Manager of Environment Protection Authority]. Therefore, it was important that local stakeholders and partners saw the promotion of the role of women as a continuation of their traditional roles instead of something imposed from outside.
73. The project promoted local women leaders in the WUA Boards of Directors (see Table 1 below for numbers and positions of women on the WUA Boards) and their voices, and supported institutional or structural spaces that may lead to a transformative change of enabling conditions for women's empowerment, participation and leadership, such as WUAs, CFW and conflict resolution. *"We also work in the field, meeting people and communicate with them, and that gave us the courage to speak in the community, or with men from outside the family. Yet, having such a role increased the workload on us as we work in schools or other facilities, work at home, work in the farms and work in the WUAs."* [WUA Woman Member].

**Table 3. Association membership**

Association full name	District	Sex Male/Female	Position
Nasmah Association for Water & Irrigation Users	Tarim	M	Chair
		F	Vice Chair and Women Dept. Representative
		M	Secretary
		M	Finance Representative
		M	Water and Environmental Awareness Representative
		M	Social and Communication Representative
		M	Guidance and Production Improvement Representative
		F	Rural Development Representative
		M	Management/Maintenance of Water Facilities Representative
Al-Ahlia Association for Water & Irrigation Users	Tarim	M	Chair
		F	Vice Chair and Women Dept. Representative
		M	Secretary
		M	Finance Representative
		M	Water and Environmental Awareness Representative
		M	Social and Communication Representative
		M	Guidance and Production Improvement Representative
		F	Rural Development Representative
		M	Management/Maintenance of Water Facilities Representative
Al-Wadi Association for Water & Irrigation Users	Tarim	M	Chair
		F	Vice Chair and Women Dept. Representative
		M	Secretary
		M	Finance Representative
		M	Guidance and Production Improvement Representative
		M	Social & Communication Representative
		M	Guidance and Production Improvement Representative
		F	Rural Development Representative
		M	Management/Maintenance of Water Facilities Representative

Source: FAO project information.

74. In addition, there is an attempt or assumption to link a bottom-up approach with responding to a long-term need for resilience. Such an approach contributes to generating sustainable and peaceful communities and societies. However, this kind of resilience approach can make individuals and communities the core of solution for problems that are not necessarily created at community level. The voices of community women leaders, farmers and CFW young women see a more comprehensive scope for resilience: *"First thing, we as young women, married or not married, also casual labourers, we want to move from daily waged or casual-waged status, to formal*

*or fixed-waged/paid status. We need to have a fixed and continuous pay, even if it was a small amount but it must be sustainable. We need this secured income in our lives badly. The other thing, we wish if the project resumes in our community, and be replicated or duplicated in other areas in the same valley because the valley is so huge and the needs are huge too.” [CFW Young Woman]*

75. The empowerment of women also enhances contribution to peace. Activities which focus on building resilience in a community, especially for women, should stem from and reflect the norms, traditions, cultural aspects and practices with an aim to not only increase capacities but also reduce vulnerabilities. It is important to look at resilience and empowerment from a political-economic perspective, not only from a point view of the responsibility on women and communities to be resilient, especially now when the context provides an opportunity to discuss the impact of conflict, war, fragility of the state on women; thus, an opportunity emerges to review and adjust norms based on gender equality and positive peace perspectives. The traditional norms that will be documented by the local stakeholders should be reviewed and modified – if necessary – to remove gender inequality barriers, especially for young women, that create gendered vulnerabilities for women, and should be part of the WUA, even Water Authority and other relevant authorities. FAO may also consider improving or adding conflict dimensions in the future gender analysis, based on the evaluation outcomes obtained from the field, while the gender analysis report of the project provides essential information on the context.
76. “Our recommendation is that FAO continue supporting the project’s expansion to other valleys such as Thabi and Edid. Also, continue enhancing the role of women through community participation and empowerment in general and in the WUAs in particular as now we are nine women members in the administrative bodies of the WUAs making up 30 percent of the decision-making level or leadership (compared to 70 percent male leadership). Finally, for further advancement of women, we and FAO can tailor women empowerment approaches and activities based on our traditions and customs.” [WUA Woman Member]

**Finding 9.** The project empowered youth by using an original design initiative by local youth for reopening the spate channels.

77. The conflict and the resulting closing of the spate irrigation channels in Tarim district affected a very large group of families. Prior to the PBF project, the Alahli committee requested a solution to reopen the spate channels. The Alahli committee is a citizen’s committee with social figures and notables in the area, formed in 1958 with the purpose of organizing irrigation and grazing works among the citizens in Wadi Thabi and it is still practicing its activities today. Three young engineers who studied outside Yemen returned to their area to voluntarily accept the task of devising an engineering concept that would resolve the conflict. They developed and proposed a solution and the Alahli Committee presented it to various parties, including the local authorities in Tarim and Seiyun. This made it a lot easier for FAO and IOM to pick up the proposal and work with some modifications commensurate with the approach followed in both organizations. The WUAs hired these same young engineers to provide oversight for the implementation activities (contractual works with contractors and CFW activities) in the targeted areas. This was a good exercise to fine-tune their engineering skills and enhance their social capital, as community members in the neighbouring valleys were able to consult them. Traditional leaders in the community, as well as government representatives, were satisfied with the inclusion of the young engineers in the project, and this was considered as yet another reason for community ownership of the activity, as it was viewed and spoken about as a community-led project.
78. In addition to the example, the project was able to mobilize young people for participation in WUA and CFW activities (133 women and 651 men), providing them with an economic incentive

(while 'economic empowerment' is not an appropriate concept to use in the case of the project in view of the short implementation time).

**Finding 10.** The planting of Sidr trees is seen as long-term investment for the community with likely contributions to income generation, reclaiming of traditional beekeeping, as well as climate change adaptation.

79. According to the agreement between the Seiyun Agricultural Research Station (SARS) and project management, 10 000 Sidr seedlings were to be planted in the target areas in Wadi Thabi. The first stage was accomplished by planting Sidr seedlings through the CFW intervention. The rest of the Sidr seedlings were planted by WUA members. It is worth noting that Sidr seedlings are irrigated by the drip irrigation system established by the project. The costs of irrigating Sidr seedlings are borne by the three WUAs, which amount to more than YER 200 000 (around USD 200) according to WUA heads. Accepting these costs reflects the extent of interest and commitment by WUA members to the success of the Sidr planting activity, which will have a significant long-term impact in supporting the stability of society by creating job opportunities in the honey sector. In addition, the local community in Wadi Thabi is united around the importance of paying attention to this community investment and decided through the WUA not to herd sheep in the places where young Sidr seedlings are located so that they are not exposed to grazing by livestock, and to impose a fine on livestock owners of planting an alternative Sidr tree in case of violation of this agreement. The diversity of these societal assets, along with the maintenance of the spate facilities, will likely contribute significantly to the prosperity of agriculture, grazing, and beekeeping in Wadi Thabi, which contributes to strengthening community cohesion and supporting their stability by providing jobs opportunities and adding new food sources.
80. The 2020 mid-term progress report prepared by the project's partner SARS on the implementation of the Sidr trees planting component in Wadi Thabi, explains how the SARS project team met with the heads of the three WUAs to explain the main objectives of Sidr planting and how the newly established WUAs could play a facilitating role between the community and the project field staff for the successful implementation of project activities. The criteria for selecting planting sites were discussed and agreed as the following:
- i. agricultural lands with degraded or perished Sidr trees (due to drought);
  - ii. severely eroded Wadi banks; and
  - iii. newly constructed flood structures or traditional rehabilitated structures.

**Finding 11.** The project has contributed to strengthening regulatory frameworks and institutions to regulate use of and rights over natural resources. More institutional support would be needed to ensure the sustainability of these associations.

81. The project established the WUAs, registered and legally recognized associations, which is the first building block for the management of water resources in rural areas. Furthermore, these associations now have by-laws regulating their structure and operation. The main objective of establishing these associations was to contribute to the management of rainwater and groundwater resources for agricultural purposes in a specific geographical area. According to KIIs, the heads of WUAs as well as the representative of the Water Resources Authority believe that the project has strengthened the regulatory frameworks of the water user associations through capacity building programmes provided to WUA members in water resource and conflict management. This was appreciated by government representatives and neighbouring wadis hope to replicate it.
82. The project contributed to integrating local irrigation practices, norms and traditions into institutional frameworks through the WUAs, which also include high-level members of the Alahli

Committee. This link between the Alahli Committee and the WUAs will contribute to a better management of water resources, as the associations will now attempt to document and reconcile between the best modern practices and the existing traditional norms in their area in order to manage and regulate irrigation, grazing and agriculture activities. Project partners (e.g. the Almaroof association) have committed to supporting WUAs after project end, as these newly established associations are still in need of institutional support with regard to administrative and organizational aspects, as well as establishing their institutional frameworks such that WUAs best serve water users and members of the associations.

*Evaluation question 5. How efficient were the project implementation modalities, including the partnership model and emphasis on adapting and tailoring the project design to the local context?*

**Finding 12.** Tailoring the interventions to the local context allowed for cost savings in constructing water infrastructure.

83. The project's approach of tailoring the interventions to the local context included basing the plans for constructing the water facility on the engineering and technical design originally drafted by young civil engineers from the local community. Thus, the original design, which required heavy equipment, skilled engineers and engineering companies for implementation, was revised to accommodate unskilled community human resources, using community equipment, management by WUAs and women's participation. This had the added benefit of cost savings by avoiding large expenditures that would have been necessitated by the original design.

**Finding 13.** The partnership between FAO and IOM was efficient, as demonstrated by the ability of the project to deliver in a much shorter implementation time through a an adaptive management approach and capitalizing on IOM field presence.

84. The partnership between FAO and IOM was efficient, as demonstrated by the ability of the project to deliver in a much shorter implementation time and with the added ownership of the project by local partners, making use of local expertise/proposals for water interventions and with continued delivery even during financial delays.
85. Field implementation was greatly facilitated with the presence of an IOM sub-office in Marib and field staff in the area of Tarim (Seiyun). An important example of the strong collaboration between IOM and FAO was the adaptive management approach employed particularly towards the tail-end of the project when an additional extension was not granted and efficient mobilization was required to deliver all outstanding activities and close the project in a timely matter; this, notwithstanding the delays encountered as a result of conflicts, the global pandemic and climatic challenges. In order to accomplish this, the project team leveraged the comparative administrative advantages of each organization, with IOM overseeing the procurement of equipment in view of its faster procurement processes in partnership with WUAs, while the CFW component was managed by FAO.

**Finding 14.** Disbursement delays occurred during project implementation as a result of limited staffing of FAO's finance department, constraints of the Yemeni banking sector and limited WUA capacity.

86. The evaluation team found evidence during the field mission of delays in payments to WUAs and partners and followed up with IOM and FAO as to the reasons. Three main reasons for financial disbursement delays during the project implementation time emerged: i) FAO's finance department is considered understaffed vis-à-vis the level of work and number of projects the department is handling; in this context, it is worth noting that FAO is expanding its activities rapidly all across Yemen; ii) the banking sector in Yemen suffers from a shortage of domestic and foreign cash; as a result, large financial transfers to associations are at times delayed due to the

inability of bank branches in the target areas (Tarim district) to meet the cash needs necessary to implement activities quickly; and iii) in addition, some errors made by WUAs in filling out bank forms and internal expenses forms.

87. In the latest interview with FAO the team was made aware of ongoing recruitment for the finance department, which should help in reducing delays in future.

*Evaluation question 6. What is the most significant change that has resulted so far from the project?*

88. According to the WUA members' responses, the project achieved a major change in the targeted areas through the implemented construction works, which allowed more than 1 200 families to return to work on the farms they had abandoned twelve years ago, according to KIIs. During the field visits to project sites it was observed that after only a single irrigation event some farmers began to grow cereal crops for the first time in twelve years. The community members were looking forward to the results they could achieve by the end of the rainy season between July and September 2021. Many of those interviewed as part of this evaluation believed that the return of these vast lands for agricultural reclamation would constitute an additional source of income and food security for the residents of the region.

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*I do not believe what I saw, this is the first time I have seen cultivation in these lands (Wadi Nesma) for the first time in 12 years. We had forgotten that we even owned lands there.*

Male WUA member

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89. The return of water to agricultural lands contributed to the recovery of different trees, which in turn contributed to the improvement of bee pastures; this incentivized the local population to return to engage in bee keeping and produce honey. The planting of 10 000 Sidr trees had a significant impact in the targeted areas, contributing to community prosperity in the medium and long term by way of beekeeping and honey production, in addition to the benefits of soil erosion protection during torrential rains.

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*Beekeepers did not come to our area for a long time because there is nothing in it, now there are beekeepers on the farms after the last torrential that watered the farms and trees.*

Male WUA member

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90. For women among the WUA members, the most significant change is the establishment of these associations. The women now have experience and knowledge in using water wisely, and in resolving conflicts and disputes over water as well as other types of disputes in their families or communities as a result of the project's awareness and outreach activities. A significant achievement of the project has also been the women's participation in the WUAs, while duly respecting the norms and traditions of the community. Outreach to women and their participation must be viewed as a major achievement by the project in view of the prevailing social norms that strongly constrain women, as well as the volatile security conditions during project implementation.

91. "The project provided an opportunity for women to be members and leaders in the WUA to learn about plans and procedures, and to engage in discussions, meetings and consultations. We also worked in the field outreach activities, meeting people and communicating with them, and that gave us the courage to speak in the community or with men from outside the family." [WUA Women Members]
92. For women involved in the CFW activities, the resulting income generation was seen as a positive development and provided for more paid work opportunities on the farms. *"By having the dam, water has now become available to all farms, leading farmers to plant crops, and we as young women labourers now have more work opportunities. In addition, working with teams, receiving payments through the bank (although by authorizing our brothers to receive it on our behalf) was another positive development. Through the income generated, we were able to buy personal needs as well as our preferred food."* [CFW Young Woman]
93. For women farmers, water availability, irrigating farms, planting Sidr trees and feeding the animals were seen as the most significant changes, in addition to preventing the conflicts seen prior to the project between the two valley communities (Thahab and Nismah).
94. For one local partner (i.e. the Manager of the Environment Protection Authority), the most significant change by the project was the repair of the water dams and channels in the valley, which was an important need of the local community, increasing pressure on the local authorities with limited capacity to respond.

## 4. Conclusions and recommendations

### 4.1 Conclusions

**Conclusion 1.** The PBF II project incorporated lessons learned from PBF I and was designed and implemented in a way that was adapted to the local context and tailored approaches for specific vulnerable groups. Although Wadi Hadramout is not an area with many other international actors the understanding of the local context was achieved through the conflict analysis, baseline study and gender assessment as well as the workshops organized with the local authorities and partners and led to highly adapted project activities. Lessons learned should be further analysed at headquarters level in order to adapt mechanisms to other projects and contexts.

**Conclusion 2.** Building on the successful partnership between FAO and IOM in the previous PBF project, the strong collaboration between the two agencies continued and created local ownership of the project through other partnerships. Despite the short implementation period due to the change of location the project gained ownership by all parties involved. The engagement of local actors is seen as a success of this project, ensuring the results achieved will be continued and even further expanded.

**Conclusion 3.** Despite the success of the project in the short term, a scale-up strategy with a clear vision for WUAs is the missing link. As already highlighted in the evaluation of PBF I, efforts to draw further funding for the continuation of the project activities by other programmes and actors have only partially come to fruition. Further attention to the important role played by the WUAs and their potential to engage in further programmes requires a targeted approach.

**Conclusion 4.** Although recognized as one of the most conservative areas in Yemen in terms of gender relations, the project has succeeded in empowering women specifically in the role they assumed in the WUAs, which was accepted and recognized by the beneficiary communities, along with the contribution of youth in the engineering aspects of the project. PBF II continued to capitalize on women's traditional roles in conflict resolution as bridge-builders and on the success story of the Malaka dam. Although a recommendation from the previous evaluation was to 'scale upwards' from the local to the national level it is clear here that the success of WUAs remains at local level.

**Conclusion 5.** The project was successful in building on the established collaboration and partnership and learning from the earlier PBF initiative. This was instrumental in reducing delays and increasing efficiency and local ownership of the project.

**Conclusion 6.** The most significant changes identified as outcomes of the project are the opportunities afforded to families to return to areas abandoned due to lack of water and to reinvest in their communities and farms, as well as the establishment of WUAs with their impacts not only on sustainable water management but also on social cohesion and the social status and decision-making powers of women.

### 4.2 Recommendations

95. Since this was the second PBF project in Yemen evaluated by OED where FAO was the lead agency, it is key that the findings and recommendations from this evaluation continue to inform the design and implementation of future PBF projects in Yemen and globally.

**Recommendation 1.** There is a need for further integration of lessons learned from previous evaluations to inform programme design and implementation and continue with the good practice of exploring existing proposals if available in the local context.

96. FAO and IOM Yemen as well as headquarters should continue to take into account the findings and recommendations from previous PBF project evaluations into integrate in the design and implementation of future projects. The findings and recommendations from the overarching

evaluation including the evaluation of PBF projects in other countries should also provide valuable insights for future projects in Yemen.

97. FAO and IOM Yemen should document the project's good practice of exploring an existing proposal by young engineers in Wadi Hadramout and building on that for the design of the project. This promotes local ownership and highlights in this case the contribution by youth.

**Recommendation 2.** Promoting local ownership through a coordinated partnership approach is a good practice to be applied in future programme design and implementation.

98. FAO and IOM Yemen should aim at a cascading programming, i.e. two to three projects to be designed and implemented sequentially, so that they may allow a sustained support towards alerting to the importance of local ownership and women's participation in conflict resolution and elevate these good practices to the national level peacebuilding efforts.
99. FAO and IOM Yemen should continue aligning PBF projects with other interventions and approaches at local and national levels in Yemen, as well as at the global level.
100. PBF should continue to include a strong component on local ownership in its criteria for peacebuilding projects. The success of this project despite the short duration shows that local ownership is key, and FAO and IOM Yemen should promote a more coordinated approach with local organizations and authorities in future projects.
101. FAO and IOM Yemen also need to have a 'Plan B' for a potential change of location, so that the change can be accommodated and implemented faster and such a significant reduction in the duration of the project avoided.

**Recommendation 3.** There is a need for a targeted approach to secure a catalytic effect.

102. FAO and IOM Yemen with the support of PBF should reinforce the project's role as a catalyst: i.e. to continue improving the understanding of priority needs and vulnerabilities through better assessments and communication of findings to attract the attention of other national and international humanitarian actors. It is recommended to undertake an analysis of how this approach can be scaled up to other NRM areas (apart from water) and how documentation of the experience can be captured for lesson-learning elsewhere.
103. FAO, IOM and other humanitarian actors in Yemen should continue to support the positive role and effective work of WUA in conflict resolution.
104. Local authorities and partners provide more support and harness the available capabilities to implement additional such projects in more than one area in the Valley of Hadramout.

**Recommendation 4.** There is a need for tailoring the meaning of women's empowerment in terms of what is realistically achievable in the local cultural context; and youth engagement should be designed and measured as a separate intervention domain.

105. FAO and IOM Yemen should develop better M&E and reporting mechanisms including the collection of sex- and age-disaggregated data, the use of both quantitative and qualitative indicators and the development and use of specific indicators for results on social cohesion, women's participation and youth engagement in local conflict resolution. The evaluation team is aware that at time of writing this final report the FAO M&E team has been strengthened with additional human resources.

106. FAO and IOM Yemen should ensure they have women in their project teams in order to be effective in implementing the WUAs component of the project, as well as community mobilizers and not only engineers – rather than relying on partners to do so.
107. FAO and IOM Yemen should ensure that the institutionalization of women’s roles in WUAs is included in other donor proposals in Yemen and globally, with necessary adaptations according to the different contexts.
108. Implementing partners should develop a business case for the role of WUAs in future programmes and demonstrate the success of their engagement as well as fundraise to continue the support and capacity building of WUAs. This could be the role of the implementing partners as a means to enhancing sustainability and catalytic effects.

**Recommendation 5.** The project’s most significant change of enabling families to return to their abandoned farmland can play an important role in fostering stability and social cohesion.

109. FAO and IOM Yemen should further assess the project impact of men and women returning to their farmland as a result of the renewed water infrastructure and study the role this can play in promoting stability and social cohesion.



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## Appendix 1. People interviewed

Number of interviewee	Gender	Age	Education	Job
1.	Female	45 Years	BA, Arabic Language	Vice President for Women Affairs, Al-Ahliah WUA Member of Conflict Resolution Committee School Principal
2.	Female	40 Years	8th Grade	Vice President for Women Affairs, Al-Wadi WUA
3.	Female	39 Years	8th Grade	Vice President for Women Affairs, Nismah WUA
4.	Female	26 Years	9 <sup>th</sup> Grade	Member of the Monitoring and Inspection Committee, Al-Ahlaiah WUA. A volunteer at Thabi's Center for Nutrition
5.	Female	23 Years	High School	CFW Beneficiaries Farmer, Casual Labourer
6.	Female	24 Years	High School	CFW Beneficiaries Farmer Casual Labourer
7.	Female	17 Years	5th Grade	CFW Beneficiaries Farmer, Casual Labourer
8.	Female	55 Years	None	Community member, Farmer
9.	Female	20 Years	Primary School	Community member, Farmer
10.	Female	38 Years	Read & write	Community member, Farmer
11.	Female	65 Years	None	Community member, Farmer
12.	Male	44 Years	MS Education	President of Al-Ahliah WUA
13.	Male	35 Years	BA Education	President of Nismah WUA Teacher
14.	Male	27 Years	BA Education	President of Al-Wadi WUA Teacher
15.	Male	55 Years	Primary School	Secretary General, Nismah WUA,
16.	Male	30 Years	BA Education	Member of Administrative Board, Al-Ahliah WUA Teacher
17.	Male	27 Years	BA Education	Finance Responsible, Administrative Board, Nismah WUA
18.	Male	31 Years	BA Education	Member of Al-Ahliah WUA Teacher
19.	Male	33 Years	Secondary School	Member of Al-Wadi WUA Driver
20.	Male	25 Years	BA Civil Engineering	Staff of Al-Ahliah WUA
21.	Male	28 Years	BA Civil Engineering	Staff of Nismah WUA
22.	Male	28 Years	BA Civil Engineering	Staff of Al-Wadi WUA
23.	Male	45 Years	MS Water Management & Climate Change	General Manager, Water Resources Authority
24.	Male	55 Years	MS ecological Forests	Head of Forests & Pastures, SARS
25.	Male	40 Years	MS Water Management	General Manager- Environmental Protection Authority
26.	Male	31 Years	BA Petroleum Engineering	Project Manager, BCHR
27.	Male	45 Years	BA Education	Secretary General, Almaroof Association
28.	Male	34 Years	BA Civil Engineering	IOM Project Assistant, based in Seiyun
29.	Male	34 Years	BA Civil Engineering	-



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