

**Project Evaluation Series**

**06/2022**

**Evaluation of the project “Water for Peace  
in Yemen: Strengthening the role of  
women in water conflict resolution”  
UNJP/YEM/039/PBF**

**Follow-up report**

<b>Evaluation of the project “Water for Peace in Yemen: Strengthening the role of women in water conflict resolution” - Follow-up report</b>	<b>01/2024</b>
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Evaluation recommendation	Management response <b>Accepted,</b> <b>Partially accepted</b> or <b>Rejected</b>	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Description of actions actually taken, or reasons for actions not taken	MAR Score	Impact of, or changes resulted from taken actions

<p><b>Recommendation 1.</b></p> <p>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.</p> <p>The Food and Agriculture Organization of the United Nations (FAO) and the International Organization for Migration (IOM) in 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.</p> <p>FAO and IOM in 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.</p>	<b>Accepted</b>	<p>The FAO developed three projects on the upstream areas addressing the conflict management through which they integrated the recent tools and methodologies developed by FAO on high-quality conflict analysis, the theory of change, and gender analysis for the design and implementation. The same team of young engineers have been employed. Furthermore, through numerous meetings with the newly created water user associations (WUAs) in the three projects, the WUAs created under the PBF project have shared their knowledge and experience.</p> <p>FAO documented and presented the outcomes of the project in the form of success stories and presented these in many conferences the latest was presented at Cairo Water Week in Cairo from 16-19 of Oct. 2022</p>	<p>The FAO developed three projects on the upstream areas addressing the conflict management through which they integrated the recent tools and methodologies developed by FAO on high-quality conflict analysis, the theory of change, and gender analysis for the design and implementation. The same team of young engineers have been employed. Furthermore, through numerous meetings with the newly created WUAs in the three projects, the WUAs created under the PBF project have shared their knowledge and experience.</p>	Good	<p>The integration of recent FAO tools and methodologies, including high-quality conflict analysis, the theory of change, and gender analysis, into the design and implementation of these projects has resulted in a more sophisticated and effective approach to conflict management. The consistent use of the same team of young engineers across the projects ensures cohesive and expert implementation.</p> <p>Furthermore, the numerous meetings held with the newly established WUAs in these projects have facilitated valuable knowledge and experience sharing. WUAs created under the PBF project have contributed insights, creating a collaborative environment that enhances the overall impact of the initiatives. This exchange of knowledge strengthens the collective capacity for conflict management in the upstream areas, contributing to more sustainable and informed solutions.</p>
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<p><b>Recommendation 2.</b></p> <p>Promoting local ownership through a coordinated partnership approach is a good practice to be applied in future programme design and implementation. FAO and IOM in 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.</p> <p>FAO and IOM in 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.</p> <p>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 in Yemen should promote a more coordinated approach with local organizations and authorities in future projects.</p>	<b>Accepted</b>	<p>On the same area, no action was taken. In contrast, three projects are being implemented in the upstream areas. While the proposal will be drafted in close collaboration with WUAs to address the needs that are not covered by this project, FAO will continue to follow up with the WUAs in the location targeted by the PBF. This will allow a sustained effort to be made to highlight the value of local ownership and women's participation in conflict resolution and elevate these effective strategies to the level of national peacebuilding efforts.</p>	<p>On the same area, no action was taken. In contrast, three projects are being implemented in the upstream areas. While the proposal will be drafted in close collaboration with WUAs to address the needs that are not covered by this project, FAO will continue to follow up with the WUAs in the location targeted by the PBF. This will allow a sustained effort to be made to highlight the value of local ownership and women's participation in conflict resolution and elevate these effective strategies to the level of national peacebuilding efforts.</p>	Advancing	<p>In the same area where no action was initially taken, the initiation of three projects in the upstream areas marks a significant positive change. The projects, developed in close collaboration with WUAs, address needs that were previously unattended. This proactive approach by the FAO demonstrates an increased commitment to comprehensive and community-driven conflict resolution strategies.</p> <p>The ongoing follow-up with WUAs in the location targeted by the PBF project further ensures a sustained effort. This not only highlights the importance of local ownership but also emphasizes the active participation of women in conflict resolution. By integrating these effective strategies, the FAO aims to elevate the impact of its initiatives from the local level to the broader national peacebuilding efforts. The contrast underscores a shift towards a more inclusive and impactful approach to addressing conflict in the region.</p>

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FAO and IOM in 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.					
<p><b>Recommendation 3.</b></p> <p>There is a need for a targeted approach to secure a catalytic effect.</p> <p>FAO and IOM in 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.</p> <p>FAO, IOM and other humanitarian actors in Yemen should continue to support the positive role and effective work of WUA in conflict resolution.</p> <p>Local authorities and partners provide more support and harness the available capabilities to implement additional such</p>	<b>Accepted</b>	The success of this project and the innovative strategy of community engagement through WUAs has caught the attention of three donors (Kuwait, Germany and the Netherlands) in the upstream areas of Wadi Hadramout. Additionally, the measures taken to address the water resource conflict, which prioritize preventing young people from taking part in armed conflict.	The success of this project and the innovative strategy of community engagement through WUAs has caught the attention of three donors (Kuwait, Germany and the Netherlands) in the upstream areas of Wadi Hadramout. Additionally, the measures taken to address the water resource conflict, which prioritize preventing young people from taking part in armed conflict.	Good	<p>The success of this project, coupled with its innovative strategy of community engagement through WUAs, has attracted significant attention from three donors: Kuwait, Germany, and the Netherlands. These donors are keen on supporting initiatives in the upstream areas of Wadi Hadramout. This recognition not only validates the project's effectiveness but also opens avenues for additional funding and support from external sources.</p> <p>Moreover, the measures implemented to address water resource conflicts, with a specific focus on preventing young people from participating in armed conflict, demonstrate a commitment to holistic and preventive approaches. This proactive stance not only contributes to resolving immediate challenges but also aligns with broader efforts to promote peace and stability in the region by addressing root causes. The impact</p>

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projects in more than one area in the Valley of Hadramout					extends beyond the project itself, signaling a positive shift in the broader context of conflict prevention and community engagement in the upstream areas.
<p><b>Recommendation 4.</b></p> <p>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.</p> <p>FAO and IOM in Yemen should develop better monitoring and evaluation (M&amp;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&amp;E team has been strengthened with additional human resources.</p> <p>FAO and IOM in 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</p>	<b>Accepted</b>	<p>In new projects, FAO Yemen have developed M&amp;E and reporting mechanisms including the collection of sex- and age-disaggregated data, the use of both quantitative and qualitative indicators, and the development/use of specific indicators and perception surveys for results on social cohesion, women’s participation, and youth engagement in local conflict resolution.</p> <p>Through the FAO Yemen Beneficiary Feedback Mechanism (BFM) communication channels which include Complaint Hotline toll-free number: 8001919, SMS: 2222, What’s App # 776013030, and email: yemen-feedback@fao.org should be publicized in the awareness creation and sensitization meetings with elders, local representatives, and community</p>	<p>In new projects, FAO Yemen have developed M&amp;E and reporting mechanisms including the collection of sex- and age-disaggregated data, the use of both quantitative and qualitative indicators, and the development/use of specific indicators and perception surveys for results on social cohesion, women’s participation, and youth engagement in local conflict resolution.</p> <p>Through the FAO Yemen Beneficiary Feedback Mechanism (BFM) communication channels which include Complaint Hotline toll-free number: 8001919, SMS: 2222, What’s App # 776013030, and email: yemen-feedback@fao.org should be publicized in the awareness creation and</p>	Good	<p>The introduction of comprehensive M&amp;E and reporting mechanisms in new projects signifies a significant enhancement in FAO Yemen’s operational approach. These mechanisms encompass the systematic collection of sex- and age-disaggregated data, the integration of both quantitative and qualitative indicators, and the development and utilization of specific indicators and perception surveys. This meticulous approach not only ensures a more nuanced understanding of project outcomes but also aligns with a commitment to social cohesion, women’s participation, and youth engagement in local conflict resolution.</p> <p>Furthermore, the establishment of the FAO Yemen Beneficiary Feedback Mechanism (BFM) and its communication channels, including the toll-free Complaint Hotline (8001919), SMS (2222), WhatsApp (#776013030), and email (yemen-feedback@fao.org), signifies a proactive effort to foster</p>

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<p>as community mobilizers and not only engineers – rather than relying on partners to do so.</p> <p>FAO and IOM in 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.</p> <p>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.</p>		<p>members and communicated to the beneficiaries at the time of registration, works, and payment including by reminding them of the number displayed on the back of the vouchers. The SP should use the opportunity of the direct physical access of beneficiaries to encourage their direct feedback or complaints to FAO regarding the implementation of the activities. The SP is also required to document and report to FAO any complaints received from beneficiaries during the implementation.</p>	<p>sensitization meetings with elders, local representatives, and community members and communicated to the beneficiaries at the time of registration, works, and payment including by reminding them of the number displayed on the back of the vouchers. The SP should use the opportunity of the direct physical access of beneficiaries to encourage their direct feedback or complaints to FAO regarding the implementation of the activities. The SP is also required to document and report to FAO any complaints received from beneficiaries during the implementation.</p>		<p>transparency and accountability. By publicizing these channels in awareness creation and sensitization meetings, and reminding beneficiaries during registration, work, and payment processes, FAO Yemen encourages direct feedback and complaints. The incorporation of beneficiary input, documented and reported by the implementing partner, becomes a valuable resource for continuous improvement in the implementation of activities, ensuring that the projects remain responsive to the needs and concerns of the communities involved.</p>
<p><b>Recommendation 5.</b></p> <p>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.</p> <p>FAO and IOM in Yemen should further assess the project impact of men and women returning to their farmland as a result of the renewed water infrastructure</p>	<b>Accepted</b>	<p>The FAO will facilitate communication between the WUAs created under PBF project and other WUAs in other districts before establishing a Water User Alliance for the entire Wadi of Hadramout. There will be more support provided to both men and women through other projects. To ensure sustainability</p>	<p>The FAO will facilitate communication between the WUAs created under PBF project and other WUAs in other districts before establishing a Water User Alliance for the entire Wadi of Hadramout. There will be more support provided to both men and women</p>	Good	<p>The FAO’s initiative to facilitate communication between the WUAs established under the PBF project and those in other districts signifies a proactive step towards fostering collaboration and shared learning. This exchange of knowledge between WUAs from different regions within the Wadi of Hadramout is expected to lead to cross-district synergy, improved</p>

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and study the role this can play in promoting stability and social cohesion.		and the raising of community needs through official communication, the Water User Alliance women membership will be presented to the Basin committee by 30%.	through other projects. To ensure sustainability and the raising of community needs through official communication, the Water User Alliance women membership will be presented to the Basin committee by 30%.		<p>practices, and a more unified approach to water resource management.</p> <p>The commitment to providing increased support to both men and women through other projects further demonstrates a dedication to gender-inclusive and community-centric interventions. This approach ensures that diverse needs are addressed, contributing to a more equitable and sustainable impact on the communities involved.</p> <p>To enhance sustainability and community-driven initiatives, the presentation of Water User Alliance women membership to the Basin committee, with a targeted representation of 30%, is a significant step. This action not only promotes gender inclusivity but also emphasizes the importance of official communication channels in elevating community needs. The impact is expected to resonate in more inclusive decision-making processes and a heightened sense of community ownership in the sustainable management of water resources within the Wadi of Hadramout.</p>

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