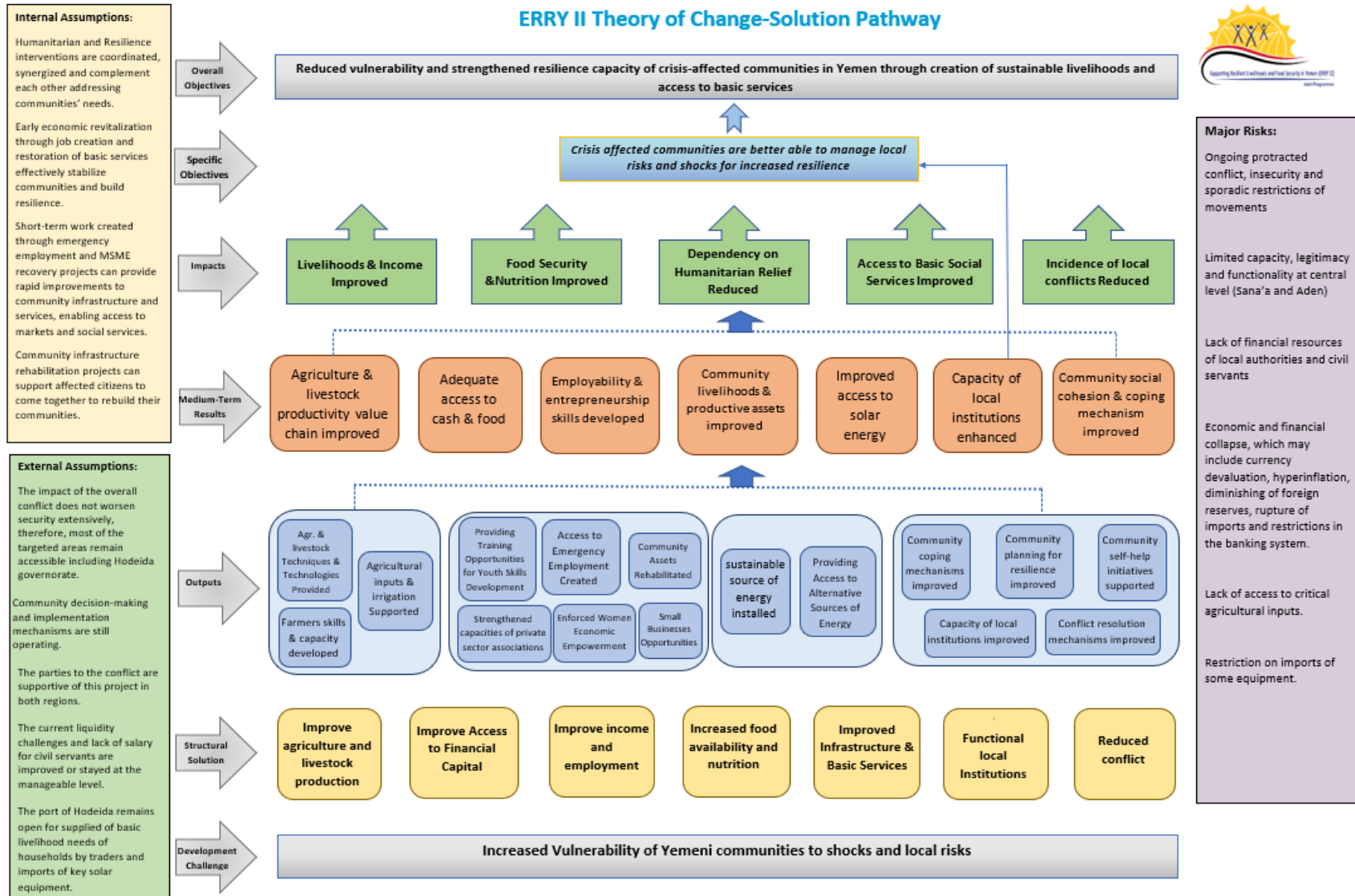


# Theory of Change

- Theory of Change (Diagram)



- **Theory of Change (narrative)**

Theory of change (ToC) is the ongoing process of reflection to explore social change and its underlying hypotheses and assumptions, how it happens and the role the Programme is required to play in this context. In contrast with the linear representation of the logframe, the ToC is intended to grasp the complexity of the intervention and its context and illustrate the often-sinuous pathway to contribution to social change. In the case of the ERRY Programme, with its multi-stakeholder design and setting, ToC helps develop a shared understanding of the situation, common ground for action, as well as opportunities, challenges and obstacles. The ERRY II ToC will be used by the Programme's stakeholders to:

- Identify and define the desired change, why and for whom;
- Map the pathways of change, its processes and its different stages;
- Clarify underlying assumptions around needs, interests, behavior and causal relations;
- Identify ERRY's strategic options and strategies to contribute to the desired change;
- Guide monitoring, evaluation and learning processes.

The ERRY II theory of change visually represents the pathway towards ERRY's contribution to the longer-term goal of reducing vulnerability of crisis-affected rural communities to crisis and enhance their resilience and self-reliance. It is worth noting that the ToC diagram is a simplified, rather linear, depiction of the more complex pathway to change ERRY programme is expecting to contribute to.

To enhance the target communities' resilience, ERRY ToC asserts that the Programme will primarily seek to contribute to increasing their self-reliance and capacity to plan for and manage local shocks and crises. Four main pathways are considered to achieve this long-term objective:

1. **Improving livelihoods opportunities, food security and nutrition in target vulnerable rural communities:**

Income generating activities, small businesses and access to secure food were profoundly negatively impacted by the armed conflict and its various manifestations. Many households, especially the poorest, IDPs and the marginalized, lost their source of income due to damage to productive assets, the collapse of the local economy and a decrease in agricultural production. To support individuals, households and communities, ERRY II will implement a number of activities designed to alleviate the direct burden on communities' capacity to recover. This includes emergency employment/cash for work (CfW) activities both to provide income for food and rehabilitate communal assets; development of income generation opportunities along the agricultural value chain and a supporting a more productive agriculture; and training and competitive small grants provision for young women and men to recover or create and sustain small businesses.

On a structural level, and in order to sustain the created livelihood opportunities, ERRY will provide post-CfW training and phase-out support; build the capacity of the local private sector to support economic recovery; and target the vulnerable, such as women and youth, to empower them and ensure their engagement in the recovery and capacity building of their communities. In the intermediate term, these activities and their respective direct outputs are expected to improve food security in the community, enhance livelihood and income generation potential and help build the structural capacity of the individuals and the community to deal with hardship and crises.

## **2. Improving the energy resilience of the community to sustain livelihood and basic social services:**

Access to reliable energy is a structural problem in Yemen, especially in rural and isolated areas, with devastating impact on the population's resilience, livelihoods and quality of life. The situation is aggravated due to parties to the conflict disrupting electricity and fuel supply. In order to improve target communities' access to energy, ERRY will install solar energy systems in households, schools, health centres, productive units and social service centres, and provide training to young women and men in the communities on their installation and maintenance. This access to alternative energy sources is expected to result in better social service provision and access, less disruption of economic activities (especially of small income generating businesses), creation of solar energy micro-enterprises and a lasting impact on the community capacity to plan and manage shocks and crises.

## **3. Promoting community social cohesion and capacity to peacefully resolve local conflicts:**

Local conflicts in rural areas in Yemen are structurally driven by the scarcity of resources (water, land) and the lack of community structures and institutions which encourage and facilitate their consensual and peaceful resolution. This has been further exacerbated by the conflict and the pressures it has brought on communities due to internal displacement, collapse of local authorities and degradation of the economy. To support communities' capacity to tackle local conflicts, ERRY II will recruit and train local mediators (50 percent women) on how to identify conflict dynamics and mediate their resolution and mitigate their impacts. Along with the Water Users' Associations (WUAs) established and supported by the Programme, small grants will be provided to support local conflict resolution with the expected result of reinforcing community institutions and their capacity to arbitrate conflicts. Social cohesion in any community is multi-dimensional and affects all, mutually impacting and being impacted by the community social structure, economy and its surrounding environment. Ultimately, community resilience and its capacity to manage crises is dependent on its social harmony and collaborative efforts to overcome challenges.

## **4. Reinforcing community-based institutions and building the capacity of local authorities to respond to community needs:**

In a situation where the Central Government is split and paralyzed, local authorities and community-based institutions are naturally called on to fill the void to strategize and lead the efforts intended to enable communities' survival. Any intervention seeking to enhance community resilience will have little chance of success without a clear ownership and engagement by the community and the existence of institutions and structures that support them. The creation or activation of existing village cooperative councils (VCCs) will be the backbone of the ERRY intervention, as it supports and coordinates the VCCs' various activities. Composed of leading elected community members (including 50 percent women), the VCCs will be supported to create resilience plans identifying community needs and the priority areas to be supported in the short and intermediate terms. They will also constitute fora where decisions are made regarding the targeting of the ERRY interventions; support identification of beneficiaries and reach; and support evidence-based information collection and interpretation on the Programme's implementation and impact. In addition, ERRY will seek to build the capacity of local authorities to plan, monitor and coordinate their efforts with the community-based institutions to better respond to their needs and identified priorities.

### **1.1.1. Main Assumptions on ERRY's Contribution to Change**

Assumptions are beliefs or assertions that frame the causalities and external factors that impact the Programme's contribution pathway towards the expected change. These can be categorized as:

## External Assumptions

- **Escalation of conflict:** It is assumed that the ongoing armed conflict in Yemen will remain at its current level of intensity and reach. Any escalation to a full-range urban civil war will have serious and handicapping consequences on the Programme's implementation capacity, and thus, on its potential outcomes and expected impacts.
- **The liquidity crisis and high inflation:** The lack of liquidity is already having devastating impacts on the economy and fragile livelihoods. Any worsening of access to direct cash will cause serious obstacles to the Programme's capacity to implement its activities and deliver its expected results.
- **Conflict parties' support to implementation:** Access to implementation areas cannot be ensured without the collaboration and the facilitation of the parties to the conflict. Any serious hindrance of access will impact the Programme's ability to reach beneficiaries, its delivery rate and the attainment of its expected results.
- **Coordination of humanitarian and resilience interventions:** The ERRY intervention, along with similar programmes, complements and aligns with emergency humanitarian interventions. The idea is to ensure that beyond immediate survival, communities are empowered to plan and sustain their own resilience and livelihoods.
- **Conducive environment for building local government capacity:** Many factors are at play when assessing and supporting the capacity of local authorities. This includes the political context, the legislative framework, the social structure and bureaucracy dynamics. The ERRY intervention must take these factors into consideration when delivering its support to local authorities.

## Internal Assumptions

- **Community resilience:** Resilience is a multi-dimensional concept with human, physical, financial, social and natural dimensions. Community resilience is assumed to be built through improved food security, better livelihoods, stronger local governance and improved access to social services.
- **Improving livelihoods, food security and nutrition:** It is assumed that emergency employment, income generation and agricultural production improves households' and communities' livelihoods by increasing incomes, improving food security, reducing dependency on humanitarian relief aid and solidarity mechanisms at play within the community.
- **Creating employment opportunities:** By improving business, trade and apprenticeship skills for young women and men, it is expected that new employment opportunities, including entrepreneurship and self-employment opportunities, will be created in the community.
- **Cash for work:** Cash generated through emergency employment is expected to be used to improve household and community food security while rehabilitating communal infrastructure.
- **Improved local governance:** Improving the capacity of local authorities and community-based governance is expected to lead to improved social services that address community needs.
- **Improved agricultural productivity:** Support to improved agricultural production and productivity is assumed to alleviate food insecurity.