**Youth Economic Empowerment Project (WEEP) Phase II**

**UNDP Projects’ ID 0089657**

**&**

**Women Economic Empowerment Project (WEEP) Project**

**UNDP Projects’ ID: 00089657/00094726**

**Republic of Yemen**

**Terminal Evaluation Report**

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**Project Information**

1. **Youth Economic Empowerment Project**

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| **Implementing Agency:** | United Nations Development Programme |
| **Country/Region or Area:** | Yemen |
| **Project Title and ID:** | Youth Economic Empowerment Project (YEEP) Phase II 00089657 |
| **Project Duration:** | April 2014 – March 2016 |
| **Funded by:** | Government of Japan, Government of Korea, Netherlands, Silatech,  Spark, Peacebuilding Fund |
| **Implementing Partners** | For All Foundation, Capable Youth Foundation, Millennium Development Foundation, International Organization for Migration (IOM), Spark, ZOA, Yemen 21 Forum, YLDF |
| **Implementation Modality** | Direct Implementation (DIM) |
| **Project Objective/impact** | Youth economically empowered to contribute to sustainable employment creation, community resilience and revitalization of local economies |
| **UNDP CPD outcome** | YEM\_OUTCOME25 : By 2015, coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas |
| **UNDP Strategic Plan RRF outcome** | Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded |
| **UNDP Strategic Plan RRF output** | Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive |

1. **Women Economic Empowerment Project**

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| **Implementing Agency:** | United Nations Development Programme |
| **Country/Region or Area:** | Yemen |
| **Project title and ID** | Women Economic Empowerment Project 00089657/00094726 |
| **Project start Date / end Date** | Start date August 2015– March 2016 |
| **Implementing Modality** | DIM |
| **Implementing Partner(s)** | Spark, National Yemeni Midwives Association, Social Fund for Development |
| **Donors** | Government of Japan |
| **Project Objective/impact** | Youth economically empowered to contribute to sustainable employment creation, community resilience and revitalization of local economies |
| **UNDP CPD outcome** | YEM\_OUTCOME 25 : By 2015, coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas |
| **UNDP Strategic Plan RRF outcome** | Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded |
| **UNDP Strategic Plan RRF output** | Output 1.1. National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive |

**Acknowledgements**

To be finalized

1. **Executive summary:**
2. THE PROJECT

The Youth Economic Empowerment Project (YEEP) was initiated in 2014 for a period of 3 years and implemented in nine governorates (Sana’a, Hajjah, Taiz, Ibb, Aden, Abyan, Hadramout, Sa’adah and Socotra). The project was designed based on the lessons learnt from YEEP Phase I and its project document was signed in April 2014 and planned to close in December 2015 within which the “Women Economic Empowerment Project” was implemented during March 2015 to March 2016.

### **1.1 Project Purpose**

The project was developed to address the county development needs and aimed to support the government and people of Yemen during the transitional period and tackling youth unemployment as one of the main causes of conflict. The project built on capacities and lessons learned from the pilot phase. It aimed to further promote strategic partnerships to support the institutionalization of the sustainable employment generation approach —the “3×6 approach”, and prepare for scaling up of the piloted tools to achieve a catalytic impact with active involvement of the government, the private sector, microfinance institutions and donors to work together toward building the resilience Yemeni youth.

The overall goal of the project is to contribute to youth economic empowerment, stabilization, conflict prevention, resilience building and development of solutions for significant reduction in inequalities and exclusion. The interventions, aimed at targeting mainly the poor and extreme poor, focus on sustainable employment creation for the youth and women at risk, while at the same time enhancing the effectiveness and efficiency of the piloted tools and solutions ensuring impact on the livelihoods of the poor youth and women. The interventions also included actions to prepare for institutionalization of youth economic empowerment initiatives, capacity building, improvement of public works and community services, business skills development, access to finance, small business development and management, value chains, economic empowerment advocacy, and enhancement of civil society participation. The project aimed also to contribute to the implementation of the Youth Employment Action Plan (YEAP).

The objectives of Women Economic Empowerment (WEE) project are to increase self-reliance opportunities with a focus on vulnerable women generated through emergency employment, value chain development and social business in women-only professions. Under its activity to adapt the One-Village One-Product approach to Yemen and the dairy sector, a market assessment was conducted in 2015 to assess its economic potential for women in key districts of Taizz Governorate.

### **1.2. Evaluation Objectives and Methodology**

The Final Evaluation of the Youth Economic Empowerment Project (YEEP) and Women Economic Empowerment Project (WEEP) hereinafter called the project, was undertaken over the period 8 November to 29 December 2016 by an independent evaluator. This terminal evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The feedback from this evaluation would provide learning and determine whether the implementation model used in the project can be replicated in similar settings in future. Accordingly, the evaluation focused on measuring development results and potential impacts generated by the projects.

The final evaluation contained in this document is intended to assess the relevance, effectiveness, efficiency, and sustainability of the project. The evaluation also identifies and documents lessons learned and makes recommendations.

A predominantly qualitative methodology was utilized to undertake this evaluation involving consultations with key stakeholders at all stages. Mainly employed were qualitative data collection methodologies and these included; review of relevant documents to provide comprehensive understanding of the project, key informant interviews with key informants purposively chosen for their knowledge or participation in the project and focus group discussions to explore the viewpoints of the beneficiaries of the project. The evaluation method was developed and used drawing on the guidelines, scope and criteria provided in the ToR as well as UNDP monitoring and evaluation policy to collect credible, reliable, and useful data. The Data collection method in particular used a mixed method to allow for triangulation of information from variety of sources. Evaluation design matrix, built around the key questions given in the ToR, was used to guide the overall methodology including the development of questionnaires. Special effort was made to re-confirm the progress reported in progress reports (especially physical) during the field visits.

While the project implementation covered nine governorates, the geographical scope of the evaluation covered only four governorates, Sana’a, Hajjah, Taiz, and Aden. There was a challenge of reaching out to some of the selected national level respondents as government officials have left the country due to the current political unrest the war context and the prevailing government structures.

This report also includes a specific report on the terminal evaluation of WASH activities in Hajjah Governorate.

1. RESULTS OF EVALUATION

The project design and implementation though rated as satisfactory had a few challenges. The evaluation noted that the project was implemented in a unique period and in a very complex and difficult environment. The magnitude of the challenges in the country are quite phenomenal, particularly, the ongoing civil war, the lack of infrastructure and war destruction of the existing ones, high levels of poverty, weak government structures at the regional and county levels, and the limited capacity within the civil service and public administration.

The evaluation revealed that the choice of NGOs as an implementing partners was spot on given their social outreach and presence in the targeted areas under the current security situations.

An analysis of risks and assumptions revealed that assumptions had held true. Due to escalating war erupted in March 2015, some risk were out of control and affected the project output and results. However, other risks were minimized during implementation of the project and thus supported the project success, outputs and results. The general consensus among the respondents was that the project was relevant, at both national and local level and it did meet the expectations of the beneficiaries and its timing was good.

2.1 Relevance

The relevance of the project has been rated to be highly satisfactory. The deteriorated economic and social conditions, as a result of political instability and volatile security situations as well as the war which broke out during the project implementation period, have negatively affected the living conditions and the job markets and limited the employment opportunities for youth. In addition, under such a war context and emergency situations prevailing in the country, water systems, health facilities and other social services are no longer functional .

The project interventions aimed, among others, to contribute to strengthening youth employment and livelihood prospects, through interventions aimed at job creation or improvements to their resource endowments, including through the development of skills, knowledge, facilitation of access to financial services, productive assets and business services.

Findings show the project is highly relevant and timely in meeting the needs of the vulnerable youth in Yemen, and is very much in line with the national policies and strategies as well as UNDP’s country programme efforts in poverty reduction and conflict prevention. Moreover, the interventions were in consistent with the UNDAF frameworks as well as with the needs and priorities of beneficiary communities.

The relevance and suitability of the interventions to the beneficiaries needs were confirmed during the process of this evaluation in all governorates. The Project and its objectives are consistent with the priorities of the country and relevance of the project in the context of priorities of the funding agencies and the overall national current poverty alleviation policies and strategies.

Overall ratings of the respondents showed that the project was generally successful in reaching the target group. Respondents stated that these interventions were extremely relevant for improving the livelihood of the poor and contributing, at least to some extent to poverty reduction in their households.

2.2 Effectiveness

The evaluation noted that the project was implemented in a unique period and in a very complex and difficult environment. The magnitude of the challenges in the country are quite phenomenal, particularly, the ongoing civil war, the lack of infrastructure and war destruction of the existing ones, high levels of poverty, weak government structures at the regional and county levels, and the limited capacity within the civil service and public administration.

However, the project’s effectiveness is rated as satisfactory. The purpose of the project was satisfactorily achieved. Outstanding progress made against planned outcomes reflected in improved life conditions of the targeted groups. The planned outputs, and activities, effectively contributed to the achievement of the project’s original goals and targets

The project design and implementation approach provided a sustainable mechanism for poverty alleviation through capacity building, expansion of economic opportunities to enhance income generation by establishment of microbusiness projects. The very positive response to the project by the beneficiaries and local communities suggests that the approaches used were appropriate and the interventions were relevant to their needs.

2.3 Efficiency

The efficiency of the project is clearly reflected in its activities implementation, the measures adopted, the strategic approach used, and the apt use of its resources. In overall the use of resources and instruments was largely adequate.

Despite serious setbacks and challenges encountered during the project implementation, including the political instability, insecurity and the outbreak of war, efforts were made to mitigated the risks encountered during the implementation process in order to enable the Project to achieve its intended results. However, the mechanism of risk mitigation should have been cleared from the project start and regularly updated during project implementation.

Project interventions, outputs and results, all demonstrate the life-changing and cost-effective nature of the Project. WASH interventions typically reduce morbidity and mortality due to water, sanitation and hygiene related diseases. Midwifery activities reduced both child and mother mortality. YEEP through the 3x6 approach was recognized by youth beneficiaries as “life changing” initiative that channeled them with new hope to meet their future’s aspirations. In the circumstances any life saved by the project interventions would not be equated to any cost and the realized benefits outweigh the costs incurred.

While project funds were expended in line with the financial plan, a few re-appropriations were carried out whenever required in accordance with the changing priorities and relevance of the planned activities. This confirms adaptability and flexibility that was maintained to achieve more efficiency.

Due to the security situation in the country, the physical implementation of field activities was outsourced and charged to local NGOs who proved existence and outreach in the targeted areas. The selection of these local NGOs as implementing partners was based on defined criteria. Selection of the beneficiaries was done on a participatory basis through the engagement of the local NGOs, the private sector and community based organizations and local authorities. Overall ratings of the respondents showed that the project was generally successful in reaching the target group.

The outputs and major thematic activities carried out were technically adequate and implemented within the agreed time frame in the annual work plans or amended in consultation with implementing partners and the beneficiaries. Further, the implementation efficiency is considered satisfactory as planned activities were implemented at reasonable cost and financial monitoring was strictly followed by UNDP.

The project adopted an innovative 3x6 approach which is divided in to three phases including inclusiveness, ownership and sustainability. For inclusiveness, youth are engaged in rapid employment activities to generate an income during which, two third of the income are saved and deposited in saving accounts. For creation of ownership and promotion of sustainability, UNDP triples the saved money and encourage to initiate a business plan. Further, UNDP provides Micro-SME’s with investment support and facilitate market expansion. In addition, almost all project interventions were designed and implemented based of market assessments in the project areas to identify potential and promising micro businesses for individual and joint ventures and to link training and business plans developed with sustainability.

Further, the project’s investment had fostered linkages with the private sector as well as with the regional and international collaborative partnerships. Project’s donor coordination and cooperation mechanisms are considered exemplary.

As a result of escalating war, UNDP duly responded to the war context by adapting and revising the project approaches and strategies as appropriate. For example: (i) The project adopted a number of additional initiatives and activities that were not initially designed in the project document to respond to emerging needs and Yemen crisis since April 2015 (ii) After the suspension of external support to the WASH activities implemented by SFD – the first stage of 3x6, UNDP covered the finance needed to finance the cash for work activities by providing finance from the normal tack.

2.5 Sustainability

The project design and implementation approach provided a sustainable mechanism for applying capacity building, diversified economic activities, and development of microbusiness for income generation as tools for poverty alleviation.

With impressive efficiency, the project has delivered a series of strategic outputs for job creation, income generation, self-employment, and poverty alleviation. These enterprises will not require significant inputs in the future to run as they have been well established and profit making already. Program sustainability is rated as satisfactory.

The challenge remains with capacity of the duty bearers at the local levels to continue with these innovations and also the motivation of the participating youth, women and communities to continue in the absence of dedicated support in resources and leadership. Evidence was obtained of large numbers of drop-outs from the 3x6 activities in Aden and Abyan due to the more deteriorated security and war conditions and use of their savings to meet the urgent basic needs of their families.

The interventions have also contributed to the enhancement of the household income of the beneficiaries. In addition, there has been substantial change in terms of improvement of healthcare/ sanitation, saving behaviour and financial security and self-esteem of beneficiary households after their involvement into the microbusiness schemes.

The project has strived to ensure sustainability of its achievements such as through building the capacity of the implementing partners, engagement of the private sector and other stakeholders in selection of the beneficiaries as well as linkage of beneficiaries to MFI, fiancé literacy, life skills and business training and vocational training. In addition, the mandatory saving approach creates a sense of ownership of the microfinance projects and other self-employment interventions, which in turn enhance the sustainability of these enterprises. However, one time action cannot guarantee lifetime sustainability of the current achievements unless there is a linkage of beneficiaries with alternate source of loans and additional and future support.

At the process level, the YEEP introduced some innovative approaches that Yemen could upscale and replicate to accelerate its youth and women empowerment agenda. Some of the noteworthy innovative approaches include; (i) Linking business and vocational training to targeted skills and market opportunities assessments, (ii) Afkar, (iii) OVOP, (iv) WASH program, (v) Agriculture value chain and dairy processing (Laban and Cheese), (vi) Midwifery and (vii) Financial and business literacy. Moreover, as part of building more transformational and scalable approaches, the project established three strategic initiatives; (i) Yemen Voice, (ii) Yemen Our Home, and (iii) the mobile clinic initiative to provide mobile health service in excluded areas and to reach the vulnerable groups.

*Overall, the evaluation consultant concludes that the project design and implementation process was appropriate; the project was effective, efficient, had the desired outputs /changes, was relevant in the local, national and country context and has aspects that will be sustained.*

1. Project shortcomings and solutions

The project was implemented in a unique period and in a very complex and difficult environment. The magnitude of the challenges in the country are quite phenomenal, particularly, the ongoing civil war, the lack of infrastructure and war destruction of the existing ones, high levels of poverty, weak government structures at the regional and county levels, and the limited capacity within the civil service and public administration.

Nationwide, the economic needs of the local population remain immense with the crisis. The project sought to adopt a community-based approach for a catalytic impact, however additional support is required to consolidate achievements and to replicate the Youth as well as Women Economic Empowerment projects in other areas in need. *The local security conditions impacted on the project implementation with insecurity and fuel shortages causing delays and re-adjustment in the work planning*.

Specific solutions were found to source locally available materials for the cash for work, and focus on labour-intensive asset rehabilitation that reduces reliance on external equipment/inputs.

With regard to WEEP implementation, *due to the armed conflict, the UNDP field coordinator based in Taiz Governorate was hindered in her movements to project locations*. *This resulted in disruptions in the monitoring plan with regards to data collection and analysis and a greater dependency on implementing partners who have access to the field*.

For job placement component, due to the escalated war conditions and security situations, most of private sector closed their activities. This adversely affected the project achievement. In Aden, for example, out of 105 admitted applicants although 100 applicants were graduated, only 35 participants were able to complete their internship programs. However, out of these 35 youth, 28 successfully sent for job representing 80% of internship participants.

Phase II of grant disbursement was halted in Abyan due to armed conflict prevalence and adverse business environment. Also due to dire living conditions, youth have expressed their wish to withdraw their savings in order to meet their immediate basic needs. The project supported withdraw of savings based on their preference and humanitarian grounds.

Decreased purchasing power as a result of the ongoing war, limited access to market and quick transport facility were seen as a big challenge in income generation especially with perishable items like vegetables and fruits.

The job placement scheme relies on the capacity of partner SMEs to absorb additional workforce. When the latter struggled, it directly impacted youth trained as they could no longer access employment and internship opportunities. The project was also adversely impacted by donor suspensions and late disbursement of tranches, which halted some activities. This notably affected the Hajjah 3x6 approach and WASH vocational training, as well as the Afkar/Youth Innovation and Creativity Award. Some targeted districts were difficult to access as the conflict spread. Due to security situations, some targeted districts were difficult to access as the conflict spread.

UNDP could consider providing funding for periods longer than two years. Project implemented within two year periods often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement projects within one year period. Due to time limitations, grant officers and business advisors shortened their oversight and support to microfinance beneficiaries to two months instead of 6 months.

There is a need for UNDP to continue focusing on youth issues as part of the governance agenda in the country. Youth participation in governance provides them with an entry to their participation in economic processes.

Within the context of south-south cooperation, to further facilitate and improve cross learning process among youth, there is a need to carry out exchange visits to share experiences with other youth empowerment projects and organizations that have had successful engagement and participation in economic processes in their respective areas.

The initiated business support centre and youth forums should be institutionalized as platforms for consultations and feedback among the youth. These can be utilized by other partners to enhance youth programming and information sharing.

1. Lessons Learned
2. Key lessons learnt for the project include the importance of maintaining flexibility in the project design (thematic areas and implementation modalities) so as to mitigate the impact of possible risks resulting from the national and local environment. Positioning a field coordinator as close to the project locations as possible was a positive strategy to decentralize supervision, oversight and monitoring. Nonetheless, for monitoring, third party contracting is an option that should be examined from the onset of the project as reliance on local partners may induce caveats related to the timeliness and quality of field reporting. In this regard, mainstreaming capacity building of implementing partners is an important consideration for future programming.
3. Microbusiness development as a tool for poverty alleviation becomes even more potent when it is linked to environment, agriculture, and livestock. It enhances employment and income generating opportunities for youth, women and rural poor in general.
4. Financial literacy training and creation of saving culture and schemes with revolving micro-credit is a sustainable financing mechanism for youth in general and women in particular;
5. Stakeholder involvement and government ownership and civil society partnerships are important tools for poverty alleviation efforts especially when dealing with natural resources as they facilitate participation, better understanding of issues, and cooperation;
6. Institutional strengthening and capacity building are critical for achievement of benefits through partnership and stakeholder involvement;
7. Need to have a balance between upstream and downstream capacity building interventions; despite of difference in social inclinations and political ideologies, with relevant structures and approaches, youth can be mobilized to dialogue and build consensus on common needs of young people during political processes irrespective of their political affiliations. The participation in governance processes provides entry venue for youths’ participation in economic processes.
8. Supporting institutions with relevant and wide mandates provides an opportunity for future sustainability of the results. There is a need to continue focusing on youth concerns and issues as part of the governance agenda in the country especially building their awareness and skills.
9. The interventions have provided some exceptionally good lessons and best practices as well as highly replicable on-the-ground actions that have the full support of the communities and can be replicated as well as transferred to other geographical areas.
10. This project has adequately contributed to the high level goals of MGDS and MDGs. It has adequately changed lives and improved wellbeing of many youth, their families and communities in the target areas.
11. The established microbusinesses lacked the concept of joint ventures, group organization or group guarantees for micro-finance lending, as such the practical experience in grassroots joint ventures and group association-based strategies were not sufficiently encouraged in the training and it appeared to be limited in outputs.
12. RECOMMENDATIONS

* Project design must take into consideration the implementing capacity of the various implementing partners. Where partners lack the ability to adequately implement, the project may consider building such capacities for the sustainability and enhanced effectiveness of the implementation.
* The design of such projects should be less ambitious in time and expected outcomes. The overall frame strategy could be better clarified and targeted during inception stage.
* The design and implementation of such comprehensive and multilateral projects should provide close permanent cooperation with other state and donors projects in close areas, supporting interlinks and mutual strategies.
* To support the flexibility of the project design and implementation strategy the project had to pay attentions to risks and contingencies similar to those met during the project implementation under which initial outcomes and outputs were not fully achieved.
* The mechanism of risk mitigation should be cleared from the project start and regularly updated during project implementation.
* The partnership between the project and national NGOs as the implementer and private sector is an ideal model and one that can be adopted for all future programs of similar nature. It not only optimizes the expertise available in the country but also allows the NGOs to focus more on their original mandates of quality assurance through monitoring and evaluation.
* Access to market: The project has achieved significant results in creating self-employment and microbusinesses and made excellent achievements and changed the lives of many youth for better. However, access to market remains a major challenge and needs special attention. A special attention must be paid to markets as products without markets will do little. It is recommended to work with local communities to establish direct linkages between them and potential consumers.
* Effective monitoring and evaluation is key to the success of any project especially in context like ours where project sites are not easily accessible and dealing with poor people. This will ensure effective implementation of project to achieve its goals. For monitoring, third party contracting is an option that should be examined from the onset of the project as reliance on local partners may induce caveats related to the timeliness and quality of field reporting.
* While the YEEP originally envisaged strong engagement of relevant line ministries, their participation was not fully realized during the implementation of the Project. This is attributed to the current political and security instability situations in the country. Stakeholder engagement should have been more effectively orchestrated through clearer activities, especially in the early stages. Although the formal oversight role of the Project board was elaborated in the management arrangements in the project document, this function was not fulfilled.
* Given the positive impacts accrued from the project, it is recommended that future project and programs of similar nature be given top priority by the Government, civil societies, and development partners.
* It is recommended to pay attention on the risks that jeopardized project impacts and sustainability, which are still valid. Such risks should be taken into account in the process of the project implementation, impact monitoring and follow up activities.
* Future programmes should stipulate measures for active involvement of public and private sectors in the implementation and support of similar projects and programmes.
* A second phase project should be implemented focusing on youth economic empowerment, organizational support, scaled up assistance to midwives and linking emergency employment beneficiaries with access to finance and skills development.

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1. **List of acronyms**

|  |  |
| --- | --- |
| APR | Annual Project Review |
| BSC | Business Support Center |
| CCF | Country Cooperation Framework |
| CPAP | Country Programme Action Plan |
| CPD | Country Programme Document |
| CYF | Capable Youth Foundation |
| FAF | For All Foundation |
| GoY | Government of Yemen |
| IM | Information Management |
| IOM | International Organization for Migration |
| IP | Implementing Partner |
| LIWO | Labor Intensive Works Programme |
| MDF | Millennium Development Foundation |
| MDG | Millennium Development Goals |
| MFIs | Microfinance Institutions |
| MoIT | Ministry of Industry and Trade |
| MoPIC | Ministry of Planning and International Cooperation |
| NGO | Non-Government Organization |
| NYMA | Yemeni Midwives Association |
| OVOP | One Village One Product |
| PRSP | Poverty Reduction Strategy Paper |
| RRF | Results and Resources Framework |
| SDG | Sustainable Development Goals |
| ToR | Terms of Reference |
| UNDAF | United Nations Development Assistance Framework |
| UNDP CO | United Nations Development Programme Country Office |
| WEEP | Women Economic Empowerment Project |
| YEAP | Youth Economic Empowerment Plan |
| YEEP | Youth Economic Empowerment Project |

1. **INTRODUCTION**
   1. **The report**

This report presents findings of the final evaluation of UNDP “Youth[[1]](#footnote-1) Economic Empowerment Project (YEEP) and Women Economic Empowerment Project”, hereinafter called the project. The final evaluation was undertaken over the period 8 November to 29 December 2016 by an independent evaluator. The evaluation focused on measuring development results and potential impacts generated by the project. It was based on the scope and criteria provided in the evaluation terms of reference (TOR). See Annex (7) for details.

The purpose of this evaluation is to assess the efficiency and effectiveness of the project in achieving its intended results, and the relevance and sustainability of its outputs as contributions to medium-term and longer-term outcomes. This terminal evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The overall objective of this end evaluation is to assess the project design, results and achievements during its implementation period, delivery effectiveness and to analysis how effective and efficient the scaling up approached adopted by the project.

This report provides key information on the evaluation purpose and proposed scope and focus of the evaluation; The criteria and questions that were used to assess performance and rationale; the evaluation methodology; and the way in which the evaluation was organized.

Following in this section is a background context to the development of the project including recent developments in the country context, description of the project, its design, planned outputs, strategies, timeframe and budget, and management arrangements. Section Two describes the evaluation purpose and scope. Section three describes the evaluation methodology including inter alia: a description of data collection methods and data sources employed; data collection tools and instruments as well as evaluation criteria. Section four describes findings of the evaluation and key output results based on the evaluation criteria (e.g. relevance, effectiveness, efficiency and sustainability and impact) including analysis of achievement against outcomes, performance of the project, the project design, partnership and exit strategy. The Conclusion, lessons learned and recommendation are included in section 5, 6 and seven respectively .

Further, this report includes a specific evaluation report on evaluation of the Wash Activities in Hajjah Governorate.

* 1. **Background context to the project development[[2]](#footnote-2)**

Ranked 160 out of 184 countries in the Human Development Index for 2012, Yemen is one of the poorest countries in the Arab region facing multiple challenges and crises. Yemen has also witnessed a decline in the humanitarian and livelihood conditions following the socio-political unrest that erupted in 2011, including armed-conflict. Poverty and lack of employment opportunities and competition over scarce natural resources, especially water, were key triggers for the social and political unrest.

The economy of the country is dominated by the oil sector, which accounts for 27% of the Gross Domestic Product, 50% of national budget revenue and 70% of exports (as of 2011). Its population growth rate of 3% is one of the highest in the world and outpaces its economic growth rate. Nearly half the population is below 18 years of age. Unemployment among 15 - 24 age groups is 33.7% of the labour force. Poverty ratio increased from 34.8% in 2006 to 54.4% in 2011. Consequently, more than half of the population is living with less than $2 a day and most of the disproportionately affected poor groups include women, children, small scale framers and sharecroppers, landless labor, nomadic herders and artisanal fishermen who are spread over 133,000 small rural settlements. Nearly 10 million or 44% of the population are food insecure; with 24 and 40 % in urban and rural areas respectively. A high population growth rate of over 3 % annually adds new mouths to feed and new labor force seeking for employment opportunities. Furthermore, Yemen ranks lowest on the Global Gender Equality Index.

A high population growth rate of 3 % annually adds new mouths to feed and new labour force seeking for employment opportunities while economic growth is weak, investments in productive and job-reach sectors are at very low levels and job creation opportunities limited, especially among the youth. 200,000 Yemenis voted in the survey "My World", a global survey for citizens, aiming to capture people's voices, priorities and views, so world leaders can be informed as they begin the process of defining the next set of global goals (MDG's post-2015). In Yemen, better job opportunities came second in the list of the top priorities for Yemenis, out of 16 priorities (Data.myworld2015.org).

Job creation opportunities are weak especially among the youth and the rise in unemployment is fairly broad, cutting across urban and rural areas and spanning both to the poor and non-poor. Agriculture, which sustains the rural poor, employs more than 50 percent of the total labor force of 6.6 million in 2009, but contributes by only 9.7 % to the GDP. Women participate by only 10% in the labor force and are disproportionately engaged in the informal economy, in the least paid and most insecure, precarious and vulnerable types of employment. They predominate and comprise more than 70 percent of the unpaid family workers particularly in the agricultural sector in rural areas, in shepherding, and as low paid day laborers’ and the self-employed in tiny businesses (knitting, sewing, food processing, incense production) or in domestic work. Investment conditions are not attractive, due to unstable economic conditions, poor business environment, weak legal framework and enforcement of laws and order, in addition to prevailing of a high inflation rate reaching up to 9% in 2013.

The governance institutions and capacities, both at central and local levels are weak and civil society participation in public affairs, especially of youth and women, is limited. The Youth Employment Action Plan 2014-16 adopted by the Cabinet and Friends of Yemen in September 2013 concluded that a number of line ministries and government agencies have been involved in employment generation such as the SFD (Social Fund for Development), Public Works Programme, Fund for Agriculture and Fishery Promotion and Economic Opportunity Fund and recommended setting up a national Supreme National Council supported by an Executive Secretariat to coordinate youth employment policies, mobilize financial resources, oversee and facilitate relevant programs’ implementation, and ensure coherence and synergy of various interventions.. However, involvement of implementing agencies has been mainly focusing on temporary employment and earning opportunities creation. SFD, which has the largest programme focus on rapid earning opportunities creation through the cash for work programme, is now increasingly engaging in sustainable employment creation. There is high potential to mobilize resources especially from the national funds, and the rapid employment creation initiative, provided policy changes are introduced to gear more into sustainable employment creation approaches.

Increased social and political unrest witnessed recently renewed armed violence in several locations. As of July 2016, internally displaced persons estimated at 3,154,500 compared to 546,000 in May 2015 and 400,000 in 2014. Livelihood conditions were expected to further deteriorate across the country unless rapid improvements on the political and security fronts are achieved. The growing social unrest poses challenges to local development and peace building contributing to further deterioration of livelihood and humanitarian situations of population at risk, especially youth, women and IDPs who could also be exposed to high risk of exploitation and abuse.

In the process of addressing emerging needs and overall poverty reduction, priority and focus is given to find practical and effective ways of addressing the many root causes and achieve greater social cohesion and equitable development. Creation of income and employment opportunities is a key factor in the short run that supports reintegration and restoration of livelihoods of groups at risk. It strengthens resilience of targeted poor, youth and women to cope with socio-economic shocks, contributing to peace building and revitalization of local economies. It also taps on positive aspirations and skills during the transition period to contribute to creating windows of opportunities for constructive and productive social and economic changes through providing new economic benefits and peace building dividends to the affected peoples and those at risk. A national dialogue and an electoral process without youth participation and increasing job opportunities could put the transition at risk. Without the youth, it will be rather difficult to conceive and conduct transformation. They are the most resourceful agents of change.

* 1. **Recent developments in the country context.**

A number of contextual changes occurred from the time the project was conceived to the time this evaluation was conducted. Between 2014 – 2016, the country context has changed drastically. Since March 2015, the conflict has spread all over the country. This amplified the already existing and protracted humanitarian crisis characterized by years of widespread poverty, economic stagnation, poor governance, weak rule of law, widely reported human right violation, female illiteracy, and ongoing instability. As a result of the widely extended conflict since March 2015, the economy has contracted sharply. According to the Ministry of Planning and International Cooperation, the GDP contracted nearly 35 per cent in 2015. In addition to its physical damage and loss of lives, the war and instability affected, extremely, the livelihoods and the social fabric of the country.

The conflict has led to a dire humanitarian situation, with an increasing toll of civilian deaths and casualties, destruction of infrastructure, disruption of trade, commerce and supplies, acute food shortage and massive internal displacement of people. As of July 2016, Internally Displaced Persons estimated at 3,154,500 compared to 546,000 in May 2015 and 400,000 in 2014. Oil and gas exports have come to a halt. Gas production has been limited to meet domestic consumption. Annual inflation reached around 40 percent in 2015. Public finances are under severe stress. The fiscal deficit reached around 11 percent of GDP in 2015. The Government suspended many public expenditure obligations, public investment has come to a complete stop and no resources available for supplies or maintenance of infrastructure.

At the beginning of 2016, an estimated 14.4 million Yemenis were unable to meet their food needs (of whom 7.6 million were severely food insecure), 19.4 million lacked clean water and sanitation (of whom 9.8 million lost access to water due to conflict), 14.1 million did not have adequate healthcare, and at least two million had fled their homes within Yemen or to neighboring countries.

* 1. **Project description**

The project was developed to address the above development needs. This project aimed to support the government and people of Yemen during the transitional period and tackling youth unemployment as one of the main causes of conflict. The project built on capacities and lessons learned from the pilot phase (YEEP Phase I). It aimed to further promote strategic partnerships to support the institutionalization of the sustainable employment generation approach —the “3×6 approach”, and prepare for scaling up of the piloted tools to achieve a catalytic impact with active involvement of the government, the private sector, microfinance institutions and donors to work together toward building the resilience Yemeni youth.

The overall goal of phase II of the project was to contribute to youth economic empowerment, stabilization, conflict prevention, resilience building and development of solutions for significant reduction in inequalities and exclusion. The interventions, aimed at targeting mainly the poor and extreme poor, focus on sustainable employment creation for the youth and women at risk, while at the same time enhancing the effectiveness and efficiency of the piloted tools and solutions ensuring impact on the livelihoods of the poor youth and women. The interventions also included actions to prepare for institutionalization of youth economic empowerment initiatives, capacity building, improvement of public works and community services, business skills development, access to finance, small business development and management, value chains, economic empowerment advocacy, and enhancement of civil society participation. The project aimed to contribute to the implementation of the Youth Employment Action Plan (YEAP).

* 1. **Target groups**

The project was designed with the intention that: Approximately 8000 youth at risk, of which at least 25% women, will be targeted in nine governorates. Poor men and women groups with potential to develop and make a change in their life but lack or have limited necessary skills, market[[3]](#footnote-3) access and know-how, and are keen to engage in economic activities either individually or collectively, will be targeted. Highly motivated and committed men and women groups will be selected to engage in skills development and economic activities (for self-employment, and/or business development and wage employment), and supported to make effective and immediate use of the acquired skills. Selection of the targeted groups will be based on a set of agreed criteria with national counterparts, in particular SFD, and following a transparent process.

It was planned that a wide variety of key institutions and stakeholders to be involved and to benefit from the project, as their capacities to be strengthened through project activities. These include:

* Key institutions active in youth economic empowerment initiatives. A lead institution would be identified and its capacity needs assessed for scaling up sustainable employment creation and achievement of wider and greater impacts.
* SFD as a key, strategic partner
* Governorate offices, local communities, community leaders, whose awareness and capacity would be developed and strengthened.
* Youth groups, local authorities, local council members, NGOs, CSOs, MFIs and consulting as well as training institutions. They would benefit institutionally as well as in terms of enhanced skills and improved capacity in streamlining and promotion of youth economic empowerment activities.
* Enterprises/private sector/employers to potentially benefit from improved business linkages with new entrepreneurs and producers, and better skilled workers.
* **National and international entities with proven experience in youth economic empowerment**

Women Economic Empowerment Project (WEEP) aimed at increasing the self-reliance (potential economic) opportunities for war-affected rural women communities in Taiz governorate, in particular from the 4 districts of Ash-Shamayatayn, Al Ma’afer, Al Mawasit, and Jabal Habashi. Accordingly, the activities were focused on supporting the intended 500 women beneficiaries to capitalize on niche markets in the renowned Taiz dairy sector (cheese and laban[[4]](#footnote-4) value chains) by strengthening the business services and through provision of capital grants and technical trainings.

The Women Economic Empowerment Project (WEEP) aimed at building the economic self-reliance of Yemeni women, in ways that respect cultural norms, through:

* Introducing and adapting to Yemen "One Village One Product" (OVOP). This approach was particularly suitable to Yemen to encourage the diversification of the women's agricultural practices, to yield higher returns in niche specialization and high visibility products. In Taiz, cheese and Laban were two identified products for consideration under OVOP.
* Developing social businesses, in professions specific to women, e.g. midwives in rural areas of Taiz governorate, addressing urgent needs of social services, as for example only 34% of the population had access to skilled health workers in early 2015.
* Generating emergency employment through cash-for-work to stabilize livelihoods affected by the 2015 crisis. This also supported the enhancement of community asset using the Social Fund for Development community-based Labour Intensive Works Programme (LIWP)

The project document indicates that the project falls under the following relevant strategic results:

* UNDP Country Programme Document outcome: By 2015, coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas (Outcome 25)
* UNDP Strategic Plan outcome: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Outcome 1)
* UNDP Strategic Plan Output: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive (Output 1.1.)
* Project/Programme Outcome: Youth economically empowered to contribute to sustainable employment creation, community resilience and revitalization of local economies
  1. **Project outcomes:**

The project sought to pursue its purpose through six key output areas under YEEP and three output areas under WEEP:

YEEP Outputs

1. Output 1: Sustainable employment opportunities created within the framework of the 3x6 approach targeting men and women youth groups at risk and IDPs in Aden and Abyan.
2. Output 2: Sustainable employment opportunities created within the framework of the 3x6 approach targeting men and women youth groups at risk in Saada, Taiz, and Hadramout
3. Output 3: Sustainable employment opportunities created in WASH sector within the framework of 3x6 approach targeting men and women youth groups at risk in Hajjah, Tihama basin.
4. Output 4: Enhancing the Institutional Framework
5. Output 5: Youth Innovation and Creativity Award launched and implemented bringing concrete innovative business solutions to development challenges
6. Output 6: Skills development matched with labour market needs through job placement scheme in Sana'a and Aden.

WEEP outputs

1. Adapt the One Village One Product “OVOP” to value-chain development in the dairy sector
2. Enhance capacities of women to establish social businesses in women-only professions
3. Emergency employment opportunities are generated with a focus on vulnerable women The project has been active in Taiz Governorate.

YEEP also included a number of additional initiatives and activities that were not initially designed in the project document to respond to emerging needs and Yemen crisis since April 2015 such as:

* Output 7: The role of the private sector to foster inclusive growth is enhanced and its development supported through active partnerships including: (i) Immediate Economic Recovery Initiatives including Yemen Our Home/Private sector support, (ii) Business Radio Show, (iii) Emergency initiatives (Enma, Aden and SFD project in Taiz): Emergency response initiatives were conducted to provide immediate relief against negative coping strategies (iv) Emergency Needs Assessment, (v) Social Business initiative , (vi) Socotra – Fishery Project, among others.
* Policy support to the implementation of the Youth Employment Action Plan
  1. **The strategy of the project**

The project was planned to expand the number of employment and opportunities created compared to phase I as well as to further improve the efficiency and effectiveness of the 3x6 approach methodology with focus on national institutional capacity building.

The second phase of the project was designed to apply the 3x6 approach for sustainable employment creation to tackle root causes of instability through addressing the most challenging issue facing Yemen, namely expansion of unemployment. At initial stages targeted men and women at risk were to be engaged in immediate employment (meaningful community work/cash-for-work) to build up youth seed-capital while, at the same time, receive capacity building training focusing on personal and business skills. During this phase, the 3x6 approach included compulsory saving schemes, to build up youth seed-capital, and increasing financial access and capability of the participating youth through opening saving accounts and providing financial literacy training. Those youth who have feasible business ideas and manage to present their profitable business plans graduate to the next stage and to be supported to eventually start up their own micro businesses either individually or collectively including supporting youth with feasible/profitable business plans by tripling the seed capital and enabling creation of start-up capital through management of a grant scheme. Mentoring and business advisory services were also to be provided to youth entrepreneurs facilitating their access to additional finance and market.

The 3x6 approach was intended to remain flexible and fit for purpose, with a greater or lesser focus on the steps as indicated by the local context, community consultations, market assessments and crisis intensity. By July 2015, the 3x6 approach was re-aligned to the war context considering, in addition to relevancy and sustainability, the social impacts of interventions. Further, it was adapted to the local context of Hajjah (bridging community WASH needs – this included technical training in WASH) and Taiz (targeting a literate youth population with previous agricultural experience).

In addition, the project strategy was also designed to:

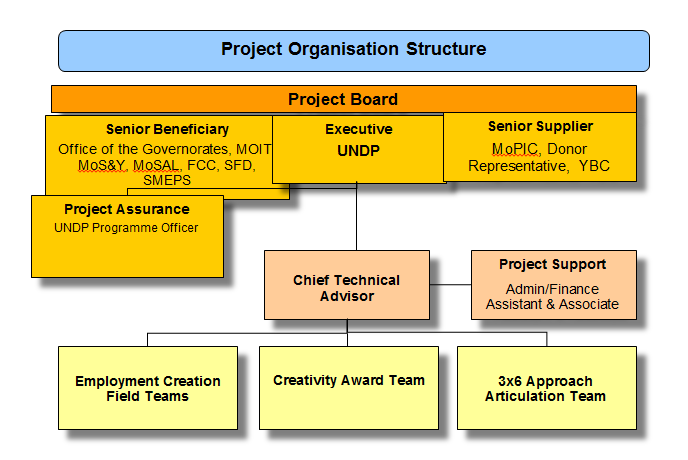
* Build on lessons learnt from the pilot phase;
* Involve the national institutions (SFD, Ministry, training institutes, national cash-for-work programs, MFI's) in implementing the approach through capacity building provided by UNDP on the different components of the approach (selection of beneficiaries, entrepreneurship training, value chain development, access to finance, private sector involvement);
* Create partnerships with GIZ and Silatech in order to provide all beneficiaries with financial literacy training and improve access to finance for vulnerable groups in view of progressively replacing the grants by national loan schemes;
* Adopt a more participatory approach for the selection of beneficiaries and income-generating activities through Community Development Committees and national authorities to strengthen their legitimacy in areas still largely dominated by armed non-state actors;
* Select beneficiaries using the recent data of the UNDP Livelihoods Assessment among others.
* Adopt a more sector-oriented approach, with a particular focus on WASH through support from the Government of the Netherlands, and on value chain development in rural areas building on pilot experiences in particular with SPARK;
* Seek to closely work with SFD as the lead national implementing body of the community based cash-for-work program, to provide durable employment solutions to vulnerable youth;
* Build linkages with other UNDP supported projects, in particular the Peace Building Fund (PBF) project which has adopted the 3x6 approach;
* Further foster partnership with the private sector, NGOs, CSOs, relevant institutions and local authorities;
* Facilitate knowledge and skills development of youth and women, while simultaneously link them with markets where gained skills can be productively applied.
  1. **Project timeframe and budget**

The YEEP Project was launched in 2014 (the project document was signed in April 2014) and planned to be funded by UNDP (200,000USD), Japan (1.500,000USD), Netherlands (500,000USD), Korea (200,000USD), Silatech (1,000,000USD), and SPARK (400,000USD), United Nations Peace Building Fund - PFB (1,277,060USD), Contributions in-kind by Silatech (500,000USD) and Unfunded budget: $ 5,436,940. The Peace Building Fund suspended its funding in April 2015. The Project was scheduled to finish within 21 months of project document signature (i.e. 31 December 2015) and extended for an extra year (until 31 December 2016).

* 1. **Project design and management arrangements**

The project was planned and implemented under the Direct Implementation Modality (DIM). The project office was planned to be based in Sana’a and to build on the established UNDP field offices and to subject to regular and periodic field visits by UNDP CO to verify results and recommend actions. It was also planned that the project will be implemented in close coordination and collaboration with other ministries including Ministry of Planning and International Cooperation, Ministry of Industry and Trade (MOIT), with MoPIC to coordinate project activities with other development partners, promote and facilitate resource mobilization and participate in the UNDP-led monitoring and evaluation; and MOIT to, with other partners, be part of the beneficiary selection process, the orientation and implementation of businesses, the licensing and product standardizing matters, as relevant. The project was planned to avail of services of responsible parties including INGOs, Government agencies or CSOs and NGOs (among others among others ILO[[5]](#footnote-5), Silatech, For All Foundation, Youth Leadership Foundation, Millennium Development Foundation, ZOA, Spark, Education for Employment, Reyadah Centre/Al-Amal Foundation for Training and Entrepreneurship, Acted, Mercy Corps, 21 Century Forum, Radio Yemen Times). The project organization structure as included in the project document is illustrated in figure (1).

**Figure (1): Project organization structure**



1. **EVALUATION PURPOSE AND SCOPE**

The Phase II of the “Youth Economic Empowerment Project” has been implemented since April 2014, within which, the “Women Economic Empowerment Project” was implemented during March 2015 to March 2016. The purpose of this evaluation is to assess the efficiency and effectiveness of the project in achieving its intended results, and the relevance and sustainability of its outputs as contributions to medium-term and longer-term outcomes. This terminal evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The overall objective of this end evaluation is to assess the project design, results and achievements during its implementation period, delivery effectiveness and to analysis how effective and efficient the scaling up approached adopted by the project.

The overall purpose of the evaluation is to assess the processes and achievements made to draw lessons that will inform the development of future programming. The evaluation is intended to be forward looking by capturing effectively lessons learnt, generating knowledge and providing information on the nature, extent and where possible, the effect of the project, what has and what has not worked as a guide for the coming years.

Moreover, the evaluation looked at the following areas: the results achieved, the partnerships established, as well as issues of capacity and approach. Specifically, the evaluation addressed questions in relation to effectiveness, relevance, sustainability, impact, project design and efficiency. In detail, it answers the key questions for the project as elaborated in section 3.

According to the TORs, the key stakeholders of this evaluation are Ministry of Planning and International Cooperation, Ministry of Youth and Sports, Ministry of Social Affairs and Labour, Ministry of Industry and Trade, Ministry of Health Office in Taiz, local authorities from the targeted Governorates and districts, development partners, the private sector (Chambers of Commerce, Yemen Business Club), implementing partners and NGOs and beneficiaries themselves.

1. **METHODOLOGY AND APPROACH**

To provide quantitative and qualitative data, the evaluation applied the following methods and approaches:

* 1. **Technical approach**

A scientific inquiry method was developed and used to carry out the evaluation, while also drawing on the guidelines provided in the ToR as well as the UNDP monitoring and evaluation policy to collect credible, reliable, and useful data. Data collection method in particular used a mixed method to allow for triangulation of information from variety of sources. Evaluation design matrix (Annex 1) built around the key questions given in the ToR was used to guide the overall methodology including the development of questionnaires. Special effort was made to re-confirm the progress (especially physical) reported during the field visits.

The approach of the assignment was participatory in nature involving consultations with key stakeholders at all stages. This involved engaging the stakeholders through interactive meetings to articulate the key evaluation issues. Feedback were sought from key stakeholders at every stage of the assignment. Active and passive qualitative data collection methodologies were employed during the evaluation.

* 1. **Data collection methods and tools**

This evaluation used multiple sources of evidence in order to obtain a comprehensive and in‐depth understanding of the complex, diverse and multiple phenomena of the project, its performance and results. For increasing overall confidence in findings and observations, the results obtained from the different sources, through different approaches, were cross-verified from other equal or more robust sources. This is to provide a more rigorous and accurate analysis thus leading to accurate inferences. These included:

* Documentary analysis, including analysis of the project document, annual work plans, annual, progress and M&E reports, relevant policies and strategies and Government policy and strategy papers.
* Interviews of stakeholders through individual/group interviews of final beneficiaries, implementation partners and other relevant stakeholders including UNDP and project staff. A sample of projects sites and beneficiaries were visited for in-situ observations. The list of individuals interviewed is at Annex 6 to this report.
  + 1. **Geographical scope**

The project implementation covered several governorates which constitute the geographical scope of this evaluation. However, for the purpose of this evaluation, field visits and interviews with relevant stakeholders covered Sana’a, Hajjah, Taiz and Aden. The selection of the four governorate was purposive based on the following criteria: Geographical balance, activity results representation (most of the activities of the two projects were implemented in these governorates), the security situation in some governorates and the implementation of WASH activities in Hajjah Governorate.

* + 1. **Review of relevant documents:**

Documents were reviewed in order to obtain a comprehensive understanding of the goals and objectives of the two projects. This included desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, annual project reports and relevant strategies, policies and plans. These covered but not limited to:

* YEEP and WEEP Project documents;
* YEEP and WEEP Monitoring plans and indicators;
* Project Annual Work plan;
* Project Quarterly and Annual Progress Reports;
* Activity and training reports;
* Project Final Narrative Reports (this is related to WEEP project as YEEP is still running until end of December 2016);
* Training materials developed for implementation of training activities of the two projects including inter alia (financial literacy, business management skills manual, life skills and business, and my first business, etc.);
* Market assessment conducted under YEEP and WEEP (including the dairy market assessment);
* Existing youth and women related policies and guidelines including inter alia:
  + UNDP youth strategy 2014-2017
  + Government of Yemen’s Development Plan for Poverty Reduction;
  + The National Children and Youth Strategy of the Republic of Yemen 2006 – 2015;
  + Yemen Women Development Strategy;
  + GoY’s Transitional Plan for Stabilization and Development (2012-2014);
  + UN Yemen’s Humanitarian Response Plans and UN SDGs/MDGs.
* UNDP evaluation policy, UNEG norms and standards, and other policy documents;
* Other Relevant documents, sectoral policies, plans and reports;
* United Nations Development Assistance Framework - Republic of Yemen - 2012-2015.

In addition, a review of the project’s result framework to evaluate the achievement of key project outcomes was conducted. It provided data on appropriateness of project concept and design, effectiveness, efficiency, relevancy and impact of the two projects including sustainability. The outcome of the review provided a wider understanding of the two projects and this information were used in harmonization with the data collected from the interviews and field visits. The desk review also facilitated the generation of an inventory of issues that need further investigations/ verifications in the field.

* + 1. **Key informant interviews focus group discussions and field visits.**

Several and various in depth interviews to gather primary data from key stakeholders using a structured methodology were conducted. Key informants (KIs) were purposively sampled based on their knowledge and involvement in the project. Samples of KIs were selected from among the various project stakeholders, as a study population, representing the projects’ beneficiaries, implementing partners including NGOs and their involved staff (e.g. grants supervisors, business advisors, trainers, etc.), training providers and trainers, development partners, members of the project board and donors. The evaluation further interfaced with staff of YEEP and WEEP based at the UNDP country office as well as focal persons in the relevant governorates e.g. (government officers in targeted governorates, NGOs, youth and women representatives etc.). The evaluation also reached out to microfinance institutions, and some development partners who are supporting youth and women interventions in the country.

Field visits to some selected governorates (Aden Hajjah and Taiz,) were conducted. This covered a specific evaluation of Hajjah WASH Activities. Group interviews/focus group discussion (FGDs) were conducted with project beneficiaries. Data were collected on actual benefits accruing to target populations from the interventions and activities implemented by the YEEP and WEEP in responding to women and youth needs in economic empowerment as well as the limitations.

* + 1. **Evaluation matrix and Questionnaires:**

Other data collection tools has been designed and developed to enable the consultant collect data from the respondents. In addressing the evaluation questions, the consultant sought to provide answers to the evaluation themes and key questions/issues outlined in the attached tools and protocols. These include a set of questionnaires appropriate for each category of stakeholders, evaluation matrix summarizing themes and methods of data collection, interview summary sheets and check lists for field visit observations (Annexes 1,2,3 and 4).

* + 1. **Evaluation criteria and questions**

During the end evaluation of the two projects, the following criteria and as well as the key questions outlined in the attached questionnaires and evaluation matrix, were used to guide process:

1. Relevance (to assess design and focus of the project)
2. Effectiveness (to describe the project management processes and their appropriateness in supporting delivery)
3. Efficiency of project implementation
4. Sustainability
5. **FINDINGS OF THE EVALUATION:**

The findings have been presented according to the evaluation objectives as specified in the terms of reference for the project evaluation. The evaluation addressed questions in relation to relevance, efficiency, effectiveness, project design, impacts/changes and sustainability. The answers provided to the evaluation questions are discussed under each element of the terms of reference.

* 1. ***Relevance***

Findings show the project is highly relevant to the needs of youth in Yemen, and in line with the national policies and strategies as well as UNDP’s country programme efforts in poverty reduction and conflict prevention.

The general consensus among the respondents was that the project was relevant and it did meet the expectations of the beneficiaries. The findings reflect concurrence among the evaluation respondents that the project interventions were relevant because it was implemented at the time when the youth needed it.

### International, National, and Local Development Plans

At the outset, The project is in line with national priorities calling for stimulation of the economy and the creation of employment for youth as stipulated in the Youth Employment Action Plan (YEAP2014-16). The project interventions are also in line with the core programming action areas of the Fourth Five Year Socio-Economic Development Plan for Poverty Reduction (2012-2015), the Transitional Program for Stabilization and Development (TPSD, 2012-2014), priority 9 of the Mutual Accountability Framework – youth employment, and UNDAF Outcome 1: By 2015, coherent policies and strategies that are gender friendly and climate-change resilient to diversify economy, increase employment, decent work and productivity in the rural areas; SME and non-oil (fisheries, agriculture, industry and tourism) sectors are developed and implemented and the Corporate Strategic Plan Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations.

In addition, the project is in line with UNDP Country Programme Document (CPD) Outcome 25 (“By 2015, coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas”), UNDP Strategic Plan Outcome 1 (“Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded”), Output 1.1 (“National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive”). Further, the project contributed to the outcomes of UNDP youth strategy 2014-2017 especially outcome (1) increased economic empowerment of youth and outcome (3) strengthened youth engagement in resilience building).

Further, the Project was found to be in line with the Millennium Development Goals (MDG) and specifically contributed to MDG 3 – ‘gender equality and women empowerment’, and the poverty reduction efforts (MDG 1). And to the contexts of UN’s Sustainable Development Goals, it contributed to SDG 1 (No Poverty), 2 (food security and rural development), 5 (Gender Equality), SDG 8 (Decent work and Economic Growth), and substantially to the SDG 10 (Reduced Inequalities). Also, it addressed the EU Yemen Strategy’s (2007-2013) second strategic objective of poverty reduction.

At the local level, the project was consistent with the communities’ needs and priorities and contributed, among other things, towards achieving its objectives for empowering youth and women through technical and skill building trainings for self-reliance and self-sustainability leading to poverty reduction. Besides, it specifically addressed, through provision of capital grants, the women economic empowerment at the grassroots level. It employed innovative approaches fitting into the local contexts in reaching out to the communities, in particular for women business trainings with specific modules for illiterates. The different capacity building interventions remain highly relevant and necessary for all the categories of beneficiaries and in this regard.

### Choice of beneficiaries

The project and all its components remained highly relevant throughout, as confirmed by all target groups, project partners in the interviews and FGDs conducted. At household level the priority accorded to improved access to potable water remains, as is to be expected, extremely high. Less obvious, but no less important, is the increased importance of sanitation and hygiene for the target communities, as expressed by them, thanks to the project’s efforts to raise awareness in this regard.

Project beneficiaries included vulnerable young women and men between ages of 18-30, who met the project selection criteria. Selected beneficiaries included both host and internally displaced communities.

*The project is highly perceived by many beneficiaries. (The project transferred the beneficiaries out of poverty environment to, work and income improvement environment, one respondent in Hajjah said).*

The women target group is an extremely appropriate choice given the contexts of war and the effects therein, and in particular in the remote rural areas where women are constrained for the opportunities. Also, by selecting the traditional dairy (cheese and laban) businesses wherein women play an active role, the project target was fitting into the local social contexts while addressing the women empowerment.

Further, the project of this dimension had a strong potential to improve, principally, the capacities of women, besides the targeted communities for societal wellbeing (in its broader perspective). In terms of women – as the main beneficiaries of WEEP activities – the project activities had focused on strengthening their technical and managerial capacities to organize and implement their ‘own initiatives’ (establishing home businesses).

### Objectives and Activities

The goal and objective of the project seemed rather ambitious in terms of timeframe (22 months) available for its achievement and implementation of all outcomes. This relatively short period would not provide enough time to achieve the initial outputs and outcomes especially under the war context.

The overall project objective is to increase the self-reliance opportunities for youth and women. Given the characteristics of the target beneficiaries and their situation, a focus on improving their economic status by strengthening business and technical capacities to develop self-employment and microbusinesses is both appropriate and relevant.

This project aimed to support the government and people of Yemen during the transitional period and tackling youth unemployment as one of the main causes of conflict. The overall goal of the project was to contribute to youth economic empowerment, stabilization, conflict prevention, resilience building and development of solutions for significant reduction in inequalities and exclusion.

The project is highly relevant and needed. The project was developed to address the above mentioned national development needs and was based on the lessons learnt from the pilot phase (YEEP Phase I). The interventions, aimed at targeting mainly the poor and extreme poor, focus on sustainable employment creation for the youth and women at risk, while at the same time enhancing the effectiveness and efficiency of the piloted tools and solutions ensuring impact on the livelihoods of the poor youth and women. The interventions also included actions to prepare for institutionalization of youth economic empowerment initiatives, capacity building, improvement of public works and community services, business skills development, access to finance, small business development and management, value chains, economic empowerment advocacy, and enhancement of civil society participation.

The majority of activities and microfinance enterprises have social dimensions covering a wide spectrum of interventions from basic services to innovative and manufacturing activities. Considering the water shortage in the country, the project activities addressed some environmental and natural resources management issues in term of cash for work activities in the field of WASH as well as solar power. Given Yemen’s mainly rural and agricultural character, linkages were built to agriculture and livestock and other resource-based sectors with considerable potential, in order to build sustainable enterprises.

The business ideas generated and then established covered several sectors: WASH, Laban and cheese processing, production based agriculture, trades, and services, for example, grocery stores, internet shops, garment design, delivery services, and other sewing services as well.

The objective of empowering the women in the targeted (mostly remote) village locations through provision of grants and skills-building is a right choice, not least because the remote communities most frequently become the passive recipients of assistance. Capacity building was, furthermore, appropriate because of relatively low level of technical skills amongst the women for lack of opportunities – which is one of key factor behind the persistent poverty among rural areas in Yemen.

Further, the project provided grants to the women beneficiaries and adopted a joint-venture model – which is the right choice for improving social businesses and business development services at the grassroots level. Also, these activities were highly beneficial to both the communities and are deemed self-sustainable.

While activities in Hajjah governorates focused solely on WASH sector, which are highly needed and relevant to the community’s needs —the war victims who suffer lack and deterioration of basic services and infrastructures including water, health, etc., — the youth microbusinesses in WASH sector were adversely affected due to the decreased purchasing power and accordingly the market potential. Nevertheless, the youth still able to continue operating their microbusinesses because the interventions are highly appreciated and very relevant to the youth needs.

(*The war and the economic crisis has affected the purchasing power of the community which had negative consequences on youth micro-enterprises. Nevertheless, for their understanding of the importance of their projects, for themselves and their dependents, youth are still able to continue operating their businesses activities despite all storms surrounding them, one respondent said*).

* 1. ***Efficiency***

Due to the security situation in the country, the physical implementation of field activities was outsourced and charged to local NGOs who proved existence and outreach in the targeted areas. The selection of these local NGOs as implementing partners was based on defined criteria. Selection of the beneficiaries was done on a participatory basis through the engagement of the local NGOs, the private sector and community based organizations and local authorities. Overall ratings of the respondents showed that the project was generally successful in reaching the target group. Details on intended outputs, output targets and actual achievement are shown in the results matrix (Annex 5).

Despite serious setbacks and challenges encountered during the project implementation, including the political instability, insecurity and the outbreak of war, efforts were made to mitigated the risks encountered during the implementation process in order to enable the Project to achieve its intended results. However, the mechanism of risk mitigation should have been cleared from the project start and regularly updated during project implementation.

The project approach was well-considered in the manner that it purposively identified the leading agency (UNDP YEEP project) in day-to-day project management and prime responsibility for implementation in collaboration with contracted local NGOs.

The efficiency of the project is clearly reflected in its activities implementation, the measures adopted, the strategic approach used, and the apt use of its resources. In overall the use of resources and instruments was largely adequate. In particular, the project investment in designing and the imparted knowledge and training is considered an efficient human capital investment.

YEEP’s logic and the implementation approach were found to be unique and innovative in addressing youth economic empowerment. In particular, the project logic for creating youth opportunities was premised on the assumption that after they obtained appropriate skills training, that youth would establish income generation and microenterprises; the project efficiently and effectively implemented the activities for establishing the microfinance outputs.

While project funds were expended in line with the financial plan, a few re-appropriations were carried out whenever required in accordance with the changing priorities and relevance of the planned activities. This confirms adaptability and flexibility that was maintained to achieve more efficiency.

However, in terms of value for overall available fund, the project has not delivered well. Worth mentioning in this regard is that due to the war and security situation in the country, PBF withdrawn and suspended its fund. With regard to PBF financing, out of allocated US$1,277,065 only US$495,055.16 was received by the project. In addition, Spark allocated amount of US$400,000 was not received and activities were carried out directly by Spark. This means that Spark did not fulfill its obligation and can’t be considered among the project partners. Details of allocated and actually received budget are shown in table (1) and figure (2).

**Table (1): Allocated and actually received budget by donor**

|  |  |  |
| --- | --- | --- |
| **Source** | **Total resources allocated** | **Actually Received** |
| Regular | 200,000.00 | 1,382,945.75 |
| Japanese | 1,500,000.00 | 1,500,000.00 |
| Netherlands | **500,000.00[[6]](#footnote-6)** | 693,616.80 |
| Korean | 200,000.00 | 200,000.00 |
| Silatech | 1,000,000.00 | 1,000,000.00 |
| Spark | 400,000.00 | **400,000.00[[7]](#footnote-7)** |
| PBF | 1,277,065.00 | 495,055.16 |
| Sabafone | 0 | 16,479.58 |
| Al- Kurimi | 0 | 10,000.00 |
| Pure hands | 0 | 16,500.00 |
| Intl. Youth Council, Yemen | 0 | 15,000.00 |
| Total resources $ | **5,270,681.80** | **5,729,597.29** |

Figure (2) Allocated and actually received budget by donors.

The created jobs; the generated incomes; the built capacities; the improved access to market; the increased access to safe water and sanitation; the raised awareness in jobs, markets, microfinance, midwifery services and WASH related activities; and the improved living conditions, all demonstrate the life improvement and cost-effective nature of the Project.

In addition, through the 3x6 approach, the project was recognized by youth beneficiaries as “life changing” initiative that channeled them with new hope to meet their future’s aspirations. Also, the project supported midwifes through provision of necessary equipment for save delivery along with monitoring equipment and enabled to set up mobile clinics and increase access to remote areas thank to ambulance. As a result of project interventions, midwifes are able to provide various service such as caring for pregnant women, examination of potential pregnancy and delivery complications and associated health risks. Further, WASH interventions aimed at reducing morbidity and mortality due to water, sanitation and hygiene related diseases. Accordingly, the realized benefits outweigh the costs incurred.

The resources used for training of youth men and women as well as trainers, have been appropriate and best suited the local (country’s) contexts. Through investment in training the trainers in specialized courses (including at the regional level) the project facilitated the ease of availability and access to these training services addressing directly the local market demand. Further, the project’s ‘internship’ modality in collaboration with the local private sector companies had increased its efficiency in its investment costs per training besides contributing to the trainee’s on-job learning experience.

Youth received life and business skills training during the business plan development step. Through the business training provided to both literate and illiterate youth, trainers advised and coached all participating youth to develop their own business ideas and feasible business plans using appropriate curricula and course materials.

The presence of local NGOs as IPs, grant officers, and business consultants and use of their knowledge and expertise and the technical backstopping by relevant trainers and stakeholders contributed to efficient execution of the planned activities. After establishment of microbusinesses, beneficiaries receive additional training focused on the post-establishment of businesses and contained hands-on tips and best practices on running microbusinesses.

Further, grant officers and business advisors were contracted to supervise and oversee the establishment of the youth business projects as per respective business plans including the disbursement of grants. This included phone-based and physical spot-checks and regular meetings to address questions and concerns over the implementation of the business plans. Grant officers and business advisors provided support to the beneficiaries in terms of business advisory services, support youth linkage to markets for the established microbusinesses as well as support access to finance for expansion via MFI partners. However, in some cases respondents indicated that they only received two visits from either the grant officer or the business advisor while in some case is limited to one visit by business advisor during and after establishing their microbusinesses.

However, the project design lack alternative options to meet contingencies situations and its consequences. For example, as a result of the national configuration and regional context Gulf Cooperation Council (GCC) countries jointly frozen assistance to Yemen including vital support to development institutions which has not exempted the Social Fund for Development, YEEP’s main strategic partner for the upscale of the 3x6 approach. This directly impacted YEEP and resulted in unforeseen financial gap to uphold targets (e.g. in Abyan) and a temporary suspension and in some cases cancelation of field activities.

This also apply on component 4 of the project. Under this component, institutional and capacity building activities were difficult to implement. This can attributed to the absence of the government authorities due to the war context and such a risk and/or contingency was not considered during the project design.

The evaluation revealed that selection of all beneficiaries under all project component was extremely efficient. The project adopted an inclusive and participatory approach, establishing a local technical committee to advise on project implementation that included representatives from the local authorities, NGOs and private sector representatives. Beneficiary selection criteria were discussed with implementing partners, the donor, and the local technical committee. Beneficiary selection was led through interviews with a panel. Similarly for the emergency employment components, cash for work projects were discussed with communities to find suitable labour-intensive asset rehabilitation works. Within the selection process of the beneficiaries, the cross cutting issue of women was considered and included among the selection criteria.

Selection of the interventions and the beneficiaries was done through the following procedures: (i) potential and promising microbusiness were identified based on market assessment in the project areas. (ii) beneficiaries were selected according to criteria jointly determined with national counterparts including conducting Tamheed test for applicants assessing their entrepreneurial potential and trainability. Further, the submitted business plans were assessed according to the selection criteria and a field team led visits; (iii) Under Youth Innovation and Creativity Award (Afkar-2 initiatives), out of 1662 submitted ideas, 100 most innovative business ideas were selected through a methodological process and based on agreed criteria including profitability, implementability, social impact and job created and profits, among others. The selection of the 10 final winners was a cumulative scoring as the applicants progressed through the different stages. (iv) Under job placement component, skills shortages were identified through the original Training Needs Assessment (TNA) approach. In addition, for the selection of beneficiaries, the criteria for selection focused on being: a) Proactive, b) Interactive, c) Innovative, d) Diligent, e) Agreeable, and f) Stable. (v) Under value-chain development in the dairy sector, for selection of the beneficiaries, the project proposed that two women from the same family be targeted in order to respect the social fabric of communities and to maximize the impact of the intervention.

The training delivered to the beneficiaries is found to be useful and efficient. In this regard, all respondents indicated satisfaction with the training provided. However, additional training is required for new topics and as a refresher of existing topics. Further, many respondents indicated that the training period was too short.

To ensure quality training outcomes, all theoretical and practical courses took place in Sana'a Capital City due to the availability of qualified vocational training providers and required equipment, as well as to mitigate security risks.

An example of addressing the encountered risks is that the project provided support to maintain the activities of the Social Fund for Development for the delivery of community-based cash-for-work, which was critical at a time when its operations dramatically shrank due to a drop in resources and difficult access to some locations. To promote midwifery services as social entrepreneurship, UNDP partnered with the Health Office, WHO, UNFPA and the NYMA to ensure national coordination, ownership and quality.

With regard to the national ownership, due to the war context, national authorities and institutions almost did not participated in the project design and implementation, except for the limited participation of some government officers in the review of the beneficiary selection criteria, beneficiary and business plan recommendations.

Sense of ownership could be attributed to the youth participation in financing their initiatives form their own funds created from the cash for work activities they involved in for income generation and savings. However, under war and insecurity situations, and in order to meet the time obligations, the income generation activities under cash for work were limited to ten days only. This approach is very risky in term of promoting the sense of ownership of the supported microbusinesses and accordingly their sustainability.

Discussion regarding the administration of the activities revealed some problems which should be avoided in future. All of the project staff and implementing partners were highly dedicated, committed and resourceful. However, the actual implementation of activities ran into a lot of administrative hurdles and delays and IPs felt that much more could have been delivered on the ground if these administrative delays could have been avoided.

One particular concern raised by IPs, was the delays in the clearance of disbursements and payment of the next installment, especially, the clearance needed at the end of each year, during which the IPs need to re-deposit the undisbursed budget to UNDP account and to retrieve it later on. This resulted in delay in activities implementation until the budget is re-disbursed to the IPs and interrupting the implementation of the scheduled activities e.g. training activities.

The project delivery was less efficient in terms of timeliness and market linkages, but, this was due to external factors. For example, support linkages to markets for the established youth businesses was temporarily halted due to the breakout of heavy fighting, poor connectivity and electricity, in addition to market dis-functionality in the country. Further, The Peace-building Fund suspended its funding. The Silatech tranche was delayed by eight months. The district of Abs was inaccessible for several months due to the presence of a military installations and airstrikes targeting this area, delaying business training for youth.

The Project, within its management structures, had the in-built and appropriate M&E system with effective tools to monitor quality and progress of project activities. In terms of regular reporting methods and monitoring processes, and within the framework of YEEP implementation, the quarterly and annual reports have been very informative and very well prepared. In addition, Financial monitoring was strictly followed by UNDP. However, the minutes from the Project Board meetings were not available as only one meeting was held.

It was difficult for the UNDP staff in Sana’a to conduct regular monitoring visits to the field level owing to the war conditions and the travel constraints. However, through effective communications (phone, mail etc.), they have substantially ensured the apt monitoring mechanisms being implemented at the field level.

At the field level, field officers, assistants, and business advisors monitored the activities progress, and provided the monthly/quarterly/annual reports detailing on each activity. Further, business advisors supported the businesses establishment, and constantly monitored the progress, and also conducted the final evaluation of established businesses and provided ranking measures.

In overall, despite the critical conditions and constraints faced, the Project had effectively ensured the regular monitoring and evaluation of its activities, including at the field level.

* 1. ***Effectiveness***

The evaluation noted that the project was implemented in a unique period and in a very complex and difficult environment. The magnitude of the challenges in the country are quite phenomenal, particularly, the ongoing civil war, the lack of infrastructure and war destruction of the existing ones, high levels of poverty, weak government structures at the regional and county levels, and the limited capacity within the civil service and public administration.

By noting on the severe implementation constraints limiting the access to target areas, the project approaches in reaching out to the key target groups (young men and women) and supporting them for self-reliance is highly commendable. Further, despite the persistent difficulties, the project's adopted realistic approach befitting the contexts and ensured its presence throughout.

Further, the project had employed different and effective means of delivery and dissemination in reaching to the target groups. Firstly, the participatory planning involving all the stakeholders and thereafter the capacity building had demonstrated the informed-decision making besides effectively ensuring the accountability to the activities and as well as the delivery to its intended groups. By providing the specific skills-building trainings, besides serving the local needs and capacities, the project benefitted the target groups by providing them with more effective means (coping strategies) for increased resilience. Creation of sustainable employment opportunities, was systematically linked and integrated with other complementary interventions such as training, appropriate technology, microfinance, and entrepreneurship development.

* + 1. **Analysis of Achievement of Expected Results**

As mentioned earlier, details on intended outputs, output targets and actual achievement are shown in the results matrix (Annex 5). The evaluation team explored the understanding of the project beneficiaries to enlist activities that had been implemented under the project. In all the key informant interviews and FGDs held, the respondents were able to clearly mention the activities they had been involved in. The youth mentioned the cash for work activities they involved in for income generation and savings and grants provided, capacity building trainings, support in designing and formulating their microbusiness plans, including training, coaching and supervision and guidance, financial support they received through triplication of their savings for capital seedling, finance literacy training, support and assistance they received in opening their own bank accounts and creation of financial identities and access to market support provided.

The consultant further explored with them if the project had indeed increased their employability opportunities:

*”Of course, it increased my employability, in terms of the training and improved capacities and knowledge in job markets and requirements, one respondent said”.*

*When asked if the trainings had made an impact on their performance and employability, most youth interviewed reported that after the trainings and internship programs, they had their knowledge and confidence improved and has facilitated their ability to get jobs. .*

*“As a beneficiary of the project, I am a product of competences built by the project” one respondent said.*

*Before the training received from the project, it was difficult for me to even talk about dreams and hopes for facilities or programs that I would like to see, one beneficiary said in Taiz.*

The indicators regarding the measures adopted for creation of sustainable employment opportunities within the framework of 3x6 approach targeting men and women youth groups at risk, is considered partly achieved with the number of men and women benefited from cash for work, received life and business skills training, number of business plans developed and microbusinesses projects established.

Although the difficulties confronted, the indicator relating to creation of financial identity of the participating youth is considered achieved with the number of youth opened saving accounts for the first time and number of youth received financial literacy training which targets literate and illiterate beneficiaries. In this regard, worth to mention is the armed conflict and limited ID issuing and renewing services hindered the opening of bank accounts. Nevertheless, the project adopted several and effective endeavours including arrangement and partnerships with Al Kuraimi Microfinance Institution, Alumqi Exchange company.

With regard to supporting access to finance for expansion via MFI partner, the crisis context changed the nature of activities towards time-sensitive resilience-building at the community level. MFIs as well as the larger financial sector has been hard hit by the crisis with access to finance challenged by fiduciary risk and low liquidity. Accordingly, engaging MFIs for the expansion of micro-businesses created was rendered particularly difficult under these circumstances.

The compulsory savings component of the approach also proved inadequate during the mounting war context, where participants prioritized meeting their immediate basic needs rather than keep savings with the partner NGO and banking institutions. Nonetheless, the 3x6 approach which was adapted to the local context of Hajjah (bridging community WASH needs) and Taiz (targeting a literate youth population with previous agricultural experience) demonstrated the best results in terms of relevance and commitment/motivation of participants. This indicates that the approach should remain flexible and identify through local stakeholders its best local application.

The WASH interventions most significant result was in raising awareness of the targeted communities on WASH aspects. The WASH awareness campaign reached 61,600 individuals. This includes an estimated 6,000 women based on the average of family members (7 people) and that each women of the 200, had reached an average of 44 families.

The project provided direct economic opportunities to 546 Youth (322 men and 244 women), from Hajjah Governorate, secured WASH income generating employment of. 244 microbusinesses established n WASH related professions of which 166 male and 78 females. This is expected to create additional 10% employment opportunities. While some already expanded their businesses, an overwhelming majority of the remaining youth (men and women) WASH entrepreneurs are willing to improve and expand their businesses.

As of output 4 of enhancing the institutional framework, with the breakout of the war, the central level paralysis did not permit any policy engagement and the situation was not conducive to the implementation of this activity result. However, the 3x6 approach in Yemen was updated to remain flexible and relevant to the fluid war context, with a greater focus on social businesses, impact at the community level and enterprise recovery.

In terms of institutional capacity development for scaling up the 3x6 approach no concrete results were achieved except for five national NGOs that were further trained on the 3x6 approach bringing its total to ten NGOs, contributing to its ability to be implemented through a wider array of partners beyond UNDP.

In the module indicator of “TOT Trainings”, the project improved training capabilities of 50 trainers through conducting refresher TOTs for trainers from seven governorates targeted by YEEP (Sana’a, Aden, Taiz, Hajjah, Ibb, Hadramout, Hodeida). Further, 3 TOTs trainers received regional training on selatech model. In addition, the BSC supported 24 vulnerable women including one disabled in Sa’ada with business skills as part of a Training of Trainers (ToT) to promote entrepreneurship promotion in Sa’ada for resilience building. The women did not possess prior entrepreneurship skills before the 66 hour training and declared through post-training questionnaires that the sessions greatly improved their abilities to teach to others and start a business themselves. Four business plans were developed as an outcome of the training and the women are able to organize business courses for other participants within their respective organizations. Keeping this in view, it is considered the project contributed greatly toward achieving the target results.

Business Services Centers were established for the first time in Yemen supported through a partnership between UNDP, Spark and YBC. These centers provide consultancy and advisory services to youth start-ups and 3x6 beneficiaries exiting Phase II of business creation.

As of the indicators related to output 5 “Youth Innovation and Creativity Award and bringing concrete innovative business solutions to development challenges”, although only 10 innovative businesses were established and operationalized, it is considered that the project achieved the results. The project systematically organized a campaign to encourage submission of innovative business ideas to the Youth Innovation and Creativity Award (Afkar Award).

With regard to job placement component, this activity result is considered partially achieved. While the intended output target was to place 2000 youth in private sector companies (internship or wage employment), only 309 applicants were considered for training. In Aden, for example, out of 105 admitted applicants although 100 applicants were graduated, only 35 participants were able to complete their internship programs. However, out of these 35 youth, 28 successfully sent for job representing 80% of internship participants. In this regard, worth mentioning is the escalated war conditions and security situations and the deteriorated economic conditions, most of private sector closed their activities. In addition, the overall security and business climate prevented further achievements as businesses that would absorb new trainees/interns were highly affected by the current crisis. This adversely affected the achievement of this activity result.

The measures adopted for building skills to meet the job market needs and increasing employability are considered almost achieved with 90% of the interviewed trainees confirming on their improved qualifications for employability. An intrinsic approach of the project ‘internship’ modality with local business companies/firms and as well as the competency-based training was effective in realizing its objectives.

For “ increasing the awareness of internships and establishing structured internship programs” three trainers were trained on the Silatech Tamheed Career Guidance in Doha. The three trainers delivered sessions for 60 youth in career guidance.

With regard to the training and workshops, informants revealed that the workshops and the seminars were appropriate for delivering the information to the selected youth, the project involved good trainers, reputable leaders and the environment where the trainings were conducted was good. Use of the experienced grant officers and business advisors enabled the participants to get information from experts on business related issues.

However much as the trainings were seen as an appropriate method of passing on skills, limited days for the training and yet the trainings involved a lot of content. Moreover, according to respondents, some participants from grass root youth groups, although had low academic levels they indicated appropriateness of the training topics and contents. Few respondents of low education level indicated that life skills trainings were difficult to understand as they felt that this training is not related to the needs.

The job placement scheme relies on the capacity of partner SMEs to absorb additional workforce. When the latter struggled, it directly impacted youth trained as they could no longer access employment and internship opportunities. The project was also adversely impacted by donor suspensions and late disbursement of tranches, which halted some activities.

Keeping this in view, the project’s effectiveness criterion is rated ‘satisfactory’. Thus, it is considered that the project had partially achieved the target results in set indicators, and fully achieved in its steered focus.

* 1. ***Sustainability:***

Since the project was originated from the social and economic perspective its sustainability must be seen from that angle and in line with the national, regional and international development goals. Accordingly, interventions should not be compared with commercial microfinance parameters of OSS (Operational self-sufficiency) and FSS (Financial self-sufficiency) to measure sustainability, rather it should be looked at from the perspective of the social indicators such as the significant changes in the lives of youth (men and women) in terms of food, nutrition, health, skills development, family income, asset base, risk reduction and engagement in self-employment generated by the project. Since YEEP activities have contributed remarkably to improve the status of the beneficiary’s households; it is justifiable to note that the project is sustainable in the long-run in relation to the above-mentioned social parameters. The global developmental theory says, “Investment on human development is a sustainable way of alleviating poverty”. Similarly, psychosocial boost up of the poor, a sense of self-esteem, social inclusion, and social participation could be seen as important indicators of the sustainability of the impacts of the project interventions.

The project design and implementation approach provided a sustainable mechanism for applying capacity building, diversified economic activities, and development of microbusiness for income generation as tools for poverty alleviation.

The project was developed and implemented in a crisis context to respond to the immediate economic stabilization needs of vulnerable groups, focusing on youth. This was realized through rapid employment generation, skills development and capitalization of businesses. However there is a need for more sustained engagement to prolong the effects of the project intervention and ensures that further shocks (i.e. intensified armed conflict) does not set back gains achieved.

The project has strived to ensure sustainability of its achievements such as through building the capacity of the implementing partners, engagement of the private sector and other stakeholders in selection of the beneficiaries as well as linkage of beneficiaries to MFI, fiancé literacy, life skills and business training and vocational training. In addition, the mandatory saving approach creates a sense of ownership of the microfinance projects and other self-employment interventions, which in turn enhance the sustainability of these enterprises. However, one time action cannot guarantee lifetime sustainability of the current achievements unless there is a linkage of beneficiaries with alternate source of loans and additional and future support.

Sustainability aspects of the project include Knowledge and skills passed to youth during the trainings as well as the created microfinance projects and permanent job created . Accrued benefits of the project also include confidence built among youth (men and women), improved attitude of youth towards job creation and sustained knowledge base that will continue to stimulate debates in the community about economic agendas in this country.

Sustainability in respect of the project activities can be considered at several levels: firstly, in relation to the capacity building , whether at individual or organizational levels; secondly, in terms of continuation of microbusiness projects or created permanent jobs; and thirdly, in terms of the sustainability of effects and outcomes generated through the project activity. While at the last of these levels it is perhaps too early to make a judgment, most stakeholders felt that such effects would continue but might prove diffuse and difficult to identify as time passed. In respect of the other levels of sustainability noted, evidence was mixed but broadly positive in relation to the built capacities and self-employment and job placement.

The challenge remains with capacity of the duty bearers at the local levels to continue with these innovations and also the motivation of the participating youth, women and communities to continue in the absence of dedicated support in resources and leadership. Evidence was obtained of large numbers of drop-outs from the 3x6 activities in Aden and Abyan due to the more deteriorated security and war conditions and use of their savings to meet the urgent basic needs of their families.

At the process level, the YEEP introduced some innovative approaches that the Yemen could upscale and replicate to accelerate its youth and women empowerment agenda. Some of the noteworthy innovative approaches include; (i) Linking business and vocational training to targeted skills and market opportunities assessments, (ii) Afkar, (iii) OVOP, (iv) WASH program in Hajjah, (v) Agriculture value chain and dairy processing (Laban and Cheese) in Taiz, (vi) Midwifery and (vii) Financial and business literacy. Moreover, as part of building more transformational and scalable approaches, the project established three strategic initiatives; (i) Yemen Voice, (ii) Yemen Our Home, and (iii) the mobile clinic Initiative to provide mobile health service in excluded areas and to reach the vulnerable groups.

For cheese and laban, sustainability can be achieved with access/movement to/from markets, and with a stabilized purchasing power of the local population for these products. Also for a greater access to customers, women beneficiaries should be supported in establishing local dairy producer association and further capacity building on marketing and branding. The emergency employment component was intended as a short-term immediate measure, and the needs for longer-term economic prospects remain. Cash for work beneficiaries can be linked with skills building and access to finance options if further resources can be mobilized.

As mentioned earlier under relevance section, although the youth microbusinesses were adversely affected due to the decreased purchasing power and accordingly the market potential. Nevertheless, the youth still able to continue operating their microbusinesses because the interventions are highly appreciated and very relevant to the youth needs. *(The war and the economic crisis has affected the purchasing power of the community which had negative consequences on youth micro-enterprises. Nevertheless, for their understanding of the importance of their projects, for themselves and their dependents, youth are still able to continue operating their businesses activities despite all storms surrounding them, one respondent said).*

In terms of continuation of microbusiness projects, although the risk of small investment in these projects, most of these projects still functional and some of them were further developed or extended and contributed to the establishment of some other activities and projects. In addition, some of beneficiaries of microbusiness interventions, changed their projects to meet the market trends. This enabled the beneficiaries move closer to achieving their full range of objectives and ambitions.

* 1. ***Impact***

The project support the economic diversification was achieved with the business ideas generated and then established covered a spectrum of sectors and innovative ideas including services, trade, solar energy, manufacturing, dairy (Cheese and Lanan) processing, midwifery, mobile clinic for the disabled and war-victims, education, trade, and production based agriculture among others.

11,900 individuals have directly benefited from YEEP’s interventions, indirectly touching the lives of 83,300 family members with improved livelihoods opportunities.

The project contributed to the formulation of an EU funded programmatic response focusing on resilience and joint-support to the implementation of the Youth Employment Action Plan (YEAP). With the war, the central level paralysis did not permit further policy engagement and the situation was not conducive to the implementation of this activity result. However, the 3x6 approach in Yemen was updated to remain flexible and relevant to the fluid war context, with a greater focus on social businesses, impact at the community level and enterprise recovery.

In terms of institutional capacity development for scaling up the 3x6 approach, five national NGOs were further trained on the 3x6 approach bringing its total to ten, contributing to its national ownership and ability to be implemented through a wider array of partners beyond UNDP.

The project provided direct economic opportunities to 2,423 beneficiaries in Taiz Governorate, reaching 8,757 indirect beneficiaries, to promote economic self-reliance responding to the socioeconomic needs that arose from the outbreak of the crisis in March 2015.

615 women from Taiz Governorate established their micro businesses in cheese, laban and women-only professions. In the dairy value chain, over 95% of cheese and laban businesses now meet health and hygiene standards in acceptable production locations, and similarly an overwhelming majority of the women entrepreneurs are willing to improve and expand their businesses.

165 midwives have established new clinics in rural districts of Taiz, to improve access to pregnant and lactating women to these services.

1,808 individuals including 48% of women have benefitted from emergency employment opportunities to stabilise their livelihoods and build assets for their communities. A total of 79,551 work-days were generated to rapidly inject cash and enable vulnerable beneficiaries to meet basic needs. Over 56 hectares of agricultural terraces were rehabilitated, 1.2kms of irrigation canals were rehabilitated/constructed, along with five wells and 217 latrines were constructed.

The WASH interventions most significant result was in raising awareness of the targeted communities on WASH aspects. The WASH awareness campaign reached 61,600 individuals. This includes an estimated 6,000 women based on the average of family members (7 people) and that each women of the 200, had reached an average of 44 families.

The project provided direct economic opportunities to 546 Youth (322 men and 244 women), from Hajjah Governorate, secured WASH income generating employment of. 244 microbusinesses established n WASH related professions of which 166 male and 78 females. This is expected to create additional 10% employment opportunities. While some already expanded their businesses, an overwhelming majority of the remaining youth (men and women) WASH entrepreneurs are willing to improve and expand their businesses.

The project was implemented during a fluid volatile security situation, building on local resources, partners, products and materials. The dairy market assessment produced indicates that further investment would be needed to improve market integration, branding and establish local dairy producer associations to consolidate the project and for the women to expand their business operations.

The WEEP affected the situation of the principal target beneficiaries and their communities in a number of positive ways. It should be noted that what could be considered any systematic negative impacts of the WEEP on the situation of the beneficiaries could not be identified.

The most important general impact of the WEEP on the situation of the women beneficiaries was the ‘economic empowerment’ through enhanced business and technical capacities to organize and implement their own initiatives.

Firstly, strengthened business and technical capacities of the beneficiaries, through the establishment of 225 business, had resulted in the Project’s outreach to the remote isolated village communities, a population group which is often bypassed by both GoY and NGO programmes.

Second, involving the commune stakeholders at all the levels (viz. communities, village heads, local councils) in selection of the beneficiaries ensured the community acceptance and trust in the Project activities, besides the sense of ownership and self-sustainability of the businesses. The gender-sensitivity and bottom-top approaches had abetted the Project in reaching out to the particular women groups at the grassroots level effectively.

Third, empowered women beneficiaries were able to implement their own businesses effectively. Also, extensive sensitization, awareness, and trainings reaching out to the remote communities – where the basic social services and facilities are severely constrained – had contributed to the better understanding of the communities for (greater) societal well-being.

Besides its investment in establishing the businesses, fourth, the Project had helped rural women communities to have more technical skills, and in particular in IGAs. The strengthened women capacities also resulted in positive impacts. Most strikingly, new employment opportunities opened up to the women beneficiaries, most of whom had never previously received any vocational training. Further, increased access to opportunities had been of economic benefit to women beneficiaries – thereby to their households.

Finally and importantly, the Project built both capacity and appreciation for participatory approaches among all the stakeholders (communities, village heads, local councils). As noted earlier, the Project had used the participatory approach to identify the needs and draft action plans for community development. In this context of Yemen, where participatory approaches have had a hard time taking hold, this should be considered a very significant achievement.

1. ***PROJECT DESIGN***

It is important to note that the overall project concept and its design were based on the experience and lessons learnt from YEEP phase I.

The project was designed as directed execution project (DEX) for which UNDP was the executing agency for, while the implementing partners were specialized national NGOs. As an executing agency, UNDP was responsible for the overall management of the project; it provided technical guidance to the implementing partners and had the mandate to conduct monitoring and evaluation. According to the evaluation findings UNDP was able to deliver on its mandate. The implementing partners were selected in accordance with specified and agreed criteria and procedures.

Most stakeholders considered the original project duration (of less than 2 years ) to be too short. This was exacerbated by the amount of time interruption and obstacles that the project confronted in terms of e.g. the breakout of the war and its consequences including suspension of donor funds, and the security situation around the country. In addition, and within the same context, almost all relevant stakeholders considered the WEEP duration of nine months to be too short.

* 1. **Partnership**

Partnership in implementation was fostered with international and national partners, and the private sector, including the ILO, SFD, the Dutch Government, ZOA, Spark, Vision Hope International, Youth Leadership Development Foundation, For All Foundation, Education for Employment, Millennium Development Foundation, Chamber of Commerce, Yemeni Business Club, 21 Century Forum, Al-Kuraimi and Al-Amal banks, Silatech and GIZ.

Recognizing the private sector as key player for sustainable employment generation, the private sector, in particular through the Yemeni Business Club and Chamber of Commerce, was considered as an important partners, with focus on BDS (business development services).

Further, UNDP expanded partnerships with the Diaspora and the private sector to support employment creation with a focus on youth, women and other vulnerable groups. Three Yemen Our Home projects received funding for implementation, with additional pipeline discussions with companies interested in corporate social responsibility.

Partnership with Tadhamon International Islamic Bank (TIIB) enhanced in support of Yemen Our Home projects and linking its range of financial services to beneficiaries for their financial integration.

Partnership with the Arab Association in Singapore and a Goodwill Ambassador appointed, fostered to promote the Yemen Our Home initiative in Southeast Asia amongst the Diaspora community. Similar, partnerships were concluded with Sabafon to directly fund the establishment of a youth-run social business in Sana’a responding to local health needs and outreach to associations/companies pursued to identify areas of mutual interests for in-kind or financial contributions. Technical assistance provided to the Business Support Centre to finalized its work plan to expand its operations and strategic relevance through prospective studies and developing a one-stop-shop oriented solutions centre for aspiring and existing young entrepreneurs

* 1. **Exit Strategy:**

The project has established strong linkages with Micro-finance institutions as exit strategy and sustainability vector for youth businesses, in particular through loan scheme incentives. In addition, the Business Support Center in Sana’a continues its operations, providing advisory and coaching services to aspiring youth entrepreneurs. Furthermore, a training of trainers was delivered to 24 women in Sa’ada to enhance their business skills and constitute a pool of qualified resource persons to further dispense life and business training to vulnerable women.

1. ***MAIN CHALLENGES AND SOLUTIONS***

The project was implemented in a unique period and in a very complex and difficult environment. The magnitude of the challenges in the country are quite phenomenal, particularly, the ongoing civil war, the lack of infrastructure and war destruction of the existing ones, high levels of poverty, weak government structures at the regional and county levels, and the limited capacity within the civil service and public administration.

Nationwide, the economic needs of the local population remain immense with the crisis. The project sought to adopt a community-based approach for a catalytic impact, however additional support is required to consolidate achievements and to replicate the Youth as well as Women Economic Empowerment projects in other areas in need. The local security conditions impacted on the project implementation with insecurity and fuel shortages causing delays and re-adjustment in the work planning.

Specific solutions were found to source locally available materials for the cash for work, and focus on labour-intensive asset rehabilitation that reduces reliance on external equipment/inputs.

With regard to WEEP implementation, due to the armed conflict, the UNDP field coordinator based in Taiz Governorate was hindered in her movements to project locations. This resulted in disruptions in the monitoring plan with regards to data collection and analysis and a greater dependency on implementing partners who have access to the field.

Phase II of grant disbursement was halted in Abyan due to armed conflict prevalence and adverse business environment. Also due to dire living conditions, youth have expressed their wish to withdraw their savings in order to meet their immediate basic needs. The project supported withdraw of savings based on their preference and humanitarian grounds.

Decreased purchasing power as a result of the ongoing war, limited access to market and quick transport facility were seen as a big challenge in income generation especially with perishable items like vegetables and fruits.

The job placement scheme relies on the capacity of partner SMEs to absorb additional workforce. When the latter struggled, it directly impacted youth trained as they could no longer access employment and internship opportunities. The project was also adversely impacted by donor suspensions and late disbursement of tranches, which halted some activities. This notably affected the Hajjah 3x6 approach and WASH vocational training, as well as the Afkar/Youth Innovation and Creativity Award. Some targeted districts were difficult to access as the conflict spread. Due to security situations, some targeted districts were difficult to access as the conflict spread.

UNDP could consider providing funding for periods longer than two years. Project implemented within two year periods often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement projects within one year period. Due to time limitations, grant officers and business advisors shortened their oversight and support to microfinance beneficiaries to two months instead of 6 months.

There is a need for UNDP to continue focusing on youth issues as part of the governance agenda in the country. Youth participation in governance provides them with an entry to their participation in economic processes.

Within the context of south-south cooperation, to further facilitate and improve cross learning process among youth, there is a need to carry out exchange visits to share experiences with other youth empowerment projects and organizations that have had successful engagement and participation in economic processes in their respective areas.

The initiated business support centre and youth forums should be institutionalized as platforms for consultations and feedback among the youth. These can be utilized by other partners to enhance youth programming and information sharing.

The national and local security conditions impacted on the project formulation and implementation. The WEEP was due to start in March 2015, when hostilities began, prompting for a realignment in close consultation with the donor to ensure that activities remained relevant and implementable. The project was launched in August 2015 in Taiz Governorate which was the scene of repeated armed clashes, and prevented movement to some field locations. UNDP and its partners adopted a flexible approach in the geographical targeting, in the materials/inputs required for the community-based cash for work and the selection of the value chain to encourage viability.

As movements were limited for UN staff, the project relied on its partners’ experience and access to communities, seeking local solutions where problems arose. For instance, where fiduciary risk was identified and/or liquidity in the banking sector low with a potential negative effect on the timeliness of the outputs, UNDP sought to establish a partnership with local money exchange companies that continued to operate. Similarly, when the issuance of national IDs was disrupted by armed clashes in Taiz City in the vicinity of the relevant government offices, UNDP and its implementing partners issued dedicated project-specific IDs that were recognized by the money exchange companies to receive their daily wages/business creation grants.

1. ***LESSONS LEARNED***

The Project had employed innovative approaches in its implementation while reaching out to the target beneficiaries and communities. These included: (i) gender-sensitive approach for communities’ involvement; (ii) bottom-up approach to activity planning; (iii) participatory and consultative approaches for community need assessments; (iv) need based IGA establishment; and (v) selection of beneficiaries through inclusive and transparent process.

The major lessons learned from the Project implementation included: (i) enhanced women capacities facilitate the community development; (ii) participatory approaches to community involvement; (iii) consultative and PRA techniques in community needs/prioritized planning; (iv) investing in local productive sectors for business development; (v) ‘Cascading approach’ for capacity building; (vi) ‘Joint-venture’ model effective for SMEs; (vii) improved coordination with organizations and partners for effectiveness; (viii) knowledge, information, experience exchange platforms for development.

key lessons learnt for the project include the importance of maintaining flexibility in the project design (thematic areas and implementation modalities) so as to mitigate the impact of possible risks resulting from the national and local environment. Positioning a field coordinator as close to the project locations as possible was a positive strategy to decentralize supervision, oversight and monitoring. Nonetheless, for monitoring, third party contracting is an option that should be examined from the onset of the project as reliance on local partners may induce caveats related to the timeliness and quality of field reporting. In this regard, mainstreaming capacity building of implementing partners is an important consideration for future programming, and coordination mechanisms should especially as the relationship between central and local levels can cause miscommunication.

Microbusiness development as a tool for poverty alleviation becomes even more potent when it is linked to environment, health, agriculture, and livestock. It enhances employment and income generating opportunities for youth, women and rural poor in general.

Financial literacy training and creation of saving culture and schemes with revolving micro-credit is a sustainable financing mechanism for youth in general and women in particular;

Stakeholder involvement and government ownership and civil society partnerships are important tools for poverty alleviation efforts especially when dealing with natural resources as they facilitate participation, better understanding of issues, and cooperation;

Institutional strengthening and capacity building are critical for achievement of benefits through partnership and stakeholder involvement;

Need to have a balance between upstream and downstream capacity building interventions; despite of difference in social inclinations and political ideologies, with relevant structures and approaches, youth can be mobilized to dialogue and build consensus on common needs of young people during political processes irrespective of their political affiliations. The participation in governance processes provides entry venue for youths’ participation in economic processes.

Supporting institutions with relevant and wide mandates provides an opportunity for future sustainability of the results. There is a need to continue focusing on youth concerns and issues as part of the governance agenda in the country especially building their awareness and skills.

The established microbusinesses lacked the concept of joint ventures, group organization or group guarantees for micro-finance lending, as such the practical experience in grassroots joint ventures and group association-based strategies were not sufficiently encouraged in the training and it appeared to be limited in outputs.

1. ***CONCLUSIONS AND RECOMMENDATIONS***

This chapter presents the conclusion and recommendations arising from the evaluation findings. The recommendations are made in light of the challenges and sustainability facilitating factors that have been identified in this evaluation.

* 1. **Conclusions**

It can thus be concluded that:

The project addressed the problem for which it was designed. It was able to increase the visibility of youth needs in the country and built the capacity of the youth. The executing modalities of the project was strategic but it can still be improved.

The intended objectives and outputs of the youth empowerment project as outlined in the project document were achieved, both by way of implementation targets and intended results/effects. The project activities as set were adequate to realize the outputs and they contributed to the measure of effectiveness of the project.

The project did not only register intended changes but it also registered un‐intended impacts/changes and all changes documented were generally positive. The project changes had a multiplier effect in society and provided some opportunities that shall be sustained after the expiry of the project.

Key sustainable aspects of the project are knowledge gained by the target beneficiaries. Although continuation of activities will not be possible without additional funding, knowledge as a sustainable benefit in society with its multiplier effect cannot be under estimated.

Overall, the evaluation consultant concludes that the project design and implementation process was appropriate but could have been better; the project was completely effective, efficient, had the desired outputs /changes, was relevant in the local, national and country context and has aspects that will be sustained.

There is no doubt in the Evaluator’s mind that this project has achieved very significant and substantial delivery within quite a number of difficult constraints, not least of which being both political and security instabilities as well as available time and resources. So it is accurate to conclude that this YEEP has delivered valuable products despite some inherent problems and constraints. In fact, in view of the hurdles and the delays that have occurred, it is to be commended that the primary objectives have been achieved and that a strong sense of ownership has been fostered.

The program is highly relevant and in conformity with the government’s priority of poverty alleviation. The program design and approach were well developed. The outputs and activities carried out were technically adequate, achieved well within the program timeframe, and costs were reasonable for the achievement of the program objectives.

The program results yielded numerous impacts transforming the lives of the rural poor in the target areas. The program interventions have produced significant positive results whereby beneficiaries are, engaged in income generating enterprises. Overall, their quality of life has improved with better incomes leading to improved access to education and health, markets, and financial schemes.

The program management model with UNDP taking full responsibility but implemented by the local organizations and other partners who have substantial but focused presence in the field has contributed significantly to the overall success of the project The partnership with NGOs enabled optimizing their core capacities and expertise.

However, some of the challenges faced during the project implementation were – differing priority and mandates of implementing partners and beneficiaries, remoteness of the target areas, lack of proper transport, accessibility, traditional habits of target groups and low capacities at local government.

Although training was highly valued it was almost universally seen as insufficient and courses were too short, especially at the community level where the level of education and literacy is lower and was not adequately addressed.

* 1. **Recommendations**
* Project design must take into consideration the implementing capacity of the various implementing partners. Where partners lack the ability to adequately implement, the project may consider building such capacities for the sustainability and enhanced effectiveness of the implementation.
* The design of such projects should be less ambitious in time and expected outcomes. The overall frame strategy could be better clarified and targeted during inception stage.
* The design and implementation of such comprehensive and multilateral projects should provide close permanent cooperation with other state and donors projects in close areas, supporting interlinks and mutual strategies.
* To support the flexibility of the project design and implementation strategy the project had to pay attentions to risks and contingencies similar to those met during the project implementation under which initial outcomes and outputs were not fully achieved.
* The mechanism of risk mitigation should be cleared from the project start and regularly updated during project implementation.
* The partnership between the project and national NGOs as the implementer and private sector is an ideal model and one that can be adopted for all future programs of similar nature. It not only optimizes the expertise available in the country but also allows the NGOs to focus more on their original mandates of quality assurance through monitoring and evaluation.
* Access to market: The project has achieved significant results in creating self-employment and microbusinesses and made excellent achievements and changed the lives of many youth for better. However, access to market remains a major challenge and needs special attention. A special attention must be paid to markets as products without markets will do little. It is recommended to work with local communities to establish direct linkages between them and potential consumers.
* Effective monitoring and evaluation is key to the success of any project especially in context like ours where project sites are not easily accessible and dealing with poor people. This will ensure effective implementation of project to achieve its goals. For monitoring, third party contracting is an option that should be examined from the onset of the project as reliance on local partners may induce caveats related to the timeliness and quality of field reporting.
* While the YEEP originally envisaged strong engagement of relevant line ministries, their participation was not fully realized during the implementation of the Project. This is attributed to the current political and security instability situations in the country. Stakeholder engagement should have been more effectively orchestrated through clearer activities, especially in the early stages. Although the formal oversight role of the Project board was elaborated in the management arrangements in the project document, this function was not fulfilled.
* Given the positive impacts accrued from the project, it is recommended that future project and programs of similar nature be given top priority by the Government, civil societies, and development partners.
* It is recommended to pay attention on the risks that jeopardized project impacts and sustainability, which are still valid. Such risks should be taken into account in the process of the project implementation, impact monitoring and follow up activities.
* Future programmes should stipulate measures for active involvement of public and private sectors in the implementation and support of similar projects and programmes.
* A second phase project should be implemented focusing on youth economic empowerment, organizational support, scaled up assistance to midwives and linking emergency employment beneficiaries with access to finance and skills development.

**ANNEXES**

**Annex 1: Evaluation Matrix**

**This evaluation matrix summarize evaluation criteria and methods and tools of data collection**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Criteria** | **Key questions/issues** | **Method** | **Data sources** | **Data collection tools and methods** |
| Relevance | * Please elucidate with examples the relevancy of YEEP/WEEP. Was this justified and appropriate in your opinion? * In your opinion did the projects meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios * To what extent did the project achieve its overall objectives? * What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)? * To what extent were the results (impacts, outcomes and outputs) achieved? * Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results? * What is the effect of the project on target groups, and in particular the quality, usefulness and sustainability of the project’s achievements and outputs? * Was the project relevant to the identified needs? * How effective was the project design? * How effective was the project approach to scale up the employment creation activities? | * Key informant interviews; * Focus group discussion ; * Document review. | * Project documents; * Project Annual Work Plans; * Projects/ thematic areas evaluation reports; * Interviews with beneficiaries; * Government’s national planning documents; * Human Development Reports; * MDG progress reports; * Government partners progress reports. | * Desk reviews of secondary data; * Interviews with UNDP staff/Project staff; * Interview with members of the Project Board/ government partners; * Interviews with implementing partners e.g. NGOs, MFIs, training providers, service providers; * Interviews with Donors/funding agencies; * Interviews with relevant development; projects/partners.(e.g. SFD and SPARK); * Interview with beneficiaries; * Observations from field.. |
| Effectiveness | * Was the project effective in delivering desired/planned results? * To what extent did the project’s M&E mechanism contribute in meeting project results? * How effective were the strategies and tools used in the implementation of the project? * How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved? * What positive impact has the project made beyond its intended results and how it contributed to enhance social cohesion and stabilisation of the targeted communities. (Direct and indirect Impact) ? * In addition, the management structure of the two projects will be reviewed for determining whether the structure of the project, the resources, the distribution of responsibilities and coordination mechanisms were appropriate for the achievement of project objectives. * Further, effectiveness of partnership building, engagement with implementing partners and local communities will be assessed. * What are the future intervention strategies and issues? | * Key informant interviews; * Focus groups discussion; * Document review; * Observation; * Review checklist. | * Project thematic areas evaluation reports; * Progress reports on projects; * Progress reports; * Annual work plans; * UNDP staff; * Development partners; * Government partners * Beneficiaries. | * Desk reviews of secondary data; * Interviews with government partners, development partners, UNDP staff, implementing associations; * Observation from field visits. |
| Efficiency | * Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? * Were the resources effectively utilized? * Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors?) * Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? * Could a different approach have produced better results? * How was the project’s collaboration with national institutions, development partners, and the project board members? * How efficient were the management and accountability structures of the project? * How did the project financial management processes and procedures affect project implementation? * What are the strengths weaknesses, opportunities and threats of the project’s implementation process? | * Key informant; interviews; * Document review; * Review checklist . | * Project documents; * Annual Work Plans; * Evaluation reports; * ATLAS reports; * Government partners; * Development partners; * UNDP staff (Programme Implementation Support Unit). | * Desk reviews of secondary data; * Interviews with UNDP Staff implementing partners, board members, beneficiaries. |
| Sustainability | * To what extent are the benefits of the projects likely to be sustained after the completion of this project? * What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project? * How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints * Describe key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach? * How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)? * Describe the main lessons that have emerged? * What are the recommendations for similar support in future? | * Key informant interviews; * Focus groups. | * Programme documents; * Annual Work Plans; * Evaluation reports; * UNDP Project Staff; * Implementing partners; * Beneficiaries. | * Desk reviews of secondary data; * Interviews with UNDP staff/Project staff; * Interview with members of the Project Board/ government partners; * Interviews with implementing partners e.g. NGOs, training providers, etc.; * Interviews with relevant development projects/ partners.(e.g. SFD and SPARK); * Interview with beneficiaries; * Observations. |
| Project concept and design | * Was the project design appropriate? If not, why not? * Was the project, including its finances, human resources, monitoring, and oversight and support managed efficiently? * What was the role played by the implementing agency(ies) and, where applicable, the executing agency in leveraging resources, internal or external, and expanding partnerships with other actors to support and expand this project? * Assess the appropriateness of current formal and informal communication channels between national stakeholders, implementing and executing agencies and UNDP/Project staff, including recommendations for improvement | * Projects’ documents; * Key informant interviews; * Focus groups; * Review checklist. | * Project documents * Project Annual Work Plans * UNDP Project Staff, | * Desk reviews of secondary data; * Interviews with UNDP; staff/Project staff; * Interview with members of the Project Board/ government partners; * Interviews with implementing partners e.g. NGOs, training providers, etc.; * Interviews with relevant development projects/ partners.(e.g. SFD and SPARK); * Interview with beneficiaries; * Observations . |

**Annex 2: Interviews’ Questionnaires:**

1. **Interview Questionnaire for**

**Staff of UNDP (YEEP/WEEP project staff)**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Designation |  | Time |  |
| Email |  | Location |  |
| Mobile |  |  |  |

1. What is your understanding of the WEEP/YEEP? What are the key activities that you can mention? What was your role in the project? What was your key tasks/functions?
2. In your opinion did the YEEP/WEEP achieve its objectives? Can you highlight some of their major achievements? What factors facilitated these major achievements? (**Probe for achievement of expected results**).
3. Please elucidate with examples the relevancy of YEEP/WEEP. Was this justified and appropriate in your opinion?
4. The resources allocated (financial/human) in this project (YEEP/WEEP), did they deliver the expected results? (**Probe for optimal use of resources in view of deliverables of the projects**)
5. *In your opinion did the projects meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios.*
6. What type of technical support did YEEP/WEEP provided to the implementing partners?
7. The strategy used to implement the WEEP/YEEP, were they the most appropriate? (**Explore communication channels/types used. Also explore their relevancy & usability**)
8. *What challenges/constraints did you face in implementing YEEP/WEEP activities?*
9. Given the remote management, how did you ensure that the YEEP/WEEP was implemented effectively? What was the key measures taken to support this process?
10. From your perspective, what are the current microbusiness and job market needs/trends in the country?
11. From your perspective, do you think that YEEP/WEEP focused in accordance with the changing market needs including microbusiness and job market needs/trends? How did you ensure this?
12. In the continually changing contexts and business environment during the project implementation, in your opinion, how did the project team reacted and adopted to this? What were the key challenges and how these were addressed? What was the role of UNDP ensuring the smooth implementation procedures and mechanisms?
13. To what extent did the projects establish processes and systems that are likely to support the continued implementation of the project interventions?
14. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take? If yes, would there be any additional support needed to ensure the sustainability?
15. In the changing current country contexts, what do you think should be the focus the YEEP/WEEP programmes? And, what are the key measures that you think are appropriate to involve the microfinance institutions and the private sector more effectively and efficiently?
16. What lessons can you report on? Are there any good practices/success stories that you can highlight?
17. Drawing from the lessons you learnt, if UNDP was to support implementation of similar projects, what would you focus on? And, in terms of project administration and management, what should be the focus to ensure the smooth and effective implementation?
18. Were women and men distinguished in terms of participation and benefits within the project? Were there clear gender strategies provided and/or technical advice on gender mainstreaming issues?
19. What problem did face with dealing with IPs? How the project addressed this?
20. Do you have any recommendations for improvement of future funding from UNDP to similar initiatives?
21. Queries raised by the international auditing firm in its reports on the expenditure verification they conducted in 2014 and 2015?
22. **Interview Questionnaire for**

**Implementing partners (NGOs and training providers, trainers – NOT including Microfinance Institutions)**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Designation |  | Time |  |
| Organization |  | Location |  |
| Email |  |  |  |
| Mobile |  |  |  |

1. What was you/your organization role in the YEEP/WEEP? Can you mention the activities that you/your organization were involved in? (**check samples of activity reports**)
2. Were these activities relevant, justified and appropriate in your opinion? Can you state some examples?
3. Were women and men distinguished in terms of participation and benefits within the project? Were there clear gender strategies provided and/or technical advice on gender mainstreaming issues?
4. Within the stated roles/activities, in your opinion has the project activities achieved the intended objectives? Can you highlight some of the major achievements? What factors facilitated these major achievements? (**Probe for achievement of expected results**).
5. What challenges/constraints did you face in implementing the project activities?
6. The resources (human/financial) allocated for this project, did they deliver the expected results? (**Probe for optimal use of resources in view of deliverables of the project**)
7. What staff did you involve in implementing the stated roles/activities (e.g. for 3x6 activities etc.)? and what were their roles and approaches?
8. In your opinion, what has been the project’s major contribution to the target beneficiaries either directly or indirectly? Can you state some examples? (**Probe for intended and unintended impacts on youth, women, and IDPs and marginalized groups**)
9. In your opinion did the project meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios.
10. Did the project address the changing and current microbusiness (for individual and joint ventures) and job market needs and its adopted interventions fitting into these contexts?
11. The strategy used to implement the project, was it the most appropriate? (**Explore communication channels/types used. Also explore their relevancy & usability**)
12. In your opinion, were the involved parties willing and able to continue the project activities on their own (**Probe for partnerships built**)?
13. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?
14. To what extent did the project establish processes and systems that are likely to support the continued implementation of the project? What are the sustainability possibilities of these interventions after UNDP funding?
15. What type of technical support did the project provided to you/your organization?
16. What lessons can you report on? Are there any good practices/success stories that you can highlight?
17. What aspects of the project interventions could you recommend for replication? (**Probe if the KI was to implement the project all over again, what could they focus on**?)
18. In your opinion, what are current microbusiness (for individual and joint ventures) and job needs/trends with the country’s changing contexts? What are the key challenges that you foresee with regard to Youth/Women economic empowerment? And, what should be the key focal areas of YEEP/WEEP interventions?
19. What is the role of microfinance institutions and private sector in these types of interventions? and in your opinion what are the key challenges that you foresee and what are the key measures to be taken to involve them?
20. What are the key measures that you think are appropriate to involve the microfinance institutions and the private sector more effectively and efficiently?
21. What are your recommendations to involve and effectively target the marginalized groups groups (e.g. the IDPs, women, the disabled, war victims, refugees, the poor, the socially marginalised such as the Muhamasheen, and stressed host communities etc.) in the YEEP/WEEP interventions? And, what should be the focal areas?
22. Do you have any recommendations for improvement of future funding from UNDP?
23. **Interview Questionnaire for**

**Beneficiaries (youth, women and trainees)**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Age |  | Time |  |
| Education |  | Location |  |
| Status |  | Governorate |  |
| Mobile |  | Email |  |

1. What services/support/trainings have you received from YEEP/WEEP and from whom (the NGO/Implementing Partner/ trainer/training provider)? (**Probe for activities provided as per the objectives of the project**).
2. How were you selected for this support? What was your situation in prior to the selection?
3. How did you hear about the selection process? Was it from the NGO/Partner/ trainer/training provider (institution) or other communication channels? How did you apply for the selection? Was this selection procedure appropriate? In your opinion, were there any complicacies or biasedness in selection?
4. Were the support and/or (training) relevant to the microbusiness/job market needs? Was the training curriculum appropriate and need-based? Was training material provided?
5. How was the services of the implementing partner (the NGO, Trainers) - in terms of administration and management of the training programme and other activities, in terms of supervising and providing advices as well as its technical capacities?
6. How was the quality of the trainings provided? How were the trainers? Was the duration enough? Was there any practical sessions involved? Can you say these services met your expectations? (**Probe extent to which the services provided met the needs and aspects of relevancy**)
7. Can you name any benefits that you got as a result of the interventions provided by YEEP/WEEP? In your opinion, did this help you to qualify for the existing microbusiness (for individual and joint ventures) and job market?
8. Did this help you in increasing your awareness on the microbusiness and employment chances?
9. Do you feel that after this support and training, you have more chances now in obtaining an employment? (**Probe for any impacts whether positive/negative, intended/un‐intended, in the short and long term**).
10. Have you considered self-employment options after participating in the project activities? If so, what was your business plan? Is this an individual or joint-venture business? If not, what were the constraints?
11. Can you elucidate the steps you took in opening your microbusiness? What challenges and obstacles did you face? In terms of supervision and guidance, did you receive any supervision and advice from the business consultant and/or the grant officer? In what aspect? And for how long?
12. What do you think are the major areas of microbusiness and employment trends in the country’s current contexts? What do you think are the main sectors? Can you please name the areas and sectors?
13. In this context, what do you think should be the focus of YEEP/WEEP projects?
14. From your perspective, what should be the role of private sector in YEE/WEE projects and programs?
15. In terms of microbusiness and self-employment, besides the C4W, 3x6, and trainings what would you recommend for the YEEP/WEEP projects? How could these help you to start your business?
16. In your opinion, what are the roles of microfinance institutions to help start-up businesses? Did you ever approach/apply for a business loan? what MFI did you apply to? and where? Did you get it (the loan)? If yes, How much? Were the procedures complicated? How long did it take for the disbursement of the loan? If not, why not? What difficulties did you face? And how can these be resolved?
17. If you are planning to apply for a business loan, what would be the businesses that you will consider? Would you opt for a joint-venture business?
18. What challenges/constraints can you mention as the beneficiary of the interventions provided by the YEEP/WEEP?
19. Do you have any suggestions for improvement?
20. **Interview Questionnaire for**

**Donors**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Designation |  | Time |  |
| Organization |  | Location |  |
| Email |  |  |  |
| Mobile |  |  |  |

1. What are the organization’s current programmes/activities with specific attention to Youth and Women Economic Empowerment? What is the geographical focus (areas)? What is the implementation strategy (direct implementation by organization or indirect by the implementing partner (Local NGO, government agency, etc.) with oversight from the organization?
2. Who are these programmes/activities beneficiaries? Is there an explicit focus on youth and women empowerment? If so, what are the key interventions?
3. Is any of these programmes/activities target the marginalized groups (IDPs and refugees etc.)? If so, what are the key interventions?
4. What are the key measures that your programems are taking to ensure the continuity and sustainability of interventions after the programmes closure? Do these programmes have explicit phasing out strategy?
5. Do the programmes focus on creating microbusiness/**self-employment** opportunities? If so, what are the key interventions? How these are targeted and coordinated?
6. In your opinion, what are current microbusiness and job needs/trends with the country’s changing contexts? What are the key challenges that you foresee with regard to the Youth/Women Economic Empowerment? And, what should be the key focal areas of interventions?
7. What is the role of private sector and microfinance institutions in these types of interventions and in your opinion what are the key challenges that you foresee and what are the key measures to be taken to involve them?
8. In the country’s current contexts, what are the major challenges for microbusiness/self-employment opportunities with particular attention to youth and women empowerment? In your opinion, what are the key gaps and challenges that needs to be addressed? What should be the coordination and targeting mechanisms?
9. **Interview Questionnaire for**

**Board Members/ Local Government Officials**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Designation |  | Time |  |
| Organization |  | Location |  |
| Email |  |  |  |
| Mobile |  |  |  |

1. What is your understanding of the YEEP/WEEP? What are the key activities that you can mention? What is your role in the project?
2. Please elucidate with examples the relevancy of this project. Was the project justified and appropriate in your opinion?
3. In your opinion did the project addressed the changing Youth/Women microbusiness and/or job market needs over its implementation period?
4. In your opinion has the project achieved its objectives? Can you highlight some of the major achievements? What factors facilitated these major achievements? (**Probe for achievement of expected results**).
5. The project’s implementation strategy during the project’s period – Did it fit into and addressed the changing contexts/scenarios? What are the key factors ensured the success of the project implementation? What are the areas that needs further improvement? (**Explore communication channels/types used. Also explore their relevancy & usability**)
6. What has been the project’s contribution to the lives of beneficiaries either directly or indirectly and the community in which they live? **(Probe for intended and unintended impacts on gender and marginalized groups)**
7. What changes/impacts in your role as local government official can you attribute to the interventions of Youth/Women Empowerment project?
8. Can you say that your capacity to promote youth/women empowerment advocacy has been enhanced by the interventions of the Youth Empowerment project? (**Probe for result areas: Youth/women empowerment issues, advocacy and lobbying skills, conducting community dialogue**)
9. Did the project meet your needs/expectations? (**Explore answers given)**
10. What aspects of the project interventions could you recommend for replication? What are the sustainability possibilities of these interventions after UNDP funding? (**Probe if the KI was to implement the project all over again, what could they focus on?**)
11. What aspects of these project interventions do you think will be sustained after YEEP/WEEP project interventions?
12. In your opinion, what challenges/constraints affected the project implementation that can you share with us?
13. Are there lessons you have learnt that you would like to share with us?
14. In your opinion what could have been done better under this project?
15. Any other comments
16. **Interview Questionnaire for**

**Beneficiaries of WASH in Hajjah Governorate**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Age |  | Time |  |
| Education |  | Location |  |
| Status |  | Governorate |  |
| Mobile |  | Email |  |

* 1. What interventions have you received from Youth/Women Empowerment project? (**Probe for activities provided as per the objectives of the project**).
  2. Can you name any benefits that you, your families or the community has got as a result of the interventions provided by this Youth Economic Empowerment Project? **(Probe for any impacts whether positive/negative, intended/un‐intended, in the short and long term**).
  3. Can you say these services met your expectations? (**Probe extent to which the services provided met the needs of the community and aspects of relevancy**)
  4. Were the services and/or (training) relevant to the microbusiness/job market needs? Was the training curriculum appropriate and need-based? Was training material provided?
  5. How were you selected for this support? What was your situation in prior to the selection?
  6. How did you hear about the selection process? Was it from the NGO/ Partner/ trainer/training provider (institution) or other communication channels? How did you apply for the selection? Was this selection procedure appropriate? In your opinion, were there any complicacies or biasedness in selection?
  7. How was the services of the implementing partner (the NGO, Trainers) - in terms of administration and management of the training programme and other activities and in terms of supervising and providing advices as well as its technical capacities.
  8. How was the quality of the training provided? How were the trainers? Was the duration enough? Was there any practical sessions involved?
  9. Do you feel that after this support and training, you have more chances now in obtaining an employment? (**Probe for any impacts whether positive/negative, intended/un‐intended, in the short and long term**).
  10. Have you considered self-employment options after participating in the project activities? If so, what was your business plan? Is this an individual or joint-venture business? If not, what were the constraints?
  11. Can you elucidate the steps you took in opening your microbusiness? What challenges and obstacles did you face? In terms of supervision and guidance, did you receive any supervision and advice from the business consultant and/or the grant officer? In what aspect? And for how long?
  12. What comments can you make on the strategy used by Youth Economic Empowerment project to run this project? (Probe beneficiaries perception of appropriateness of project concept and design)
  13. What challenges/constraints can you identify as a beneficiary of the interventions provided by the project?
  14. In your opinion, what are the roles of microfinance institutions to help start-up businesses? Did you ever approach/apply for a business loan? what MFI did you apply to? and where? Did you get it (the loan)? If yes, How much? Were the procedures complicated? How long did it take for the disbursement of the loan? If not, why not? What difficulties did you face? And how can these be resolved?
  15. Do marginalized groups (e.g. women, IDPs, etc.) profit from the project interventions and in what regard?
  16. What do you think are the prospects of sustainability or replication of these project interventions? (**Also probe for best practices and lessons learnt**)
  17. In your opinion, what are the current market needs that could be targeted for YEEP? Please exemplify? And, what role do you envisage for the relevant institutions/NGOs and private sector etc., in addressing these needs? What are the challenges that you foresee?
  18. Do you have suggestions for improvement?
  19. Any other comments?

1. **Interview Questionnaire for**

**Microfinance institutions:**

|  |  |  |  |
| --- | --- | --- | --- |
| Name |  | Date |  |
| Designation |  | Time |  |
| Organization |  | Location |  |
| Email |  |  |  |
| Mobile |  |  |  |

1. What was you/your organization role in the YEEP/WEEP interventions? Can you mention the activities that you/your organization were involved in?
2. What type of financial services did you/your organization offer to the youth (men/women) benefited from YEEP/WEEP? What facilities did you provide?
3. What strategies and measures did you apply in implementing these roles?
4. In your opinion, what challenges/constraints did youth/women face in benefiting from microfinance services?
5. The strategy used to implement the WEEP/YEEP, were they the most appropriate? (Explore communication channels/types used. Also explore their relevancy & usability)
6. From your perspective, what are the current micro finance trends and needs in the country?
7. In your opinion, what are current microbusiness (for individual and joint ventures) and job needs/trends with the country’s changing contexts? What are the key challenges that you foresee with regard to Youth/Women economic empowerment?
8. From your perspective, do you think that YEEP/WEEP focused in accordance with the changing market needs including microbusiness and job market needs/trends? How did you ensure this?
9. In the changing current country contexts, what do you think should be the focus the YEEP/WEEP projects? And, what are the key measures that you think are appropriate to involve the microfinance institutions and the private sector more effectively and efficiently?
10. Please highlight the key challenges that you have faced during the YEEPs/WEEP’s activities implementation? What are your perspectives on addressing these challenges in the current contexts?
11. What is the role of microfinance institutions and private sector in these types of interventions? and in your opinion what are the key challenges that you foresee and what are the key measures to be taken to involve them?
12. What are the sustainability possibilities of these interventions after UNDP funding? (**To measure to what extent did the project established processes and systems that are likely to support the continued implementation of the project**)?
13. What lessons can you report on? Are there any good practices/success stories that you can highlight?
14. What challenges/constraints did you face in implementing these roles?
15. Are these mechanisms likely to be sustainable? If not, why not? Which remedial actions would have been good to take?

**Annex 3: Interviewee Details**

|  |  |
| --- | --- |
| Date |  |
| Time |  |
| Location |  |

|  |  |
| --- | --- |
| Name |  |
| Designation |  |
| Organization |  |
| E-mail |  |
| Mobile |  |

|  |
| --- |
| Meeting Excerpts: |
|  |

**Annex 4 (a): Interview Summary Sheets**

*Basic contact data (from the interview)*

|  |  |  |
| --- | --- | --- |
| Institution | Interviewee | Interviewee Position |
| Date: | Time | Location |
| Other persons present | Team members present | Notes by |
| Project focus |  |  |

|  |  |
| --- | --- |
| **Interview Summary Sheet** | |
| **Relevance**   * (itemized key questions/issues) | Interviewer memos/notes |
| Effectiveness   * (itemized key questions/issues) | Interviewer memos/notes |
| Efficiency   * (itemized key questions/issues) | Interviewer memos/notes |
| Sustainability   * (itemized key questions/issues) | Interviewer memos/notes |
| Other Observations | Interviewer memos/notes |

**Annex 5: Results Matrix**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | | **Actual Implementation** | | |
| **Output 1:** Sustainable employment opportunities created within the framework of 3x6 approach targeting men and women youth groups at risk and IDP's in Aden and Abyan. | * At least 350 men and 150 women engaged in sustainable employment creation initiative in Abyan of which 60 % established their businesses creating additional 10% employment opportunities | | * 500 men and women engaged in sustainable employment creation initiative (400 men & 100 women) * The selected feasibility plans put on hold due to the deteriorating security situation in Abyan. * The planned 60% microbusinesses were not achieved. The same apply for the extra 10% employment opportunities. | | |
| * At least 150 men and 100 women engaged in sustainable employment creation initiative in Aden of which 60 % established their businesses creating additional 10% employment opportunities | | * 300 men and women engaged in sustainable employment creation initiative (200 men and 100 women) * Out of 92 presented business plans, 46 micro business established (100% are females). | | |
| **Output 2:** Sustainable employment opportunities created within the framework of 3x6 approach targeting men and women youth groups at risk in Sada'ah, Sana'a, Taiz, Ibb, Hodeida and Hadramout | * At least 3750 men and 1250 women engaged in sustainable employment creation initiative in Sa’ada, Taiz and Hadhramout, Ibb, Hodeida, Sana'a of which 60 % established their businesses creating additional 10% employment opportunities | | * 1,808 individuals including 48% of women (412 women) engaged in sustainable employment creation initiative in Taiz. * 615 women from Taiz Governorate established their micro businesses in cheese, laban and women-only professions. * 165 midwives established new clinics in rural districts of Taiz, to improve access to pregnant and lactating women to these services * In total 138 joint-venture businesses were established in agriculture value chains including 98 Males and 40 Females (38%females). * 150 community midwives were supported with additional business and technical skills as well as grants to procure the necessary equipment to set up rural clinics in their communities * Capacities of targeted 250 midwives enhanced through business and refresher technical trainings delivered * 24 women in Sa’adah were trained as a trainers | | |
| **Output 3:** Sustainable employment opportunities created in WASH sector within the framework of 3x6 approach targeting men and women youth groups at risk in Hajjah, Tihama basin. | * 609 youth secured WASH income generating employment | | * 546 men and women secured WASH income generating employment of which 224 women and 322 men. | | |
| * 457 men and 152 women established a WASH business creating additional 10% employment opportunities | | * 244 microbusinesses establish of which 166 male and 78 females. | | |
| **Output 4:** To increase the legitimacy of government authorities and enhance its role in youth economic empowerment | * YEAP effectively implemented   3x6 approach for sustainable employment creation standardized and associated technical and programming guidelines and manuals developed | | With the war, the central level paralysis did not permit any policy engagement and the situation was not conducive to the implementation of this activity result. | | |
| **Output 5:** Youth Innovation and Creativity Award launched and implemented bringing concrete innovative business solutions to development challenges | * At least 1000 Award applications received by youth | | 1,662 business ideas were received | | |
| * At least 150 candidates received business plan training and advisory support. | | 100 selected applicants received business plan training and advisory support | | |
| * At least 45 innovative business plans eligible for grants | | 25 innovative business plans | | |
| * At least 45 successful applicants receive advanced business administration training and business advisory support. | | 25 successful applicants received advanced business administration training and business advisory support | | |
| * At least 40 innovative businesses established and operationalized | | Only 10 innovative businesses were established and operationalized | | |
| **Output 6:** Skills development matched with labour market needs through job placement scheme in Sana'a, Taiz, Aden, and Hadramout. | * 2000 youth placed in private sector companies (internship or wage employment). | | Total No. of Applications | | 1200 |
| Applicants admitted | | 700 |
| Admitted Applicants | | 309 |
| Graduating Applicants | | 287 |
| Expelled/withdrawing trainees | | 17 |
| Trainees sent for internship | | 187 |
| Completed Internship | | 86 |
| Awaiting Internship | | 101 |
| Sent for jobs | | 114 |
| **Additional Interventions (Unplanned Activities implemented in response to war situation** | | | | | |
| **Output 7:** The role of the private sector to foster inclusive growth is enhanced and its development supported through active partnerships including: (i) Immediate Economic Recovery Initiatives including Yemen Our Home/Private sector support, (ii) Business Radio Show, (iii) Emergency initiatives (Enma, Aden and SFD project in Taiz): Emergency response initiatives were conducted to provide immediate relief against negative coping strategies (iv) Emergency Needs Assessment, (v) Social Business initiative , (vi) Socotra – Fishery Project, among others. | |  | | * Social Business initiative: Four projects were launched including:   + Garbage and recycling business in Sana’a (Beneficiaries: 11 youth. 11 men)   + Ironing services for women in Sana’a (Beneficiaries: 27 youth. 2 men, 25 women)   + Delivery service centre for key goods/commodities in Sana’a (Beneficiaries: 15 youth. 10 men, 5 women)   + Revival of bakeries in Aden * Socotra – Fishery Project: although this is not within the scope of the project, YEEP also formulated a rapid response to the Chapala and Megh cyclones for affected fisheries through building stone barriers and shelters and providing necessary fishery equipment for 98 fishermen in Hidaybu District in Socotra Archipelago Governorate to enable these fishermen to withstand, adapt to, and recover from natural disasters, as Cyclones Chapala and Megh have caused significant damage to the fishery infrastructure and businesses in these areas. This initiative also provided emergency employment opportunities for 50 beneficiaries. | |

**Annex 6: Interviews schedule details**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Date** | **Time** | **Location** | **Name** | **Designation** | **Organization** | **E-mail** | **Tel/Mobile** |
|  | 12/12/2016 | 10-12 AM | Sana’a | Maeen Al-Iriani | CEO | Capable Youth Foundation | [ceo@cyfoundation.net](mailto:ceo@cyfoundation.net) | 770703050/733333720 |
|  | 8/12/2016 | 12-14 | Sana’a | Lutfi Al-Huwaidi | CEO | MDF | [huwidy@mdfound.org](mailto:huwidy@mdfound.org) | 770703050/733333720 |
|  | 10/12/2016 | 12-14 | Sana’a | Lutfi Al-Huwaidi | CEO | MDF | [huwidy@mdfound.org](mailto:huwidy@mdfound.org) | 770703050/733333720 |
|  | 12/12/2016 | 12:30-1300 | Sana’a | HaithamAl-Dumaini | Project Assistant | SPARK | [h.aldumini@spark-online.org](mailto:h.aldumini@spark-online.org) | 737098612 |
|  | 12/12/2016 | 12:30-1300 | Sana’a | ButhinaHaical | Finance Officer | SPARK |  |  |
|  | 12/12/2016 | 12:30-1300 | Skype/KKSA | Asjan Al-Sharjabi | Project manager | SPARK | [a.alshargabi@spark-online.org](mailto:a.alshargabi@spark-online.org)  Skype: ashgan.alshargabi | 009665383411007 |
|  | 14/12/2016 | 10:30-11:55 | Sana’a | Ahmed Qassem | Projects Manager | ROWAD | [Ahmed.qasem@rowad.org](mailto:Ahmed.qasem@rowad.org) | 00967-510841 |
|  | 26/12/2016 | 10:11 | Sana’a | Ahmed Noor Adden | Executive director | BSC | [Bsc@ybc-yemen.com](mailto:Bsc@ybc-yemen.com) | 711455355/775457255 |
|  | 21/12/2016 | 12 - 12:30 | Sana’a | Yousif Ghurab | M&E Associate | YEEP | [Yousif.ghurab@undp.org](mailto:Yousif.ghurab@undp.org) |  |
|  |  |  | Sana’a | Ali Al-Refaei | Entrepreneurship Sp. | YEEP | [Ali.al-refaei@undp.org](mailto:Ali.al-refaei@undp.org) | 712221952 |
|  | 26/12/2016 | 1:00-2:00PM | Sana’a | Fuad Ali | TL. Poverty and Sustainability Development | UNDP | [Fuad.ali@undp.org](mailto:Fuad.ali@undp.org) | 00967-1-446605/6 |
|  | 20/12/2016 | 13:30 PM | Hajjah | Anwar M. Hajori | Branch Manager | Al-Amal Microfinance Bank | [Anwr.m.2014@gmail.com](mailto:Anwr.m.2014@gmail.com) | 777256611 |
|  | 20/12/2016 | 11 AM | Hajjah | Hamid M Al-namess | Manager | SFD Hajjah | Hameed\_names@yahoo.com | 711040040 |
|  | 21/12/2016 | 9:00- 9:15 | Hajjah | Abdullah ali damoh | Beneficiary | NA | NA | 712016564 |
|  | 21/12/2016 | 9:00- 9:15 | Hajjah | Hebat allah nohamed sagher | Beneficiary | NA | NA | 715782043 |
|  | 21/12/2016 | 9:15 – 9:30 | Hajjah | Mohamed Abdullah shoey | Beneficiary | NA | NA | 716868088 |
|  | 21/12/2016 | 9:15 – 9:30 | Hajjah | Hamzah Mohamed ali hakmi | Beneficiary | NA | NA | 714667757 |
|  | 21/12/2016 | 9:30 – 9:45 | Hajjah | Abd rabh shoey almosabi | Beneficiary | NA | NA |  |
|  | 21/12/2016 | 9:30 – 9:45 | Hajjah | Fahad Mohamed jubran | Beneficiary | NA | NA | 716051283 |
|  | 21/12/2016 | 9:45 – 10:00 | Hajjah | Abdullah Hassan almosabi | Beneficiary | NA | NA |  |
|  | 21/12/2016 | 9:45 – 10:00 | Hajjah | Ali ahmed jubran | Beneficiary | NA | NA | 711558198 |
|  | 21/12/2016 | 10:00 – 10:15 | Hajjah | Abdo Mohamed sagher almusabi | Beneficiary | NA | NA | 715782043 |
|  | 21/12/2016 | 10:00 – 10:15 | Hajjah | Tareq fattan hassan | Beneficiary | NA | NA | 716737598 |
|  | 21/12/2016 | 10:15 – 10:30 | Hajjah | Mohamed hareb ali almusabi | Beneficiary | NA | NA | 715904982 |
|  | 21/12/2016 | 10:15 – 10:30 | Hajjah | Emad taoofeq saefan | Beneficiary | NA | NA | 712278751 |
|  | 21/12/2016 | 10:30-10:45 | Hajjah | Abdullah ahmed Hassan alshamri | Beneficiary | NA | NA | 712382394 |
|  | 21/12/2016 | 10:30-10:45 | Hajjah | Mohamed duhaeb suod saifan | Beneficiary | NA | NA | 715763601 |
|  | 21/12/2016 | 10:45-11:00 | Hajjah | Tareq Mohamed suod saifan | Beneficiary | NA | NA | 716467911 |
|  | 21/12/2016 | 10:45-11:00 | Hajjah | Abkar ebraem Hassan hasher | Beneficiary | NA | NA | 715339248 |
|  | 21/12/2016 | 11:00-11:15 | Hajjah | Khaled Mohamed ali gaabu | Beneficiary | NA | NA | 713713349 |
|  | 21/12/2016 | 11:00-11:15 | Hajjah | Najeeb mahmood Mohamed alshamri | Beneficiary | NA | NA | 735613285 |
|  | 21/12/2016 | 11:15-11:30 | Hajjah | Yuosf ahmed Mohamed alshamri | Beneficiary | NA | NA | 712533094 |
|  | 21/12/2016 | 11:15-11:30 | Hajjah | Haedar fatash mohamed | Beneficiary | NA | NA | 717448020 |
|  | 21/12/2016 | 11:30-11:45 | Hajjah | Khaled gaber Mohamed almuosabi | Beneficiary | NA | NA | 717020926 |
|  | 21/12/2016 | 11:30-11:45 | Hajjah | Khaled shulan ahmed saifan | Beneficiary | NA | NA | 735861949 |
|  | 21/12/2016 | 11:45-12:00 | Hajjah | Yasser shuoiy theab | Beneficiary | NA | NA | 715513383 |
|  | 21/12/2016 | 11:45-12:00 | Hajjah | Abdullah ahmed samen saifan | Beneficiary | NA | NA | 715851530 |
|  | 21/12/2016 | 12:00-12:15 | Hajjah | Mohamed yahia ghonaim saifan | Beneficiary | NA | NA | 717418494 |
|  | 21/12/2016 | 12:00-12:15 | Hajjah | Abdo Hassan ali almosabi | Beneficiary | NA | NA | 715851878 |
|  | 21/12/2016 | 12:15-12:30 | Hajjah | Shuoqi Mohamed sagher | Beneficiary | NA | NA | 714374843 |
|  | 21/12/2016 | 12:15-12:30 | Hajjah | Ahmed Hassan Mohamed almosabi | Beneficiary | NA | NA | 715751397 |
|  | 21/12/2016 | 12:30-12:45 | Hajjah | Fuoad Mohamed suoaid nahdi | Beneficiary | NA | NA | 713425503 |
|  | 21/12/2016 | 12:30-12:45 | Hajjah | Hassan ali Abdullah shuoi | Beneficiary | NA | NA | 717846874 |
|  | 21/12/2016 | 12:45-01:00 | Hajjah | Ghaleb shoui abdullah | Beneficiary | NA | NA | 716686229 |
|  | 22/12/2016 | 09:30-9:45 | Hajjah | Ali Mohamed Mohamed eissa rajhi | Beneficiary | NA | NA | 775924204 |
|  | 22/12/2016 | 09:30-9:45 | Hajjah | Ali ebrahim Mohamed odhabi | Beneficiary | NA | NA | 711537824 |
|  | 22/12/2016 | 9:45-10:00 | Hajjah | Fahmi ahmed Mohamed alrsjhi | Beneficiary | NA | NA | 701224357 |
|  | 22/12/2016 | 9:45-10:00 | Hajjah | Abd allah ebrahim ahmed suoid | Beneficiary | NA | NA | 716474649 |
|  | 22/12/2016 | 10:00-10:15 | Hajjah | Ali Mohamed ali bishi | Beneficiary | NA | NA | 713241921 |
|  | 22/12/2016 | 10:00-10:15 | Hajjah | Sanad Mohamed ahmed edhabi | Beneficiary | NA | NA | 715787851 |
|  | 22/12/2016 | 10:15-10:30 | Hajjah | Mohamed ebrahim ahmed | Beneficiary | NA | NA | 716664064 |
|  | 22/12/2016 | 10:15-10:30 | Hajjah | Mohamed ali mohamwd tawel | Beneficiary | NA | NA | 716775936 |
|  | 22/12/2016 | 10:30-10:45 | Hajjah | Khodareh ahmed sagheer | Beneficiary | NA | NA | 735448210 |
|  | 22/12/2016 | 10:30-10:45 | Hajjah | Khadwja khaeri radad ali saeed | Beneficiary | NA | NA | 772012496 |
|  | 22/12/2016 | 10:45-11:00 | Hajjah | Marem huseen Mohamed shuoqi | Beneficiary | NA | NA | 739027159 |
|  | 22/12/2016 | 10:45-11:00 | Hajjah | Layla ali ahmed huseen batri | Beneficiary | NA | NA | 711210360 |
|  | 22/12/2016 | 11:00-11:15 | Hajjah | Rahmah ali hamood qahas | Beneficiary | NA | NA | 712705655 |
|  | 22/12/2016 | 11:00-11:15 | Hajjah | Khadija rabee moahmed batri | Beneficiary | NA | NA | 775904215 |
|  | 22/12/2016 | 11:15-11:30 | Hajjah | Hind Mohamed ahmed hadi | Beneficiary | NA | NA | 711446670 |
|  | 22/12/2016 | 11:15-11:30 | Hajjah | Adel ebrahim Mohamed | Beneficiary | NA | NA | 713212466 |
|  | 22/12/2016 | 11:30-11:45 | Hajjah | Mohamed ali Mohamed edabi | Beneficiary | NA | NA | ------------- |
|  | 22/12/2016 | 12:30-01:15 | Hajjah | Abdulrahman abdulkhaleq nassar | Branch Manager | Al-Amal Microfinance Bank- abs | [arasar4547@gmail.com](mailto:arasar4547@gmail.com) | 771964547 |
|  | 4/12/2016 | 1:30 pm | Aden | Ghosoon Shaikh Abdullah | Director of activities and programsج | For All Foundation | [ghosoon.sh@gmail.com](mailto:ghosoon.sh@gmail.com) | 736000332 |
|  | 5/12/2016 | 12:30 pm | Aden | Hiba Mansour Mohammed | Accounting in the project | For All Foundation | [Heba2.forall@gmail.com](mailto:Heba2.forall@gmail.com) | 736885593 |
|  | 5/12/2016 | 12:30 pm | Aden | Mohammed Murshed | Grants officer | For All Foundation | [Mow-7351@hotmail.com](mailto:Mow-7351@hotmail.com) | 736885593 |
|  | 5/12/2016 | 12:30 pm | Aden | Maryam Abdullah Ali | Monitoring and evaluating | For All Foundation | [mariam6.forall@gmail.com](mailto:mariam6.forall@gmail.com) | 736885593 |
|  | 7/12/2016 | 10:40 AM | Aden | Ayman Hassan Saleem | The head of the institution | Meyer Foundation for Development (MFD) | [mayar.of.society@hotmail.com](mailto:mayar.of.society@hotmail.com) | 391998 - 734710649 |
|  | 7/12/2016 | 10:40 AM | Aden | Awsan saeed | Executive Director of the Foundation | (MFD) |  | 734966584 |
|  | 7/12/2016 | 10:40 AM | Aden | Helmi Waheeb | Programs and activities, official | (MFD) |  |  |
|  | 8/12/2016 | 10:00 AM | Aden | Fatima Ismaeil Ali Omar | A beneficiary | NA | NA | 734331418 |
|  | 8/12/2016 | 10:00 AM | Aden | Intisar Anis Rassam Qaeed | A beneficiary | NA | NA |  |
|  | 8/12/2016 | 10:00 AM | Aden | Shadia Saleh Abdrabo Sa’a | A beneficiary | NA | NA | 734302666 |
|  | 8/12/2016 | 10:00 AM | Aden | Fatima Ahmed Salem Aiash | A beneficiary | NA | NA | 735141071 |
|  | 8/12/2016 | 10:00 AM | Aden | Fatima Mohamed Ali Abdullah | A beneficiary | NA | NA | 739584699 |
|  | 8/12/2016 | 10:00 AM | Aden | Nasim Ali Mohamed Darweesh | A beneficiary | NA | NA |  |
|  | 8/12/2016 | 10:00 AM | Aden | Nahlah Sulaiman Dawood Ahmed | A beneficiary | NA | NA | 737275790 |
|  | 8/12/2016 | 10:00 AM | Aden | Hayam Ahmed Saeed Ahmed | A beneficiary | NA | NA | 737709011 |
|  | 8/12/2016 | 10:00 AM | Aden | Nawal Futaini Amr Ibrahim | A beneficiary | NA | NA | 738698863 |
|  | 8/12/2016 | 10:00 AM | Aden | Shama’ah Mohamed Ahmed Ali | A beneficiary | NA | NA | 736635594 |
|  | 8/12/2016 | 10:00 AM | Aden | Fatima Mohamed Hasan Farag | A beneficiary | NA | NA | 733349887 |
|  | 8/12/2016 | 10:00 AM | Aden | Nadia Mohamed Abdullah | A beneficiary | NA | NA | 737898045/737155634 |
|  | 8/12/2016 | 10:00 AM | Aden | He’mah Hasan Sadeeq | A beneficiary | NA | NA | 730103790 |
|  | 8/12/2016 | 10:00 AM | Aden | Azal Hasan Ali Ghaleb | A beneficiary | NA | NA | 770806345 |
|  | 8/12/2016 | 10:00 AM | Aden | Aqdar Hazay Abdo Mohamed | A beneficiary | NA | NA | 773334629/ 739682289 |
|  | 8/12/2016 | 10:00 AM | Aden | Amina Esamae’el Ali Omar | A beneficiary | NA | NA | 736151442 |
|  | 8/12/2016 | 10:00 AM | Aden | Bushra Muhsen Naser Muhsen | A beneficiary | NA | NA | 739224045 |
|  | 8/12/2016 | 10:00 AM | Aden | Bahiah Nasr Ali Al-Muheb | A beneficiary | NA | NA | 734933567 |
|  | 8/12/2016 | 10:00 AM | Aden | Fatima Hasan Awad | A beneficiary | NA | NA | 734176378 |
|  | 8/12/2016 | 10:00 AM | Aden | Aiesha Abdulsalam Ahmed Ali | A beneficiary | NA | NA | 734057797/ 734890930 |
|  | 8/12/2016 | 10:00 AM | Aden | Rawiah Saleh Ali Shuaib | A beneficiary | NA | NA | 735534405 / 734251932 |
|  | 8/12/2016 | 10:00 AM | Aden | Sumaiah Saeed Saleh Abdullah | A beneficiary | NA | NA | 738176251 / 739014088 |
|  | 8/12/2016 | 10:00 AM | Aden | Munaliza Mohamed Ahmed Ba ALawi | A beneficiary | NA | NA | 730566102 |
|  | 8/12/2016 | 10:00 AM | Aden | Tahani Abdo Abdulla Othman | A beneficiary | NA | NA | 733204247/ 733725181 |
|  | 8/12/2016 | 10:00 AM | Aden | Masr Mohamed Abdo Abdulla Othman | A beneficiary | NA | NA | 713241659 / 734132552 |
|  | 8/12/2016 | 10:00 AM | Aden | Amira Humadi Hizam ALi | A beneficiary | NA | NA |  |

**Annex 7: Terms of reference of the evaluation**

**TORs - Project Evaluation Consultant (YEEP and WEEP)**

**I.  Position Information**

**Job Title:** Project Evaluation Consultant  
**Nationality:**Position Applicable for Yemenis nationals  
**Type of Contract**: consultant through APEX Company  
**Projects Title:**  Youth Economic Empowerment Project   Women Economic Empowerment Project

**II. Background**  
The United Nations Development Program (UNDP) has engaged Apex Consulting to undertake provision of local consultancy and support personnel recruitment serviced to facilitate the implementation of UNDP Yemen Projects.

**III. Duties and Responsibilities**  
**Scope of work:**  
The Phase II of the “Youth Economic Empowerment Project” has been implemented since April 2014. The “Women Economic Empowerment Project” was implemented during the duration March 2015 to March 2016.

The overall objective of the end evaluation is to assess both projects design, results and achievements during their  implementation period, delivery effectiveness and generate knowledge and lessons learnt, as well as to analysis how effective and efficient the scaling up approached adopted by the project.

The key stakeholders of this evaluation are Ministry of Planning and International Cooperation, Ministry of Youth and Sports, Ministry of Social Affairs and Labour, Ministry of Industry and Trade, Ministry of Health Office in Taiz, local authorities from the targeted Governorates and districts, development partners, the private sector (Chambers of Commerce, Yemen Business Club), implementing partners and NGOs and beneficiaries themselves.

The overall purpose of the Evaluation is to assess the processes and achievements made to draw lessons that will inform the development of future programming. The evaluation is intended to be forward looking which will capture effectively lessons learnt and provide information on the nature, extent and where possible, the effect of YEEP, what has and what has not worked as a guide for the coming years.  
   
More precisely, the evaluation will look at the following areas: the results achieved, the partnerships established, as well as issues of capacity and approach.

The following key questions will guide the end of project evaluation:

**Relevance (to assess design and focus of the project)**

•    To what extent did the project achieve its overall objectives?   
•    What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?  
•    To what extent were the results (impacts, outcomes and outputs) achieved?   
•    Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?   
•    What is the effect of the project on target groups, and in particular the quality, usefulness and sustainability of the project’s achievements and outputs?  
•    Was the project relevant to the identified needs?   
•    How effective was the project design?   
•    How effective was the project approach to scale up the employment creation activities?

**Effectiveness (to describe the project management processes and their appropriateness in supporting delivery)**

•    Was the project effective in delivering desired/planned results?   
•    To what extent did the project’s M&E mechanism contribute in meeting project results?   
•    How effective were the strategies and tools used in the implementation of the project?   
•    How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?   
•    Asses any positive impact the project has made beyond its intended results and how it contributed to enhance social cohesion and stabilisation of the targeted communities. (Direct and indirect Impact)    
•    Review the management structure of the project and determine whether the structure of the project, the resources, the distribution of responsibilities and coordination mechanisms were appropriate for the achievement of project objectives.  
•    Asses the effectiveness of partnership building, engagement with implementing partners and local communities.   
•    What are the future intervention strategies and issues?

**Efficiency of Project Implementation**

•    Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred?   
•    Were the resources effectively utilized?   
•    Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors?)  
•    Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?   
•    Could a different approach have produced better results?   
•    How was the project’s collaboration with national institutions, development partners, and the project board members?   
•    How efficient were the management and accountability structures of the project?   
•    How did the project financial management processes and procedures affect project implementation?   
•    What are the strengths, weaknesses, opportunities and threats of the project’s implementation process?

**Sustainability**

•    To what extent are the benefits of the projects likely to be sustained after the completion of this project?   
•    What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?   
•    How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints   
•    Describe key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach?   
•    How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?   
•    Describe the main lessons that have emerged?   
•    What are the recommendations for similar support in future? (The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

**Findings and lessons learned:**

•    Produce, as logically and objectively as possible, significant conclusions that are extracted from the evaluation in terms of each project overall goals, approach, relevance, performance, success, failure, strengths, and weaknesses.   
•    Identify the main lessons learned during implementation, identify the major impediments encountered and make specific recommendations to address these findings.  
•    A separate section must be devoted on the recommendations in a matrix form with additional column for management response and timeline.

**Methodology for Evaluation**

The evaluation will provide quantitative and qualitative data through the following methods:

1.    Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, annual project reports, reports of the project steering committee   
2.    In depth interviews to gather primary data from key stakeholders using a structured methodology   
3.    Focus Group discussion with project beneficiaries and other stakeholders   
4.    Interviews with relevant key informants as applicable   
5.    Observations (field visits using checklist)

**Duration of the Evaluation**  
The evaluation is expected to start in October 2016 for an estimated duration of 22 work days and to end no later than November 2016. This will include desk reviews, field work - interviews, and report writing.

**Duty Station:**  
Sana’a with travel to Taiz, Hajjah and Aden. If additional travel is required to other governorates, UNDP will cover the cost of the travel.

**Duration of the work:**  
22 work days

**Consultancy Team:**  
The consultancy team will be composed of two national experts. One of them will be the lead consultant providing leadership for the overall consultancy. He/she will also provide technical guidance and coordinate the work of the second consultant.  
The lead consultant will be responsible for production of the final evaluation reports.    
   
**•    Expected Deliverables:**

The following deliverables are expected.

1.    An inception report, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after 5 days of commencing the consultancy. The lead consultant will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide key stakeholders the opportunity to verify that they share the same understanding about the evaluation objectives. The inception report should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report will be discussed and agreed upon with UNDP.  
2.    A draft comprehensive report that will inform all the key stakeholders. The report will be written in English and Arabic. UNDP will provide comments within 5 days after the reception of the Draft Report. The programme unit and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria.   
3.    The Final Report: This will be submitted 10 days after receiving comments from UNDP. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the UNDP M&E Policy and should include the following:   
  
-    Executive summary   
-    Introduction  
-    Description of the evaluation methodology   
-    Situational analysis with regard to the outcome, outputs, and partnership strategy   
-    Analysis of opportunities to provide guidance for future programming   
-    Key findings, including best practices and lessons learned   
-    Conclusions and recommendations   
-    Appendices: Charts, terms of reference, field visits, people interviewed, documents reviewed

**•    Expected outputs and deliverables:**  
For each project cover under this evaluation the lead consultant will submit:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Deliverables/ Outputs** | **Estimated Duration to Complete** | **Target Due Dates** | **Payment terms/ Percentage from the total amount of the contract %** | **Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)** |
| Inception Report | 5 work days | 11 October 2016 | 25% | Team Leader/ Economic Resilience Unit in consultations with the Advisory Unit. |
| Draft Report | 12 work days | 27 October 2016 | 50% | Team Leader/ Economic Resilience Unit in consultations with the Advisory Unit. |
| Final Report.    The YEEP final report should include specific report for the evaluation of Hajjah Wash Activities. | 5 work days | 4 November 2016 | 25% | Team Leader/ Economic Resilience Unit in consultations with the Advisory Unit. |

 **•    Institutional Arrangement:**

The consultants will report to the Economic Resilience Unit Team Leader and UNDP CO management, in coordination and consultation with the Advisory Unit., and will work in close collaboration with the Livelihoods team members, in Sana’a and in the field. The findings of the evaluation report will be discussed with the project management team before final approval of the report.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | | **Weight** | **Max. Point** |
| **Technical Competence (based on CV, Proposal and interview (if required))** | | **70%** | 100 |
| 1. Criteria : Educational relevance: close fit to  the post   A postgraduate degree in Public Policy, Project Management, Development, Economics, Business Administration, Rural Development and similar | |  | 20 |
| **B.     Criteria : Understanding the scope of work and organization of the Technical Proposal**  •     In-depth understanding of the expectations (objectives, area context, and deliverables) of the consultancy assignment as reflected by the technical proposal;  •     Appropriateness/feasibility of the proposed methodology;  •     Technical understanding of the subject matter of the consultancy; and  •     Proficiency of the technical proposal in terms of organization and conceptualization. | |  | 50 |
| **C Criteria Experience  in similar assignment**  -       At least 5 years of experience evaluating development projects in Yemen  -       Strong familiarity with private sector development and entrepreneurship promotion schemes  -       Capacity to provide programming recommendations in the field of Livelihoods  -       Excellent command of both English and Arabic  -       Good analytical skills and ability to work independently;  -       Experience of working in multi-cultural environment | |  | 50 |
| **Financial (Lower Offer/Offer\*100)** | | **30%** | 30 |
| **Total Score** | **Technical Score  \* 70% + Financial Score \* 30%** | | |

**IV. Impact of Results**  
NA

**V. Competencies and Selection Criteria**  
**Core Competencies**•    Demonstrates integrity by modeling the UN’s values and ethical standards;  
•    Promotes the vision, mission, and strategic goals of UNDP;  
•    Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;  
•    Treats all people fairly without favoritism.  
•    Acting as a team player and facilitating team work   
•    Facilitating and encouraging open communication in the team, communicating effectively  
  
**Technical/Functional**•    Excellent communication and presentation skills;  
•    Excellent IT skills;  
•    Excellent writing and editing skills;  
•    Excellent skills in applied research and analyses.

**VI. Recruitment Qualifications**  
**Education:**•    A postgraduate degree in Public Policy, Project Management, Development, Economics, Business Administration, Rural Development and similar  
  
**Experience:**•    At least 5 years of experience evaluating development projects in Yemen  
•    Strong familiarity with private sector development, entrepreneurship promotion schemes, gender equality  and women empowerment   
•    Capacity to provide programming recommendations in the field of Livelihoods, youth and women empowerment   
•    Excellent command of both English and Arabic  
  
**Language Requirements:**•    Excellent English writing and speaking skills  
•    Arabic fluency is a strong asset but not necessary

**Evaluation:**Evaluation criteria: The award will be based on the Combined Scoring method 70% technical evaluation and 30% financial evaluation (highest ranked candidate).

**Note**: If you select the method B please put the scoring method for evaluation criteria.

Contractor will be evaluated based on Cumulative Analysis as per the following scenario:

•    When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:  
•    The respective weight of the proposals are:  
I.    Technical Criteria weight; [70%]  
II.    Financial Criteria weight; [30%]

**•    Scope of Price Proposal and Schedule of Payments:**

**Lump sum proposal:**

•    The financial proposal shall specify a total lump sum amount all-inclusive, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR.  In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

**Recommended Presentation of Offer**

The following documents may be requested:

•    Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;  
•    Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services [Note: this is optional for support services];    
•    Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

**Annex:**  
          
•    Apex Financial Proposal template and letter of interest and availability.  Template is available at:

<https://drive.google.com/file/d/0BwQWzWMCPWLqSHZ2ODU1SjZqZmc/view?usp=sharing>

**Application Process**

Please send your CV and covering letter to: [hiring2@apexconsulting-me.com](mailto:hiring2@apexconsulting-me.com)

1. *The term ‘Youth’ is widely used in this document and refers to ‘young men and women, including the marginalized and socially disadvantaged groups’* [↑](#footnote-ref-1)
2. *“Note: this context describes the situation during the project preparation and formulation, however it should be noted that between 2014 – 2016, the country context has changed drastically and recent developments are described below”*. [↑](#footnote-ref-2)
3. The term ‘market’ widely used throughout refers to ‘labour/job and microbusiness market [↑](#footnote-ref-3)
4. The term ‘Laban’ refers to a food or beverage of fermented milk. It is traditionally prepared by allowing milk to ferment for around 24 hours and then churning it to remove the butter. The remaining buttermilk can keep for several days at room temperature. [↑](#footnote-ref-4)
5. The project document included details on the UNDP-ILO collaboration [↑](#footnote-ref-5)
6. Netherlands allocated 500,000.00€ while US$ was mistakenly indicated in the project document [↑](#footnote-ref-6)
7. Spark funded an activity directly implemented by themselves not through UNDP. [↑](#footnote-ref-7)