**Terminal Evaluation Report of**

**WASH Activities in Hajjah Governorate**

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

**UNDP Projects’ ID 0089657**

**Republic of Yemen**

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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 |
| PRSP | Poverty Reduction Strategy Paper |
| RRF | Results and Resources Framework |
| SDG | Sustainable Development Goals |
| ToR | Terms of Reference |
| UNDP | United Nations Development Programme |
| UNDAF | United Nations Development Assistance Framework |
| UNDP CO | United Nations Development Programme Country Office |
| WASH | Water, Sanitation and Hygiene |
| WEEP | Women Economic Empowerment Project |
| YEAP | Youth Economic Empowerment Plan |
| YEEP | Youth Economic Empowerment Project |

1. **INTRODUCTION**

This report presents findings of the final evaluation of WASH activities and interventions in Hajjah Governorates implemented as a part of “Youth Economic Empowerment” Project hereinafter called the Project. This evaluation was carried out over the period 8 November to 29 December 2016 by an independent evaluator and focused on measuring development results and potential impacts generated by the WASH interventions. Within Youth Economic Empowerment” Project, WASH interventions aimed at creation of sustainable employment opportunities in WASH sector within the framework of 3x6 approach targeting men and women youth groups at risk in Hajjah, Tihama basin .

* 1. **The report:**

Following in this section is a short background to the project including . Section two describes the evaluation purpose and methodology. Section three describes findings of the evaluation and key output results based on the evaluation criteria (e.g. relevance, effectiveness, efficiency and sustainability and impact) including the project design, partnership, exit strategy and main challenges and solutions. The lessons learned, conclusion and recommendations are included in section four and six respectively

* 1. **Background on 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.

Youth Economic Empowerment 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 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.

Within the framework of Youth Economic Empowerment Project, WASH interventions were focused on creating sustainable employment opportunities in WASH sector within the framework of 3x6 approach targeting men and women youth groups at risk in Hajjah, Tihama basin.

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.

These indicate 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.

1. **EVALUATION OBJECTIVES AND METHODOLOGY**

The final evaluation contained in this document is set out to assess the Project’s performance by answering a number of questions in line with UNDP evaluation criteria – relevance, effectiveness, efficiency, impact, and sustainability of WASH intervention implemented under of Youth Economic Empowerment Project in Hajjah governorate. This evaluation is based on the qualitative evaluation methods of desk review and In Depth Interviews with all relevant beneficiaries.

At the outset, key documentation relevant to the project was reviewed with the purpose of ensuring that existing data informed the findings and conclusions of the evaluation, besides becoming familiar with the Project. The desk review covered: project documents, progress reports, quarterly work plans, activity and training reports, quarterly and annual progress reports, and other relevant documents/data which helped to inform on the performance and context 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 efforts were made to re-confirm the progress reported in progress reports (especially physical) during the field visits.

1. **EVALUATION FINDINGS:**

In the following, the main findings within each of the five evaluation dimensions (criteria) are presented. While the findings section delve into strengths and challenges within each dimension, in purview of the multifaceted compounding challenges the Project confronted, it is noted from the outset that both the management and technical quality of the project are highly impressive. The evaluation had been given the task of identifying strengths and challenges and in the following an equal measure of attention to each is devoted. However, it is emphasized that, besides the compounding challenges, in general, the strengths identified were considerable highlighting the notable achievements of the Project in line with the set targets.

* 1. **Projects’ Relevance**

Findings show these project interventions are 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. Majority of the respondents felt the interventions were needed among the youth to build their capacities. It created a self-employment and income generation opportunities. 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 and respond to 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. The different capacity building interventions remain highly relevant and necessary for all the categories of beneficiaries and in this regard.

The vocational training aimed at developing the capacities of local youths to establish WASH-focused micro-enterprises and businesses and enhanced their technical skills in the specialized topics informed by an earlier market assessments, that examined the potential for demand-based micro-businesses in the targeted area.

### Choice of beneficiaries

The youth target group (men and women) 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 WASH interventions and businesses, the project target was fitting into the local social contexts while addressing the youth empowerment.

The project and all its components remained highly relevant throughout, as confirmed by all target groups, project partners and key sector role players in the interviews and FGDs conducted by the consultant. At household level the priority accorded to improved access to water remains, as is to be expected, extremely high. More important, is the increased importance of sanitation and hygiene services for the target communities, as expressed by them, thanks to the project’s efforts to provide these services and raise awareness in this regard.

*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).*

### Objectives and Activities

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 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 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 WASH activities and relevant microfinance enterprises have social dimensions covering a wide spectrum of interventions from basic services in water and sanitation to innovative and manufacturing activities.

The business ideas generated and then established covered several WASH areas and businesses including: operation and maintenance of water pumps, distributions of spare parts for water pumps, plumbing services, distribution of plumbing materials, water purification and distribution of purified and filtered, distribution of water filters, productions of water tanks, solar cooling systems, production and distribution of cold water and ice, production and marketing of cleaning and hygiene products, construction of water harvesting structures.

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 water harvesting structures as main WASH basic services.

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).*

### Implementation Strategy

The Project’s implementation strategy had three key characteristics: 1) participation, 2) need-based, and 3) self-reliance. In the following, why each of these characteristics was relevant to the context is discussed.

First, the project was highly participatory and included beneficiaries extensively in its activities. In general, beneficiaries have a higher sense of ownership of the final outputs, when they participate in planning and implementing activities. Participation ensured that the Project was able to respond to the needs and preferences of the beneficiaries, for example, by providing means for organizing the grassroots level activities of business development. It enabled beneficiaries to make informed decisions in the fields of microbusiness and untraditional home-businesses, about the types of interventions given the opportunities and constraints of their situation.

Second, the project focused on addressing the need-based priorities of communities for economic empowerment through its interventions. By its extensive interaction at the grassroots (communities) level, and by involving them at all stages, the project ensured that these would contribute to the greater societal well-being.

Third, the project sought to build youth capacity to promote, plan for, implement, operate, maintain, and manage their own initiatives and income generating activities (businesses). This focus was very appropriate and relevant, not only because it improved the sustainability of the results, but also because the beneficiary group is one where a low level of technical and vocational skill is often found.

In addition, 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. The review and selection of the most viable business plans for the WASH microbusinesses was also conducted in a collegial manner through a selection panel.

The partnerships developed by the project were a success factor during the implementation. With regard to creation of sustainable employment opportunities in WASH sector within the framework of 3x6 approach in Hajjah, the project partnered with MDF, a local NGO with local knowledge, outreach and access to the communities in the governorate.

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. Further, it developed partnerships with the private sector (local business) companies/firms.

*All in all, as for other components of the YEEP project, the WASH component remained highly relevant throughout, as confirmed by all target groups, project partners and stakeholders in the conducted interviews and FGDs and rated as Highly Satisfactory.*

* 1. **Effectiveness**

First, it should be 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.

The project’s effectiveness is clearly reflected in: (i) the achievement of its objectives and expected results (fitting into the contexts), (ii) a robust implementation framework, (iii) the absolute quality of interventions, (iv) the participatory approaches (in reaching out to the various target groups), and (v) the quality of the topics chosen for the trainings as well as the microbusinesses projects in line with the market-demand.

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, entrepreneurship development, access to markets, and follow up technical assistance and advisory services.

Also, it should be noted that both the local partners and beneficiaries recognized and highly appreciated project’s approach and targeting, in particular its outreach addressing the market demand. Concurrently, the project demonstrated the coherent frameworks for promotion of partnerships to strengthen entrepreneurship as well as for youth employability.

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 almost 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.

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 supported the economic diversification was achieved with the business ideas generated and then established covered a spectrum of sectors and innovative ideas in WASH sector including: operation and maintenance of water pumps, distributions of spare parts for water pumps, plumbing services, distribution of plumbing materials, water purification and distribution of purified and filtered, distribution of water filters, productions of water tanks, solar cooling systems, production and distribution of cold water and ice, production and marketing of cleaning and hygiene products, construction of water harvesting structures

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.

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 humanitarian crisis, where participants prioritized meeting their immediate basic needs rather than keep savings with the partner NGO and banking institutions.

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. Nonetheless, the 3x6 approach which was adapted to the local context of Hajjah (bridging community WASH needs) demonstrated the best results in terms of relevance and commitment/motivation of participants.

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.

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

* 1. **Efficiency**

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 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.

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.

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, the national configuration and regional context has directly impacted YEEP as Gulf Cooperation Council (GCC) countries have 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. As a result of a temporary suspension of field activities, YEEP had to step in and fill the unforeseen financial gap in order to uphold targets.

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. Beneficiary selection criteria were discussed with implementing partners, the donor, and the local technical committee. Beneficiary selection was led through. Within the selection process of the beneficiaries, the cross cutting issue of women was considered and included among the selection criteria.

The evaluation revealed that selection of all beneficiaries under all project components including WASH was extremely efficient. 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.

The training delivered to the beneficiaries is found to be useful and efficient. In this regard, all respondents indicated a large 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.

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.

The project delivery was less efficient in terms of timeliness and market linkages, but, this was due to external factors. 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.

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, although the planning and implementation of the project activities was well managed, 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, 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. **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, the evaluation the 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 skills development, family income, asset base, health, food, nutrition, risk reduction and engagement in self-employment generated by the interventions. Since WASH activities have contributed remarkably to improve the status of the beneficiary’s households, it is justifiable to note that the interventions are 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 design and implementation approach of WASH intervention, a part of YEEP project, provided a sustainable mechanism for applying capacity building, socially needed economic activities, and development of microbusiness for income generation as tools for poverty alleviation.

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 in general and WASH interventions in particular, include Knowledge and skills passed to youth during the trainings as well as the created microfinance projects. 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.

Further, 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; and thirdly, in terms of the sustainability of effects and outcomes generated through the WASH activities. 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.

As mentioned earlier under relevance section, 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.

In terms of continuation of microbusiness projects, although the risk of small investment in these projects, most of these projects still functional and many 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**

With impressive efficiency, the project has delivered a series of strategic outputs for job creation, income generation, self-employment, and poverty alleviation. The project has brought significant changes in the lives of youth (men and women), the participating households in terms of water, sanitation, hygiene, health, skills development, family income, asset base, risk reduction and engagement in self-employment and meaningful social inclusion of the beneficiaries, especially to community based groups to which they were excluded in the past due to their inability to have access to finance.

The WASH interventions were reported to be of greater benefit to the community in terms of having access to clean water and improved hygiene and sanitation conditions. The WASH interventions contributed to community recovery by supporting basic needs. Among other outputs, the activities comprised providing communities with improved access to water through construction and rehabilitation of water harvesting structures, cisterns and boreholes as well as sanitary services.

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.

Project interventions, outputs and results, all demonstrate the lifesaving nature of the Project. WASH interventions typically reduce morbidity and mortality due to water, sanitation and hygiene related diseases. WASH interventions and jobs created through the 3x6 approach were 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.

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 saving behaviour and financial security and self-esteem of beneficiary households after their involvement into the microbusiness schemes.

* 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.

* 1. **Partnership**

For implementation of WASH interventions, partnership in implementation was fostered with international and national partners, and the private sector, including the SFD, the Dutch Government, ZOA, Millennium Development Foundation, Chamber of Commerce, Yemeni Business Club, 21 Century Forum, Al-Kuraimi and Al-Amal banks, and Silatech.

* 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 continues its operations, providing advisory and coaching services to aspiring youth entrepreneurs.

* 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 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.

The project was 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. Due to security situations, some targeted districts were difficult to access as the conflict spread.

Project implemented within such short period often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement projects within short 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.

The national and local security conditions impacted on the project formulation and implementation. The security condition prevailing in Hajjah significantly challenged the continuation of activities after March 2015. Gathering youth in a single location was considered a high risk and threatened to cancel the vocational training several times. However, the project remained flexible to allow for smaller groups to travel to Sana’a and developed a security plan with the implementing partner ZOA to ensure risk mitigation measures.

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.

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; and (iv) 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.

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.

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.

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.

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. **Conclusion**

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 objective and output of the WASH interventions in Hajjah governorate as a part of youth economic empowerment project, as outlined in the project document, were achieved, both by way of implementation targets and intended results/effects.

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.

Key sustainable aspects of the interventions 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.

The interventions results yielded numerous impacts in transforming the lives of the rural poor in the target areas. The 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 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 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**

The Project has already built in structures in support of 244 youth in the rural areas of Hajjah Governorate by establishing the businesses in the WASH sector through 3x6 aproach and trainings. Importantly, the Project helped war-affected vulnerable youth to access to the economic opportunities by implementing their own business initiatives (adopting the individual-joint-venturing model). However, as noted in the ‘sustainability’ (sub-section), the long-term sustainability of these are at risk if an additional support is not envisioned. These businesses in the absence of appropriate and adequate additional tools (i.e. equipment, trainings, advisory follow-up services, market linkages and partnerships promotion, associated businesses) could become forced the closure. Thus, the Project’s valuable efforts in establishing these businesses in the critical war conditions in empowering economically the youth could go in complete vain and with its impact becoming absolute null. Importantly, there are highest chances that the livelihoods of the targeted beneficiaries would become retroactive/retrospective.

The project changes had a multiplier effect in society and provided some opportunities that shall be sustained after the expiry of the project.

There is a need for UNDP to continue focusing on youth issues as part of the governance agenda in the country.

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 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.

The project has achieved significant results in creating self-employment and microbusinesses in WASH sector 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.

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.

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. Accordingly, institutional strengthening and capacity building are critical for achievement of benefits through partnership and stakeholder involvement. In addition, supporting institutions with relevant and wide mandates provides an opportunity for future sustainability of the results.

**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 WASH interventions. Was this justified and appropriate in your opinion? * In your opinion did the interventions meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios * To what extent did the project (specifically WASH interventions) 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); * 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 to 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, and beneficiaries; * 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 and 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. | * project document; * 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); * 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); * 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 project? 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 project 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 the project. Was this justified and appropriate in your opinion?
4. The resources allocated (financial/human) in this project, 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 project provided to the implementing partners?
7. The strategy used to implement the project, were they the most appropriate? (**Explore communication channels/types used. Also explore their relevancy & usability**)
8. *What challenges/constraints did you face in implementing WASH activities?*
9. Given the remote management, how did you ensure that the project was implemented effectively? What was the key measures taken to support this process?
10. From your perspective, do you think that the project focused in accordance with the changing market needs including microbusiness and job market needs/trends? How did you ensure this?
11. 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?
12. To what extent did the projects establish processes and systems that are likely to support the continued implementation of the project interventions?
13. 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?
14. What lessons can you report on? Are there any good practices/success stories that you can highlight?
15. Drawing from the lessons you learnt, if UNDP was to support implementation of similar interventions, 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?
16. 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?
17. What problem did face with dealing with IPs? How the project addressed this?
18. Do you have any recommendations for improvement of future funding to similar initiatives?
19. **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 project? 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. 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?
19. What are the key measures that you think are appropriate to involve the microfinance institutions and the private sector more effectively and efficiently?
20. 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 WASH interventions? And, what should be the focal areas?
21. Do you have any recommendations for improvement of future funding?
22. **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 project 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 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 the project? 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 the project?
14. From your perspective, what should be the role of private sector in the project ans specifically in WASH interventions?
15. 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?
16. 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?
17. What challenges/constraints can you mention as the beneficiary of the interventions provided by the project?
18. Do you have any suggestions for improvement?
19. **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 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 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 project? 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 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. Did the project meet your needs/expectations? (**Explore answers given)**
9. 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?**)
10. What aspects of these project interventions do you think will be sustained after the project interventions?
11. In your opinion, what challenges/constraints affected the project implementation that can you share with us?
12. Are there lessons you have learnt that you would like to share with us?
13. In your opinion what could have been done better under this project?
14. Any other comments
15. **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 Economic 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 WASH interventions under YEEP project? 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? 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 face in benefiting from microfinance services?
5. The strategy used to implement the WASH interventions under WEEP, 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 economic empowerment?
8. From your perspective, do you think that YEEP 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 projects and specifically WASH 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’ WASH 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: 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 |
|  | 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 | ------------- |

**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)