**ERRY Mid-term Review**

**Terms of Reference (TOR)**

### Project Title: Enhanced Rural Resilience in Yemen

### Background & Rationale

In Yemen, since mid-March 2015, the conflict has spread to 20 of the country’s 22 governorates, prompting a large-scale protection crisis and aggravating an already dire humanitarian crisis brought on by years of poverty, poor governance and ongoing instability. Since the intensification of fighting, the number of people in need of some form of humanitarian assistance has increased by 33% from 15.9 million to 21.1 million people. This means that 80% of Yemen’s population now require some assistance to meet their basic needs for food, water, healthcare, shelter and other basic supplies, or to protect their fundamental rights. More than 12 million people have been directly affected by the conflict, including more than 7 million children.

The objective of the EU-funded Enhanced Rural Resilience in Yemen (ERRY) is to enhance the self-reliance of rural people and communities to better cope with crises, risks and shocks. The programme will be implemented for a period of three years (starting March, 2016) in four governorates: Hajjah, Hodeidah, Lahj and Abyan.

The overall objective of the ERRY joint programme will be achieved through a complementary approach building on participating UN agencies’ comparative advantages through the following two outcomes:

* Outcome 1:  Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion.
* Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs

Within its three-year timeframe, the following results will be achieved:

* Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance;
* Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy;
* Informal networks promote social cohesion through community dialogue and delivery of services;
* Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery.

ERRY focuses on the most vulnerable such as women, the unemployed, youth, the Muhamasheen, internally displaced persons (IDPs) and stressed host communities, using inclusive, participatory and conflict-sensitive tools to mobilize and involve them in the proposed activities. Active partnerships with local authorities, the private sector, communities, the Social Fund for Development (SFD) and NGOs are sought for the successful implementation of the programme.

A more detailed description of the programme is provided in Annex I. The ERRY M&E Framework (in Annex II) provides further information on the programme’s outputs, outcomes and progress measurement indicators.

Since its launch in March 2016, the ERRY joint-programme reached close to 40,000 direct & indirect beneficiaries, including 16,000 Cash for Work beneficiaries, 12,000 who will benefit from livelihoods opportunities created through the agriculture value-chain and 1,700 youth equipped with enhanced business & life skills to create sustainable livelihood. During its first year of planning and implementation, the programme also conducted a number of studies and assessments related to its activities such as the baseline assessment, market assessments, conflict scans, solar energy gaps and value-chain assessments. In addition, ERRY conducted a participatory annual review for year I with its main stakeholders to assess its progress, reflect on its challenges and formulate recommendations for the next year of implementation.

During the second year of implementation (2017/18), ERRY joint-programme is expected to reach its full maturity. However, before reaching the half-way point of its implementation period (summer 2017), the programme has to conduct a comprehensive, external review in order to assess its progress, identify its operational challenges and draw some lessons that could still be applied before the final completion of the programme. As explicitly stated in the programme’s document, “*A mid-term review of the programme will be conducted to assess the progress towards the results, identify the main difficulties/constraints and formulate practical recommendations to improve the programme implementation as to achieve the expected results*.”[[1]](#footnote-1)

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### Objectives of the ERRY Mid-term Review

The ERRY mid-term review is aimed at being a formative assessment, providing the donor, the programme’s management, as well as its direct stakeholders (partnering UN agencies, implementing partners, national authorities, etc.) with objective and sufficient information to improve the programme’s implementation and performance. More specifically, the mid-term review objectives are to:

1. Assess the ongoing relevance of the ERRY joint-programme in the current political and economic context in Yemen;
2. Review how the ERRY joint-programme is being implemented, its main implementation challenges and how the programme can be more effectively delivered, including in terms of coordination and management;
3. Assess the programme’s performance halfway into implementation, focusing on actual progress made and results achieved that are contributing towards community resilience, social cohesion, access to solar energy, self-reliance and livelihoods;
4. Derive lessons from the midway intervention and formulate recommendations to improve the programme’s delivery and performance;
5. Provide objective evidence and justifications for supporting the scale-up of the programme to include more beneficiaries and cover more geographic areas.

The ERRY Mid-term Review shall be based on objective evidence, providing lessons and actionable recommendations, and identifying areas for improvement, all to enable ERRY joint-programme to take corrective measures aimed at a better achievement of the programme’s objectives, and ultimately at improving targeted communities’ resilience, livelihood and capacity to overcome crises and shocks.

### Scope & Focus of the Mid-term Review

1. **Scope of the Mid-term Review**

The mid-term review will cover the implementation period from **March 2016 to June 2017.** The review will also extend to the geographic areas covered by the programme (Hoddeidah, Hajjah, Lahj and Abyan), ensuring a proper representation of the districts within each governorate.

1. **Mid-term Review Questions**

The mid-term review will focus mainly on the programme’s implementation processes, their challenges as well as the immediate outputs/results of the programme. It will also briefly explore whether some of its expected impacts on the target beneficiaries started materializing and the strategies put in place to sustain them. The conduction of the mid-term review of the ERRY JP will be guided by the following evaluation questions:

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| **Evaluation Questions** |
| **Relevance** |
| To what extent is the ERRY Programme still relevant to the initial identified needs? |
| To what extent is the ERRY programme’s approach contributing to address the resilience and livelihoods’ needs of the targeted beneficiaries? |
| Is there a rational and/or evidence for expanding the programme’s coverage and number of beneficiaries? |
| **Effectiveness** |
| Is the ERRY programme on the right track to achieve its intended outputs & targets during the covered period? |
| What were the main factors that influenced the achievement of the programme’s objectives and outputs? |
| Has the ERRY programme reached its target beneficiaries, especially the more vulnerable groups (women, internally displaced persons, marginalized groups)? |
| Were the internal and external coordination and communication mechanisms effective in sharing information and creating synergies among the programme’s direct stakeholders? |
| Based on the progress so far and the ground situations, what are the recommended changes to the implementation approaches, strategies and the management processes to enhance the programme’s effectiveness? |
| **Efficiency** |
| Were the programme’s resources efficiently utilized? Are there more efficient ways of delivering the same or better results with the available inputs?  |
| How efficient were the management and accountability structures of the project? (programme cycle, staffing, M&E processes, selection of implementing partners…) |
| What are the strengths, weaknesses, opportunities and threats of the project’s implementation processes? |
| **Impact & Sustainability** |
| To what extent are the programme’s intended impacts on the communities’ resilience and livelihood starting to emerge? |
| Based on the available evidence, to what extent are the programmme’s outputs, longer-term outcomes and impacts (if any) likely to be sustainable beyond the programme’s lifetime? |

### Mid-term Review Methodology

The mid-term review will be conducted following a consultative, participatory approach, collecting first-hand qualitative & quantitative information on the programme’s implementation, outputs and results. This will include field visits and meetings with the target communities & direct beneficiaries in the four governorates, as well as with the programme’s team, the focal-points from the UN partnering agencies, the EU representatives, the implementing partners and representatives from the national and local authorities.

The mid-term review will be carried over three phases:

1. **Preparation Phase** (~ one week)

During this phase, the consultant(s) shall review the documentation provided by the ERRY Joint-coordination to acquaint with the programme’s structure and approach. Subsequently, the consultant(s) will meet with the ERRY technical team to discuss the assignment and clarify the implementation phase. At the end of this phase, the consulting team is expected to submit an Inception Report including:

* Feedback on the programme’s logframe, theory of change & M&E Framework;
* Feedback on the review questions;
* Refined methodology for the mid-term review;
* A work plan for the mid-term review, including criteria for selecting priority issues for further assessment and possible field missions; data collection tools (survey questionnaires, interview guides, sampling strategy, etc.)

The mid-term review work plan will be reviewed and endorsed by the mid-term review working group.

1. **Implementation Phase** (~ 3 to 4 weeks)

During the implementation phase, the consultant(s) should deploy the proposed review approach and methodology, design the data collection tools, supervise the data collection and analyze the collected data. Given the security situation in Yemen, the consultant(s) might face some restrictions in reaching certain areas or key-informants. The proposed methodology should, therefor, outline how certain data collection activities will be sub-contracted to third-parties and the quality assurance procedures to ensure the integrity and reliability of these collected data.

The mid-term review will collect and analyze data through the following methods (not limited to):

**Desk Review**: of the programme’s documentation, including the programme’s document, the progress reports, the annual report, studies & assessments as well as the programme’s implementation and monitoring data.

**Survey of target communities**: as relevant to collect quantitative and qualitative information about the communities’ satisfaction, perception of challenges and potential impacts.

**Key-informants’ Interviews**: to collect primary data from the programme’s key-stakeholders following a structured methodology. A list of persons to be interviewed should be included in the proposed mid-term approach as well as how the interviews will be conducted.

**Focus-groups**: of beneficiaries and/or community members & leaders to collect first-hand information about the programme’s implementation and expected or actual impacts.

**Case Studies**: in selected districts for the main components of the programme (resilience building, cash for work, social cohesion, solar energy, agriculture value-chain, 3x6 approach, etc.) The objective is to thoroughly document how the interventions are being implemented and the potential impacts they are expected to have on the targeted individuals and communities. The proposal should detail how the case studies will be carried, how the locations will be selected and how the information will be consolidated and analyzed to address the evaluation questions.

1. **Reporting Phase** (~ two weeks)

Based on the information collected during the previous phases, the consultant(s) should submit a draft and a final report synthetizing the mid-term review findings, conclusions and recommendations. The report should respond in detail to the key focus areas described above. It should include a set of specific and actionable recommendations formulated for the programme, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines. The mid-term review final report should follow UNDP M&E standards and policy and include the following elements:

* Executive summary (1-2 pages)
* Introduction (1 page)
* Description of the mid-term review methodology, including limitations (5 pages)
* Situational analysis regarding the outcomes, outputs, and implementation challenges (8-10 pages)
* Key findings, including best practices and lessons learned (6-8 pages)
* Conclusions and recommendations (4-5 pages)
* Appendices: Charts, field visits, people interviewed, documents reviewed

The final version of the Mid-term Review Report should be submitted by end of June, 2017 the latest.

### Expected Outputs

The selected consultant(s) or firm is/are expected to deliver the following outputs according to the following tentative schedule:

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| --- | --- | --- | --- | --- |
| **Deliverable** | **Description** | **Start Date** | **End Date** | **Duration** |
| Mid-term Review Inception/preparation Report  | A refined methodology, review questions, lines of evidence and work plan for the mid-term review based on the initial discussions with the programme team | 15-May-17 | 22-May-17 | 1 w |
| Draft Mid-term Review Report | Initial findings of the review, conclusions and recommendations for adjustments. The mid-term review working-group will provide feedback and comments on the report within 10 days after reception. | 22-May-17 | 15-June-17 | 4 w |
| Final Mid-term Review Report | The final report of the review (in English), integrating feedback from the stakeholders | 15-June-17 | 25-June-17 | 1 w |
| Presentation(s) | Presentation of the conclusions and recommendations of the Mid-term review to the technical Working-group, and potentially to the ERRY Steering Committee. |  | Early Sep |  |

### Institutional Arrangements

The successful consultant(s) or firm will report directly to the ERRY JC Manager, work in close collaboration with the ERRY M&E Specialist as well as with the Mid-term Review Working-group. The last body, with membership from the four UN agencies and the EU, will be created to oversee the study, provide technical guidance & assistance and review the quality of the final outputs.

### Duration of the Work

The consultancy is expected to take a period of nearly 30 working days, including reporting, starting in mid-May, 2017. ERRY management will review the draft reports for quality assurance and provide feedback on the deliverables within 10 working days.

### Duty Station

Field work will take place in selected districts in Hajjah, Hodeidah, Lahj and Abyan Governorates. Depending on the security situation and travel arrangements to the country, the consultant(s) can arrange for regular meetings with the project authority and interviews with the key-informants via videoconference.

### Required Expertise & Qualification

It is encouraged that the mid-term review be conducted by a team of at least two consultants with the below required qualifications. The consultant (or team of consultants) shall have the following expertise and experience:

* At least a masters’ degree in Public Policy, International Development, Development Economics/Planning, Economics, International Relations or any other relevant university degree;
* Extensive expertise, knowledge, and experience in the field of community resilience, community livelihoods, early recovery, aid effectiveness or aid management process related issues;
* At least 10 years of experience working with international organizations and donors;
* Experience of project monitoring and evaluation;
* Knowledge of the general situation and similar working experience in the region;
* Fluent in English. Working knowledge in Arabic is added advantage; and
* Excellent written and verbal communication skills in English. Fluency in spoken Arabic will be added advantage.

### Presentation of the Proposal

The proposal should include the following sections:

1. **Understanding of the assignment**

This section should summarize the bidder’s understanding of the task to be accomplished, the important aspects to focus on as well as the main challenges.

1. **Approach & Methodology**

In this section, the bidder should provide a detailed approach to carry out the mid-term review in line with the ToR specifications and the objectives of the study. This includes a detailed description of the methodological tools, their rationale, the specific tasks, indicative work schedule, the resources to be used as well as quality assurance procedures and risk mitigation strategies.

1. **CVs**

This part should include the curriculum vitae of the proposed team, detailing how they are in line with the required tasks and the qualifications specified in the current ToR.

1. **Financial Proposal**

Including a detailed break-down of the costs.

The contract will be awarded according to the following criteria:

* Clarity and presentation of the proposal;
* Appropriateness of qualifications;
* Methodology, including the work plan and the time schedule.

### Scope of Bid Price and Schedule of Payments

The selected consultant(s) will be contracted on the basis of a fixed output-based as follows:

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| --- | --- |
| **Deliverable** | **Percentage** |
| Approval of the Inception Report | 10% |
| Draft Mid-term Report | 40% |
| Final Mid-term Report | 40% |
| Presentation(s) | 10% |

### Communication

For additional information on the consultancy, please contact:

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### Annexes to the TOR

**Annex I. ERRY JP Description**

The ERRY joint programme will introduce a coordinated **resilience approach** to reduce vulnerabilities and contribute to improved levels of community stability in targeted areas, local governance and reduced competition over scarce resources through the introduction of renewable energy. It will also follow the Multi-Dimensional Livelihoods assessment’s recommendation to address issues through joint programming and in strategic partnerships between humanitarian and development partners.

The resilience-based approach complements, but is distinct from humanitarian support by focusing, amongst others, on:

1. Creating a basis to transition towards sustainable development and supporting self-reliance wherever possible;
2. Cooperating with and jointly implementing the programme through local partners, based on comparative advantages (i.e. local capacity development, joint identification of project priorities and beneficiaries, etc.);
3. Ensuring a multi-sectoral livelihoods approach, addressing the impact of conflict across different livelihoods assets (i.e. financial, social, human, physical, natural);

ERRY will focus on the Link Relief, Rehabilitation and Development. Where possible, ERRY will be implemented in areas that are relatively secure and stable and where there is limited or no humanitarian assistance currently being provided. In light of the fluidity of the conflict, coordination with providers of humanitarian assistance will be ensured through the cluster system.

The programme’s vision takes an **integrated and bottom-up approach to strengthening resilience** in affected communities. Resilience will be pursued in targeted areas at different levels, addressing service delivery, social cohesion, basic services and livelihoods recovery as a means to address the negative impacts of the conflict. The programme aims to contribute to stabilization in Yemen’s communities and to provide a solid foundation for the country’s recovery when the political situation allows.

The programme will support local level engagement of community leaders and coalitions of informal and formal actors to identify community priorities and implement locally-owned recovery efforts that target local conflict drivers. The programme will facilitate over time a closer engagement between communities and what remained of their local authorities to avoid a total collapse of the social contract through the loss of state-society relations. The value and feasibility of direct engagement and support to local state institutions will be carefully assessed against associated political and reputational risks, given the dire situation of the public sector and legitimacy issues.

**ERRY’s programme management approach**

Effective management of ERRY will be critical, given its importance, size and complexity. To this end will employ a project management methodology which emphasizes a simple and structured yet flexible framework, with an emphasis on delivering measurable outcomes and benefits.

Our programme management methodology clearly identifies reporting requirements, which are described in the M&E section. We will use simple tables and the traffic-light system to give clear indications of where there are any risks to completion of each output. It is anticipated that these reports will be translated into Arabic and submitted to the national partners.

We will employ the following guiding principles:

* **‘Do no harm’**. We will apply a ‘Do No Harm’ approach and ensure that our work does not inadvertently fuel conflicts and disrupt the peace process.
* **Foster local ownership and skills transfer**. This will be both through the National Programme Steering Committee, and also through our day-to-day involvement of counterpart institutions;
* **Manage the programme in a flexible and responsive way**. We will draw on the experience of our Yemeni staff, who are already able to solicit informal feedback from our counterparts, to make sure that we continue to be responsive to our counterparts’ changing needs.
* **Draw on local insight and expertise**. Our plans to maximise the use of Yemeni experts who are a part of our team;
* **Build momentum** and demonstrate a positive impact during the early stages of the programme. This will be a key part of our programme under each component, including our emphasis on ‘quick wins’ and also of our M&E strategy;
* Place a strong emphasis on **lessons learning and knowledge management**.

The **expected results of the resilience approach** include visible improvements in people’s livelihood opportunities - including human, natural, physical and social - in selected areas. Close cooperation with and capacity building of local government and partners will strengthen ownership and facilitate scaling up and impact over time.

Implementation modality retained is responsive to lessons learnt of similar initiatives implemented by participating UN agencies, and takes stock of the fluid security conditions with a need for greater risk management. Third party implementation through trusted and vetted NGOs and institutions will be encouraged to ensure that delivery will be met with quality assurance and in rural remote locations. This will be assessed following UN agencies’ rules and regulations according to the results of Pillar Assessments with appropriate recommendations, examining local environment through updated risks and issues logs that will inform partnerships strategy. There is emphasis on the community involvement and the strategy is to build the community resilience by involving them in planning, monitoring and implementation.

1. **Programme results and activities**

A logical framework is detailed in annex g of the joint programme document. The present section details the ERRY joint programme results to be achieved and activities to be undertaken by participating agencies.

**Outcome 1: Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion**

**Output 1: Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance**

***Activity Result 1.1 – Inclusive community-based governance systems are strengthened to develop community resilience plans and identify community priority actions (UNDP)***

The aim is to strengthen community-based governance structures such as Community Development Committees (CDCs)[[2]](#footnote-2)as a basis for community-driven empowerment and decision-making. CDCs will mobilize community members to develop integrated community resilience plans that will be supported by UNDP through Community Compacts[[3]](#footnote-3). CDCs should be capable of leading the implementation of Community Compacts (with support from NGO implementing partners) inclusively and accountably. When feasible, other agencies will be encouraged to provide livelihoods support through CDCs using Community Compacts to allow for synergies. CDCs will also advocate for their communities’ needs to local authorities. Particular emphasis will be put by UNDP on increasing the awareness and capacity of CDCs to mainstream conflict sensitivity and gender equality in collective actions at community level and to ensure proper targeting of women and youth among the beneficiaries of UNDP-funded community compacts. 100 CDCs will be established (and/or operationalized where an equivalent structure already exists).

***Activity Result 1.2 - Livelihoods opportunities are provided through stabilized cash and voucher for work, focusing on community asset rehabilitation (WFP)***

For most vulnerable groups, stabilization of livelihoods is a prerequisite to resilience-building to guarantee immediate income-generation and contribute to asset rehabilitation and asset building at the community level. This component will focus on enhancing resilience through asset accumulation. WFP will draw its productive safety nets and livelihood support programmatic experience that particularly targets rural shock-affected communities and households through asset accumulation. Their food security levels will be enhanced to transition towards resilience and recovery. Under this activity, food insecure households will have access to food (through cash or food transfers as indicated by local market conditions) during the critical period of the year. At the same time households will be engaged in productive activities oriented to create or restore productive community assets as well as assets that enhance communities’ resilience in the face of shocks such as drought, floods and conflict. Over 2,000 vulnerable individuals will be targeted across the four governorates, creating direct positive livelihood impact for 14,000 people in addition to the communities themselves.

***Activity Result 1.3- Income-generating revenues are created through enterprise recovery (such as within the framework of 3x6 approach) targeting communities affected by the crisis (UNDP)***

The aim is to support livelihoods with the provision of seed capital to establish micro and small social businesses using small grants schemes. The “3x6 approach” that was successfully implemented in Yemen to promote youth and women employment in the post-2011 conflict transition will be adapted to ensure inclusion, ownership and impact, as per below:



UNDP will provide cash-for-work in close cooperation with SFD where possible. Cash-for-work will help build seed capital and ownership into the entrepreneurship promotion scheme. The most viable business plans that are developed as a result of the inclusive business training will be provided cash or in-kind grants (capitalization) with particular preference for social businesses[[4]](#footnote-4). Social businesses will be informed by initial market assessments conducted at the district level. Social businesses will also benefit from synergies with different interventions of the joint programme, specifically water management, alternative and renewable energy and complement FAO’s support to agricultural livelihoods opportunities through agricultural value chains.

Greater integration with business networks, markets, financial access, as well as business development services will be pursued through strategic partnerships with business associations, local authorities, financial providers as well as Business Support Centers where applicable.

***Activity result 1.4 - Skills developed of women and men in agricultural value chains (FAO)***

A review and study of the key value chains in the crop, livestock and fishery sectors will be conducted. The study will identify opportunities as well as value chain challenges.

Farmer field schools (FFS) will be established at the start in each target community to enhance the farming and production capacity as well as managerial ability of farmers. These groups will entail seasonal learning and experimentation. In close connection to established FFS groups and needs and demands articulated by the groups’ farmers, engagement in value chain and trade will be enhanced. Value chain assessments in selected enterprises will advise and inform group learning activities and help in framing a commercial-oriented production.

This will be achieved through: (a) training “value chain master trainers”, (b) developing knowledge products, (c) supporting institutionalization of the value chain capacity building process, and (d) creating value chain development (VCD) learning networks aiming at demonstrating practical and systematic approaches to poverty reduction through a market-led approach for indigenous products. The key activities include training group members on VCD management, enterprise and market development, savings and credit management as well as on M&E. The EU funds will be used to scale up existing projects (in case of overlapping governorates) and expand the work in additional Governorates. 4,000 rural individuals will see their value chain development skills improved through this activity.

Note: A detailed set of activities and procurement plan will be finalised during the inception phase of this project.

**Output 2- Communities benefit from solar energy for sustainable livelihoods opportunities**

***Activity Result 2.1 – Expansion of solar energy applications to strengthen rural energy resilience, capacity building and recovery (UNDP)***

UNDP will conduct a rapid assessment to map energy gaps in rural areas and identify immediate, medium and long-term actions for solar energy resilience building. The assessment will produce a roadmap for prioritization of solar equipment and services to be provided drawing on best practice and experiences for scale up and replication including through south-south cooperation on rural energy resilience.

UNDP will also raise awareness to support demonstration of the application of solar energy to improve efficiency of rural productive assets, to promote the use of solar energy for household and commercial applications, as well as for business development. Awareness raising and capacity building on solar energy application and maintenance will enhance awareness especially among local communities, on the potential role of solar energy in meeting basic rural energy needs for livelihood resilience, as an alternative to fossil fuels, while at the same time improve quality of solar services.

***Activity Result 2.2 Decentralized solar energy services installed in public service centers to reinforce livelihood resilience of vulnerable rural communities (UNDP)***

The provision of solar energy will help secure the electricity needs for the delivery of essential public services for vulnerable rural communities focusing on community infrastructure e.g. refrigeration to store vaccines and medicines; solar water pumps for communal areas, street lights for greater communal security; among others. This will include support to social businesses that are supported under ERRY through UNDP’s 3x6 approach as well as other social businesses that operate within the solar energy sector. Trainings will also be provided to local cooperatives for installation and maintenance of community solar energy systems.

***Activity Result 2.3 - Solar energy introduced to support enhancement of rural community energy resilience (UNDP)***

The application of solar energy alternatives by implementing pilot interventions focusing on productive assets such as integrated solar water pumping in collaboration with local cooperatives, and concerned institutions will be demonstrated across the targeted governorates.

The pilot interventions will provide huge opportunity to demonstrate cost-effective, flexible solar energy services contributing to improving the performance of productive rural assets building livelihood resilience of the vulnerability communities. The interventions will include installment, monitoring and evaluation of solar energy technologies in the targeted areas contributing to promotion of effective application of reliable solar energy sources and its replication. The local community will also be training in operation and maintenance of solar energy systems.

***Activity Result 2.4: Marketing of micro-business development for solar energy supported (UNDP)***

This component includes the marketing of micro-business development for solar energy, including a rapid assessment on the solar market potential to support business development in the solar energy sector, with a special focus on micro businesses.

Secondly, this component will support the development of a solar market mix (i.e. product/equipment, price, promotion and distribution) to encourage private sector engagement and support energy service demands through provision of solar energy. Partnerships and networks between national solar dealers, local private sector and key stakeholders will be promoted within the four targeted governorates. Solar business development will also be supported through technical assistance, vocational training and access to market. Partnership and networking amongst the solar energy dealers at the national and local levels will be encouraged to promote expansion of solar energy applications in the rural areas.

**Output 3: Informal networks promote social cohesion through community dialogue and delivery of services**

***Activity Result 3.1 - Water User Associations (WUA) established (FAO)***

ERRY will strengthen existing or new WUAs (including women members) to promote better water management and reduce local conflicts. This component will focus on the start-up phase of WUAs and on incentives that drive the establishment and operation of WUAs. Support will include WUAs organizational capacity, technical capacity and its financial sustainability and by ensuring that good governance and equitably principles are well understood and applied. This component will introduce and implement these principles in the existing tribal system, and require extensive consultations to overcome possible community challenges. The major incentive for farmers to change their present production systems will be that their production system will be modernized and their net farm income remains equal or increases.

Based on the lessons learned, the role of WUAs should not be restricted to water resources management, but should include the agriculture production systems. By doing so, farmers will be more motivated to become closely involved in the operations of the WUA as it will not only monitor the (ground) water resources management to reduce depletion within the project area but the WUAs will also act on behalf of farmers to improve their crop production system and affect directly their net farming revenue. The WUA will be organized and trained so they can continue to develop and intensify their farming operations by applying efficient irrigation techniques to reduce the usage rates of water to acceptable levels.[[5]](#footnote-5) The farmers will be guided by the project through a process of negotiated changes so that they can contribute to more sustainable water management that should reflect on their wellbeing and their families. Important criteria for the changes are that farmers’ net income should increase through the creation of value chain and more crop per drop approach.

FAO will provide technical advice and expertise for sustainable crop production intensification aimed to increase crop production per unit area, taking into consideration all relevant factors affecting productivity and sustainability with a particular focus on environmental sustainability through an ecosystem approach. Particular attention will be given to improved management of water resources to produce high value cash crops and promote overall more efficient farm and agricultural production and practices.

Responding to the increasing competition over water resources through labour intensive work, water sensitive agricultural practice and access to water small enterprises e.g. supplies and plumbing, the programme will promote environmentally sustainable water use for agriculture. The repair or construction of productive assets and introduction of improved agricultural techniques, such as precision irrigation, will help increase crop productivity and improve food security. The application of sustainable natural resource management principles for land use and water sources will also contribute to conflict reduction. These approaches will ultimately enable communities to withstand and cope with economic shocks, natural disasters and conflicts. Water User Associations will be supported across 30 communities.

***Activity Result 3.2: Insider Mediators are better able to prevent and resolve community level conflicts (including areas such as exclusion and natural resources based conflicts) (UNDP)***

“Insider Mediators” are national actors (individuals, group entities, institutions, etc.) possessing high levels of legitimacy and trust with the parties involved in specific conflict(s) and thus the unique ability to directly or indirectly influence conflict parties’ behavior and thinking. UNDP will expand the cadre of insider mediators in the target communities with at least 30% of women insider mediators.

UNDP will conflict and situation analysis in target communities to ensure an understanding of the social, cultural and political realities and constraints faced by insider mediators in the communities. While particular cultural and social contexts related to gender will be taken into consideration, conflict and situation analysis will include gender analysis to promote greater participation by women and potentially reach a consensus on a new role and responsibility for women in peacebuilding and conflict resolutions. The conflict and situation analysis will serve as a platform for cultivating common understanding among community members about conflict drivers and threats facing target communities and the level of community capacity available and needed to address and adapt to threats. Once insider mediators are identified, a capacity development strategy will be developed.

Capacity development for insider mediators includes knowledge and skill development such as conflict analysis, mediation and negotiation skills, leadership and gender. In addition, they are expected to promote social cohesion and capacity development which will incorporate understanding of conflict and tensions related to identity, inter-ethnic relations, inter-and intra-religious, gender-based violence, role of traditional mechanisms. Based on the skills and knowledge acquired and based on the conflict and situation analysis, the insider mediators will identify specific entry points to promote social cohesion and address causes of conflicts within their communities. The aim is to help to bring about changes in attitude and behaviors in a non-adversarial and collaborative manner. New approaches and initiatives that promote social cohesion through behavior and attitude change will be supported with small grants.

**Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs**

**Output 1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities**

***Activity Result 2.2.1 - Local authorities are better able to plan, monitor, and coordinate aid and recovery (UNDP)***

UNDP will support local authorities’ most urgent capacity development needs so that they can take the lead in humanitarian and recovery planning, monitoring and coordination. While civil servants salaries are still being paid[[6]](#footnote-6), services provided by local authorities are limited to water, health and financial payment related. Some local authorities are still collecting taxes and fees which are used to implement government projects. In facilitating local authorities’ service delivery, a core team/crisis management team which consists of representatives of main service delivery departments, will be reactivated and supported.

To ensure evidence-based planning, public service availability will be assessed in target districts at the start of the project. Due to the limited capacities of district authorities to conduct such assessments i.e. limited finance and human resources, a mechanism will be created through which CSOs will collect and share information with local authorities in each target district. These assessments will be linked with essential public services required for humanitarian activities and with cash-for-work activities, as much as possible. The data collected will be deposited in a database managed by local authorities. A process of developing district recovery plans will be supported by training and coaching in planning and monitoring in strengthening citizen participation. If available, community plans developed by CDCs under Outcome 1 will be considered and consultations will be facilitated with CDC members. At the Governorate level, a coordination mechanism for aid management and the required capacity will be developed in close cooperation with the Governors’ offices, including the planning and finance departments.

**Output 2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery.**

***Activity Result 2.2.1: Strengthened capacity of local partners to deliver on skills and employability, the entrepreneurial and on the job training (ILO)***

In parallel to the value chain analysis conducted by FAO in the agricultural sector, ILO will also implement a rapid Participatory Value Chain Analysis for non-agricultural sectors with high potential for job creation. ILO will work through the CDCs. Emphasis will be on the identification of bottlenecks for job creation that will be later tackled with direct interventions, either through training services under this component, or through other components tackling advocacy, coordination and governance at governorate/local levels.

In addition, capacity building will be provided to training providers on: (a) a competency-based approach to training; (b) pedagogical skills for instructors; and (c) testing and certification methods. Emphasis will be put on workplace-based learning. In particular, the project will support the “upgrading informal apprenticeships”, i.e. concurrently improving the training provision, the workplace environment and the productivity of small businesses - linked with training providers. Capacity building for Business Development Services (BDS) will also be provided. ILO will also link with WFP for the development of post Cash for Work services. This support will be provided for the design and piloting of graduation packages.

ILO will also intervene at the institutional level to enable national partners such as SMEPS to deliver non-financial business development services such as training and coaching among others to potential business start-ups (a special emphasis will be placed on women, youth and IDPs to ensure better integration within the target governorates). These services, which will largely complement the grant/capitalisation provision managed by UNDP for businesses or start-ups, will be targeted to the needs of the beneficiaries and institutionalized in SMEPS (and potentially other national counterparts selected) to ensure the continuity of the service provision at the end of the project. The ILO will adapt its *Start and Improve Your Business* programme and train local trainers and certify them in its delivery. For the special needs of women, the Women Business Owners Training programme (successfully developed and pilot tested in collaboration with SMEPS) will be rolled out in the selected governorates to provide the required business start-up assistance to women.

Given the high illiteracy rates, the recently developed business start-up programme targeting semi-literate and illiterate people will also be introduced with capacity building of the service providers. For the specific needs of youth, a combined business start-up training including financial literacy and coaching will be provided in close collaboration with private sector representatives (potential partners may include business associations and chambers of commerce and industry). All ILO programmes will be institutionalized at the local level with certified trainers and a clear implementation modality to ensure quality delivery and sustainability.

***Activity Result 2.2.3. Strengthen partnership with the private sector to accelerate early recovery and employment (UNDP)***

The private sector remains a key and overlooked partner in the promotion of resilience through employment and economic revitalisation. UNDP will map active and credible economic entities and their networks in targeted governorates contributing to stakeholder and community profiles. UNDP will build the capacities of existing business associations and key economic institutions to respond to the country’s economic challenges using the UNDP capacity assessment tool, with a focus on the rural areas, to encourage private-sector led employment creation and the identification of new opportunities.

Private sector dialogue will be facilitated at the sub-national level to foster inclusiveness and collaboration (including with local authorities) and address business constraints. For affected businesses, micro-enterprise recovery initiatives through business associations and economic institutions will be piloted to strengthen their agency. At least two business associations/economic institutions will be supported for economic agency.

**Annex 2. ERRY M&E Framework**

Upon Request.

**This TOR is approved by**: ERRY JP Manager

Signature

Name and Designation

Date of Signing

1. “ERRY Prgramme Document.” P. 32. [↑](#footnote-ref-1)
2. Informal community-based governance structure is not new to Yemen. Community Development Committees has been supported by UNDP in Abyan, Ibb, Sa’ada governorates before. Village Councils established by Social Fund for Development have the similar functions and other International NGOs have supported in developing community-based governance structure in Yemen. [↑](#footnote-ref-2)
3. Community Compacts will include a block grant for one year (calculated on the basis of the community size and particular vulnerability criteria) and a programme of training, technical assistance and awareness-raising support to be provided by UNDP through implementing partners. It will also detail expected community contributions to realizing the integrated community plan. If other agencies are supporting the plan, they will also be signatory to the Community Compact. [↑](#footnote-ref-3)
4. Social businesses will address a social problem and/or seek to generate an impact at the social level, while retaining a profit-making (or non-loss) component. It bridges social good with private sector stimulation. [↑](#footnote-ref-4)
5. Meanwhile, FAO is innovating WUA formulation and mobilization systems. This system takes into account previous experiences and lesson learned in setting up WUA in the past in Yemen. The FAO approach responds to the stakeholder’s needs and benefits in creating a value chain where by further support will be provided to ensure development of sustainable agriculture sector based on the FAO land and water integrated resources management approach, where by the WUA governance, and management will be based. [↑](#footnote-ref-5)
6. UNDP conducted a quick survey on local governance in a few districts of each of the six governorates (Abyan, Hadramaut, Hajjah, Ibb, Taizz, Socotra) between June-August, 2015. When the survey was conducted, local authority’s operational costs, mainly for salary payments, were still transferred from the central authority while the development budgets were not paid. [↑](#footnote-ref-6)