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## Enhancing Rural Resilience in Yemen - Joint Programme (ERRY JP)

# Final Evaluation Report

By

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## Executive summary

### Introduction

**Context.** Yemen is facing a prolonged conflict. The humanitarian crisis has deepened the pre-existing low levels of development, economic decline, weak governance and structural vulnerabilities of Yemen. It drove up poverty and food insecurity levels, destructed infrastructures and disorganized governance from country to community level, decimated livelihoods, and reduced the availability and access to health care, education, water and sanitation and other social services. This dire situation has necessitated increasing levels of humanitarian relief (USD 2 billion in 2018). The need for a resilience building approach to complement the humanitarian relief was evident.

**ERRY JP programme.** The Enhancing Rural Resilience in Yemen Joint Programme (ERRY JP) funded by the EU (USD 40 million) was implemented over the 3-year period 2016-2019 by UNDP, FAO, ILO and WFP in collaboration with a range of Implementing Partners. The programme covered the Governorates of Hajjah and Hodaydah in the North and of Abyan and Lahj in the South with five Districts in Hodaydah and four each in the other ones (total: seventeen Districts). The overall objective of the ERRY JP was to enhance the resilience and self-reliance of crisis-affected rural communities through support to rehabilitation of community infrastructure, livelihoods stabilization and recovery, social cohesion and local governance and improved access to sustainable energy.

**Final evaluation.** This ex-post study assesses the relevance, effectiveness, efficiency, and sustainability of the ERRY 1 programme and its results; it draws conclusions and lessons from the findings and makes recommendations for framing the ERRY 2 strategy and implementation.

**Methodology:** The evaluation was carried out in 3 phases. Phase 1 started with a literature review including programme documents and progress reports and the seven recently prepared impact assessment reports. The survey instruments, detailed methodology, stakeholder's analysis, reconstructed theory of change and outline of the final report were then prepared and submitted as the inception report. Phase 2 centred on data collection using Key Informant Interviews, Focus Group Discussions, and direct participant observations with the wide range of key informants interviewed in the field. The data was collated and checked for consistency. In phase 3 the data was analysed and the report was prepared.

### Findings

**Effectiveness.** ERRY has already made significant contributions to the overall resilience building of its beneficiaries. This can be seen in outcome level indicators such as improvement in household incomes, livelihoods viability restoration of capital assets, mitigation of local conflicts and some increase in capacities to recover from shocks and stresses. The achievements of the programme results in each of its individual components are quite impressive. While the Cash for Work and Assets component provided temporary incomes to the community workforce – often vulnerable

groups - through community work its main achievements are the rehabilitation of assets such as roads, water points, pipelines and canals, agricultural land, health and education facilities that villagers welcome as the relaunching of their welfare and livelihoods. The training of farmers and distribution of seed and work tools improved the yields of cereals and vegetables, accelerated the gain of weight of livestock and increased milk production. Consequently, women were able to make and trade more cheese and yoghurt and increase their income.

The technical and financial support provided to microbusinesses boosted the diversification of the rural households' economy. Many of these microbusinesses have reached their break-even point and are profitable.

The installation of photovoltaic solar systems allowed the recovery and expansion of health and education services and of livelihoods in agriculture, food processing, clothing production. Some entrepreneurs started to provide solar energy services. The Insider Mediators through the Community Dialogues and in collaboration with other activities of the programme interventions assisted the rural communities to solve local conflicts improving social cohesion. Local governance was revitalised through the Village Cooperative Councils (VCCs) that formulated the Community resilience plans and made possible the access to local and external finance for funding community projects. Finally, the apprenticeships and business services have improved employment options and made possible the creation of new microbusinesses.

The outcomes of the ERRY JP intervention including improvement of basic and critical services, buildup of local institutional capacities across all components and transition from humanitarian aid to income generation were achieved in a volatile environment where the demand of humanitarian response continued to grow.

The performance of the individual components was successful. However, the institutional and macro-economic instability limits the synergies inside and outside the programme with other initiatives to consolidate and expand resilience.

**Efficiency.** The programme delivery mechanism was evaluated on the basis of its coordination, joint planning monitoring and evaluation, and reporting and communication of the programme results. The coordination arrangements are multi-layered and multi-dimensional linking the UN agencies to their multiple partners across the seven sectors, nationally and locally, through a flexible targeting and implementation approach. These arrangements are very burdensome – operationally and financially - and delay the delivery of the field activities. The ERRY JP managed to create its own niche in servicing a bunch of vulnerable communities and beneficiaries despite the communication challenges with range of stakeholders and expectations. The programme communication team is delivering high quality products but the coordination with all the partner UN agencies is quite demanding and retards the dissemination of its messages. The programme as a whole has recorded a high disbursements rate although the Implementing Partners and beneficiaries complained about long delays in payments by the UN agencies. At an estimate of USD 100 per beneficiary (direct and indirect) over 3 years the value for money is high.

The Monitoring and Evaluation (M&E) system of the programme is made up of those of each UN agency. It measures and sums up the outputs of each component rather than their joint outcomes in terms of resilience. Its insights are useful for finetuning the operations but insufficient to steer

the programme strategy to keep the pace with the evolution of the crisis and growing resilience of the beneficiaries.

**Relevance.** The outputs of seven areas of intervention (Cash for Work and Assets; crops and livestock value chains; microbusinesses; solar energy, social cohesion, local governance and skills development) were relevant to needs of the assisted rural communities, at the micro level. The interest in and engagement of the local partners and beneficiaries with the project activities and results is substantial and durable. The outputs were relevant to men, women, youth, Internally Displaced People, returnees, host and marginalized people, although in the case of the rehabilitation works, the programme activities often consisted in heavy work not culturally suitable for women. Thus, Cash for Work and Assets extended into training components for handicrafts and similar more female friendly areas. At the macro level the ERRY JP interventions provided a critical complement to the large-scale humanitarian relief efforts ongoing in Yemen. In absence of the ERRY JP resilience interventions, the recent worsening of the crisis would have increased the demand for humanitarian aid due to growing vulnerability and depletion of local capacities. ERRY JP is therefore even more relevant in the current situation in Yemen than it was the time of its identification.

**Sustainability** of the programme achievements can be assessed in two dimensions: internal or self-sustainability at the micro or output level (individual, household, community) and external or integrated with the country recovery at the macro (or outcomes) level. The results of most of the interventions in the seven output areas show early signs of self-sustainability except in the case of the income generated by Cash for Work and Assets that is a temporary, humanitarian relief instrument, by design. The contribution to longer term food security and access to basic social services is expected through the use of the rehabilitated assets. At the time of the survey, the rehabilitated assets were in use in their communities and the project trained community committees to maintain the assets after the project ends; however more formal mechanisms, especially for financial management of assets, could be further strengthened to ensure sustainability. Many microbusinesses have reached their breakeven point and are making a profit. Solar energy services are cheaper than diesel generated electricity and have reinvigorated the delivery of basic services delivery and performance of productive activities. Critical institutions were revitalized in a protracted crisis context, with positive results at the micro level. Farmer access to seeds as well as microbusinesses face sustainability challenges in the perspective of security, stabilization and the ensuing entry into the market of external competitors. Sustainability is challenged at the macro level by the insecurity situation, disruption of public services and political uncertainty. ERRY JP has factored in environmental sustainability by conducting environmental impact assessment of the major assets to be rehabilitated and an environmental screening tool will be used for each asset to be rehabilitated in ERRY 2. However environmental factors were not considered in relation to the viability of the productive activities assisted, e.g. in agriculture and microbusinesses. Furthermore, while the individual programme interventions are not a threat to the conservation of the natural resources as the basis of local development, their cumulative impact over time – not considered by the programme strategy - needs to be monitored.



## **Conclusions and recommendations**

The programme is doing well at the micro level. The assisted people are able to help themselves and not just depend on humanitarian aid. This approach has a huge potential, as it is conducive to local development, but has to be strengthened by reinforcing the capacities of the local service providers (e.g., extension services, trainers, technical agencies) and institutional framework. In practice, ERRY JP has to consider its framing in a macro context dominated by conflict and socio-economic instability. The current political and security context does not allow to conduct an effective work at macroeconomic level. While the immediate outcomes are clear and being achieved, the time has come for an articulation of the medium- and long-term strategic goals or in results language the intermediate and ultimate outcomes, even if they are distant. Without this it would not be possible to determine the direction of outcomes whether they are leading to long term resilience and sustainability or are closer to humanitarian relief. This would require new thinking and tools more suited to the volatility, uncertainty and complexity in Yemen.

In order to increase the integrated resilience outcomes of the individual components we recommend a discussion among the partners about strengthening the joint programme mechanism - i.e. planning, monitoring and evaluation and communication activities – and their coordination at the field level to ensure multi-dimensional resilience. In this regard an area-based approach which allows intensive linkages among different PUNO components as well as recognition and monitoring of the natural resources in the defined area is recommended. ERRY JP concentrated its action on seventeen out of the 333 Districts of Yemen and reached 750,000 indirect beneficiaries. As more than two thirds of the Districts are accessible and safe for the implementation of resilience actions, we recommend a reflection about how to mobilize additional resources and expand this approach to new Governorates and Districts without interrupting the assistance to the present beneficiaries that are not yet self-sustaining. ERRY JP has also to avoid spreading itself too thinly at the field level. In this regard the PUNOs should explore all options with donors and partners on viable ways to expand resilience building in Yemen.

The ERRY JP provides a new viable model of resilience building in a conflict situation using a multidimensional, multi-agency partnership approach. It works bottom up, engages local implementing partners and supports local governance. While there is room for improvement as is documented throughout this report, the model has already demonstrated enough success to warrant expansion and replication.

The report presents a set of specific conclusions in the areas of intervention: cash for work and assets, crops and livestock value chains, microbusinesses, solar energy services, social cohesion, local governance, skills development as well as in women, youth and minorities inclusion, environmental sustainability, and integration with the EU strategy. Each of these conclusions is matched by a set of specific recommendations.

*The content of this report is the sole responsibility of the Evaluators and can in no way be taken to reflect the views of the United Nations*



## Acronyms

BDS	Business Development Skills
CFA	Cash for Work and Assets
CM	Community Mobiliser
CRP	Community Resilience Plan
CSO	Civil Society Organization
DMT	District Management Teams
DRP	District Recovery Plan
€	Euro
ERRY JP	Enhancing Rural Resilience in Yemen Joint Programme
EU	European Union
FAO	Food & Agriculture Organization
FFS	Farmers' Field School
IDP	Internally Displaced People
ILO	International Labor Organization
IM	Insider Mediators
IP	Implementing Partner
JCU	Joint Coordination Unit
LA	Local authority
LCC	Local Community Committees
LRRD	Linking Relief Rehabilitation Development
MFB	My First Business
M&E	Monitoring and Evaluation
MoPIC	Ministry of Planning & International Cooperation
MTR	Mid-Term Review
OECD/DAC	Organisation économique pour la Coopération et le Développement / Donor Assistance Committee
OCHA	UN Office for the Coordination of Humanitarian Affairs
PSC	Programme steering committee
PUNO	Partnering United Nations Organization
SFD	Social Fund for Development
STP	Semi-literate Training Package
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of Trainers
TEVT	Technical Education and Vocational Training
UAE	United Arab Emirates
UIA	Upgraded Informal Apprenticeships
UK	United Kingdom
UN	United Nations
US	United States
USD	United States Dollar
UNDP	United Nations Development Programme
VAPG	Village Agricultural Producers' Group
VCC	Village Cooperative Council
WASH	Water Sanitation Hygiene
WFP	World Food Programme
WUA	Water-Users Association
YER	Yemeni Rial

## 1. Introduction

This is the report of the final evaluation of the Enhancing Rural Resilience in Yemen Joint Programme (ERRY JP) funded by the European Union and implemented by 4 UN agencies (UNDP, FAO, ILO and WFP also known as Partner United Nations Organizations [PUNOs]) with a range of Implementing Partners (IPs) on the ground.

### 1.1 Description of the programme

The overall objective of the EERRY JP was to enhance the resilience and self-reliance of crisis-affected rural communities through support to livelihoods stabilization and recovery, local governance and improved access to sustainable energy.

The programme was implemented for a period of three years (starting March 2016) in four governorates: Hajjah, Hodaydah, Lahj and Abyan.

ERRY had 2 main outcomes, 5 main outputs and several sub-outputs, as follows:

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

**Outputs:**

1.1. Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance;

1.1.1. Livelihoods opportunities are provided through stabilized Cash and Vouchers for Work for community asset rehabilitation.

1.1.2 Income-generating revenues are created through enterprise recovery (“3x6 approach”) targeting crisis affected communities.

1.1.3 Skills of women and men in agricultural value chains are developed.

1.2. Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy;

1.2.1. Expansion of solar energy applications programmed/operationalized to strengthen rural energy resilience, capacity building and recovery.

1.2.2 Decentralized solar energy services installed in public service centers to reinforce livelihood resilience of vulnerable rural communities.

1.2.3. Marketing of solar energy microbusiness development is supported.

1.3. Informal networks promote social cohesion through community dialogue and delivery of services;

1.3.1. Water User Association (WUA) established.

1.3.2. Insider Mediators are better able to prevent/resolve community conflicts.

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

**Outputs:**

2.1 Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities.

2.1.1. An inclusive community-based governance system is strengthened to develop Community Resilience Plans and identify community prioritized actions.

2.2 Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery.

2.2.1. Strengthened capacity of local providers to deliver market relevant skills and entrepreneurial training (apprenticeships). Business development skills to support 3x6 above.

2.2.2. Strengthened private sector partnerships to accelerate early recovery/employment. Capacity of business associations to create employment is increased.

The ERRY programme operates in the following Governorates and Districts (Table 1):

*Table 1. Assisted Governorates and Districts*

<b>Region</b>	<b>Governorate</b>	<b>District</b>	<b>WFP</b>	<b>UNDP</b>	<b>FAO</b>	<b>ILO</b>
North	Hajjah (31)	Abs		1	1	1
		Caidanah		1		
		Bani Qais Al-Tour	1	1	1	
		Aslam	1	1		1
	Hodayda (26)	Al Zuhra		1	1	1
		Bait Al-Faqeh	1	1		
		Bajel		1	1	1
		Zabeed	1	1		
		Al Marawaah			1	
South	Abyan (11)	Kenfar	1	1	1	1
		Loudar		1		
		Zenjibar			1	1
		Mawdahiah	1	1		
	Lahj (15)	Tuban	1	1	1	1
		Habeel Jabr		1	1	
		Al-Houtah				1
		Halmein	1			
<b>Total</b>	<b>4</b>	<b>17</b>	<b>8</b>	<b>13</b>	<b>9</b>	<b>8</b>

## 1.2 Objectives of the Evaluation

The objectives of the Evaluation are:

1. Assess the relevance of the ERRY joint-programme in the current political and economic context in Yemen; and UN country assistance programme;
2. Assess the programme's performance focusing on actual progress made and effectiveness and results/impacts achieved that are contributing towards community resilience, social cohesion, access to solar energy, food security, self-reliance and livelihoods;
3. Derive lessons from the interventions and formulate recommendations for ERRY 2 programme implementation;
4. Review the coordination mechanisms, communication and monitoring and evaluation (M&E) system of the joint programme and provide recommendations for improvement.

## 1.3 Scope of the Evaluation

The evaluation covers the cumulative programme outputs in the 4 assisted Governorates (Hodaydah, Hajjah, Lahj and Abyan) but did not assess results per District or Governorate. The evaluation did not include field survey for quantitative and qualitative data collection as the programme impact assessments had already been conducted by the programme using external consultants. Relevant stakeholders and beneficiaries from each component were however interviewed for validation and independent inputs. The geographic coverage therefore represented the coverage in the impact assessment reports. The period covered was from inception of the programme in March 2016 to its end in March 2019. Annex 1 presents the Terms of Reference (ToR) of the Final evaluation.

## 1.4 Theory of Change of the programme

Annex 2 presents the reconstructed Theory of Change of the programme.

## 1.5 National Context

ERRY was implemented while Yemen was undergoing the worst humanitarian crisis in the world. The humanitarian crisis worsened pre-existing low levels of development, economic decline, weak governance and structural vulnerabilities. It drove up poverty and food insecurity levels, decimated

livelihoods, and reduced the availability and access to health care, education, water and sanitation and other social services.

The current political situation in Yemen is well summarized in the project synopsis of the ERRY EU-commissioned ROM Report as follows: “The map of Yemen is now a political patchwork. In the South, there is the Saudi/US/UK/UAE-supported administration which is partly based in Riyadh and partly in Aden, and which is recognized by the United Nations as the official Government of Yemen. On the other hand, there is the Sana’a-based administration, with its own apparatus of Ministries and authorities. They control much of the Northwest of the country. There are also many other groups and tribal formations competing for dominance within and outside these two areas”. Terrorist activities continue to be of concern. All core government functions have been severely compromised at both central and local levels.

Economic decline and import restrictions are impacting the availability and high price volatility of basic goods in the market, driven in large part by the increase of transportation cost and the ongoing liquidity crisis. The exchange rate which had some wild swings in the last quarter of 2018 is now around YER 500 to 1 USD. The inflation rate was estimated at 20.7% in 2018. The formal economy is almost non-existent. Many public servants have not been paid for more than two years including health workers. Half of the population lived on less than USD 2 per day in 2017 (IMF, 2017). The hardest hits are Internally Displaced People (IDP), women, youth and children, and those who were already at the bottom of society before the war which included minority groups. About 30% of IDPs are women. Since 2015, Yemen’s economy has contracted by nearly 50%. Cumulative losses in real Gross Domestic Product are estimated at USD 49.9 billion and at least 600,000 jobs have been lost. Agricultural production and fishing, employing nearly 70% of the workforce, have shrunk by a third. More than 65% of Yemenis now live below the poverty line, an increase of one-third since the conflict began, and a 10% increase over 2017.

The humanitarian situation is worsening. In 2014, prior to the conflict, 14.7 million people required assistance, while now in 2019, 24.4 million people need assistance to survive. The number of severely food-insecure districts has risen by 60 percent in one year from 107 districts in 2018, to 190 in 2019 (HRP 2019). The widespread conflict has impacted both urban and rural livelihoods. Over 78% of households are in a worse economic situation compared to the pre-crisis period. About 2.5 million people have lost their incomes due to the suspension of the social welfare fund in 2016, the closures of private companies, and displacement. An estimated 8 million Yemenis have lost their livelihoods. The conflict has pushed more people into poverty, sharply reduced economic activity, and deeply diminished people’s self-reliance and livelihoods.

## 2. Methodology

### 2.1 Strategic approach

The evaluation used the information generated by the progress and impact reports and related studies to systematically analyse the programme performance and achievements. It analysed the livelihoods of the beneficiaries and assisted communities and linked them to the performance of the programme activities to identify its contribution to building their resilience and food security. Our assessment consolidates the progress made in the different areas of intervention to assess their cumulative effects that jointly contribute to the resilience to crises, risks and shocks. On the basis of the available documentation we identified the programme stakeholders and their contribution to the achievement of the programme results its specific and global goals. We have synthesized our vision of the programme contribution to the restoration of the resilience of the beneficiaries and assisted communities as the first ring of the chain linking relief, rehabilitation and development (LRRD). In fact, the programme strategy fills in several gaps of the livelihood and food security of the target population that create the conditions for economic expansion and not only subsistence production but also integration with the external market. Based on the literature review and the stakeholders' analysis (see Annex 3) the following main lines of inquiry were adopted:

- covering the OECD/DAC criteria (relevance, effectiveness, efficiency and sustainability) – as they relate to the programme components and their outputs to establish the resilience of the beneficiaries and assisted communities. Our analysis, although confined to the local stakeholders in the target areas, identifies the security challenges and gaps in the institutional framework that complement the local actions by LRRD.
- identifying the gaps and conditions influencing the delivery of the activities and achievements of their mutually reinforcing effects or impact.
- analysing the soundness of the technical solutions proposed by the programme in relation to the beneficiaries' context and capacities, i.e. their appropriation and the behavioural change of their users.
- assessing the complementarity and integration of the programme activities with other initiatives contributing to restore the livelihoods, resilience and food security of the beneficiaries and assisted communities, analyse the programme delivery mechanisms – from the need assessment to the coordination of the partners and field activities – and establish the comparative advantages of each component of the project cycle management on the basis of their contribution to the programme achievements.



## 2.2 Conduct of the Evaluation

The Evaluation was conducted following a consultative, participatory approach, on the programme's implementation, outputs and results/impacts in three phases.

**Phase 1 (Inception).** Desk review and preparation of an inception report which detailed the Evaluation matrix, survey instruments, methodology, workplan, bibliography (Annex 4), stakeholders' analysis, reconstructed Theory of Change, etc. The draft inception report including the implementation plan was discussed with the programme team, comments and inputs were received, and the plan revised and agreed accordingly.

**Phase 2 (Implementation).** Information and further documents were collected in the field from key informants (see Annex 5) by using the survey tools and instruments (presented below) and analysed and collated. The tools and instruments (apart from the survey instruments) during this phase include - Evaluation matrix and analysis of the Logic model (see Annex 6) and updated values of the Logical framework indicators (see Annex 7), stakeholders' analysis, reconstructed Theory of Change, grid/questionnaire, list of key informants by component, governorate; risk analysis and preventive / corrective actions; - the activities flow chart, the SWOT analysis, the case studies highlighting the lessons learnt.

**Phase 3: (Reporting).** The **Evaluation report** is based on the information collected during the previous phases, synthesizing the evaluation review findings, conclusions and recommendations. The report responds in detail to the key focus areas described above. It includes a set of specific and actionable recommendations formulated for the programme, and identify the necessary actions required to be undertaken. The programme team is expected to provide feedback on the draft version of the Evaluation report within 10 days of receipt.

## 2.3 Data and information collection

**Literature review** of the programme's documentation, including the programme's document, the progress reports, the annual report, mid term review report, ROM report, Impact Assessment reports, studies and assessments as well as the programme's implementation and monitoring data.

**Key Informants' Interviews from the partners based in Amman, Aden and Sana'a:** to collect primary data from the programme's key-stakeholders following a structured methodology. A list of categories of persons to be interviewed was included in the workplan from where a representation of the different categories of stakeholders was chosen.

**Focus Group Discussions:** of selected beneficiaries and/or community members and leaders for validation purposes and firsthand information. Impact Assessments had been conducted before this study and was used to illustrate the analysis.

**Case Studies** that were collected in the impact assessments.

## 2.4 Data and information collation and analysis

The data collection and systematization of the field survey were designed to aggregate and compare the feed-back provided by the key informants, local partners and beneficiaries. The Survey guide consisted of a grid whose 28 elements are bi-univocally linked to the fifteen Evaluation questions. This approach avoided the spread of the collected data across a multiplicity of questions that don't allow the joint assessment of the programme components contribution to the beneficiaries' resilience. The interviews were customised through the questions relevant for each group of informants.

The survey guide was used to systematically record the answers of the Key Informants and of the Focus Group Discussions. After the interviews, the Key Informants were requested to independently compile the survey guide (self-administered) with the technical and operational information that supports their answers.

The information collected during the field survey is recorded in an Excel spreadsheet that make possible its aggregation and comparison by geographical location, by sector of intervention and at the whole programme level. This approach allowed to use the same information for the sector and overall programme analysis, as well as the formulation of the cumulative SWOT analysis at the Governorate level – i.e. the measuring of the programme progress towards its livelihood, food security and resilience objectives -.

The Evaluation matrix includes the Evaluation questions, the preliminary values of the programme indicators, elaborated on the basis of the progress reports, and the sources of information used to verify them. Annex 8 presents the Evaluation matrix.

## 2.5 Limitations

Due to lack of visa approvals the evaluators could not be physically present for face to face interviews with Sana based stakeholders and officials from Hajjah and Hodaidah who travelled to Sana for interviews. These interviews were instead conducted from Amman by Video-Tele-Conference and while this was a good substitute it does not adequately replace physical interviews.

The evaluators did travel to Aden and interviewed several stakeholders including Government of Yemen Officials as well as officials from Lahj and Abyan governorates, some IPs, Aden based agency officials and extension officers. However, the beneficiaries interviewed had to travel to Aden and so had to be pre- selected to cover all output areas and to travel to Aden. This approach was necessary because of security limitations but resulted in beneficiaries who were not completely randomised.

Much of the impact assessment data used in this report was collected by others and presented in impact assessment reports. While these reports were largely validated during the Focus Group Discussions (FGD) and Key Informants Interviews they can still be considered secondary sources with attendant limitations.

## 3. Findings

### 3.1. Effectiveness

Effectiveness is analysed by outputs areas. The analysis seeks to assess the degree to which the programme reached its intended targets. It should be mentioned that the relative importance of the ERRY JP outputs and immediate outcomes has sometimes been different from the intended one. Progress made in some secondary outputs was greater than the main ones. For instance, the variable security situation has increased (in the eyes of the beneficiaries) the importance of Cash for Work and Assets as a source of family income while the macro instability has limited the value of the rehabilitation of some infrastructure that could only be exploited in a limited way. The implementation of the planned activities has been adapted to the different context of each community thus limiting their convergence to achieve a common impact. Achievements are presented individually in section 3.1.2.

#### 3.1.1 Contribution towards Outcomes

The programme has endowed selected rural people in the assisted Governorates and Districts with the assets, capacities and advice that improve their resilience and livelihood. The communities of the beneficiaries have developed resilience plans and improved their capacities to mitigate local conflicts. The performance of more interventions in some communities has produced mutually reinforcing effects although such approach is limited to selected villages.

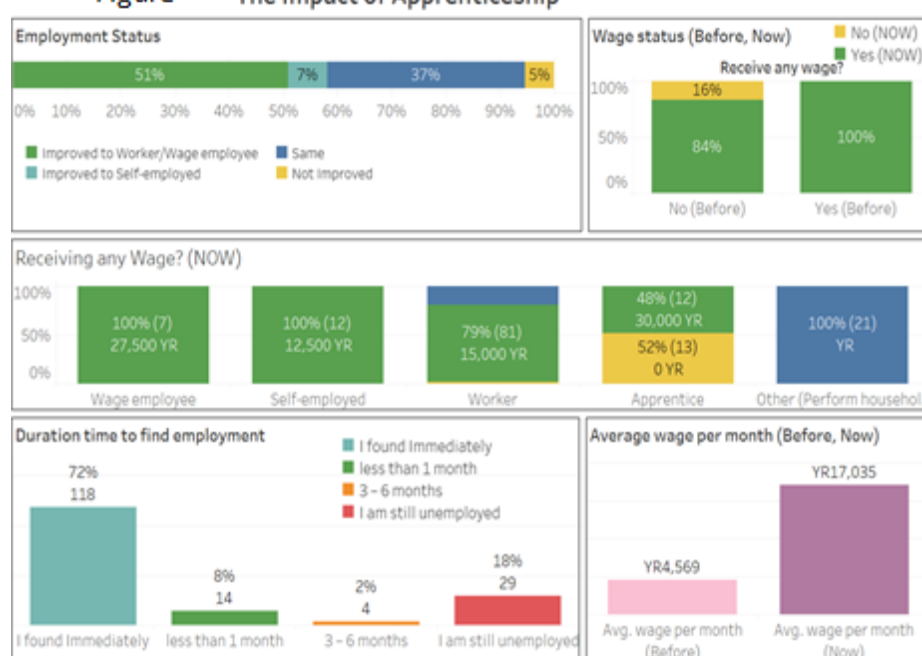
The programme has strengthened resilience and livelihoods in conflict affected communities through a broad spectrum of initiatives addressing community governance and social inclusion, rehabilitation and enhancement of residential and productive assets, creation of capacities, technology transfer and organization and assistance to the producers. The elaboration of the Community resilience plans – in collaboration with the Social Fund for Development (SFD) - has reached 223 communities in the 4 Governorates and 17 Districts. Substantial progress has been made in building physical assets, capacities, collaborations and production notwithstanding each Governorate and District faces different problems. The communities, LAs and institutions are improving their collaboration although they are still dependent on external aid. The interviewed LAs (Governorate and District) and focus groups of the beneficiaries from Abyan and Lahj have

confirmed that these are expanding their economic activities and looking for new opportunities of work and business.

The progress in strengthening livelihoods, emergency employment, agricultural value chains, community assets restoration, access to solar energy and enhancing the local capacities has improved resilience but can't be expected to become sustainable in the external sense, until the general situation in the country will become stable. The programme demonstrated that complementarity, joint planning and continuity between the humanitarian response, resilience-building and the stabilization efforts produce positive effects at the community level. In fact, in 2018 the worsening of the crisis has induced donors to prioritize interventions reinforcing the access to food.

The joint contribution of the programme components to its Outcomes is measured through the improvement in income, livelihood, food and nutritional security. The communities and beneficiaries' households have recorded multiple although uneven benefits from the programme activities building resilience and food security.

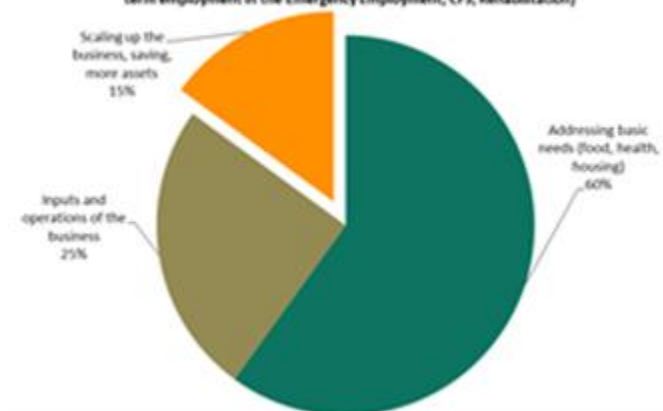
**Figure 1 The Impact of Apprenticeship**



The indicators of the programme confirm the improvement of the welfare and livelihoods of the beneficiaries (see Fig. 1 and 2). A total of 213 Community resilience plans and 8 Community recovery plans were established, creating the programming framework for transition to local development. The scores of the Livelihood index (28%), Resilience index (18%) and Social Cohesion index (22%) along with the Food Consumption Score of the Cash for Work and Assets beneficiaries – that has improved about 35%-40% across the assisted Governorates - are significant in an ongoing crisis context. For instance, the Reduced Coping Strategy Index of the CFA beneficiaries increased, most of them reporting the use of stress coping strategies, while 76% used crises strategies and 52% used emergency strategies. Thus, the Food Consumption Score (FCS) of the surveyed CFA beneficiaries is acceptable for the 72% of them, at the borderline for 11% of them and poor for 17% only.

Such satisfactory impacts are confirmed through the assisted communities by the mentioned diversification of the household diet, improved access to education, health services and WASH, as well as the positive outlook of their production reported by the farmers, craft-people, and small-businesses. While they confirm the increase in the welfare of their families (diet, access to social services), they express confidence in the expansion of their work and interest to supply markets external to their communities.

Figure 2 Participatory scoring of main areas of expenditures of the income gained from participating in programme activities (micro-business, productive assets, short short term employment in the Emergency Employment, CFS, Rehabilitation)



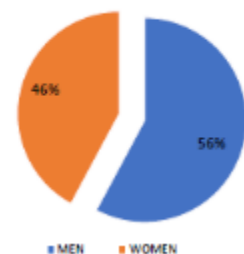
The increase in the farm yield, diversification of the production, food consumption and access to social services – supported by the strengthening of the community governance mechanisms and social inclusion – measure three key elements of individual and household resilience. The beneficiaries have increased their individual income and family welfare and grafted such progress in the recovery of community assets and governance that link resilience to local development. Although the available data are aggregate, the improvement of social cohesion confirms that they are consistent at the level of the single assisted communities, that they have positively impacted on poverty reduction. The insecurity situation and the negative macro-economic framework still threaten income and livelihood but are effectively challenged at the micro level by the improvement in the household and community resilience, in their economic and social revitalization and better use of the production and welfare inputs.

### *Community Governance.*

The total number of elected community members for the VCCs leadership reached 2,178 across 231 VCCs in 8 districts (44% of the VCC members in the South, and 46% in the North were women, Fig. 3 and Fig. 4).

The strengthening of Social Cohesion, Service Delivery, Informal Networks have trained 2,286 Insider Mediators (30% were women) on conflict resolution (48 small projects were implemented through 60 small grants) resolving local conflicts. About 37% of committees' members that were interviewed stated that the project contributed in a significant way to social cohesion and thus peace building. Another 21% thought that the project had at least some positive effect in this respect.

Figure 3 VCCs Members By Gender



These improvement in the coexistence conditions in the villages along with the constitution of 85 Village Agricultural Producers Groups (VAPG) representing 569 neighboring, and WUAs in 30 communities, along with the 414 self-help initiatives implemented using communities' own resources (321 small-scale initiatives were implemented by VCCs benefitting 56,175 individuals). The improvement in the community governance has impacted on the provision of the community services (more than 75% of compact initiatives have focused on Health, WASH, and Education) and contributed to rehabilitating productive assets, building capacities and revitalizing the farm



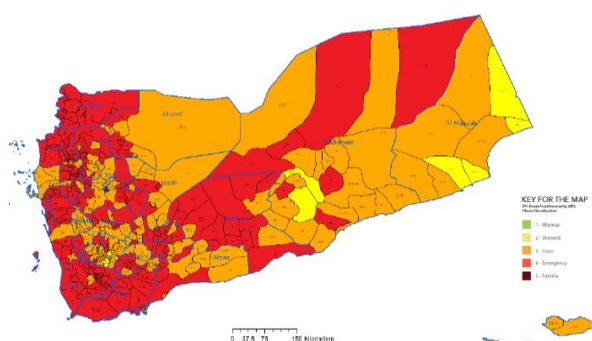
and off farm production.

The VCCs are becoming the local reference for most programme interventions in terms of beneficiary selection and collaborations in sharing resources. CFA rehabilitated assets are employed for improving livelihoods in agriculture and microbusinesses; ILO's business training contributes to UNDP's employment / microbusiness creation approach (3x6); the Water User Associations exploit the solar system action and conflict mediation workshops to create a favorable environment for farm production. The rehabilitated communal assets have raised the households' and communities' capacity to manage the external shocks and relaunch or differentiate their livelihoods in response to the raising food insecurity (see Fig. 5 and Fig. 6).

Figure 5: Food insecurity - June 2015



Figure 6: Acute food insecurity - Dec. 2018-Jan. 2019



Women's participation in social cohesion, conflict resolution and local governance as Insider Mediators and VCC members has contributed significantly to identifying and tackling basic service needs and local conflicts concerning the access to resources. They have improved their



access to basic services as shown by the raising female enrolment rate. Skills development, microbusiness establishment, dairy product processing and small business support provided to women's groups have led to considerable improvements in food security and income for their households. Changes in the roles and tasks of women created a positive perception of women role in the household economy. Their engagement in microbusinesses has not been hosted in male-dominated works.

### *Social services.*

A notable asset to restoring the social services came from the introduction of solar energy systems, which has impacted on the education

sector by contributing to increasing the number of students (33%), to reducing the percentage of student dropout rate (from 11% to 3%), and to improving the quality of education (Fig. 7). Due to solar energy over 50 per cent of the health facilities have initiated evening activities for emergency cholera prevention, obstetrics, accidents, and emergencies and report that the average number of out-patients and clients per month increased drastically (+82% overall, female +134%). Households who accessed solar lanterns were able to work at night, providing livelihood opportunities to rural community members who are at the bottom of the pyramid. The targeted communities who benefited from the solar lanterns reported household savings of around 5,600 YER (approximately USD \$10) of energy costs per month on average.

### *Agriculture.*

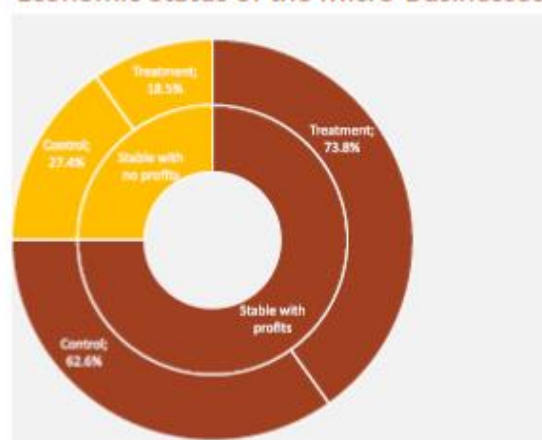
In agriculture, the rehabilitation of assets, creation of capacities and provision of inputs and technical assistance to the farmers and livestock growers have had multifold impacts, starting on food and nutritional security and income.

This growth was directly connected to the improvement of agricultural production (both in terms of yield and sales of the farm products) but also to the diversification of the households and villages sources of income by integrating the farm value chains to reach the external markets and by restoring off-farm activities that had been reduced or discontinued by the crisis. The distribution



Figure 8

### **Economic Status of the Micro-Businesses**



of vegetable seed, fertilizers, training of farmers has increased the productivity in average by 29% compared to the use of manure only. About 60% of surveyed female beneficiaries were able to increase their income by processing milk and dairy products.

*Off-farm production.* More than 80% of the micro-businesses are stable, and a large portion (about 70%) of them are making profits (see Fig. 8). Around 99% of the total surveyed operating Micro-business owners are satisfied and plan to stay in the same sector. This result correlates with the stable performance of 87% of the interviewed Micro-business owners and expectation by 80% of them to expand their businesses. Also 58% of the Apprentices confirmed an improvement of their employment status and only 16% of those who did not have a wage prior to joining the programme still do not have a wage now. The average wage is now over 15,000 YER/month. Micro-businesses also experienced a significant increase, with 70% of the beneficiaries that have completed their businesses plans. A confirmation of the positive impact of the programme consists in the fact that the majority of micro-businesses reported that they could save 20%-40% of their income.

The increase of the income of beneficiaries, their food security and livelihoods were mutually reinforcing. The increase in income and food production (milk/derivatives, oil/fat and cereals) are reflected in a diet consuming in part animal and in part vegetable food. The food consumption score of a sample of beneficiaries reveals that the 72% is acceptable and that for the Household's dietary diversity score, 39% of food items belong to six or more Food groups (High Dietary Diversity), a positive value in the prolonged conflict context. The practical benefits of the programme are still strictly linked to the improvement of their basic living conditions. The establishment of basic tools for the resilience to shocks has been achieved at the individual, household, and community level. Substantial progress in resilience requires the expansion of interventions along a territorial (or socio-ecological) approach ensuring the conservation of natural resources and complementarity and integration of assets rehabilitation, livelihoods development and social interventions. The field actions have achieved micro and meso-sustainability but not at the macro-level. Thus, the impact of the programme may be considered positive but limited by the insufficient linkages of the resilience elements to the management of the territory. This might be addressed by a socio-ecological systems viewpoint that incorporates the Area Development Based approach.

The SWOT analysis of the overall programme is split into its progress to achieve resilience (see Annex 10.1) and its efficiency (see Annex 10.2). The first one concerns the convergence of the components, the second one the modalities of implementation of its activities

### **3.1.2 Outputs achievement and their contribution to Outcomes**

The programme has established the conditions for building resilience and progressed in the creation of some of its elements in the assisted communities. Progress in the transition from humanitarian aid to resilience is mainly due to the improvement in community governance and social inclusion along with the rehabilitation of socio-economic assets. Livelihoods initiatives have been directed to the strengthening of value chains (vertical interventions) and the diversification

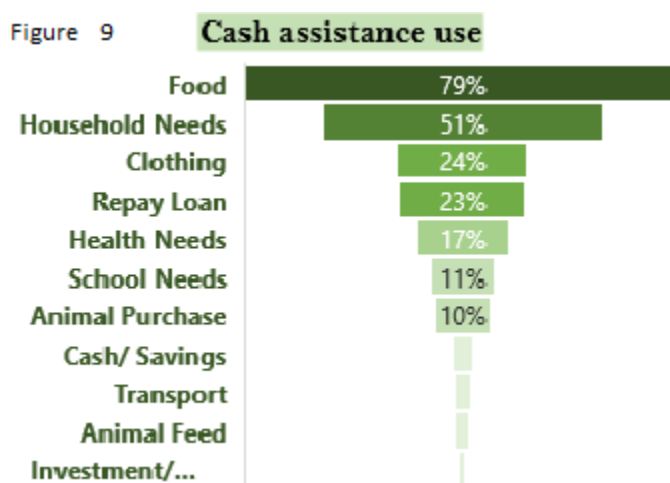


of the income generation (horizontal intervention) thus increasing resilience and reducing food insecurity of a diversified set of beneficiaries in the assisted communities. Annex 7 (Programme Logical Framework) lists the values of the Output indicators. Annex 9 shows that a total of 362,213 direct beneficiaries were reached and presents a break down according to sector, agency and geography.

## Output 1.1: Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance

### 3.1.2.1 Cash for Work and Assets

WFP provided cash transfers to households in return for work on building or restoring community assets. Apart from the increase in household income, a positive benefit of CFA was the acquisition of new skills. The assets built or rehabilitated are still functional by the 88%, natural hazards being the main challenge here. Most beneficiaries of the CFA (79%) utilize the cash to cover their food needs, followed by general household needs and to a lesser extent for education, health or livestock regeneration (Fig. 9).



As a consequence, the food consumption scores improved between 35% to 40% across the Governorates. This component fills in humanitarian gaps and establishes the assets that support the other components building resilience. Thus, the case by case collaboration with other components has broadened its impact and contribution to the programme longer term goal. Beneficiaries primarily enjoy a source of emergency income not available otherwise. Implementing Partners report that the CFA payments were late due to the tedious internal process. They are necessary to ensure accountability and transparency for the most part<sup>1</sup> In fact, people might already have the capacity and economic use. become more effective if associated to another programme component that strengthens the users' capacities (e.g., agriculture, microbusinesses, and solar systems). Beneficiaries usually are the fraction of the community dwellers that are marginalized by the lack of their own productive assets. The community members manage and maintain the CFA assets with some external aid by humanitarian agencies. Some assets are productive and may recover costs, as the marketplaces infrastructure, irrigation water wells and canals. They have the potential to generate income and pay for their maintenance. But in the case of schools, health centers, roads / rangeland and drinking water wells maintenance and repair are a challenge to sustainability. In fact, interviewees report

<sup>1</sup> Payments are only processed when attendance sheets and output progress for each asset are provided and all verifications and reconciliations are concluded. This ensures that no diversion is taking place.

that the villagers don't pay for their use. As productivity is not the only criteria – they are also important for health, education and WASH outcomes – the project filled the initial gap while the local government is expected to do the maintenance. The activities covered the 4 target Governorates in 2016-2017. At the end of 2017 it was decided to concentrate the remaining funds to assist Hajjah in the North and Lahj in the South. The achievements of this component surpassed the target (103 vs. 100), although these are about half of the approved resilience plans (213). Beneficiaries included women (27 %) and minorities (5%).

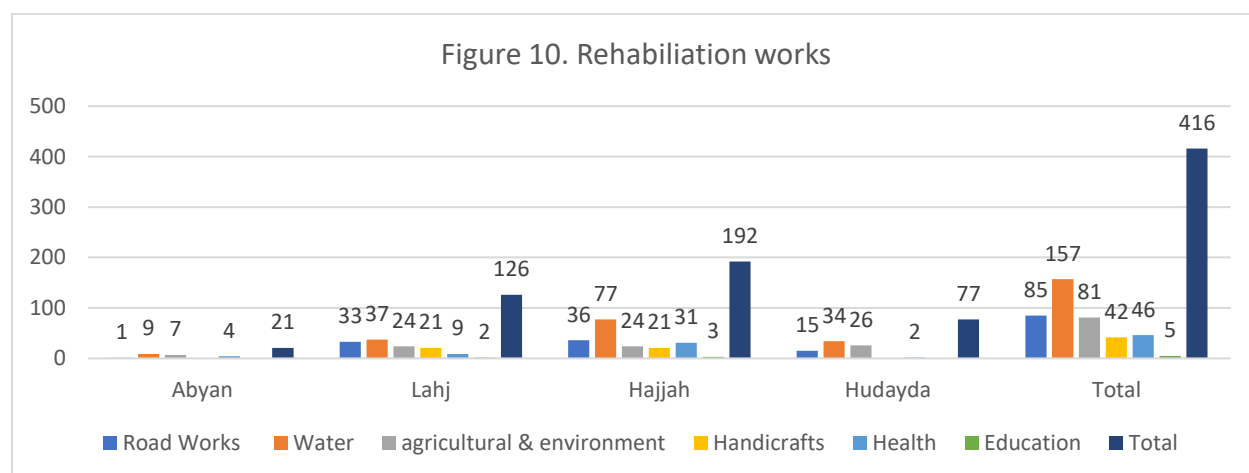
**Key achievements include (Table 2):**

- About 20,500 vulnerable individuals (represent 3,426 Households) were selected, most vulnerable people, to receive cash incentives on monthly basis for their participation in the community assets creation.
- 100 km of feeder roads connecting villages to markets and other social services were maintained.
- 129 water points, including wells, water gateways, water harvesting tanks, irrigation canals etc., were rehabilitated/built.
- 54 activities undertaken in the agricultural and grazing lands reclamation, including around 22 ha of agricultural and grazing lands being reclaimed by removing the harmful bushes and trees and building protectives for the natural pastures.
- 6 education activities building new classes and school latrines.
- 63 Sanitation Network and latrine sites were built.
- 5 solid waste piles were cleaned.
- 20 activities of women handicrafts have been established
- 2 workshops have been built for women to practice productive handicrafts to diversify their livelihoods and income sources.

*Table 2. Cash for Work and Assets rehabilitations*

<i>Work</i>	<i>Abyan</i>	<i>Lahj</i>	<i>Hajjah</i>	<i>Hodaydah</i>	<i>Total</i>
Road Works	1	33	36	15	85
Water	9	37	77	34	157
Agricultural and environment	7	24	24	26	81
Handicrafts		21	21		42
Health	4	9	31	2	46
Education		2	3		5
Total	21	126	192	77	416

The rehabilitated assets represented the priorities set by the communities, their basic needs: water infrastructure ranking higher in the North and productive assets (roads and agriculture) everywhere (Fig. 10). The interviewed beneficiaries appreciated the dual purpose of this intervention as balancing their immediate needs and expectation for economic recovery. The SFD representative noted that cash could be less effective than food in the conflict areas due to the deterioration of nutritional situation and disruption of the local markets. However, the evaluation did not find additional evidence to support this allegation and it is mentioned here for further investigation. The participants in the FGDs considered that the beneficiaries fairly represent the different groups of the population, including marginal people who are usually engaged as generic labor employed in public works. Several interviewees confirmed that the search for work is still the main stress related coping strategy in their communities.



The increase of income of the workers contracted by the CFA projects too is a temporary remedy to this situation while the assets rebuilt are expected to contribute to welfare and livelihoods but are still subject to human and environmental hazards, in absence of disaster hazard management tools. This modality builds alternative options to target the most vulnerable population through assistance other than humanitarian aid and can eventually be used to phase out humanitarian aid where it is no longer needed. Annex 10.3 presents the SWOT analysis of the component Cash for Work and Assets.

### 3.1.2.2 Agriculture

The crop and livestock value chains interventions achieved or exceeded all the set targets. The Farmer Field Schools (FFS) raised the knowledge and skills on the application of new practices spearheaded by the project. This was reflected in the high rate of application of new knowledge and skills in farming and livestock rearing, among the interviewees and surveyed farmers. Seeds (cereals, forage and vegetables) and fertilizers provided by the project saved budget and boosted yield by 29%. Enhancing crop production has led to an increase of the income of beneficiaries and

improvement of their livelihoods. Farmers reported an increase in germination rate and vegetative appearance in comparison to other fields using traditional seeds. Women were specifically fond of the provided choppers as they relieved them from the burden of manual labor, which is time-consuming and cumbersome.

This intervention was aimed at the recovery of the agricultural production for self consumption (e.g., cereals) as well as to promote the access to market (notably, milk and tomatoes, Table 3). Its achievements concern a broad set of elements of the farming and livestock rearing value chains, ranging from the access to innovation and production inputs to the organization of the produces and to the processing and trade of the harvest. It has strengthened Community based organizations (farmers' groups) and transferred new technology (seed, dairy, feeding) in a perspective of sustainability. The diversification of farm production contributes to the resilience goal of the programme and exploits the outputs of other programme components; CFA, microbusinesses, solar energy. The interviewed beneficiaries and local authorities agree on the importance of the achievements in innovating production and interest of the beneficiaries to scale up these activities.

**Key achievements include:**

- 15,813 livestock producers supported with feed blocks and sugar molasses; 2121 Households received stainless steel dairy equipment; 9800 farmers supported with seeds; 2000 farmers supported with tomato seeds and 1600 farmers supported with fertilizer. The total of individuals of beneficiaries was 119,000
- 90 Village Agricultural Producers Group (VAPG) have received fodder choppers to improve utilization of sorghum stovers for animal feeding – improving the intake of chopped fodder by 40-70%.
- Beneficiaries include 732 Displaced Dairy Producers affected by conflicts in Hodaydah Governorate where the deterioration of security.
- Support to the vaccination and treatment campaign were implemented by the regional veterinary services reaching sheep and goats of 30,805 livestock rearing households.
- 22,949 farmers, 8400 women attended training sessions on livestock and crop value chain productivity.
- 80 district extension staff have been trained and extension booklets have been produced and disseminated - improving the capacity building and assistance to the farmer beneficiaries of the project.
- Support to 35 Water users' associations (WUA) in the reactivation and establishment of irrigation infrastructure and access to production inputs.
- Establishment of small-scale dairy units for milk collection/cooling/processing/marketing

*Table 3. Capacity building of tomato and sorghum growers*

<i>Governorate</i>	<i>District</i>	<i>N. of Facilitators</i>	<i>N. of targeted farmers</i>
Hodayda	Al-Marawiah	2	
	Bajel	2	50
	Al-Zohra	2	50
Hajjah	Bani Qais	2	50
	Abs	2	50
Abyan	Kanfiar	3	75
	Zinjibar	1	25
Lahj	Tuban	4	100
Total		18	450

The delivery of these activities was strictly connected to the strengthening of the capacities of the extensionists and their effective collaborations with the communities. Thus, the targeting of the beneficiaries has been differentiated along their capacities and exigencies. This has produced a high level of beneficiary women (36.6% of the trainees and over 50% of the recipients of inputs), especially in livestock rearing where they are the key actors. That value chains linked inputs distribution (Fig. 11 and Table 5), capacity building, technology transfer, organization of the producers and technical assistance including marketing of the products h was confirmed by the interviewed farmers from Abyan and Lahj who sell in other villages and in the urban market. It is important to note that the qualitative and quantitative improvement of the production is an important step in the road from resilience to local development.

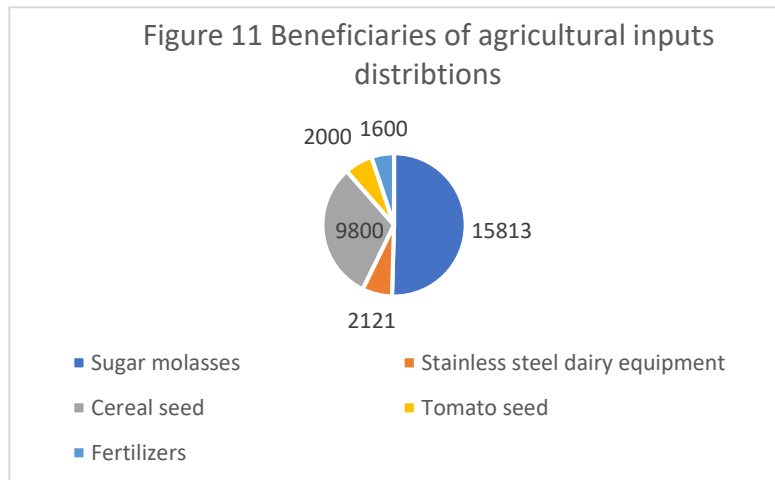
*Table 4. Beneficiaries of agricultural inputs distribution*

<i>Governorate</i>	<i>District</i>	<i>Cereals seed</i>	<i>Tomato seed</i>	<i>Fodder choppers</i>	<i>Feed blocks</i>	<i>Sugar molasses</i>	<i>Sacs of wheat bran</i>
Hodaydah	Al-Marawiah	800	101	2290	1838	2120	300
	Bajel	800	450	1712	2080	4665	150
	Al-Zohra	400	103	1479	2270	2154	225
Hajjah	Bani Qais		370	900	1125	855	150
	Abs		173	980	1012	872	75
Lahj	Tuban	150	200	608	2353	1650	150
	Habil Jaber	350		193	1621	500	
Abyan	Kanfar	400	150	416	2404	1570	150
	Zinjibar	100	50	712	1040	1000	75
Total		3000	1597	9290	15743	15386	1275

This component – thanks to the project bottom-up, participatory approach – has strengthened the associations of the producers, enhanced economic inclusion and strengthened the collaboration of the farmers and communities with the public extension services. Interviewed farmers have confirmed that they have been able to reinvest their income in the expansion of their activities – e.g.,

by purchasing new livestock –. Dairy production has been especially important in revamping the local economy as it is an activity that encourages the producers to organize in accessing to the market (cfr. the increased sales to the milk factory). The associated farmers have strengthened their access to technology and expanded their business to reach new customers. The initial market assessments performed by the project identified the gaps and opportunities of the supported value chains and especially the capacity needs of the extensionists and farmers. Farmer's field schools (FFS) and technical assistance have been well received as they have concerned practical issues with an immediate impact on the production. It has however to be stressed that some of the interventions could not be completed without further assistance as, for example, the procurement of external seed and the vaccinations, depends on inputs not controlled by the beneficiaries or extension services.

The support to the farmers' organizations (e.g., VAPG, WUA, women groups) has improved their internal consistency and their participation in the project activities (Table 5). The interviewees have shown a strong sense of purpose and collaboration. The beneficiary women from Abyan confirm the strength of this approach that has resulted in the modelling of the male associations on those of the female ones as well as in the men's participation in the training organized by the women's groups.



*Table 6. Beneficiary women of livestock activities*

<i>Governorate</i>	<i>District</i>	<i>Farmer's field school female facilitators</i>	<i>Livestock beneficiary women</i>	<i>Small dairy equipment empowered women</i>
Hodayda	Al-Marawiah	4	300	
	Bajel	2	150	
	Al-Zohra	3	225	
Hajjah	Bani Qais	2	150	
	Abs	1	75	
Abyan	Kanfiar	2	150	344
	Zinjibar	1	75	111
Lahj	Tuban	2	150	300
	Habil Jaber			145
<b>Total</b>		<b>17</b>	<b>1275</b>	<b>900</b>

This component addressed the farmers needs at the individual, household and community level in a coordinated and efficient way. The delivery of the activities has surpassed the planned targets. The increase of economic activity has been checked in some cases by the worsening security situation, as in Hodaydah in 2018, where emergency distributions were held to support displaced people and the transport insecurity stopped the delivery of milk to the factory that had to close. Annex 10.4 presents the SWOT analysis of the component Agriculture.

### *3.1.2.3 Microbusinesses Development*

This project has created a substantial source of income for the microbusiness owners. The receiving skills and advisories from training and experts enabled the entrepreneurs to build skills essential to enter the market and to expand their businesses. Skills and techniques related to financial management, sales, and marketing were the most appreciated among the business owners as they perceived them to be core skills to startup businesses. Accounting and cash management helped owners manage their business expenses effectively to be able to make savings from the profits.

More than 80% of the microbusinesses are stable, and a large portion are making profits. Micro businesses did not contribute much to job creation. The volatility of prices and poor purchasing power of the citizen challenge the business growth, as well as the continuation of the war mainly in the North. The new income improved the access to vital services like health and education, food quality and quantity, etc. Women who run microbusinesses, as in Hajjah where ten women are selling electric solar lamps and a group of women has started a micro grid business - have gained a greater respect for their ability to stand up and manage their business. This component has exploited the contribution of the others, by selecting and forming entrepreneurs that have caught the opportunities offered by the reestablishment of assets, transfer of technology and support to consumption (CFA). The microbusinesses exploit the market of the village and in some cases expand to the district and urban area. The needs to raise the capacities of the human capital are huge. Some external production factors are still missing (market regulation, financial services) due to the macro-economic instability. According to implementing agencies microbusinesses are challenged by macro-economic instability. The thriving sectors such as solar, beekeeping, livelihoods, food industry, textile, pottery, etc. are linked to the local consumption. Their expansion beyond the village economy horizon is challenged by the shifting insecurity situation. With the return of security, they will also be challenged by external competition that will lower the price of their products and require support in the transition to acting in an open market economy. The success rate of 90% recorded at the time of the Impact study is in part due to the ongoing project support. Although in the last 8-9 months they did not receive any support, inflation, disruption of transportation are serious hurdles to the continuation of 50% of these initiatives. A further shock could originate upon reestablishment of security from the entry of external competitors – exploiting scale economies and value chain integration - in the village and sub-district market



This component established 2,152 micro businesses benefitting about 15,000 people as individual petty grocery shops at the community level, and joint businesses on breeding/rearing and livestock selling at District level. Food, dresses, furniture and equipment were the more popular businesses in the goods

sector. Restaurants, repair, animal rearing, transportation and tailoring dominated in the services sector. The micro businesses are mostly owned by youths including women and marginalized groups. This strategy is in line with the UNDP mandate to support informal economy at grassroots level through the 3x6 approach (Fig. 12) that conjugate economic efficiency to social inclusion. The 3x6 methodology mainstream the CFA savings, training and technical support to establish microbusinesses. Individuals with a business closed due to the crisis perceive the training as useful to both their microbusinesses and their life skills in general. According to the beneficiaries, more than 80% of the microbusinesses are stable, and about 70% are making profits, partly reinvested to expand these activities. Female microbusiness owners were able to breakeven faster– recover costs - than male owners. This result is explicable by the fact that female entrepreneurs demonstrated a greater ability to make savings than their male counterparts. In fact, this action placed the Community resilience plan as a basis of intervention and brought together synergy across the ERRY programme in support to the creation of the microbusinesses (WFP ensuring the participation of beneficiaries of CFA, ILO providing training, FAO assisting agriculture livelihoods). In some cases, as in livestock production, the microbusinesses exploited the opportunities offered by the urban market. The beneficiaries believe that the creation of capacities was crucial for the success of their enterprises. The buildup of a culture of entrepreneurship was felt more important than technical innovation. However, the Impact assessment reports that huge gaps in the supply of services to enterprises, notably financial services, have still to be filled. It was easier to building production and marketing capacities as they were based on the previous experience of the beneficiaries. The interviewees seemed to have a good mastery of production and trade and hence that the difficulties in scaling up their businesses depend on the access to finance and of course, to the insecure context.

#### **Key achievements include:**

- 3,629 people were trained, in collaboration with ILO.
- 2,152 microbusinesses of which a majority was able to recover the seed grant in the first 6-8 months.

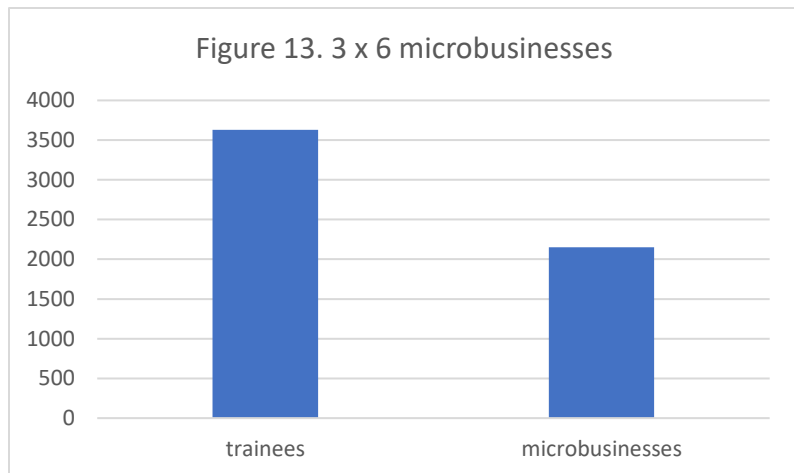
The 3x6 step by step approach has allowed the screening and accompanying of the aspirant

Fig. 12 3x6 approach





entrepreneurs, adapting the project assistance to the context and capacity of each individual (Fig. 13). For example, the majority of the ERRY beneficiaries received the seed grants but about 38% of them also took a loan from their relatives. The large commitment to agriculture and food related activities is a product of the crisis that has reduced local



consumption to the basic needs and curtailed the access to the urban market. However, it should be noted that many microbusinesses have an innovative orientation as in the case of the services for the installation of solar systems, sale of vehicles and electric equipment, and production and marketing of dairy products. These entrepreneurs are active in developing new markets. The four targeted Governorates have recorded a rate of women's participation close to that of men, except in the case of Abyan - the more traditional one -. The gender balance in the different microbusinesses corresponds to the traditional repartition of tasks between men and women, the latter prevailing in clothes and food related activities, and beauty services. Men dominated livestock, transport and equipment sale activities. The microbusinesses often exploited the previous experience of farmers, traders and craft people affected by the crisis, but recorded a high participation of youth, as confirmed by the sample of interviewees of the Impact assessment (51% were 25 – 34 old).

This component was the most dynamic of the programme, establishing linkages among the PUNOs, diversifying the livelihoods of the rural households, and mobilizing women and the youth. It made the best use of the results of the other projects by raising from mere execution of older activities to building the spirit of entrepreneurship and organization of the work and development of the market. Several microbusinesses benefitted from other components, such as assistance in agricultural-based livelihoods creating the conditions for milk processing and trading. The reinvestment of savings confirms the progress made by the beneficiaries in their transition from resilience to development. Annex 10.5 presents the SWOT analysis of the component Microbusinesses.

### ***Output 1.2 Communities benefit from solar energy for sustainable livelihoods opportunities***

#### ***3.1.2.4. Access to Solar Energy: Education, Health, Agriculture, WASH, Welfare and Productive Assets***

Solar lanterns were provided to the most vulnerable and IDPs in Abyan, Hajjah, Hodaidah, and Lahj and Productive Associations extending the average working hours of their members. This change improved the beneficiaries' incomes, jobs, and employment opportunities as well as

savings due to the reduction of the energy costs. Women increased income by 60%. Benefits were shared by neighbors during their reciprocal visits concern charging mobile phones, listening to the radio, and watching television. This has encouraged friends and relatives of the beneficiaries to install similar systems. It has also increased the social cohesion within the Productive Association's communities where they are being used as community hubs. The introduction of solar energy has been more impactful in the North where the public electricity grid has been disrupted than in the South where it is partially running and the solar technology plays the role of a complementary source of energy.

The impact of solar energy on the education and health sector was reflected in the increase in school attendance and working hours, improvement of services to the population and reduction of operation and maintenance costs. Solar systems in WASH also expanded the served population from 1,730 to 6,209 people and improved the efficiency in water collection as well as reduced operation and maintenance costs.

Most of the WUAs recognize that solar pump systems improve access to water for irrigation with positive impacts on the reduction of the operation and maintenance costs, increase in yield and crops diversification, including the expansion of farmed land.

The introduction of this technology matches the environmental and human context. They are an alternative to the degraded public electric grid during the present crisis and have the potential to expand to cover off-grid rural areas. The market services development approach of this component is fostering interlinkages with the microbusinesses one with positive effects on the access to electric energy. The programme strategy has exploited the introduction of solar energy in the supported livelihoods, e.g. in irrigation water pumping, contributing to the resilience of the beneficiaries' livelihoods.

The access to solar energy filled a basic need linked to the conflict – where grid electricity is unavailable or delivered a few hours per day –. A minority of households had access to grid electricity that, furthermore, the crisis had cut off from most of the country. The introduction of the solar energy technology in the rural households and social and economic activities has supported a diversified set of exigencies. The project performed a study of the situation and technology options for accessing to energy. This study identified the potential and modalities for the adoption of solar photovoltaic systems. On this basis, a value chain approach was designed to establish assets, create capacities and develop supporting services.

In the first two years, the primary focus of the interventions was on providing solar system and tools to support affected communities to access energy, in practice it was conceived in terms of a relief action. In 2018, the focus shifted to the promotion of income generation and the services supplying solar energy in rural areas. Thus, after the lantern distribution to the families, this intervention contributed to the restoration of assets, production and social services (such as schools, hospital, public offices in the intervention areas) enhancing the impact of microbusinesses and agricultural production. This component has prompted the establishment of microbusiness in charge of solar energy services that make possible the continuation and expansion of the supplied

solar photovoltaic systems. The exchange of experiences through a national level advocacy platform was established to ensure that the solar systems were customized to the different contexts of the different sectors and Governorates. Strong links have been forged with the irrigation activities (FAO), to use solar energy to pump water, Producers' associations (dairy, handicraft, and local markets) and microbusinesses impacts on livelihoods were enhanced. The distribution of solar lanterns to the marginalized people was aimed at achieving social inclusion. Procurement is the main challenge to the performance of these activities, as there is a couple of providers of solar equipment in each region limiting the choice of equipment with different features and at competitive prices.

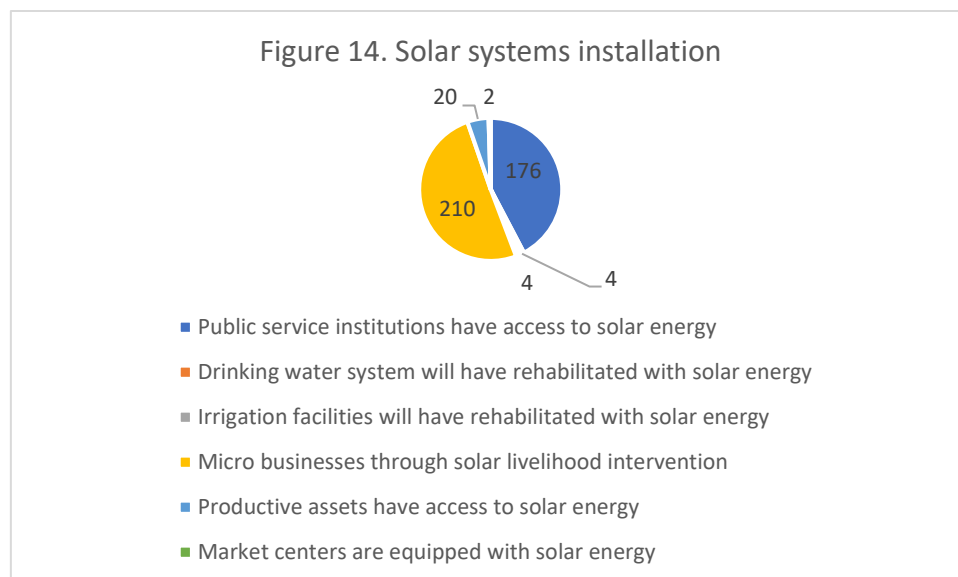
**Key achievements include (Table 6):**

- 5,600 people received Photovoltaic lanterns including IDPs, returnees and host communities.
- 176 public service institutions accessed solar energy (Schools and health centres, public facilities, solar vaccination refrigerators)
- 30 drinking water systems, irrigation facilities, productive assets, and market centers were equipped with solar energy.
- 210 Microbusinesses were established to generate income and decentralize services such as electricity generation through solar micro-grid.

*Table 6. Solar systems installation*

<i><b>Initiative</b></i>	<i><b>n.</b></i>
# public service institutions have access to solar energy	176
# Drinking water system will have rehabilitated with solar energy	4
# irrigation facilities will have rehabilitated with solar energy	4
# micro businesses through solar livelihood intervention	210
# productive assets have access to solar energy	20
# market centers are equipped with solar energy	2

The collaboration with the other components contributed to the technical choices and customization of the solar systems (Fig. 14). This synergy was extremely important in the case of WASH and irrigation fields that require careful



analysis of the dimensioning and operational modalities of electricity production and use. The harsh conditions and variable energy consumption require robust equipment and materials. Interviewed users believe that they have received good stuff and that they have access to services that will extend its duration. The project has collaborated with users' groups to create technical capacities for running and maintaining the solar systems. At a greater scale, the establishment of the solar microbusinesses has established technical and commercial capacities that complete the value chain on the side of procurement, maintenance and recycling of the solar equipment. Annex 10.6 presents the SWOT analysis of the component Solar energy.

### Output 1.3: Informal networks promote social cohesion through community dialogue and delivery of services

#### 3.1.2.5. Social cohesion

The Social cohesion component, along with that on Community governance, establishes a critical condition for the deployment of the resilience plan. Notably, the establishing and enhancement of 29 WUAs has targeted one of the main reasons of local conflicts, the poor governance of the water resource. The WUAs promote social cohesion through community dialogue and delivery of water management services to their members. The agricultural services of Tihamat region collaborate by supervising canals and water distribution in the coastal plains of Hodaydah and Hajjah. This project included several actions creating capacities, procuring assets, and facilitating the dialogue and social inclusion of marginal groups in the governance of irrigation schemes. Its strict connection with other agricultural activities restoring and enhancing the farmers' technical capacities has produced a strong commitment of the communities to the maintenance of the irrigation infrastructure and viability of the agricultural value chains. Its part of the value chain approach of the FAO intervention.

The selection and training of 229 *Insider Mediators* on negotiation skills, mediation and conflict resolution supported local conflict scans and analysis. This helped in building consensus among displaced communities, returnees and host families over local conflict and promoted social cohesion and solidarity. The effort has reached all the communities which were assisted in developing the Community resilience plans (CRP). The Insider mediators act in collaboration with the Local Community Committees (LCC) to solve local conflicts. They have conducted 62 community dialogues on conflict resolution, 48 of which were provided with small grants to address challenges related to public services and contribute to conflict resolution. These conflicts concern the whole the community such as the access to basic assets and services (water, rangeland, roads, etc.). They have also organized a conference to discuss the experience with all insider mediators, village council members, Non Governmental Organizations (NGO).

The social cohesion and local governance were implemented together to achieve synergies. The conflict scan approach contributed to the development of the CRPs. Although this is an obvious link, the creation of the conflict scanning and dialogue capacities of the Insider mediators was a substantial contribution to building soft skills that the LCCs lack. It has also opened the door to their access to external expertise and assets by prompting the funding of actions to solve conflicts. The filling of this gap has increased the operational capacities of the communities in dealing with conflicts and internal divisions and created the conditions for the integration of IDPs and other minorities. Annex 10.7 presents the SWOT analysis of the component Social cohesion.

***Output 2.1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities***

***3.1.2.6. Local governance***

The core roles of VCCs were the development of community resilience plans, identifying priorities, community and resources mobilization, and implementing the community initiatives. Resilience plans focused on service delivery, social cohesion, basic services and livelihoods recovery. Eventually this is expected 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 plans focused on mapping priority community needs; services functionality; existing natural, physical and human resources; identification of hazards and conflicts; analysis of people's positive and negative coping strategies; and listing of potential solutions to mitigate risks and improve basic service delivery affected by the conflict. As a result of resilience planning and the active role of VCCs, 414 self-help initiatives were implemented using communities' own resources. The small-scale initiatives that were implemented by VCCs and targeted communities with matching grants from ERRY reached the number of 321 and have benefited 56,175 individuals.

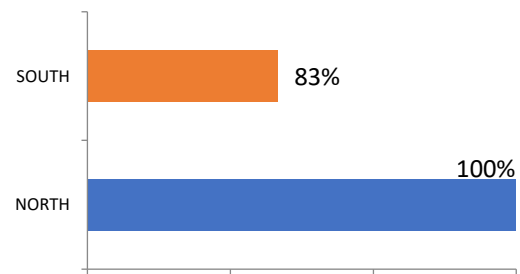
People actively engaged in establishing the committees, and meeting the requirements related to the representation of women (Fig. 15) and certain social groups, including young people in the structure of these committees. Their growing activities confirm the community's acceptance.

Local governance interventions contributed to service delivery, social cohesion and peace building, thus increasing resilience. Priorities included water and education, road networks, life skills, and capacity building for livelihood opportunities. The improved service delivery communities benefited through: increased opportunities to gain income to meet basic emergency needs; increased access to improved community assets and services; enhanced personal skills; enhanced attitudes and norms at the

community and resilience plans have also improved community attitudes towards organizing themselves, with the aim of mobilizing resources and building linkages to implement community resilience initiatives, instead of waiting for external support. The importance of this component to the programme resilience strategy is evident as it allows the rural communities to elaborate their own way to recovery and welfare. It also strengthened the links between local authorities and communities making possible the conversion from short to long term projects. The delay in linking the actions of the PUNOs to the Community resilience plans are due to the uncertainty created by the crisis. Lack of progress in security, institutional and macro-economic stabilization, necessitates cautious steps in investing in development. The local governance progress is going to reduce local conflicts but has little impact on the broader context. In this context, the broader perspective provided by the CRP is producing a stronger collaboration between local authorities and communities and with the private sector. Such achievement is substantial although at this stage no more than a contribution to shaping the framework for development. The establishment or rehabilitation of livelihoods is constrained by the broader context that limits the access to external markets and raises the risks to investments. Overall, the local governance has restored the participation of the villagers in decision making and confidence in their own representatives dealing with local authorities and humanitarian and development agencies. It is also contributing to establishing a shared vision of the latter on the assistance to the communities and coordination of their actions.

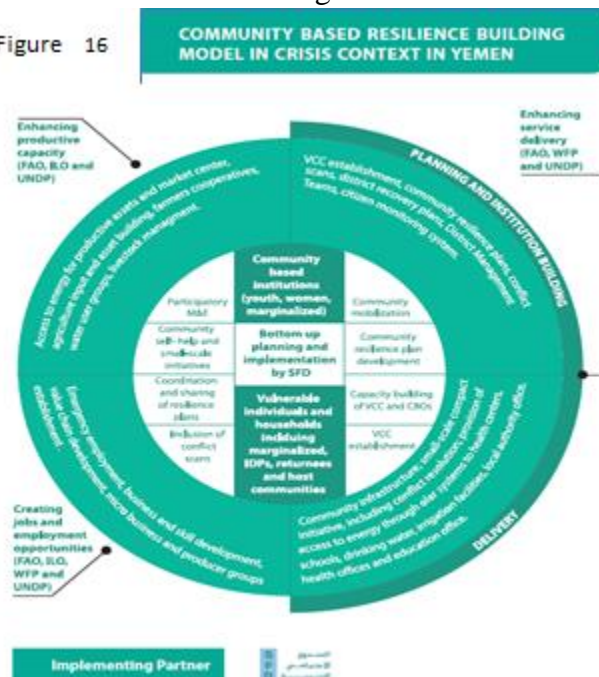
This component supported the establishment of the VCCs, LCCs and District Management Teams (DMT). The core roles of VCCs are the development of community resilience plans, identifying priorities, community and resources mobilization, and implementing the forecast community initiatives. Resilience plans focused on improving community service delivery, social cohesion, establishing basic services and supporting the rehabilitation of livelihoods to recover from the negative impacts of the conflict. They have a strong pro-local development orientation. Eventually this is expected to contribute to stabilization in Yemen's communities and to provide a solid foundation for the country's recovery when the political situation allows.

Figure 15. Percentage of VCCs with representation of women



The Local Governance component is the core of the resilience strategy of the programme as it enables communities to take control of their welfare and livelihoods. The creation of institutional and individual capacities to plan and deliver services to the rural population is creating the conditions for resilience building, i.e. the mainstreaming of external aid into village development. The SFD has assisted the target communities in establishing the VCC and the elaboration of the CRP. The VCCs engaged women in the running of the VCCs along the *Tamkeen approach* of the SFD. The rate of participation of women in the North has been higher due to difficult circumstances such as the demise of their husbands or their husbands' engagement in political activities that have prompted their participation in the community governance. Abyan Governorate has recorded the lowest women's turnout, due to its traditionalism. The share of VCC structures with women's participation is 83% in the Southern and 100% in the Northern Districts. Women's involvement was higher during the VCC formation, community mobilization and delivery of self-help initiatives. Comparing compact and self-help initiatives, women were particularly keen on mobilizing resources for self-help actions in absence of external support such as ERRY projects.

Figure 16



The project supported local authorities in resuming the planning functions. The 8 DMTs were established in the 4 assisted Governorates to support District authorities in mobilizing their executive and administrative members. They planned activities, such as damage and needs assessment, recovery plan elaboration and validation, issued prioritization and signed agreements with the implementing partners to execute the resilience projects (Fig. 16). A citizens' monitoring system was created to ensure transparency and accountability for the implementation of the District recovery plans (DRP). At the end of December 2018, authorities from 8 districts were able to implement SFD funded projects worth USD 600,000 (mainly reconstruction of health centers, schools, and water facilities) reaching 66,695 villagers. More importantly the DMT engaged the local authorities and communities in their prioritization and implementation of these activities.

The CMs of the SFD based in the Districts have led the participatory mapping and resilience planning of the VCC. The VCCs have brought the village informal institutions related to water, youths and women groups to mobilize their communities to implement service delivery projects in livelihood and social cohesion. At the same time, the VCCs built relationships and linkages with local authority, both executive (local council) and administrative organs, to seek approval for the construction of service delivery facilities. VCCs initiatives can be clustered in: (a) self-help initiatives that can be implemented by VCCs using their own resources; (b) compact initiatives



that required small matching grants; and, (c) initiatives that required large resources for shared services with other villages. The CMs incorporated most of the latter in the consolidated DRPs. The more than 441 self-help initiatives (health, education, WASH, etc.) were implemented without any external support and the 289 Compact initiatives (health, education, WASH, life skills training, roads) were funded by ERRY. These have covered more than 200 villages in 8 Districts reaching approximately 56,000 people. Through these initiatives, the community governance interacts with the other components of the programme, from CFA, to livelihoods, capacity building and social inclusion thus building resilience.

Capacity building has been a key facet of this component. The use of the Community mobilizers in assisting participatory planning, the VCC members in participatory planning and of the LCC members in the formulation of the CRPs and of the DMT in the development of the district recovery plans have made possible the collaboration of communities and local authorities in this field. The created capacities range from participatory planning, resolving conflicts, and to managing resilience and recovery projects.

**Key achievements include (Table 7):**

- 223 VCCs were re-established in the targeted communities including 2,178 members, 46% women.
- 8 District Management Teams (DMTs) were established in 4 Governorates.
- 213 community resilience plans were developed by VCCs, including the priorities of communities on basic services, employment, income generation, etc.
- 8 District recovery plans were developed by DMT to support the executive agencies and local councils to maintain the district-level governance function and to prioritize District Level Recovery Initiatives
- 289 community compact initiatives (matching grants by ERRY) were implemented by VCCs, directly benefitting 56,175 people.
- 441 self-help initiatives were implemented without any external support.

The improvement of the basic public services is the result of the ERRY JP design analysis of the critical conditions for transition from humanitarian aid to resilience building. In fact, the analysis of the capacity gaps of the local authorities and institutions was a joint task. It pointed to the shortage of technical and organizational capacities rather than on the restructuring of their strategies. Thus, the revision of their plans has concentrated on the modalities of assistance to the communities and their members rather than on the reshaping of their sector-wide approaches. This choice is consistent with the primary needs of the assisted communities and fulfills the chasm in local governance at the local level.

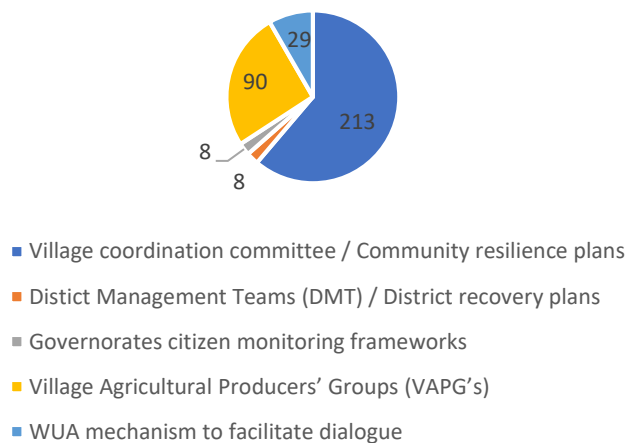


Table 7. Community governance actions

<b>Community organization and initiative</b>	<b>n.</b>
# Village coordination committee / Community resilience plan	213
# District management teams (DMT) / District recovery plans	8
# Governorates citizen monitoring framework to monitor basic service delivery	8
# Village Agricultural Producers' Groups (VAPG's)	90
# WUA mechanisms to facilitate dialogues for water resource management, agriculture production system, and crop production system	29

This component aimed at filling the gap in the relations between the population / communities and District authorities (Fig. 17). It has focused on the improvement of service delivery by local authorities and institutions through the improvement of their capacities of

Figure 17. Community organizations and Local authorities initiatives



interaction with communities. This has been achieved through the buildup of community participation mechanisms and corresponding technical and operational capacities of the local authorities and institutions that assist them. The VCCs and CRPs have contributed to the operationalization of the PUNOs intervention, after an initial lack of recognition. This was achieved by developing the DRPs in Lahj and Bani Qais instead of the village ones. The PUNOs adapted their intervention to these plans and implemented the recommended activities as part of the CRP.

The Community governance component established community, sub-district and district governance committees and created capacities to mediate among the villagers, to plan and to build resilience and recovery of the community livelihoods. These entities built technical and relational skills that have served to solve conflicts on basic issues, to enhance social inclusion and to identify, promote and implement initiatives in collaboration with NGOs and local authorities. Annex 10.8 presents the SWOT analysis of the component Local governance.

**Output 2.2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery**

**3.1.2.7. Skills development**

This component exploited the relatively good situation of the TEVT institutions and craft-masters. It leveraged local knowledge and skills, thus reducing the dependence on external resources, in line with the sustainability approach of capacity building. The collaboration with the Microbusinesses component also contributed to building resilience by broadening the perspective of the entrepreneurs and apprentices. However, the positive impact of such activities has not yet been harvested due to the longer than expected duration of the apprenticeships and the more limited scope of the business development skills activities. Their beneficiaries face the same challenges as those of the 3x6, i.e. a limited expansion of the market and investments due to security, institutional and macro-economic concerns.

The ILO intervention supported the creation and relaunching of microbusinesses and professional services in non-agriculture sectors with high potential for job creation in: (1) auto-mechanic repair; 2) mobile phone repair/maintenance; 3) solar installation, repair and maintenance. The baseline study contributed to identify the key hurdles to microbusinesses, notably limited entrepreneurial and vocational skills, lack of start-up capital, market volatility.

The capacity building of entrepreneurs was implemented along the ILO My First Business (MFB) Module and Semi-literate Training Packages (STP) with the collaboration of the Master trainers and Training of Trainers (ToT), capacitated by the project. The 2,693 entrepreneurs trained included 1,185 that had been selected by the UNDP 3x6 project. About 50% of the beneficiaries were illiterate – especially women - and could have not fully exploited the classroom teaching.

The impact assessment of livelihood shows that the priorities in capacity building of the assisted micro-businesses center on building accounting and sales & marketing capacities (Fig. 18). They confirm that this intervention has leveraged technical and production skills existing in the assisted communities and that social inclusion has benefitted people not acquainted with the complexities of business development. This survey of the beneficiaries' expectations confirms that the livelihood activities have achieved their results and that as stand-alone are insufficient to break-through the stabilization of the village, sub-district economy. In practice, this picture illustrates the limits of the progress made in revitalizing small businesses in absence of a stable macro-economic and institutional context.



The private sector led apprenticeship schemes and business development services were undertaken in collaboration with the TEVT and a national NGO. Two batches of apprenticeships were planned. The first one has been conducted by 120 master craft-persons trained on learner-centered

pedagogy and put in charge of 240 apprentices, half in the North and half in the South. The apprenticeship process included induction, theoretical (TEVT institutes) and practical learning, under the TEVT supervision. The graduated apprentices were awarded a certificate and half of them a set of tool kits. The second batch, involving 180 master craft-persons and 360 apprenticeship was ongoing. The training covered 6 areas: 1) Aluminum works and fabrication, 2) Beauty therapy, 3) Motorcycle repairing, 4) Confectioneries, cake and bread making, 5) Incense and perfume production, 6) mobile phone maintenance. The training approach was strengthened by the development of training curricula ensuring the completeness of the competencies acquired by the trainees.

Key achievements include:

- Capacity of 53 trainers has been strengthened and in turn they have trained 2,693 beneficiaries with the ILO “My First Business” and “I Too Have a Small Business” training modules.
- 600 vulnerable youth and women (45% female) received training on Upgraded Informal Apprenticeship in 11 priority occupations.
- 11 Competency Based Training curricula materials were developed, implemented as part of Upgraded Informal Apprenticeship programmes, and integrated into the Ministry of Technical Education and Vocational Training as national curricula.
- 298 master craft-persons (31% female) were trained in learner-centered pedagogy, Competency Based Training and assessment, and Occupational Safety and Health.
- Occupational Safety and Health materials and equipment were delivered to 300 service providers based on the organizational need.
- 300 Toolkits were distributed to the graduate apprentices to facilitate and enhance their employability 120 master crafts-persons (31 female) were identified and selected.
- 242 apprentices (72 females) were trained and certified. Half of them received individual tools kits.
- 360 apprentices have been selected and are being trained by 180 craft master-persons.
- 2 micro business associations in the North and in the South were created by UNDP to support businesses.

The project adopted the learning by doing approach, customizing its services to the emerging opportunities and potential partnerships, thus creating a broad set of knowledge – embedded in the new curricula and assessment tools. This component has been associated with the activities performed by the training institutes of the Ministry of TEVT. This collaboration has mobilized local expertise and allowed the finetuning of the learning methodology on the exigencies of the trainees and opportunities of the job market. Notwithstanding its complexity, from selection of the beneficiaries, to tailoring the training tools, and collaboration with local organizations, this component has increased the professional capacities of youth in search of a job. Structural shortages check the upgrading of the capacities of the trainers, master craft-persons and the mobilization of the resources and capacities of the Ministry of TEVT and the TEVT institutes. The training in the microbusiness and craftsmanship fields is not framed in the strengthening of the

Ministry of TEVT policies and programme that could ensure a broader and long-term impact of the training modules and tools provided by the project. Annex 10.9 presents the SWOT analysis of the component Skills development.

## 3.2 Efficiency

### 3.2.1 Coordination

Following the Mid-term review, the revision of the programme strategy has considered a stricter convergence of the PUNOs actions by using the District recovery plans (DRP) as the frame for the planning of field interventions. The formulation of the DRP and the buildup of the capacities of the local authorities has made it possible to perform coherent, aligned intervention across the programme components.

The elaborate programme coordination strategy matches the complexity of the context but in so doing has become quite burdensome. The PUNOs have balanced their interventions in the North and in the South not to be seen as partial to any the conflicting parties. The changing security situation and the contribution of the beneficiaries and local authorities have challenged the identification and implementation of the activities. The PUNOs held technical annual review meetings for the preparation of the Annual reports 2016 to 2018. The Joint coordination unit is in charge of joint planning, M&E and reporting, communication, donor relations, ensuring synergies (see Annex 11). It also submits the Annual plan to the Programme steering committee (PSC) and then to the donor. The PSC meetings deal with strategy and funds allocation. The PUNO heads of agency meet twice a year, to prepare the PSC.

At the beginning of the project each agency was trying to establish itself and their collaboration was not very strong but it has augmented with time.

The convergence of the PUNOs interventions across sectors to achieve resilience have encountered several operational problems. Their limited and different allocation of resources, types of interventions as well as their different capacities and modus operandi have made difficult to adopt a uniform coverage of the beneficiary communities. Security, logistic and local priorities were independently assessed at the time of the programme identification. However, the CRP focus although cutting across all the intervention sectors failed to become the reference for the targeting of the PUNOs beneficiaries, due to difficulties in coordination and involvement of all the stakeholders in the ERRY JP planning. The PUNOs acceptance of the CRP depended on the priorities each of them perceived in the targeted population as well as on their previous initiatives – that have created modalities, linkages and field presence varying from agency to agency -. The activities implementation was adapted to the situation in the country, governorates, districts and villages through a flexible, multi-level coordination. This exercise has shared knowledge and

experiences and produced some operational collaborations (Fig. 19) but has not influenced progress towards integrated area-based development planning.

The size of the challenge (presently 24.1 out of 26 million of Yemenis are food insecure) has counseled for restricting the scope of the ERRY programme to 4 Governorates and 17 Districts. Such choice has made possible the shifting of the focus of external assistance from relief to resilience by going beyond the simple distribution of humanitarian aid to more elaborate and intense resilience intervention. The programme was not always able to deal with the challenging field reality. The formulation of the Community resilience plans at the village level has not ensured their adoption as the baseline of the PUNOs actions. Following the Mid-term review (MTR) recommendation, a DRP exercise has been performed to prioritize and coordinate their joint

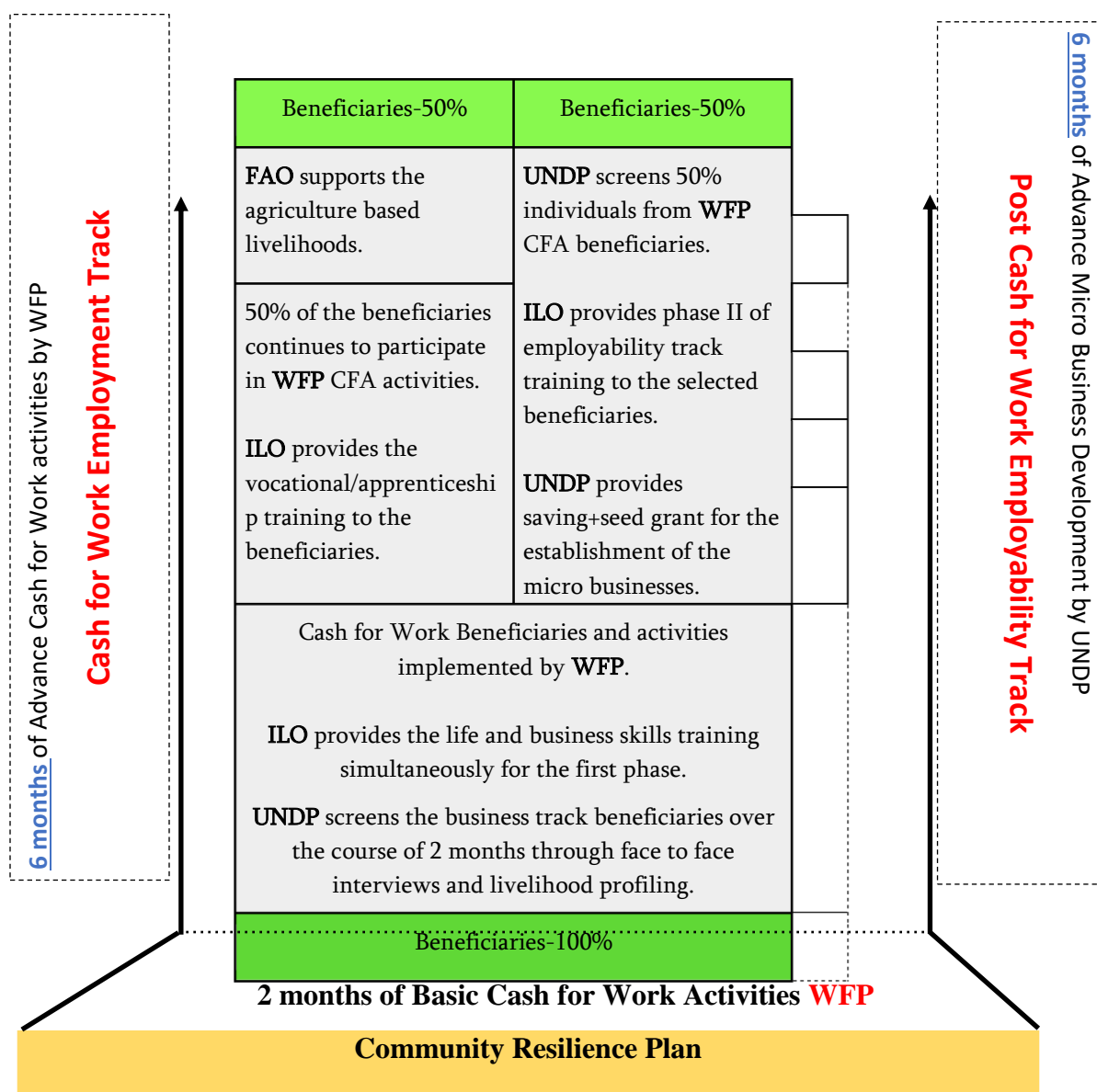


Figure 19. Joint model of employment and employability

actions. This process has led to some thematic coordination – such as between the CFA earnings saving and investments in microbusinesses and ILO training, between the CFA rehabilitation of assets in agriculture and farming and livestock activities, and between the local governance and social inclusion. This harmonization of implementation activities made it possible to use the knowledge, relationships, and findings of the CRP and LRP to cluster the PUNOs activities contributing to the multi-dimension construction of resilience. At the same time, they have strengthened the relations between communities and local authorities, participating in the framing of the plans and benefitting from capacity building in thematic areas in collaboration with the DMTs and local partners performing training and extension services. This improvement in the coordination of the programme components has included the finetuning of technical solutions, the sharing of knowledge and more importantly the raising of awareness and engagement of the communities to tackle resilience instead of the simple delivery of humanitarian aid as in the case of CFA.

The priorities for each PUNO project were identified through the baseline studies performed at the beginning of the programme. These studies targeted different communities and groups of beneficiaries. E.g., irrigation scheme related actions are prioritized by FAO (technical dimension) and UNPD (local governance dimension) concerning different communities and beneficiaries. Thus, the initial activities performed by the PUNOs were based on highly technical criteria of each agency and diverged on occasions from the agreed baseline priorities. The PUNOs formulated the beneficiaries' selection criteria along resilience principles such as inclusion and capabilities. The collaboration of the local authorities in participatory planning have been partly effective in correcting the initial sectoral approach. Social cohesion and conflict resolution were aimed at the mobilization of the communities along shared goals. This effort was especially effective in the CFA and assets rehabilitation that have centered on widely felt community needs and benefitted marginal groups along with the whole village. Women have participated in coordination and effectively lobbied for their interests. Through the planning and coordination exercise they raised their vision from fulfilling household needs to participating in income generation. The technical requirements for the performance of the economic activities have demanded partial overlapping of the PUNOs intervention making possible the transition from humanitarian aid to resilience.

The collaboration with the national and local authorities and implementing partners has produced a complex, multi-level set of coordination and technical bodies. The PSC minutes show that this body - composed of the National institutions, Heads of PUNOs and Donor - addresses the strategic issues of the programme intervention, its alignment with the overall humanitarian effort, its linkages with the evolving humanitarian situation, and the mutual understanding between the parties. In practice, it concentrates on the strategic issues and conditions enabling the programme implementation.

Operational and technical choices are dealt with by a group of coordination and technical bodies each interacting with specific groups of partners. The EERRY Joint coordination unit (JCU), based in Sana'a and liaising with the backstopping office in Amman, together with the EERRY Technical

team – composed of the programme officers of the PUNOs based in Sana’a and Aden ensures the unity and technical coherence of the PUNOs actions (Annex 12). They formulate the programme conceptual tools and strategic documents. They also perform the planning, liaison and harmonize the PUNOs actions and monitor their implementation. The JCU main task is to transfer the strategic choices made by the PSC into the harmonization of the operational arrangements between the PUNOs. It gives coherence to their work.

The JCU is also in charge of the preparation of the budget of the programme through the assembly of the annual budgets of the PUNOs. Each agency adopts its own financial and administrative procedures. Some expressed concerns about the achievement of the threshold of the 70% of expenditures to access to the following tranche of the grant but the high burning rate of the programme (about 90%) confirms that such problem has not affected its delivery.

The coordination with local institutions is performed through the two Technical coordination committees, each including PUNO coordinators (one for Sana’a and one for Aden for each PUNO) and the Yemeni institutions based in Sana’a and Aden. The two logistic hubs in Hodaydah (FAO coordination) and Aden (UNDP coordination) pipeline the external resources into each region. The four Governorate level coordination committees are made of the PUNOs, Yemeni institutions, representatives of the Local authorities (DMT). The governorates associate this with the rebuilding of their skills and improvement of their relations with the local communities.

PUNOs technical services, NGOs, and Yemeni institutions / local authorities ensure the delivery of the field activities consistent with their respective expertise. The PUNO in charge of each component and its implementing partners are connected to the DMT and communities’ representatives. The coordination at Governorate and District level through the DMT makes possible the mutual understanding, facilitates the exchange of information on security, and the sourcing of local capacities. The complexity of this mechanism mirrors the diversity of partners of the programme, its adaptation to the shifting situation and ensures that the local instances and capacities are involved in the performance of the different steps of the field work. Synergies with local authorities and technical bodies, as well as with other interventions are forged case by case. The endeavor of the CRP of coordinating the assistance to each community is hampered by the fact that each PUNO acts along its own priorities and targets different communities. They hardly coincide. The formulation of the broader DRPs has made it possible to overcome some of this problem by establishing broader targets where the different PUNOs strategies can be linked. Such exercises proved essential for connecting humanitarian aid to livelihoods building, and technical assistance to training. The rehabilitation of District level capacities by establishing the DMT has been the basis for the DRP exercise and coordination among the PUNOs. The success of this approach is confirmed by the improvement of the relations between the communities and local authorities. Such agreements have made it possible to intervene along a long-term modality – in which local authorities are partners of the rehabilitation effort - and to move from humanitarian aid to resilience building.

The PUNOs collaboration with the Implementing partners has been effective. Each of the latter has a long work experience in Yemen, a network of reliable local counterparts, and extensive understanding of the context. The PUNOs, public bodies (DMT, TEVT institutes) and NGOs have made large recourse to local extension officers and trainers, the workforce of the debilitated public institutions. The delivery of field activities has been affected by the changes in the security situation reducing the field work or disrupting some success story. However, it has not impacted on the overall delivery of the programme that has been able to concentrate the available resources in other areas.

The thematic allocations and execution of the budget shows that the programme was very effective in the delivery of services and field operations – notably in the transfer of grants to counterparts – achieving some savings in staff, material and equipment and containing the travel costs. The expenditures and commitments for 2019 are less than 20% for all the PUNOs. Only the skills development component recorded some low rates of execution of the transfer of grants to counterparts in the apprenticeship sector, that anyway is a relatively small budget line covering the services supplied to a minority of the programme beneficiaries. The peak of budget expenditures was recorded in 2017 except in the case of the skills development component where they have progressively increased (see the analysis on the reasons of delays in section 3.1 on Effectiveness). In the case of FAO, the low expenditure rate in staff has resulted in a moderate saving on the overall budget (6%) that otherwise has been quite completely committed or spent.

The programme financial summaries show a sustained performance of the budget made possible by the efficient coordination of the implementing partners and recourse to the PUNOs own financial and administrative procedures. The budget doesn't show co-funding or external contributions, although the beneficiaries have committed resources to the execution of the programme activities. The interviewees in the livelihood fields have provided some of their own money to relaunch or expand their businesses. This is also the case of the CFA savings invested in microbusinesses and agriculture. The gap in counterpart founding is obviously related to the collapse of the national budget and dependence of local authorities on external aid (Table 9).

*Table 8. Programme expenditures*

<i>Item</i>	<i>ERRY budget</i>		<i>Expenditure and commitment by February 2019</i>					
	<i>Amount (USD)</i>	<i>%</i>	<i>UNDP (USD)</i>	<i>WFP (USD)</i>	<i>FAO (USD)</i>	<i>ILO (USD)</i>	<i>Total (USD)</i>	<i>% of total</i>
Staff and other personnel costs	6,219,863	16	3,389,337	343,668	327,948	906,645	4,967,598	80%
Supplies, Commodities, Materials	3,905,033	10	3,690	0	3,602,617	0	3,606,307	92%
Equipment, Vehicles and Furniture including Depreciation	3,641,666	10	2,115,441	679,350	595,664	5,882	3,396,338	93%
Contractual Services (Yemen)	4,353,405	11	2,229,562	151,576	1,459,750	950,095	4,790,983	110%



Travel	1,050,247	3	285,238	5,555	455,703	87,845	834,341	79%
Transfers and Grants to Counterparts	13,979,722	37	7,576,565	6,630,031	329,152	153,763	14,689,511	105%
Operating and Other Direct Costs	2,419,063	6	1,322,889	0	841,492	199,725	2,364,107	98%
<i>Total Programme Costs</i>	35,569,000	94	16,922,722	7,810,182	7,612,326	2,303,954	34,649,184	97%
Indirect Support Costs (7%)	2,463,054	6	1,185,878	546,713	431,748	265,362	2,429,701	99%
TOTAL	38,032,054	100	18,108,600	8,356,895	8,044,074	2,569,316	37,078,885	97%
PUNO % of total	100		47	22	21	7	97	

The coordination with local authorities faced the fact that the participation of the local authorities in decision making may complicate the distribution of inputs, such as seeds and feed blocks and molasses. The resulting delays are part of the buildup of community governance and should be considered organic in establishing resilience in a conflict ravaged country.

The money transfer from UNDP to the other PUNOs through Headquarters and from them to the partner agencies has delayed the performance of the field work. The issuance of clearances and visa for expat staff traveling to the North have caused more serious delays. Many meetings had to be cancelled because of delays in getting visa and clearance or logistic constraints. Procurement too was hampered by the unavailability in the country of stuff matching the required characteristics. The same challenges were experienced in the procurement of professional services – due to the scarcity of local expertise, e.g. in the engineering sector -. The same problems are a threat to the continuation of the rehabilitated assets and livelihoods as the beneficiaries are much less endowed than the PUNOs and their partners in accessing to external materials, equipment and expertise. The programme schedule has made provision for such difficulties that have created inconveniences and delays to the activities (notably in the payment of the CFA salaries to the villagers and in procuring equipment) but have not derailed the execution of the programme strategy.

### 3.2.2 Monitoring and Evaluation

*Conceptual:* Annex 2 presents a reconstructed Theory of change and Annex 6 the ERRY revised logic model which provided the frame for the execution of the M&E of ERRY. A clearer theory of change at the beginning of the ERRY design process would have been helpful to the M&E by showing more clearly what synergies among the output components would be critical to allow effective outcome achievement. This would have set the stage for monitoring both individual outputs and their outcomes (immediate outcomes) and over all programme outcomes (intermediate and contributions to ultimate outcomes). Resilience is achieved at the intermediate and ultimate outcome levels. The M&E system description lacks a clear articulation of the theory of change through which outputs lead to outcomes and then the levels at which outcomes will be measured.

*Operational:* The programme monitoring is a composite of that of the individual PUNOs actions. Reporting and communication have produced information appropriate for feeding upstream accountability and has little impact downstream. The sharing the communication materials and reports in Arabic to stakeholders and partners at the Governorate, Districts, and Implementing partners level needs to reach to the community and beneficiary level.

A huge effort has been spent in doing the need assessments and in establishing the baseline of the beneficiaries' socio-economic conditions. Each PUNO has independently performed such exercises that concern their different targets. The sectoral assessments and survey of resilience, livelihood, social cohesion and local governance have identified low levels of food security, access to water and electricity, and employment. These data have been used in shaping the sector intervention and established a shared perception of their contribution to resilience. Their results can hardly be summed to present a joint appreciation of resilience by combining the progress made in each sector at the community and beneficiary level – due to the different targets of each component -.

The Logical framework and indicators have been designed by putting together the individual sector goals and achievements at the output level. The PUNOs measure the outcome or progress of the beneficiaries in building resilience sector by sector as their actions tackle individual components of the people's welfare and livelihood. The Outcome indicators were identified following the baseline assessment. They were partially measured during the impact assessments as their systematic calculation is being considered for a later date. The revision of the Logframe in 2018 has simplified / reduced the number of the indicators making them better suited to measure the progress of the programme components, . Typically, the links between community governance and livelihoods of the people that are the core of the joint strategy (as they bridge the community level of resilience to its institutional one) have to be assessed at the completion of the programme. The progress made in a sector and its contribution to the achievement of resilience are not explicitly justified in terms of the programme multi-sector conception in each of its components planning exercises. The coordination at District level in 2018 has made possible some progress by a joint planning exercise that is pipelining several interventions that contribute to building resilience.

The JCU team, PUNOs' focal-points and technical specialists have conducted field visits to supervise the activities implementation. They also performed joint field visits to Districts along with Ministry of Planning & International Cooperation (MoPIC) officials, local authorities and other stakeholders to assess the delivery of activities and satisfaction of beneficiaries. The programme has organized the annual review workshops in Sana'a and Aden with all ERRY counterparts and various stakeholders in December 2018. These workshops were aimed at enhancing coordination and participatory monitoring as well as to review the performance and progress of the programme activities. Participants and the Joint programme team exchanged lessons learned from the first phase and made suggestions and recommendations for the next phase. The participating agencies have allowed and encouraged the vulnerable communities to voice their concerns and provide their feedback through various means. For instance, a hotline was introduced

under the solar component, which allows beneficiaries to register their complaints in real-time and to have them addressed. The M&E system is building the local authorities (e.g., DMT) monitoring capacities needed to consolidate the assessment of resilience across the territory.

The Programme management has centralized the programme monitoring and evaluation and supervised the communication activities. The strategy of the monitoring system has been renewed during the programme implementation to ensure coherence of the data collected from the PUNOs. The M&E working group was activated in 2018. Being an integral part of the ERRY Joint programme governance structure, it plays an essential role in providing technical support and means to oversee and monitor progress in delivering results and achieving the expected outcomes and outputs. The M&E group held several meetings to address M&E related issues, share lessons learned, and elicit suggestions to manage risks and deal with challenges. The data collection instruments & practices as well as monitoring and reporting tools were harmonized across the project's partners (each PUNO has its own M&E team) with the active participation of the M&E working group. The tasks of the Implementing partners in monitoring are shaped along each PUNOs reporting needs. For example, to monitor and follow up on field activities, FAO has set up a primary network at village levels in the 9 targeted districts through constitution of 85 VAPGs representing 569 neighboring villages. This independent approach makes it difficult to calculate aggregate values of beneficiaries and, not least, the progress in building resilience. The main gaps are the fact that beneficiaries of several components and actions are not reckoned as such (i.e. in terms of their multi-dimension resilience) but accounted individually in each component. No index cumulating the contribution of governance and social inclusion on one hand, or of capacity building and of livelihoods on the other has been formulated.

As the individual PUNOs reporting in the ERRY JP documents made available for this Evaluation is based on Governorate and District disaggregation of data, the convergence of different components to build the community resilience is not evident in their output or outcome indicators. An interactive map has been developed that helps visualize the major areas of interventions as well as the number of beneficiaries disaggregated by gender, district, etc. In fact, the reporting of the programme activities and results in the ERRY JP documents made available for this Evaluation is limited to the Governorate level, except in the case of FAO and of some UNDP actions. Communication of the programme results and impact had a major impact upstream on the inter-PUNOs and institutional communication with the donor and national institutions, facilitating the shaping of a consolidated approach among their strategies and harmonization of actions up to the Governorate level. The communication materials and reports in Arabic are shared to stakeholders and partners at the governorate, districts, and IPs. In addition, regular meetings are held with local authorities which are arranged by the programmed sub-national coordinators in both regions. However, the FGD and interviews of IPs representatives show that communication was less effective at the local level due to the obvious limitation in field reach and variability of situations, perceptions and expectations of the communities and local authorities – a situation little enhanced by the aggregate dimension of the communication messages that often escape the beneficiaries direct experience -.

Greater care in monitoring is required to avoid duplications and to establish if the same beneficiaries are recounted in different activities as training, distribution of inputs, organization and coverage of beneficiaries. The values of the indicators available at the time of this Evaluation present the programme success in a fragmented way, that can be useful for representing its output achievements as well as individual PUNO achievements but not the cumulated resilience outcomes. The geographical disaggregation of the indicators would also be useful to include the impact of other initiatives to the execution of the CRPs and DRPs. The challenges of operating in a crisis context and different histories and perspectives of the PUNOs requires substantial harmonization to monitor and assess the ERRY JP progress. This situation is reflected in the lack of uniformity in the indicators and diversity of data collection modalities. The strong effort made in revising the Logframe after the mid-term evaluation is improving this situation and the usefulness of the ERRY JP indicators in the programme decision making.

The programme reporting is also based on the respective progress reports of each PUNO... The FAO and UNDP annual report are comprehensive, well structured, reasoned and documented, providing insights on the impact of the activities. The WFP and ILO reports are very sketchy. They correspond to the practice of humanitarian aid agencies to present the delivery of their activities only rather than their impact. The variation in quality and content of the reports make the overall integration of results difficult. The overall programme report makes no reflection on their converging effects in establishing resilience and its conclusions add little value to those of the PUNOs reports. Overall, this exercise reveals an effort to analyse the ERRY JP achievements and impact at the individual component level and some difficulties in the appreciation of its cumulative and converging effects.

The communication working group works for the whole programme (they approve communication products for all the PUNOs and implementing partners). The communication products have to consider and harmonize the different communication strategies of each PUNO resulting in complex and time-consuming work in the elaboration of joint products. The communication working group was formed from all PUNOs to discuss communications issues and to develop the Communication Guidelines for the PUNOs and their implementing partners on the proper use of the communication materials. This approach has been developed through communication actions presenting the ERRY lessons learnt, impact and major achievements. The communication strategy makes use of printed and video materials, gadgets and social media (Twitter, Facebook). Communication and reporting mention the donor and its role in the programme. Their content and presentation match the sensitiveness of the population feelings, respectful of their traditions. The communication materials present the key features of the programme and are well conceived for briefing the upstream stakeholders. The beneficiaries met in the field (i.e., the participants to the FGDs) showed moderate interest in these materials showing some uncertainty in the understanding of the overall programme strategy. Their partial perspective would have benefitted more from interactive communication tools and presentation of cases that show the corporate vision of the programme.

### 3.3 Relevance

In this section we pursue two main lines of enquiry and present our assessment accordingly:

- 1) how well the various ERRY outputs and sub-outputs as well as the programme strategy were aligned with the communities' resilience building needs including the needs of women, youth, IDPs, marginalised groups and visible minorities as well as government and agency priorities, and
- 2) how relevant is ERRY to the current realities of Yemen.

The extent to which the programme outputs were achieved is discussed in Section 3.1 about Effectiveness. Annex 2 illustrates the ERRY JP reconstructed Theory of Change that links the programme outputs to resilience building (outcome) and development goal.

#### **3.3.1. Cash for Work and Assets (CFA) Rehabilitation**

The Cash for Work and Assets (CFA) rebuilding component targeted more than 20,000 vulnerable individuals (47% females) in the 4 governorates and while it provided only temporary employment and income, the assets that were rebuilt were clearly relevant to the ERRY resilience building goals. This component is also well aligned with WFP mandate. The assets had the potential to contribute to longer term resilience by reducing risks and the impact of shocks such as drought and floods. The CFA was very relevant to meeting basic needs and supporting livelihoods recovery in general but was not always relevant to women's needs as the assets selected for rehabilitation were often more suited to men. The women could've done the light rehabilitation works but it was not culturally accepted. Hence the diversification of activities and the extension into handicraft and other training opportunities focused on women to close the gap.

The WFP standard operating procedures if followed and not interfered with would result in high levels of relevance to selected individuals as well as needed assets consistent with local resilience plans. For example, for assets selection "Priority assets for the 6-month cycle" should be determined through a participatory approach. Representative community committees, including women and marginalized groups, should be consulted to determine the most needed assets. Community resilience plans and local development plans should be used as a reference where available. Our findings suggest that while the procedures were generally followed there are instances where they were not and equally importantly on many occasions potential beneficiaries and Village Cooperative Councils (VCC) were not fully aware of or had access to the WFP standard operating procedures. It is therefore recommended that to improve relevance more effective communications, increased access and reduced interference be instituted.

### **3.3.2 Agriculture**

According to the impact assessment the seeds (cereals, forage and vegetables) provided by FAO met the needs of farmers. The surveyed parties confirmed that the assistance was timely and needed. It has not only made them engaged and saved their budget for other household needs, but also generated income. The Farmer Field Schools (FFS) ensured raising the knowledge and skills on the application of new practices. This was reflected in the high rate of applying new knowledge and skills, as well as practices application, among surveyed farmers. The relevance of these interventions was however reduced when the seeds were not appropriately sourced from nearby locations. Irrigation interventions were welcomed by farmers especially when supported by solar energy as costs of diesel had gone through the roof.

Livestock interventions including molasses-based feeds and feed blocks fattened animals in a shorter time and increased milk production thus improving farmers income, food security, household livelihoods thus were directly relevant to the resilience building needs of farming communities. Women who are actively engaged in milk processing to make cheese and yoghurt etc. directly benefitted. Choppers were much appreciated as a labor-saving device. Animal vaccinations help to reduce prevalence of disease among livestock and more work is needed in this area. Relevance of the livestock interventions can however be enhanced by raising awareness of the benefit of the new technologies and by skills developed to use these technologies. The Farmer Field Schools has proven itself quite relevant in this regard.

### **3.3.3 Microbusinesses Development**

The relevance of the microbusiness component (3x6 approach) can be assessed on both the steps taken to ensure relevance as well as the business development outputs and livelihoods outcomes of the intervention. The programme-built capacity through training and skills development and provided small financial grants to kick start microbusinesses. Of the three main training courses (accounting, sales& marketing, and cash management), sales & marketing followed by accounting were reported as the most beneficial. Beneficiaries were able to select businesses that suited their interests and capabilities while taking into account local market realities. A market assessment was conducted to provide necessary market information for informed decision making.

The supported micro businesses became a significant source of income for many households. The majority of microbusinesses owners confirmed the growth of their businesses in a stable manner. The engagement of youths in micro business creation provided sustained employment opportunities and thus avoid direct or indirect involvement in the ongoing conflict or war. The use of two curricula depending on the literacy of the trainee enhanced relevance of the assistance. Beneficiaries felt they had improved their ability to sell, purchase, and negotiate effectively with customers and suppliers. They were able to better manage the financial aspects of their businesses, and this enabled them to make saving from their incomes and profits.

The relevance of the microbusinesses can be increased by growing those with appropriate potential from micro to small businesses and thus improving their capacity for jobs creation. Section 3.5 of this report analyses the progress made in gender equality in the assisted communities.

### **3.3.4 Access to Solar energy**

The interventions on solar energy provision were directly relevant to ameliorating the massive energy shortages created by damaged or non-functional electricity supply plants and high diesel prices. Relevance was demonstrated in health, education, agriculture, WASH, and the productive associations. From improvements in vaccines cold storage, longer functional hours of health facilities and schools, solar pumps diving irrigation in agriculture, potable water availability improving hygiene and reducing diseases like cholera, to improved productivity in producer associations, relevance was high.

The average working hours in Health facilities increased from eight to eleven hours due to the installation of the solar system. Over 50% of the health facilities have initiated evening activities for emergency cholera prevention, obstetrics, accidents, and emergencies. In education the number of students increased by 33% and student dropout rates from dropped by 11% to 3% on average. The solar energy interventions also reached small and micro farmers through the Water Users Association (WUA) who benefitted from solar irrigation pumps. Solar lanterns were provided to some of the most vulnerable including IDPs in Abyan, Hajjah, Hodaydah, and Lahj Governorates. . In addition to supporting the energy needs of communities, these interventions provided the basis for solar energy microbusinesses, increased household incomes and importantly were aligned with women's needs thus improving gender equality.

The multidimensional positive impacts of solar energy on households, businesses, social services, security, women, youth and marginalized persons reinforce its relevance to rural resilience building in Yemen.

### **3.3.5 Social Cohesion**

In conflict contexts like in Yemen building social cohesion is necessary for both reducing tensions and the potential of violent conflict as well generating the social capital on which resilience can be built. ERRY contributed to building social cohesion both directly through Insider Mediators (IM) and their interventions as well as indirectly through its other interventions thus reinforcing the latter. IMs initiated Community dialogues with the participation of the affected people, conflicting parties, and members from the local authorities. The role of IMs is to create awareness among the targeted communities, facilitate the dialogue process, and mentor communities to implement self-initiatives. Conflict resolution interventions by IMs assisting the Local Community Councils (LCC) to solve the local conflicts involved 48 small projects implemented through 60

small project grants. The results of these interventions were mixed.

Other EERRY components contributed significantly to social cohesion. For example, solar energy built social capital through radio communication, people watching TV together or using sports facilities. Similarly, networks of microbusiness owners. About 37% of committees' members that were interviewed stated that the project contributed in a significant way to social cohesion and thus peace building. Another 21% thought that the project had at least some positive effect in this respect. However, the members of one out of five committees reported that the project had little or no impact on social cohesion and peace building in their communities.

### **3.3.6 Local governance**

This component has aimed at enhancing service delivery through grassroots participation and creation of institutions technical and operational capacities. The EERRY interventions in the area of local governance focused on the revitalization of the VCCs which served as a bridge between local populations and Local Authorities (LA). The capacities of the LAs to engage local communities and meet people's basic needs which was weak even before the current war was now severely depleted. This was largely due to lack of financing, even salaries not being paid regularly. The VCCs which seen as legitimate by the local people worked with Community mobilizers (CM) and the IM to develop community resilience plans. Women became quite active in the VCCs and their involvement influenced the priorities of the resilience plans to include a bigger focus on the provision of basic services including health, education and WASH. EERRY supported the financing of some of the resilience plans but also built the capacity of the VCCs to mobilize resources needed for these plans. In this way local governance arrangements were resuscitated in the face of widespread loss of capacity in the LAs. The relevance of these interventions as documented in the impact assessment report have been attested to by the LAs as well as the beneficiaries. The VCCs were also expected to be help ensure that the IDPs, youth and minorities were included in the planning process and in the benefits of resilience building efforts of the EERRY programme. Besides the inclusion of women, it remains unclear how relevant the VCC s were to the inclusion of the other vulnerable groups. This might be an area for future improvement.

### **3.3.7 Skills development**

The Upgraded Informal Apprenticeships (UIA) demonstrated clear relevance to EERRY's resilience building goals in 2 main ways. Firstly, the evaluation found that the training and apprenticeship period provided by the programme resulted in useable skills that helped the beneficiaries obtain jobs with employers as well as to set up their own businesses along the lines in which they were trained. Women were able to launch their own businesses in embroidery and clothes designs while men launched businesses in mechanic shops and solar maintenance, quite quickly. The relevance



of these skills towards setting up businesses was only apparent for those with capital to start their own businesses. Those without capital found it difficult to start their own businesses and some could not find employment. Others were however quite innovative. For example, some women got into the clothes design and manufacture business by getting the cloth (raw materials) from their customers; doing the design and sewing and then selling the finished product at a profit.

The UIA component focused on the vocational training and served in upgrading skills and knowledge for many occupations. The Business Development Skills (BDS) trainings have built capacity for self-employment and independence of beneficiaries and laid out the way to self-reliance. Beneficiaries indicated that the BDS courses provided them with the confidence to understand their finances and helped them build their capacities to work on their own and serve their clients. This was evident to a large extent among apprentices who actually started their businesses.

The equipment (tool kit) provided by the intervention was of central relevance. While the UIA had clearly demonstrated relevance among beneficiaries, employers and master craft persons; the Technical Education and Vocational Training (TEVT) representatives did not feel as included as they would have liked. Indeed, it has been suggested by TEVT and other governorate officials that the use of IPs in the UIA was unnecessary since that was a task that could easily be carried out by TEVT.

### **3.3.8. General**

Overall the fundamental question of relevance is to what extent has ERRY been relevant to the needs of the Yemeni people over the last three years as well as in the current and evolving context in Yemen as described in Section 1.3. In 2015 at the time of the conceptualization of ERRY it had already become clear through studies such as the multidimensional livelihoods assessment in conflict affected areas of Yemen, which established a downward vicious cycle between poverty and conflict that resilience building would be needed to arrest and reverse this cycle.

Since then, with the advent of war, in the context of widespread and worsening humanitarian situation resilience building has become even more relevant. The evidence for the relevance has been laid out in a recent paper entitled “Strengthening the Resilience of Vulnerable Communities in Yemen”. As discussed in that paper the essence of resilience is fostering the capacity of individuals, households, communities and countries to cope with, adapt to, transform and recover from shocks and stresses. The deterioration of food security conditions between 2018 and 2019, despite humanitarian assistance, signals that the latter has limited impact on sustainably reversing food insecurity or preventing further destitution. Resilience interventions are needed to complement humanitarian relief and contribute to longer term solutions. Resilience interventions in Yemen today mean improving food security and household incomes, building capacity of youth

to find jobs and develop businesses, enhancing energy access, improving the situation of women and minority groups, restoring local governance, building peace and reducing security risks.

Resilience interventions stimulate the local economy, reduce the number of people relying on humanitarian relief as well as the needs of beneficiaries, and contribute to peace. The number of youths who are tempted to join armed groups is reduced by creating youth employment. In general, humanitarian effectiveness is increased by the synergy with resilience interventions and thus increases value for money spent on humanitarian aid.

As has been discussed in the foregoing paragraphs ERRY-type resilience interventions included providing Cash for Work and Assets on restoration of community assets, inputs for restoring livelihoods in agriculture, livestock and fisheries, recruitment of potential youth entrepreneurs to work on community projects, making savings mandatory while providing skills and grants to start a microbusiness, solar energy provision and strengthening local governance arrangements. These interventions helped individuals, households and communities take greater control over their lives. Income levels among beneficiaries improved, some community assets were rebuilt, shortages in energy were reduced, and women and men making more joint decisions. Social cohesion was strengthened and tensions and conflicts reduced in the areas of intervention. People are now better able to access food, water, health care and education. In this way resilience building complements and supports humanitarian interventions while laying the foundations for economic growth, poverty reduction and human development. Years of investments are saved including from international development assistance.

As such the relevance of the ERRY interventions has been amply demonstrated. The evaluation generally confirmed this analysis in both KIIs with officials and Focus Group Discussions with beneficiaries. If anything, the concern is with scale. ERRY spent USD 40 million and reached 362,000 direct beneficiaries and about double that in total. This is a drop in the bucket of overall needs. In a perverse way it might be argued that at this scale ERRY interventions is really insignificant to the problem at hand. But what it really means is that ramping up investments in resilience building is critical to the future of Yemen.

### 3.4 Sustainability

This section considers sustainability of ERRY interventions from two broad viewpoints. The first is to consider the actual or potential self sustainability inherent in the various immediate outcomes of the outputs. The second is to consider sustainability from an external perspective in terms of ERRY exit strategies and the sustainability of the broader outcomes when ERRY concludes. The latter might be considered premature in the Yemeni context, but an evaluation needs to consider the evidence as it is anyway. Environmental sustainability is dealt with in section 3.6.

### **3.4.1. Cash for Work and Assets**

This project has filled in a temporary food gap through a conditional cash transfer during the duration of the activity while it has substantially contributed to longer term food security and access to basic social services through the assets created/rehabilitated. It should be mentioned that the work supported under this component and the resulting incomes are temporary by design and cannot be expected to lead to sustainable livelihoods unless linked to other investments and activities such as 3x6 or UIA/BDS. On the other hand, the assets that are rehabilitated have a great potential for contributing to sustainable livelihoods in the communities in which they are present. The evidence available to the evaluation suggests that while it is too early to determine whether these assets will continue to be maintained by the community / local authorities over time the early signals are quite positive. The rehabilitated assets included water points, grazing lands, schools, and handicraft facilities. In terms of continued functioning, 88% of the respondents indicated that those assets built or rehabilitated are still functional. In the few cases where the assets were not functioning it was because of natural factors (wind, water etc.) or they were not completed as yet. Only 19% of people interviewed during the impact assessment indicated that they had not used the assets in the last month while 40% had used some assets every day.

### **3.4.2. Microbusinesses**

The contribution of this component to sustainability of livelihoods in the context of resilience building needs to be examined beyond merely the sustainability of the business and include the training received, the financial aspects of the microbusinesses, the contribution to employment and any contributions to social cohesion. In terms of the microbusinesses themselves, according to the impact assessment and confirmed by the KIIs and FGDs More than 80% of the microbusinesses are stable, and a large portion (about 70%) of them are making profits. Female Microbusiness owners were more able to reach breakeven than male owners. This result was evident because female microbusiness owners demonstrated a greater ability to make savings than their male counterparts. The FGDs revealed that in general the microbusinesses were doing well financially being able to cover household expenses quite well and even allowing for savings to be able to grow the business and serve as a cushion in the face of volatility. Another pointer to financial sustainability is debt management. According to the Impact Assessment Microbusiness owners managed the amount of credit (customers who owe the microbusiness) and debts (loans are taken by the microbusiness) to protect their businesses. Microbusiness owners understood the difficulties they may face because of the inability of many citizens to pay back for what they get. On the other hand, very few of the microbusiness owners owed debts which did not, therefore, impact their businesses.

From the perspective of the training received this has clearly served the prospective business owners quite well but beyond that, even for those whose businesses failed they felt the training

will prove useful in the future. While the microbusinesses did not create many jobs beyond the household the potential for some of these businesses to grow into small and medium businesses over time now needs to be assessed and supported in ERRY 2 where feasible. Sustainability of microbusinesses also requires a supportive ecosystem of services and networks. This is now starting to form and ERRY 2 should give this explicit attention though value chain plus development.

### **3.4.3. Agriculture**

The self-sustainability of the crops and livestock interventions depends on the farmers acceptance of the new technologies and their capability to use them effectively, make a decent profit and then be able to manage production and marketing so that self -sustaining business results. In addition, it is important to develop local support groups such as users or marketing associations to support farmers specially to cope with shocks and stresses that they would face in the challenging Yemeni situation.

In the case of crops the main contributions were the introduction of new seeds for cereals, forage and vegetables. In general, the new seeds have improved productivity, farmers are using them to earn good income and will be in a position soon to produce their own or pay for the seeds. There were some situations in which the seeds did not perform as expected but this has been corrected. A challenge to sustainability is the possibility of over production at times for example of perishable tomatoes that can lead to a glut, very low process or even spoilage and loss of the produce. A possible solution is processing into tomato paste, manufacture of salsa or other products. Some of this has started but more needs to be done more systematically so that all interested farmers can benefit. This could be an area where links with UIA and BDS could provide synergy and increased sustainability. Solar energy is providing an affordable source of energy for irrigation of cultivated lands and so enhancing productivity as well sustainability.

Livestock interventions included the introductions of new feeds based on molasses, feed blocks and new dairy equipment. Training and skills development were provided by FFS, agronomists were engaged for extension services, and community-based users and producers groups were established like Water Users Association and Dairy Producers Association. The introduction of new cost-effective technologies has been welcomed by farmers and increasing their bottom line to the point where they are increasingly being able to pay for these products. Solar energy is also increasing productivity of livestock producers allowing multiple shifts for milk processing, for example. In addition, the community based institutional arrangements will provide the cushions to allow beneficiaries to cope with and bounce back from shocks and stresses. Together these arrangements augur well for future sustainability.

#### **3.4.4. Solar energy**

Provision of affordable, clean renewable energy is the foundation of sustainable societies. In the case of the ERRY interventions in this area solar energy has been provided to schools, health facilities, agriculture for both irrigation and processing, drinking water supply and for small businesses. Just to illustrate, in health alone, solar systems are used to run fans (94%), lighting (88%), water pumps (75%), laboratories (44%), office appliances (e.g., computers and printers 19%), sterilization (6%) and other uses such as vaccine cooling, charging cell phones, and watching the Television.

In terms of affordability and continuity of operations, the cost comparisons with diesel based electrical energy is insightful. According to the impact assessment report, most health facilities reported that the solar systems have reduced operation and maintenance costs compared with other energy sources (e.g. diesel generators) and saved around 26,500 YER (approximately USD 45) a month. About 94% of these facilities were satisfied with functionality. In WASH operation and maintenance costs were reduced compared with diesel generators and saved around 355,000 YER (approximately USD 603) per month. All water systems remained functional. In agriculture solar pumps for irrigation resulted in reduced operation and maintenance costs compared with diesel generators and saved around 800,000 YER (approximately USD 1,358) a month.

In terms of waste resulting from solar energy the main concern is the maintenance of equipment and disposal of batteries. There is no clear determination of battery life under the main types of usage in ERRY interventions and it would be useful to have this estimation done both for cost effectiveness calculations, optimizing battery type to be used and disposal and replacement costs. (N.B., the general literature on solar battery life provides a wide-ranging estimate of 1 to 15 years). At the moment it seems that batteries are returned to the suppliers in a trade-in arrangement. Whether the suppliers recycle or discard remains to be investigated.

Solar is a renewable energy source and is thus very attractive from a suitability standpoint. In addition, it has enhanced the incomes and livelihoods of households, improved basic services provision in cost effective manner and is thus laying the foundation for local economic recovery in a sustainable way.

#### **3.4.5. Social cohesion**

Social cohesion through its contribution to rebuilding social capital provides a fundamental building block for sustainable and resilient livelihoods. This is even more important in situations of conflict where social capital is continually being eroded. ERRY's contribution to social cohesion was through direct interventions of the Insider Mediators, Community Dialogues and community projects supported by small grants. Indirect contributions came +from many of the

other interventions like solar energy allowing radios and TV to function again and bringing the community together to listen to or watch shows or facilitating sports activities in the evening by providing light. The impact assessment reports as well as the survey interviewees with officials and FGDs with beneficiaries reflected mixed results and this will be discussed in more detail under effectiveness. The sustainability of the intervention was premised on selecting IMs from local influential leaders contributes to building conflict resolution practices within the social structure. Some IMs worked with local councils, the public sector, or in community mobilization with International NGOs at local levels. This strategy is likely to be influential in sustaining the effort but attention will need to be given to improving the effectiveness through analysis of the operational mechanisms of the direct interventions as well as linking these to the indirect mechanisms which contribute to social cohesion and so enhancing potential synergies.

#### **3.4.6. Local governance**

It well known that both the political and economic governance of Yemen as a country have been severely compromised. The national context was reviewed in section 1.3 of this report. Sustainability requires functional institutions of governance which can oversee the provision of public goods and services such as security, basic services like health, education and WASH, as well as macro-economic planning for the productive sectors like agriculture, manufacturing, trade, financial services, energy, transport etc. In the absence of much capacity at the national level reliance has to be placed at the local level. In this regard ERRY has made significant contributions in revitalizing the LCCs, the DMTs, LCCs, CMs. The core roles of VCCs were the development of community resilience plans, identifying priorities, community and resources mobilization, and implementing the community initiatives. These structures are beginning to show signs of self-sustainability based on people's interest, their participation and their desire to see these arrangements work for them, for example in restoring basic services. However, by themselves, without strengthening the Local Authorities capacity to function normally and taking steps to wipe out local corruption; institutional sustainability will continue be challenged.

#### **3.4.7. Skills development**

The upgraded informal apprenticeship model is based on a dual training delivery i.e., practical on-the-job training in industry/enterprises for a specified number of weeks and classroom training (off the job) in a training center. The BDS component provided Training of Trainers (ToT)s for 2 business training packages: 1) My First Business (MFB) and 2) semiliterate business package "I too have a small business".

In terms of sustainability beneficiaries of both UAI and BDS were able to continue in their lines of business/sectors after the trainings. Embroideries and cloths design for women and solar maintenance for men were among the groups who were able to launch their businesses and improve

their livelihood opportunities quickly due to the market demand for their skills. According to the beneficiaries FGDs, these also seem to have good sustainability chances.

Training of local trainers, employers master craft-persons and including local TVET staff help to build local training capacity and contribute to sustainability. According to the impact assessment report this was accomplished. However, KIIs with officials revealed that involvement of TVET needs to much greater and indeed TVET should be considered for delivering these trainings in the future.

The training materials were deemed of high quality and very useful in the local setting. However, they were branded as products of the ERRY, ILO and EU. The impact assessment report suggests that local ownership will be enhanced local branding. This is an idea that could work both ways and might be tested in a pilot arrangement.

### **3.4.8. General**

In the foregoing discussion of sustainability consideration was given mainly to the internal or self-sustaining potential of the immediate outcomes of the ERRY interventions. The challenge of sustainability is of course much broader at the levels of ERRY's outcomes 1 and 2 which might be seen as intermediate outcomes with the ultimate outcome or overall goal being sustainable social and economic recovery of Yemen. This last goal is beyond the reach of ERRY and need not be considered here. However, some attention needs to be given to ERRY stated outcomes. To paraphrase somewhat, outcome 1 is about economic resilience and self reliance while outcome 2 is about responsive accountable, and effective Institutions. Sustainable and resilient livelihoods of course result from the interactions of these 2 outcomes; of people's efforts and Institutions' support.

The tests of sustainability at this level is whether these outcomes are 1) being achieved and 2) will be self sustaining in the absence of external project support. These are to be underpinned by whether ERRY has well designed exit strategies. The ERRY JP is expected to contribute to these outcomes but to not to meet them as such in its three years implementation frame in a crisis context. The evidence available so far suggests that while progress is in the right direction, neither of the milestones 1 and 2 have been met nor does ERRY have exit strategies.

It might be argued, at least theoretically, that longer term sustainable development outcomes will result in part from the sum of individual activities but more so from the economic ecosystem that is being built. As this system crosses a certain threshold, self-organisation will begin to take place, the product space complexity will increase, and poverty levels should decline significantly. This of course will be facilitated if the levels of violent conflict and political paralysis are significantly reduced and macro-economic fundamentals begin some correction. This is the hope and time will tell if it works. However, while it might have been premature in ERRY 1 to consider the broader "external" sustainability issues, these should now be taken on board in ERRY 2.

### 3.5. Gender equality, women's empowerment and inclusion

The ERRY programme document makes clear that it will “focus on the most vulnerable such as women, the unemployed, youth, the Muhamasheen, Internally displaced persons (IDPs) and stressed host communities”<sup>2</sup>. This section does a summary assessment of the extent to which this goal was pursued and achieved. The contributions to this goal were of course integrated throughout the project and pursued under each output area and have been assessed as such in terms of how many beneficiaries belonged to these groups and how they benefitted from the interventions.

A review of the data presented under each of the output areas shows that women and unemployed persons received attention in all areas, youth received special attention under the microbusiness, UIA and BDS; IDPs were considered in many areas but results were highlighted in solar energy and agriculture. The results for Muhamasheen and stressed host communities are not clearly visible. Since most of the communities in which ERRY worked are likely to have been stressed host communities, it is likely that the overall achievements reflect them as the major beneficiaries. As the majority of Muhamasheen live in the Hodaidah governorate, among the targeted governorates, they were among the most targeted through Cash for Work and Assets activities there and partly in the Bani Qais district of Hajjah Governorate. This leaves the Muhamasheen who seemed not have received much attention in the other components of the ERRY JP.

ERRY commissioned a separate assessment of its impact on women.<sup>3</sup> Preliminary findings indicate that ERRY's interventions have been able to create an enabling environment for women's empowerment. This evaluation obtained direct evidence from FGDs with women beneficiaries from Abyan and Lahj which were generally consistent with the preliminary finding of this assessment.

Women reported impact in several aspects such as economic empowerment, social and institutional norms, power and agency. The main area of impact was increased income to meet basic needs. This was followed by increased access to improved community services and assets, increased participation of women in the local governance structures, enhanced personal skills, and women's economic advancement. A significant change has been observed in communities' perspectives on women's participation in the community governance structures and their ability to influence what they consider priorities of community initiatives. Women representation reached 50% in the local governance structures (VCCs), 30% in the insider mediators, and about 30% in all committees established by the other interventions (water projects, school parents' committees, CFA committees, etc.).

Although there were several examples of successful micro businesses set up by women, the evidence suggests that women still face several limitations that hinder their empowerment and

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<sup>2</sup> ERRY JP 1 Prodoc (2016-2019) page 4.

<sup>3</sup> ERRY Programme: Review of Impact on Women. (April 2019) Draft. Unpublished.



economic advancement. These obstacles include levels of education, preoccupation with family responsibilities in which men do not share much households' chores, limited control over spending of resources due to cultural norms, limited exposure to newer time saving technologies. In the case of Cash for Work and Assets the choice of the assets to be rehabilitated were generally more suited to men's involvement and so women could not fully participate. Women benefitted greatly from solar energy basic services areas such as health, education and WASH and in the productive sectors such as dairy production and processing.

What was perhaps even more important for gender equality was the shift in cultural norms where women are now more willing and able to sell milk products which was previously under a social taboo. Women are becoming much more confident and having a greater say in household decisions as they explained to us during the beneficiary interviews.

### 3.6 Environment

The programme and its components have an impact on the environment as they increase the use of natural resources for production and domestic uses. This trend creates the condition for the undertaking of environmental mitigation and adaptation measures, as the access to sustainable sources of energy and preservation of water, rangeland and biodiversity.

The justification of the promotion of solar energy is its cheapness off-grid and where the electric grid has been disrupted but at the same time it has a positive impact on the environment as an alternative to fossil fuels. For example, solar photovoltaic pumping systems require little service and no fossil fuel of which it is a reliable and environmentally-sound alternative. The creation of solar service reduced the impact of the disposal of solar materials by the users. For instance, the used batteries are traded in for a discount on the purchase of the new ones. And these stimulate microbusinesses. This mechanism is incomplete as no effort was made to create a network for the final disposal of the solar equipment. It should also be noted that in many areas the electric grid exists but is little functional. Thus, the access to the solar energy remains in the frame of a humanitarian intervention oriented to short term results.

Community governance and social inclusion are expected to tackle the overexploitation of the natural resources of the territory. Resilience planning has contributed to such endeavor in several instances. The actions undertaken by the agriculture and social cohesion components are environmentally sensitive and include prevention and remediation measures to contain their impact on the environment. The WUA and conflict resolution negotiations aim at improving the water economy through the improvement of its sourcing and distribution. The fodder chopper improved the use of the fallout of the farm production by recycling them (cereal and banana stems). The vaccination and treatment campaign are expected to reduce epidemics also benefitting the villagers' health status. Mixed results were obtained from the introduction of seeds from Lahj to

Hodaydah, due to their lack of environmental adaptation. The CFA component has not specifically addressed environment but some of its achievements are contributing to its preservation, as in the case of trees reforestation restoration of waste management sites. The works that would involve rehabilitation or construction should include an environmental impact assessment. The removal of harmful bushes as the *saisaban* from roads and rangelands can't be expected to solve the problem. Its use as firewood and fodder is a positive side effect of such activity. However, it can't be expected to reduce the spread of this alien invasive species if it is not accompanied by reforestation actions using local species of tree with an economic use that are cared of by the villagers. The VCC have not specifically addressed the degradation of rangeland and biodiversity. They have mainly addressed humanitarian needs and livelihoods exigencies. The programme in fact has not established criteria for ensuring environmental sustainability, i.e. its positive results in this field are scattered, not systematically pursued. The promotion of the advantages of traditional knowledge in the use of natural resources was left to the trainers' or to the beneficiaries' initiative. The lack of a systematic approach to the conservation of natural resources or reduction of pollution is a challenge to the expansion of these activities that contribute to the exhaustion of their own inputs (water, vegetation land cover) and create dependence on external inputs (e.g., seed and fertilizers for horticultural crops, tools for dairy production), or increase the pollution damages and recycling costs (solar systems batteries). The programme reports and assessments don't shows any commitment to recourse to traditional knowledge, although it is part of the professional heritage of the craft-masters and farmers.

The programme strategy has conceived resilience as the result of the integrated actions of the PUNOs. It has not elaborated a conceptual approach on the relations between the village economy and its environment, physical and cultural. It has produced some notable impacts – as rangelands restoration, livestock health preservation, recycling of farm side-products, and especially the solar technology introduction and improved water sourcing and distribution – on the conservation of natural resources and reduction of pollution. Its learning by doing, adaptative process has rallied up environmental benefits on a case by case basis. The local planning has considered the territory resources as inputs of specific value chains rather than as a key asset of local development. This insufficient analysis of the interaction between natural resources, livelihoods and resilience could backfire in the long run as the antagonistic interests of people and communities on the appropriation of natural resources may ignite new conflicts. Such a situation is in part related to the highly localized approach adopted by the programme in identifying the people's needs. At the micro-level, resources could be considered inexhaustible. The aggregation of different competing communities' interests however is going to become unbalanced and lead to overexploitation of the limited resources for local development. Their cumulative effects could deplete the water table and push villages and herders one against the other in appropriating the remaining water sources. In practice, the role of natural resources management is insufficiently considered in the formulation of the local plans. Their aggregation at the District level, could produce the geographical integration of the people's expectations and make evident the need for environmental actions to preserve +the territorial natural resources and ensure a long-term basis for local development.

### 3.7 Integration with the European Union country strategy

Prior to the conflict the European Union (EU) assistance to Yemen focused on human rights, conflict prevention, small and medium enterprises, social equity and primary health care through Civil Society Organizations (CSO). With the start of the crisis in 2015 the EU has prioritized the UN-led negotiations to the conflict along with the delivery of humanitarian aid (food, water, emergency shelter, and hygiene items, to people in war-affected areas and to displaced populations) and the restoration of livelihoods. Focal areas include health, resilience and food security in rural areas. Thus, the sectors of concentration of the EU assistance are:

- a. Political support, security and human rights
- b. Humanitarian assistance
- c. Development assistance

The EU's has allocated over €544 million for assistance in Yemen since the start of the crisis of which about half for humanitarian aid. The EU's humanitarian commitment goes to projects implemented by EU traditional partners (UN, ICRC and International NGOs) that focus on nutrition, emergency healthcare and food security. The Yemen Development Cooperation Instrument forecasts the allocation of further €150 million for the period 2018-2020 in resilience and food security, health and education as well as to support the Internally displaced people (€30 million). According to the EU, the crisis calls for increased humanitarian assistance but also for ensuring development aid in strategic areas that can contribute meaningfully to improved livelihoods, pave the ground for dialogue and reconciliation and promote stability. The EU engagement complements relief with resilience building through EERY and the Yemen Economic Support Programme (YESP) that focuses on private sector development and facilitates the Small and medium enterprises access to finance with a specific focus on women and youth. The EERY programme (€70 million and running from 2016 to 2021) is based on building the resilience of the rural population. It bridges the immediate relief needs to long term development through the restoration of the conditions for wellbeing and livelihoods. It ensures that communities are protected from famine and disease, strengthening their capabilities to cope with food insecurity. The targeted assistance to IDPs completes this broad strategy.

*Table 9. The EU assistance to Yemen*

Around 24 million people need humanitarian assistance
More than 3 million internally displaced people
More than 19 million people are in need of basic health care
More than 17 million people lack access to safe water and sanitation
EU aid funding:
€710 million since 2015, including more than €430 million in humanitarian assistance
€76.7 million in 2017
€127.5 million in 2018
€29.75 million in 2019

The ERRY is the EU's flagship programme outside of humanitarian relief and addresses the local causes of the crisis by rehabilitating community governance and the resolution of local conflict mediation and collaboration among the affected people in the governorates of Hajjah, Hodaydah, Abyan and Lahj. The re-establishment of the Local community councils and performance of self-help and self-reliance initiatives mobilizes the collaboration of CSOs, local authorities and NGOs. The ERRY JP complements other EU funded humanitarian interventions and food security/cash transfer consortium projects funded by the EU in Yemen. However, the programme planning documents and reports don't show the modalities and joint impact of such complementarity or engagement in fulfilling the humanitarian needs of the population. The interviewed key informants had no clear idea of the importance of such complementarity in shifting from humanitarian aid to resilience and later local development. They perceived each action as a self-contained initiative although they are externally linked by the resilience conception of the programme (see the reconstructed Theory of change in Annex 2.). The ERRY JP is expected to complement with the EU-funded projects that support the fragile health services and infrastructure (€26 million), fight malnutrition and create a network of community health workers that can collaborate with the programme. Another EU-funded initiative that can collaborate with ERRY is the Rethinking Yemen's Economy Track-II project that identifies the economic, humanitarian, social and development priorities of this country in view of the post-conflict reconstruction. There is no evidence of ERRY collaboration with this or any similar initiative.

The interaction of the PUNOs sometimes goes beyond their participation in ERRY especially in the terms of rehabilitation of the local governance. The WFP collaborates with FAO, UNDP, ILO, the SFD and Food Security and Agriculture Cluster, thus contributing to relaunch the leading role of local authorities in development. The CFA actions (pillar 3 of WFP country strategy) establish assets that are valuable inputs for UNDP community resilience and livelihoods actions but also for the performance of the services of the Governorates and District authorities. Thus, their partnership contributes to the buildup that goes beyond the mere community level that is the aim of ERRY, FAO has coordinated the dairy livestock value chain interventions with the action of the Veterinary services that monitor animal health. The buildup of local capacities of supervision of animal health and vaccinations campaigns is a further contribution to building local governance. The UNDP has supported the Governorates and District authorities (DMT) to organize the coordination of foreign interventions. The buildup of the DMT and formulation of District planning are expected to link or at least to coordinate different interventions moving from humanitarian aid to resilience and development goal.

Notwithstanding such progress, the direct ERRY connections with other projects is minimal as its livelihoods and resilience goals are far away from the humanitarian aid objectives of the other organizations active in Yemen. Overall, each PUNO has established its own approach, linking relief to rehabilitation at the community level in its field of competence. The instability in the field has obliged each actor to isolate its action from the possible negative repercussions of the interaction with other initiatives. For such reasons, the collaboration with other initiatives is case by case and limited in the time. A possible exception could be that of the 2020-2021 Yemen Country Engagement Note of World Bank that is trying to establish links between humanitarian aid and the strengthening of the action of the Yemeni institutions (especially in Education and in Health). The SFD coordination among donors is expected to play a major role although its relief orientation limits the opportunities of collaborating with ERRY 2 as it places emphasis on resilience vs. humanitarian aid. Their common ground for collaboration is found in the fact that

they are building the conditions for recovery at the community level without targeting the structural problems of the macro-economic stabilization of Yemen. Thus, they aim at building resilience as a transitional status between the humanitarian crisis and sustainable development. On such shared vision of foreign aid, there is a huge potential of collaboration.

## 4. Conclusions

### 4.1 General conclusions

#### 4.1.1 Programme design

ERRY has been designed using a classic log frame approach typical of development projects with a single development objective in stable situations. This approach has been applied to each of its multiple output areas which are grouped under 2 umbrella outcomes. **The approach has been working well for the individual components and should be maintained as far as possible but needs to be infused with a different level of thinking and the introduction of planning and implementation tools more relevant and suited to the volatile, uncertain and complex situation in Yemen. (Examples are provided in the Recommendations) supported as possible** All the stakeholders including the PUNOs agree on the need for a more synergistic and integrative approach in which coordination is less burdensome and more effective. Indeed, without such a holistic approach while subsistence level results in individual output areas might be positive, long-term resilience will not be built. This approach must also strengthen the nexus between humanitarian and resilience approaches with clear vision on how to help reduce dependence on humanitarian relief over time.

#### 4.1.2 Relevance

**At the micro level of the beneficiaries all the ERRY components were relevant to the needs of the people they were intended to serve. These needs were reflected in food insecurity, low levels of household income, widespread electricity shortages, unsatisfactory basic services in health, education and WASH, social tensions and conflict and ineffective governance.**

While the employment income provided by the Cash for Work and Assets was temporary by design the assets built met other community needs. This temporary income if linked to the microbusiness (3x6) or complemented by UIA and BDS would enhance relevance, for those with business interests and potential. For those without this potential, the temporary relief remains relevant. ERRY addressed rural Yemen and so made the livestock and crops value chains support directly relevant. This was of course directly linked to food security and through value added activities like milk processing into cheese yoghurt etc. increased household incomes. Microbusiness

interventions increased household incomes. Local governance was revitalised while conflict levels were reduced by social cohesion outcomes. Underlying much of this was the need for electrical energy which was amply met among beneficiaries with the solar energy services.

**The main goal of ERRY’S overall contribution which is building resilient livelihoods for the Yemeni people, relevant as it was in 2015, is even more relevant now, with the increasing humanitarian demands.**

Yemen is considered the worse humanitarian crisis in the world today with 24.1 million persons of a total population of nearly 30 million needing some form of relief to survive. The situation has progressively worsened since 2015 and humanitarian needs have increased. Many areas in Yemen are not in state of active large-scale war but are suffering from the general impacts of the war and the social and economic malaise in the country. These areas are home to a large proportion of the Yemeni population. While the international community has been pre-occupied with the national political process, the war and the humanitarian catastrophe, these areas and their populations have been relatively neglected. Prior to the advent of the war these were areas with lower level violent conflict, the bulk (75%) of which was over resource scarcity of mainly land and water. This neglect has turned out to be a major mistake as poverty, hunger and other conflict triggers have fueled unrest and contributed to larger scale armed conflict. This clearly indicates the need to invest in resilience-enhancement interventions in Yemen to prevent the situation from deteriorating further.

Relevance of a development programme is also usually evaluated in terms of the alignment of its objectives with national and regional development plans. In the case of Yemen, the impact of the war and the continuing political impasse means that government is not in the best position to articulate such priorities. Nevertheless, both the governorates officials as those of MoPIC have suggested that they need to be more involved in the ERRYs planning and priorities setting.

#### **4.1.3 Sustainability**

**Many of ERRY’s individual interventions are showing early positive signs of self-sustainability at the micro-level. However, it is too early to conclude on the longer-term sustainability of some of these interventions.**

Many of the assets being rehabilitated under the CFA continued to be maintained and used by the community after direct ERRY support. However, conclusions on long term sustainability of these assets will best be determined after about a year if they continue to used and maintained by the community. At this point of time community members do not have a system of payment for maintenance which is done on self help basis. Many of the microbusinesses have reached breakeven and some even profitability which points to sustainability. Similarly, some livestock keepers earn enough to now pay for the improved feeds. Solar energy services are moving towards commercialisation. The strong interest of community members in supporting the VCCs is also

encouraging. Special commendation must be given to the solar interventions which are not only moving to self sustaining businesses but is also based on renewable energy source and is climate friendly.

**At the macro level there concerns over the long-term sustainability of the ERRY results as the very success described above could risk undermining sustainability by exceeding local markets demand, unless market reach is expanded.**

Much of the ERRY results pointing to internal self sustainability are premised on the success of the microbusinesses established through 3x6 and supported by complementary activities like UIA, BDS, livestock value chains etc. Attention will have to be given as to what extent this model can continue to drive successful microbusinesses in local markets. The Community resilience plans developed by the VCCs needs to be locally appraised to see if they are holistic and multi dimensional enough to qualify as truly resilience plans. The small grants supporting initiatives for building social cohesion have sustainability potential but currently lacks scale even for the existing districts.

**ERRY has so far not considered exit strategies as phase II is expected to do for some of its interventions. In the context of the dire situation in Yemen this might be considered justifiable. This preoccupation with the immediate both in terms of time and location due to challenging conditions need not prevent longer term thinking and planning on how to reach scale and sustainability and look to the day when the programme might be ended.**

As it is, the implicit assumption among stakeholders is that the successful results being achieved at the local micro level is all that is required to declare victory. While these results are critically important and should be celebrated, concurrent longer term thinking and planning would be beneficial. Such thinking and planning should relate to vision of what Yemen might look like in 10 or 15 years? What are some plausible scenarios? If this is not done actors such as donors, multilateral agencies, including the PUNOs, Local Authorities etc.; in the absence of central government guidance, will by default assume individual scenarios and assume that that others share their vision. Some are already concluding that Yemen will forever remain in low level equilibrium trap of subsistence livelihoods dependent on micro level interventions by donors. External sustainability and exit strategies are of course irrelevant in such a scenario. Issues related to environmental sustainability of the cumulative impacts of large numbers of micro operations is addressed under section 3.7.

## 4.2 Specific conclusions

*Each specific conclusion is linked to a specific recommendation or set of recommendations.*

4.2.1. The CFA activities link relief to resilience. They fill food consumption gaps of vulnerable communities through a temporary cash transfer while supporting the rehabilitating of productive assets and community infrastructure. The casual workforce includes low income people and minorities thus fostering social inclusion. This project does build the capacities of maintenance and repair of the restored infrastructure although they are often insufficient in relation to the weak management capacities of the assisted communities and insecurity situation negatively impacting on their use. In some cases, as the irrigation channels and schemes in Thiamat region, technical institutions are in charge of their functioning. However, the beneficiaries don't pay for the services provided, for cultural reasons as well as for the institutional crisis context. a fact that challenges their sustainability. The contribution of this component to resilience crosscuts the other components of the programme. The integration of most of the rehabilitated assets in the design of the livelihoods, social cohesion and, in a lesser way, local governance activities are not included in the design of activities for livelihoods, social cohesion and in a lesser way for local governance.

4.2.2. The agricultural activities are framed along a value chain approach from the access to production input to that to markets external to the village. They create training capacities and ensure the transfer of technology that enhances the quantity and quality of production. The assistance to individual producers is associated to community actions organizing them in dealing with joint challenges such as irrigation water management, sale of the harvest. This action promotes the empowerment of women that are the key actors in livestock production and horticulture. This project has the potential to upscale the community from resilience to local development. The progress made in linking farm production and livestock rearing to the market is challenged by the insecurity situation.

4.2.3. The creation and restoration of microbusinesses is expanding and differentiating the village economy. A well-connected sequence of actions (the 3x6 approach) selects the beneficiaries that have to undergo several selections fostering their engagement to make businesses. These tackle basic exigencies (e.g., food, clothes, transport, energy), exploit local resources (e.g., in agriculture and solar systems) and provide personal services (e.g., beauty) along a market driven approach. This component is the more integrated with the other ones. It shares methodologies and tools and



shift their focus from relief and rehabilitation of capacities and assets to investment and profit making. The absence of a stable economic environment is endangering the result of this project. After a positive start and mobilization of their own resources, the assisted entrepreneurs lack finance and security to expand their activities.

**4.2.4.** The solar systems fill in a huge gap in the access to sustainable energy sources that overcome the damages made by the conflict to the electric grid and rural infrastructure. The beneficiaries often associate to scale up activities and especially establishing solar services (e.g., equipment sale and maintenance, mini grids for energy distribution). This action is in line with the resilience principles although the access to external inputs (equipment, skills) and disposal of waste materials (solar batteries) check the sustainability of the technical choices of the beneficiaries.

**4.2.5.** The social inclusion reduces the conflicts that hamper the welfare and livelihood of the rural population. It realizes reconciliation of the people about issues that have produced instability and disruption of the village life. Its design is strictly connected to that of the community governance component. It strengthens the links of the communities to the local authorities (District and Governorates) and ensures the participation of the population to solving internal disputes on the access to basic assets (water, jobs, markets). As a result, it has mobilized internal and external financial resources to perform community initiatives that benefit the welfare and livelihoods of the village.

**4.2.6.** The Community governance component strengthens the VCC and planning for resilience. It sets the conditions for the identification and implementation of other resilience actions. The project has strengthened the connections between communities and local authorities that have been hugely involved in the shaping and implementation of the field activities. The extension to Sub-District and District planning has made possible the dialogue with the donors thus mainstreaming external aid along local priorities. This component has been successful also in the creation and strengthening of agricultural and irrigation associations that are in charge of the coordination of economic assets. The progress made in community governance has facilitated the implementation of the other programme components and raised the expectation of the villagers on the transition from humanitarian aid to local development. The weakness of the institutions is the greatest challenge to the full exploitation of the results of this action.

**4.2.7.** The skills development component has progressed slower than the other ones. Their coordination and the collaboration with the Ministry of TEVT and TEVT institutes have improved the field deployment of this project without solving some critical issues, such as the understanding of the socio-economic context and the mobilization of training skills. The tiny availability of such inputs has made difficult to target the beneficiaries along inclusion criteria and delayed the implementation of activities. This project has innovated in the design of the training curricula and modalities of capacity building and reinforced the capacities of the TEVT institutes in such fields. The adoption of such complex approach to build business and craftsmanship capacities - by innovating the content and delivery modalities and pipelining such innovation through local institutions -, confirms the difficulty of the transition from humanitarian aid to local development.

**4.2.8.** The programme has performed independent components addressing different elements of resilience, from individuals, to households, producers' association and communities. It has linked such approach to the revamping of some technical and operational skills of local authorities. The insecurity, macro-economic context, and difficulty to access to resources and the market have limited the expansion of such activities. A further factor limiting the scaling up of the programme results to achieve resilience is the partial coordination of activities of different components at the community level. Notwithstanding the creation of capacities of the local authorities and formulation of the Community resilience plans and District recovery plans, the PUNOs activities have been mostly directed along independent targeting and field delivery mechanisms. This has limited the performance at the community level of mutually reinforcing activities to achieve the multiple dimensions of resilience.

**4.2.9.** The programme coordination has been very complex. It has tackled the strategic and technical / operational issues at different level, internally among the PUNOs and in collaboration with the Yemeni institutions and local authorities as well as with the local partners (CSO, NGOs, community committees). The M&E system is progressing in the systematization of data collection, analysis and reporting to maximize the usefulness of such information for the programme decision makers: resilience has been dealt mostly in terms of progress at the component than at the strategic level. Thus approach, proper of humanitarian aid intervention, is inadequate to implement the programme vision of the central role of communities in leading the recovery from the crisis in rural areas.

**4.2.10** The programme budget has been executed as planned notwithstanding the difficulties encountered in coordinating the PUNOs and working in the field. Recourse to the PUNOs administrative and financial procedures has given flexibility to their actions. Hurdles in budgeting

(long chain of intermediary passages to reach the implementers in the field), procurement (limited sources of inputs) and field access (visa release in the North, logistics everywhere) have delayed activities but not the deployment of the programme strategy.

**4.2.11.** The programme has made significant efforts with good results at engaging women and youth. Needs of IDP s have also been addressed to some extent. While ERRY is already delivering promising results on women's economic empowerment there is room for improvement. The inclusion of the Muhamasheen has not been significantly reflected in the evidence we have reviewed.

The main concern here is that the Muhamasheen might not be receiving the attention they deserve. It might be that not many of these people are present in the areas in which ERRY is currently active. If this is the case then some other areas need to be included for the programme to deliver on its stated objectives. It is also of interest that some governorate level officials pointed out that there are only Yemenis, they don't have minorities. This raises the question of whether there is truly equal treatment and engagement of all citizens in the society or if their marginalisation is so routine that it is taken for granted.

**4.2.12.** The programme has innovated in production technology in agriculture, microbusinesses and solar energy. Such results are expected to have a limited impact on the environment at the community level. However, the limited concern for the cumulative approaches of the individual actions could challenge the natural resources basis of resilience and local development. The degradation of the institutions and macro-economic instability make it difficult to upscale the community planning to tackle environmental issues at their different geographical scale. In the absence of territorial planning, the overexploitation of water resources, rangelands, soil, and disposal of solar equipment could not be sustainable.

**4.2.13.** The strategy of the EU links humanitarian aid to resilience. The ERRY programme has little been integrated at the field with other initiatives as most of the assistance in Yemen concerns relief actions. The PUNOs efforts to link their actions too have faced great difficulties as the weaknesses of local authorities contain their ability to mainstream external aid along a locally led strategy and approach. The improvement made in community governance is changing this situation at the micro level. The mentioned macro-economic and institutional insufficiencies are a hurdle to overcome the structural hurdles to the creation of the conditions for local development. Progress in resilience building, although sectoral and of limited geographical coverage, sets one important condition for the Yemen recovery once the conflict will have been solved.

## 5. Recommendations

### 5.1 General recommendations

Convene retreat / training of trainers workshops of ERRY managers and key IP team leaders to:

- a) consider and agree on a long-term vision for building resilience and sustainability of ERRY outcomes in Yemen, including the revision of the logic model, theory of change and the establishment of high level indicators.
- b) reflect on the conclusions/recommendations of the evaluation and agree on a joint implementation strategy although we have made specific recommendations against individual PUNOs below.
- c) identify opportunities to maximize synergies, assess new thinking and tools for working with the complexity of the Yemeni situation.

Such thinking and tools can be informed by complex adaptive systems thinking and tools such as adaptive and iterative programming (some of this is already being done), strategic foresight, scenario building, design thinking, developmental evaluations etc. These managers will then transfer this knowledge to the implementing teams in Sana, Aden, and in the Governorates.

### 5.2 Specific recommendations

#### 1. [WFP]

- Strengthen the linkages between community based participatory planning and community resilience planning processes and continue to use VCC for consultations wherever they exist at community level
- Continue to assess viability, effectiveness, efficiency and beneficiary preference of cash over food and be ready to switch modalities (from cash to food) should preferences/macroeconomic conditions change
- Collaborate with PUNOs, local authorities in building capacities of running, maintaining and repairing the rehabilitated assets, including the creation of capacities of management and pricing their services.

#### 2. [FAO]

- Assist the District management teams to develop Food security and Early warning systems capacities to monitor the situation of the villages; and to coordinate the value chain actors in exchanging experiences and planning joint actions.
- Link the CFA rangeland clearing activities to reforestation initiatives establishing economic plants seed nurseries and building community surveillance of the restored areas at the super-communal level.
- Assist communities and farmers' associations in the post-harvest management of farm products. Collaborate with WFP, UNDP to create assets and capacities for food storage, processing and marketing.

- Assist communities and livestock growers' associations in establishing Public private partnerships to produce and trade feed blocks.
- Collaborate with the Organisation internationale des épizooties (OIE) to design vaccination campaigns building the capacities of the veterinary personnel and services and framed in regional animal health surveillance and reporting initiatives.

### 3. [UNDP]

- Build the microbusinesses' capacities to deal with micro-finance initiatives (e.g., by organizing exchanges of experiences), without directly participating to such initiatives.
- Identify the gaps in the value chain of the disposal of the solar systems equipment and design service support to fill it.
- Organize exchanges of experiences and establish networks of Insider mediators to tackle local conflicts on the access to natural resources at the District / Sub-district level with emphasis on the management of water, rangelands, economic resources
- [UNDP and SFD] Involve other humanitarian agencies and local institutions in the assistance to the Village cooperative councils and formulation of the Community resilience plans / District recovery plans.
- Ensure that their viewpoint is considered by the assisted communities to link the priority exigencies to the available resources.

### 4. [ILO]

- Strengthen the TEVT institute capacities in curricula development, capacity building planning, procurement.
- Collaborate with them in identifying training needs and capacities at the Governorate and District level to differentiate the apprenticeships.
- Fully integrate the business development skills action into the 3x6 one.

### 5. [ERRY Programme steering committee]

- Ensure that the PUNOs share a multi-dimensional resilience vision from the identification of priorities to the implementation of the field activities.
- Ensure that the PUNOs adopt shared criteria in planning, i.e. based on a joint assessment of needs at the community priorities and their relations.

### 6. [UNDP, FAO, ILO, WFP]

- Elaborate an area-based development approach ensuring the geographical integration of the planning exercises from community to District and Governorate and participation of their representatives in the planning of the programme activities.
- Associate such exercise to the creation of Development area programme capacities of the local authorities collaborating with the programme
- Use the Geographical information tools in planning, monitoring and reporting the programme activities, also to ensure the measuring of the joint effects of activities and components on the same beneficiaries and their use in the calculation of the Outcomes indicators.

- Revise the Logical framework of the programme to ensure that the indicators cover the goals and outcomes and that their definition, unit and values are precise and homogeneous across the components. A set of 5-6 indicators should be used in illustrating the programme progress to upstream and downstream stakeholders.
- Associate such exercise to the strengthening of the monitoring and reporting capacities of the local authorities collaborating with the programme

#### 7. [UNDP, FAO, ILO, WFP]

- Organize a workshop with the Implementing partners to discuss the gaps in executing the respective budgets.
- Identify together reporting and approval procedures (e.g., based on expenditure thresholds for the disbursement of advances) that facilitate the disbursement of funds to the Implementing partners.

#### 8. [UNDP, FAO, ILO, WFP]

- Develop a Gender Marker for monitoring project's performance towards Women's economic empowerment (WEE) and gender mainstreaming.
- A range of women friendly emergency employment and business creation activities, agricultural value chain development interventions and other ERRY interventions should be developed in an integrated manner at district and community levels. It is important to enhance diversity of the activities to fit with the different backgrounds of women (i.e. rural, urban, educated, non-educated, IDPs, host community, female-led HHs, marginalized, survivors of GBV, women from families that have negative attitudes to women's vocational training, mobility and business).
- Ensure long term support to women's representation, participation, and collective work in the formal and informal local governance and livelihoods at the village and district levels.
- Identify locations with significant presence of Muhamasheen and adopt explicit strategies for their inclusion in interventions.

#### 9. [UNDP and FAO]

- Include the inventory, risk assessment and conservation of natural resources in the proposed Development area programming exercise, to monitor the programme components impact on the environment.
- Associate such exercise to monitoring and reporting of the impact of the programme components.

#### 10. [EU Delegation]

- Assess the conditions making possible to shift from humanitarian aid to resilience by Governorate and District in collaboration with other donors.
- Organize exchanges of experiences with the other donor to discuss the opportunity of adopting a resilience strategy for their interventions in the Governorates and Districts not assisted by the ERRY programme.

## Annexes

### 1. Terms of reference

#### ERRY Joint Programme Final Evaluation Terms of Reference (TOR)

##### Evaluation Summary

Programme	Enhanced Rural Resilience in Yemen, Joint Programme
Programme Implementation Period	1 March 2016 - 28 Feb 2019
Donor	EU
Participating UN Organization (PUNOs)	UNDP, WFP, ILO and FAO
Evaluation Type	Final Evaluation
Evaluation Purpose	Assess the progress and contribution made towards achieving programme overall and specific objectives based on Relevancy, Effectiveness, Impact, Sustainability and Efficiency) drive lessons learned and provide recommendation for ERRY II implementation
Evaluation Start and End Dates	1 <sup>st</sup> of April to Mid May 2019 Contract will be signed before end of Feb 2019 to set aside the fund before end of implementation period.
Anticipated Evaluation Report Release Date	June 2019

##### Background & Rationale

In Yemen, since mid-March 2015, the conflict has created large-scale food insecurity 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 is being 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 162,000 direct & around 700,000 indirect beneficiaries, including 22,900 Cash for Work beneficiaries, 43,323 benefitted from livelihoods opportunities created through the agriculture value-chain and dairy production, 3,549 youth equipped with enhanced business & life skills to create sustainable livelihood, out of whom 2,124 started their own microbusiness, 5,600 households were provided with household lanterns, 212 public institutions and productive assets, schools and health centers, were provided with solar systems benefitting many communities and individuals.

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 with its main stakeholders to assess its progress, reflect on its challenges and formulate recommendations for the next year of implementation.

Midterm review of the programme was also conducted in August 2017 by external consultants to assess its progress, identify its operational challenges and draw some lessons that could still be applied before the completion of the programme. Result Oriented Monitoring (ROM) was also conducted by EU from Feb to May 2018 to monitor the progress made, verify some of the reported achievements, and assess beneficiaries' perception.

During September to December 2018, Impact assessments were conducted by PUNOs using mostly external consultants. The assessment reports provide quantitative and qualitative data and information achieved by various components of the programme. Outcome of the impact assessments will provide data for the final evaluation.

As explicitly stated in the programme's document, "A final evaluation will be conducted to assess the achievement of the results and the impact of the programme for the targeted populations."<sup>4</sup>

### Objectives of the ERRY Joint Programme Final Evaluation

The ERRY Joint Programme Final Evaluation is intended to assess the programme's relevancy, effectiveness, efficiency, sustainability and gender responsiveness by producing a formative assessment to provide 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 about the results of the programme, impacts and sustainability. More specifically, the final evaluation objectives are to:

Assess the relevance of the ERRY joint-programme in the current political and economic context in Yemen;

Assess the programme's performance focusing on actual progress made and effectiveness and results/impacts achieved that are contributing towards community resilience, social cohesion, access to solar energy, food security, self-reliance and livelihoods;

Derive lessons from the interventions and formulate recommendations for ERRY II programme implementation;

Review the coordination mechanisms, communication and M&E system of the joint programme and provide recommendations for improvement.

### Scope & Focus of the Final Evaluation

#### Scope of the Final Evaluation

The Final Evaluation review will extend to the geographic areas covered by the programme (Hodeidah, Hajjah, Lahj and Abyan), ensuring a proper representation of the districts within each governorate.

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<sup>4</sup> "ERRY Programme Document." P. 39.



The evaluation will not include field survey for quantitative and qualitative data collection as the programme impact assessments have already been conducted by the programme using external consultants but where necessary beneficiaries from each component can be reached through the phone.

### Final Evaluation Questions

The final evaluation review of the EERRY JP will be guided by the following evaluation questions but not only limited to these:

Evaluation Questions
<b>Relevance</b>
To what extent is the EERRY joint Programme still relevant to the current context in Yemen?
To what extent is the EERRY programme contributing to the resilience, food security, energy and livelihoods' needs of the targeted beneficiaries?
To what extent the programme targeted the vulnerable groups (women, youth, IDPs and other marginalized groups)
<b>Effectiveness</b>
To what extent objectives of the programme achieved, results/impacts achieved, improved livelihoods and food security, improved access to solar energy, improved solar cohesion, improved capacity of local institutions, improved skills, improved community assets, improved women economic level and participation etc.
To what extent the programme's intended impacts on the communities' resilience and livelihood achieved?
What real difference has the activities of the EERRY programme made to the beneficiaries?
To what extent women benefitted from the programme?
To what extent the EERRY programme reached its target beneficiaries, especially the vulnerable groups (women, youth, internally displaced persons, marginalized groups)?
How is the programme coordination and communication mechanisms effective in sharing information, and results to the programme's stakeholders and publics?
what are the recommendations to the implementation approaches, strategies and the management processes to enhance the programme's effectiveness?
Review the programme monitoring system?
<b>Efficiency</b>
To what extent 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?
What are the strengths, weaknesses, opportunities and threats of the programme's implementation?
<b>Sustainability</b>
To what extent are the programme's outputs, results outcomes and impacts likely to be sustainable beyond the programme's lifetime?
What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?

### Final Evaluation Methodology

The final evaluation will be conducted following a consultative, participatory approach, on the programme's implementation, outputs and results/impacts. The evaluation will not include field survey for quantitative and qualitative data collection as the programme impact assessments have already been conducted by the programme using external consultants.

The methodology for information collection include review of the existing programme reports, midterm review and ROM reports, review of the impact assessments conducted by the programme for different components, meet with stakeholders in Sana'a and Aden, talk to selected beneficiaries through telephone from Sana'a 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 final evaluation will be carried over three phases:

Preparation Phase (~ one week)

During this phase, the consultant(s) shall review the documentation provided by the EERRY Joint-coordination to acquaint with the programme's structure and approach as well as the impact assessments conducted recently.

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 review questions;

Analytical framework for the evaluation

Refined methodology and information collection tools for the final evaluation;

A work plan for the Final Evaluation, The Final Evaluation work plan will be reviewed and endorsed by the Final Evaluation working group.

#### Implementation Phase (~ 3 weeks)

During the implementation phase, the consultant(s) should deploy the proposed evaluation approach and methodology, information/data collection and analyze the collected information. Given the security situation in Yemen, the consultant(s) will be based in Sana'a and collect the information from Sana'a the travel to Aden if feasible.

The Final Evaluation will collect and analyze data/information 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, mid term review report, ROM report, Impact assessment reports, studies & assessments as well as the programme's implementation and monitoring data.

Key-informants' Interviews from the partners based in Sana'a and Adan: 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 final evaluation approach as well as how the interviews will be conducted. Selected beneficiaries of each component will be contacted through phone by consultants from Sana'a and/or Adan for further verification and satisfaction of the interventions.

Focus-groups: of beneficiaries and/or community members & leaders to collect first-hand information about the programme's implementation and expected or actual impacts- this has already been conducted, the evaluation team will use the collected data and reports for the evaluation. The evaluation team can directly talk to the consultants that conducted the impact assessments through field survey and also selected beneficiaries for each component.

Case Studies: Case studies that were collected in the impact assessment will be used by the evaluation team.

#### Reporting Phase (~ 1 week)

Based on the information collected during the previous phases, the consultant(s) should submit a draft and a final report synthesizing the final evaluation 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, The Final Evaluation report should follow UNDP M&E standards and policy and include the following elements:

Executive summary

Introduction

Description of the Final Evaluation methodology, including limitations (5 pages)

Key findings (relevancy, effectiveness, efficiency, sustainability, gender inclusiveness/women economic empowerment, including best practices and lessons learned

Conclusions and recommendations

Appendices: Charts, people interviewed, documents reviewed

The final version of the Final Evaluation Report should be submitted by end of May 2019 the latest.

#### Expected Outputs

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

Deliverable	Description	Start Date	End Date	Duration
Final Evaluation Inception/preparation Report	A refined methodology, review questions, tools and work plan for the Final Evaluation based on the initial discussions with the programme team	1 <sup>st</sup> April	5 <sup>th</sup> April	5 days
Draft Final Evaluation Report	Initial findings of the review, conclusions and recommendations. The programme team will provide feedback and comments on the report within 10 days after reception.	6 April	26 April	20 days
Final Report	The final report of the review (in English), integrating feedback from the stakeholders	27 April	11 May	15 days
Presentation(s)	Presentation of the findings conclusions and recommendations of the Final Evaluation to the technical ERRY programme team, ERRY Steering Committee and Donor	2 days in early June 2019		

#### Terms of Payment

Deliverable	Percentage
Approval of the Inception Report	10%
Draft Evaluation Report	40%
Final Evaluation Report	40%
Presentation(s)	10%

#### Responsibility of the TL

Lead the evaluation team

Ensure the evaluation has been conducted as per the agreed ToRs and contract

Ensure timely delivery

Communicate with ERRY JP management as the team leader and report to ERRY JP management

Responsible for the final delivery of the deliverables.

Divide the role among the team and ensure timely delivery

#### Institutional Arrangements

The successful consultant(s) will report directly to the ERRY JC Manager, work in close collaboration with the ERRY M&E Officer as well as with the other programme team from PUNOs.

#### Duration of the Work

The consultancy is expected to take a period of nearly 40 working days, including reporting and travel, starting in 1<sup>st</sup> April 2019. ERRY management will review the draft reports for quality assurance and provide feedback on the deliverables within 10 working days.

#### Duty Station

The team of 2 consultants (team leader and team member) will be based in Sana'a and Aden for the period of 20 working days. If the visa would not be obtained for Sana'a, then the consultants will be based either in Aden or Amman UNDP office and collect the required information remotely through telephone and other means. There is a video conference facility in Amman UNDP office that connects to Sana'a and Adan UNDP offices for communication with the stakeholders in the field.

#### Required Expertise & Qualification

The Final Evaluation be conducted by a team of at least two consultants, (team leader and team member, the team member will report to the team leader) with the below required qualifications. The consultant (or team of consultants) shall have the following expertise and experience:

At least a masters' degree in Agriculture, development study, food security, 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, livelihoods, food security, agriculture value chain, early recovery;

At least 10 years of experience working with international organizations and donors;

Experience of project and programme evaluation;

Knowledge of the general situation and similar working experience in the region;

Fluent in English. Working knowledge in Arabic is added advantage; and

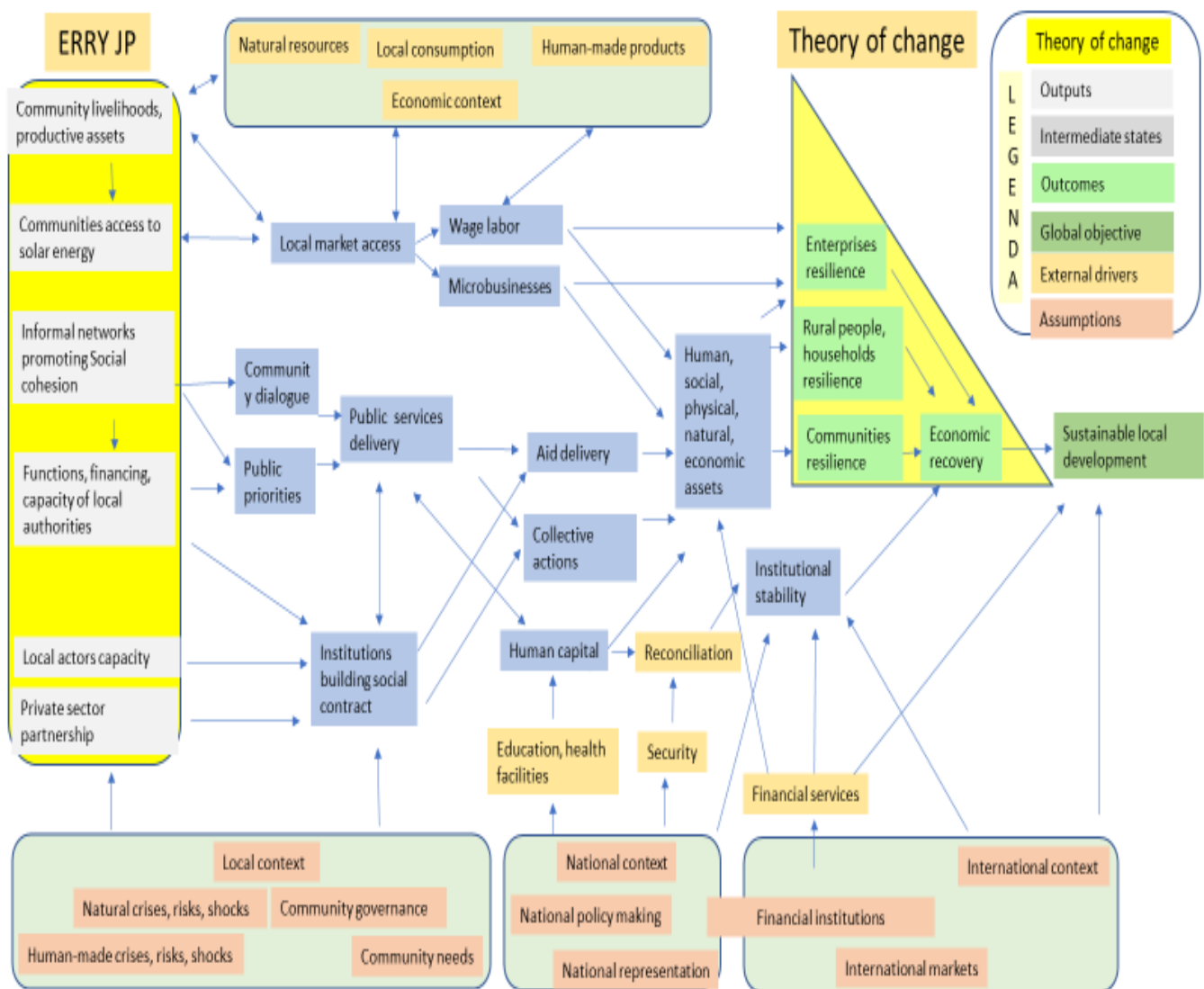
Excellent written and verbal communication skills in English. Fluency in spoken Arabic will be added advantage.

## 2. Reconstructed Theory of Change

The *Theory of change* (ToC) identifies the sequence of conditions and factors deemed necessary for the programme results to yield impact (including context conditioning and actor capacities) and assesses its current status of and future prospects for results. The ToC is a framework designed to discuss the *programme achievements* from output all the way through impact and intermediate states to sustainability. This exercise makes clear the concrete contribution of the action to its intended *development goal*. In order to analyze the programme, it should also be considered it contributes to the execution of the PUNO country strategy.

The ToC is based on the fundamental understanding that people's livelihoods is the result of the access to economic activities (self-employment in the form of microbusinesses or wage labor working for others), assets (human, social, physical, natural and economic), and basic services (social inclusion, community governance, producers' organization). Resilience building therefore requires support and capacity building both for individuals and communities to take action and support themselves, as well as support for local governance institutions to be able to support them. These interactive dynamics lay the groundwork for sustainable and resilience livelihoods in the face of conflict, shocks and stresses.

In the particular case of the microbusiness the theory of change behind the programmatic interventions are based on the following foundational framework. Impact theoretically occurs at four levels: the individual, the enterprise, the household, and the community. In theory, the impact causal chain could take this form: 1) loans and training lead to increased enterprise formation and expansion and to increased investment in working capital and productive assets; 2) increased enterprise formation, expansion, and investment lead to increased enterprise returns; 3) increased enterprise returns lead to increased job creation and increased household income; 4) increased household income leads to higher levels of household consumption, asset accumulation, human resource investment, and physical asset investment. Increased household income and asset accumulation, together with increased access to financial services, in turn, expand poor households' ex ante and ex post coping and livelihood strategies, thereby making them less vulnerable to risk. The following diagram, a living work tool, presents the reconstructed ToC of the ERRY programme.



### 3. Stakeholders' analysis

The stakeholders' analysis illustrates the characteristics, needs and expectation of the programme actors and beneficiaries. It sets the frame for the formulation of the Theory of change. The stakeholders are very diversified covering the public and private sector, formal and informal economic activities, different components of the population of the community and members of the households. They contribute to livelihood and welfare through their capacities, participation to the community governance or planning and delivery of external aid and development actions. Their participation to the programme may be direct or indirect, i.e. they collaborate or create the condition for the mainstreaming of the field activities. Typically, their capacities and expectations are set the frame for the programme strategy and finetune or modify the field actions and their impact. Thus, the stakeholders' analysis describes the conditions that justify and influence the

performance of the programme. Table 10 in this Annex presents the key features of the stakeholders that are briefly reviewed in the following paragraphs.

Government, national and local institutions should set the framework and lead the stabilization effort by mobilizing high level expertise in planning and selected fields. However, the huge shortcomings of the Yemeni institutions in these fields is one of the characteristics of the ongoing crisis. Unreliable public services have obliged the donors to directly coordinate field actions with the implementing agencies in mobilizing relief resources. The local authorities are directly dealing with the external aid and implementing partners, although they too have little management skills. The national institutions core interest is in the settlement of the crisis. They are unable to set the governance of the external aid field actions and their coherence with the national policies and plans. Their collaboration with the donors and development agencies is mostly formal and refers them to interact with the local authorities and implementing partners.

Education (schools, training centers), health (health posts and hospitals) services maintain a widespread, systematic presence country-wide although the lack of basic materials and limited professional personnel hamper their services to the population. Their leadership in education and health is mitigated by the influence of the religious education (madrassas) and traditional healers, birth attendants. Private physicians and education centers are quite inexistent in the rural areas, thus the more notable families recurring to urban health and education centers. Their services are standardized and confined to technical areas, which huge gaps in the vocational training teaching and specialist medical areas. Their commitment to targeted, institutional goals, make possible their field work in conflict areas even if is with a low input intensity and frequent disruptions. In the rural areas they public health facilities coexist with traditional healers and birth attendants. They are committed to delivering basic notions to pupils and systematic health services being stronger in supplying primary than higher education teaching and primary health care than specialistic health practices. They contribute to link and harmonize external aid in education and health across the assisted communities and to mobilize the population to mainstream basic services (family engagement, vaccinations, etc.)

Traditional, community leaders are the reference people for field intervention. The crisis has confirmed their central role in the governance of the rural settlements. They are usually the members of the community leading family; the most educated members of the villages and they are well connected to the religious leaders. They balance the interests of different components of the population, represent their needs and expectations, make possible to access them and assist in the performance of the aid and development actions. Their ability to mitigate conflicts is variable, depending on their legitimacy and collaboration with the opposing parties and local (formal) authorities. They are interested in the resolution of the crisis and socio-economic stability of their communities that they represent in dealing with the external aid providers. They mobilize the community resources, are often associated to local trade, broker partnerships and supervise the delivery of external aid.

Donors, development agencies elaborate the relief and development agenda with the national government. They commit high level expertise and mediate between the suppliers of goods and services and the national authorities. They are committed to improve people livelihood and welfare while waiting for the stabilization of the country situation. Their commitment is interlinked with the adhesion of the national institutions to the MDG, fairness principles. They ensure the access to external resources, financial, technical and operational.

Implementing partners, NGOs, CSOs from inside and outside the country collaborate with local authorities and communities. They have extensive knowledge of the local dynamics and actors, access to local and external technology and flexibility of operation. Their strong commitment to interculturality make them a bridge among the stakeholders of aid delivery and development. They expect to contribute to local welfare and livelihood. Their contribution to the operationalization of the external aid and mobilization of local partnership.

Small enterprises, traders and shopkeepers are usually family-based and resilient to crises, shocks and conflicts. They are often in charge of the storage, conditioning and trade of farm, livestock, courtyard economy products. They interface with innovation and external inputs and exploit family and neighborhood linkages to expand their market. Their sensitivity for comparative advantages and arbitration facilitate the acquisition of external inputs. They expect to continue and expand their businesses and to act as hubs of the local economy, workforce. They make possible the local products value chain and its orientation to the external market, if opportunity arises.

Community based organizations (CBO), local producers' associations act as NGOs and CSOs on behalf of homogenous sectors of the population, as farmers, entrepreneur women, small enterprises. They include economic, social, religious entities representing local, sectoral interests. They are often in charge of the storage, conditioning and trade of farm, livestock, courtyard economy products. The stronger social control on their action limits their action to specific sector and tasks, i.e. they are less flexible than the former ones. They interact, their action is associated to that of the community leaders, local authorities. they expect to contribute to local development, expand the reach of their fellows' activities. They have a strong potential for mobilizing the population and its resources around targeted goals.

Religious leaders lead the spiritual development of the community, religious education of the youth and organization of local events. They are well connected to the traditional leaders. They deeply influence the governance of the communities through their impact on people wishes, behavior and aggregation. They interpret and represent the population in the organization of the daily life, trigger their spiritual energies and shape their expectation about the community governance and performance of public functions. They expect that their community be respected and allowed to evolve along its spiritual beliefs and practices. They inform, advise the population, local leaders on the challenges ahead and contribute to prevent and mitigate their communities internal conflicts.

Extensionists, animal health workers, field facilitators contribute their knowledge of the local context, population to the technology transfer, implementation of external aid and development policies, plans. They are often formally connected to technical institutions or development partners, linking their actions and implementing field services on behalf of both. They have basic technical knowledge and strong capacity of interaction with the population, as they are also part of the beneficiary of the technology transfer. They expect to be considered in the shaping access to innovation, local adaptation. They mediate between community and larger instances in their fields of expertise.

Traditional healers and birth attendants perform their specialist tasks along traditional, local resources and community – often family – networks. They exploit the locally available inputs and understanding of the cultural exigencies of the population to perform basic services in their field of expertise. They expect that local knowledge and resources are respected and preserved. They

partage tasks with technology providers along triage criteria, often duplicating them, and may represent the population exigencies respecting their cultural patterns.

Professionals, agronomists, veterinarians, teachers, physicians, nurses, etc. are educated and technically skilled. More present in the public sector and urban market. They expect to improve their skills to transfer technology to solvent customers and fulfil formal jobs, by accessing to technology. They seek for formal jobs. They contribute to the technology transfer, programmes implementation in the field and performance of studies, theoretical elaborations of the population conditions.

Farmers are a major component of the local economy. Understanding of the interaction of environment, technical tasks and market requirements and highly aware of the climate challenges. They perform also livestock rearing courtyard based and cared of by women and children. Critically dependent on water availability and skilled in its storage and management. Balancing tradition and technical innovation along minimum risk criteria. Looking for the restoration and conservation of the production factors. Contributing to the conservation and valorization of the land resources, water sources as well as of the exploitation of the household work.

Livestock growers adapt production to the climatic and environmental constraints. They associate in the access to and management of the rangeland. Producing along different production patterns in the highlands (association to farming) and lowlands (pastoral animal rearing). They expect to access to natural resources, participate to their governance and to valorize the household workforce. They contribute to the preservation of the environment and occupation of the household workforce.

Daily laborers are part of the enlarged families or marginal groups of the community population. They make available their workforce on demand, sharing external and household-based work. Their capacities are generic, usually lacking vocational education. They know the local economic context. They are interested in working for businesses, public initiatives and sometimes in capacity building. They provide unskilled labor and collaboration in the organization of work and aid delivery.

Women share their time among household, courtyard economy and sometimes external jobs. They are sensitive to welfare and livelihood exigencies at once. Their education level / prevalence is lower than the men's one. they perform the menial house work as fetching water, firewood food – as well as storage and processing -. They expect to develop capacities and new activities provided reliance from present workload is provided. There are expected to improve their participation to household economy, external production and community governance, as well as to organize to promote their welfare instances.

Youth, students are looking for establishing and asserting their role in the society, local economy, community life. They are developing their education, knowledge and professional skills. They are interested in to work opportunities, technology valorizing their new knowledge. They look for capacity building in traditional and innovative work as well as associate to share free time. They are eager to participate to the external aid activities, education actions.

IDPs and returnees are affected by the conflict, having lost their belonging, being displaced or hosted in communities where they lack most basic livelihood assets. They face discrimination,



harassments and depend on external aid. They expect to stabilize livelihoods, be reintegrated in home communities and endowed with basic production assets. They collaborate to the external aid initiative, self-organize and may contribute to the host community governance.

Muhamasheen are a discriminated minority with low income and limited participation in the management of the territory resources. They have been highly impacted by the conflict. They face socio-economy instability and are endowed with limited education and governance skills, depending on external decision makers. They expect to have a larger role in local governance and economy, access to education and land resources. They may participate to strengthen community governance and improve their relations with neighbor households, communities.

Table 10. Stakeholders' analysis

<i>Stakeholders</i>	<i>Characteristics</i>	<i>Capacities</i>	<i>Expectations</i>	<i>Contribution</i>
Government, national and local institutions	Political leadership, weak capacities of elaboration of policies, development goals, coordination of resources to plan and manage reconstruction and development actions	Weak planning, administrative capacities, variable legitimacy, weak field presence	Negotiation and governance of external aid, stabilization of humanitarian situation	Harmonization of external aid along national priorities, strengthening of the public services and governance of local development
Education, health services	Structured and targeted interventions, mobilization of sectoral capacities with huge gaps in resources and specialist skills	Moderate managerial and technical capacities, good coverage of the territory subject to disruptions	Access to resources, independence of judgment in technical fields, collaboration development agencies	Technical expertise, interaction with sensible groups of the population
Traditional, community leaders	Usually made of the members of the community leading family and well connected to religious leaders. Representation of the resident population, management of local assets, liaison with implementing partners, management of local assets	First hand understanding of local dynamics, operational skills, governance of the community in alternative to the failing public services	Land planning, fixing priorities and negotiating local interests with implementing partners, supervising the aid delivery	Mobilization of local resources to meet local exigencies, ensuring local participation and equity in aid delivery, management of local assets
Donors, development agencies	Coordination of the relief and development agenda, integration of national and international development, multicultural approach	Planning and management of external resources, access to local and external technology, mobilization of high level expertise	Stabilization of people livelihoods, welfare, social inclusion, flexibility of field action	Mobilization and coordination of external resources, expertise, customization to the local exigencies

Implementing partners, NGOs, CSOs	Understanding of and commitment to local development, strong relations with local communities	Socio-economic, operational capacities, partnerships with local leaders	Involvement in local development planning, access to external resources	Mainstreaming of external aid, development plans, mobilization of local resources
Small enterprises traders and shopkeepers	Profit-, market-driven, business management, organization of the production, storage of products	Knowledge of the market, customers' exigencies, technical and operational capacities, resilient to crises	Continuous opportunities to make business, public infrastructure, reliable legal framework	Organization of workforce, work tools, supply of goods and services to the population, marketing of local production
Community based organizations, local producers' associations	Linking community governance to economic production, community producers to the market, managing local assets	Knowledge of socio-economic context, collaboration with community leaders	Community stability, collaboration with external businesses	Coordinating local economic initiatives with the market, management of local assets, local producers
Religious leaders	Spiritual leadership, commitment to community spiritual welfare, well-connected to the traditional leaders, confessional linkages with other communities, religious education	Good understanding of the people, fine tuning community dynamics, education of the youth	Community harmony, people spiritual and material welfare	External advise to people, communities leaders, counseling and good offices in conflict prevention and mitigation
Extensionists, animal health workers, field facilitators	Technology transfer in specialist sectors, coordination with and implementation of the actions of local authorities, institutions, aid organizations, variable connection to technical institutions	Basic technical skills, good understanding of the context and population exigencies, community and family networks, capacities in their field of expertise	Contribute to community development, shaping the technology transfer	Mediate the transfer of technology, represent the population exigencies in their sector of expertise
Traditional healers and birth attendants	Basic services delivery exploiting traditional knowledge, natural resources, community values, collaboration with households, communities	Basic technical skills, good understanding of the context and population exigencies, capacities in their field of expertise	Preservation and valorization of the local knowledge, resources, contribute to community development	Triage and repartition of tasks with technology mediators, represent the population exigencies and contribution to local welfare in their sector of expertise
Professionals, agronomists, veterinarians, teachers, physicians, nurses, etc.	Educated, associated to institutions, enterprises, traders, market oriented, with limited deployment in the rural areas	Endowed with high capacities in their sector of expertise	Capacity building, access to technology, solvent customers, formal jobs	Technology transfer, management of field actions, technical assessments

Farmers	Organization of farm production, exploitation of farmland, water, natural resources	Production skills, climate and environment aware, food storage and basic processing	Access to farm production inputs (soil, water, seed, tools, etc.) and the market, household workforce occupation	Sustainable exploitation of farmland, water, natural resources, mobilization of household work
Livestock growers	Organization of livestock production, exploitation of rangeland, natural resources	Production skills, climate and environment understanding,	Access to rangeland production inputs, and the market, participation to the governance of natural resources, household workforce occupation	Sustainable exploitation of rangeland, natural resources, mobilization of household work
Daily labourers	Work supply meeting business expectation, time-sharing with household work	Generic work skills, resilience to physical stress, knowledge of land, local resources and economic context	Businesses, public works, capacity building	Unskilled labor, collaboration in the organization of work, aid delivery
Women	In charge of the children, house (fetching water, firewood, food – storing and processing) and courtyard economy, time-sharing with external work	Parenthood, education of the youth, local relations, management of household welfare, limited education level / prevalence	Relief from workload, capacity building, participation to local governance	Participation to local governance, management of the household economy
Youth and students	Openness to learning, contribution to the household economy	Generic knowledge, work skills, short term commitment	Capacity building, work opportunities, sharing free time	Participation to education, livelihood actions
IDPs and returnees	Conflict affected, dispossessed of the sources of livelihood, little regulated communities, dependent on external aid	Socio-economic instability, weak governance skills	External aid, reintegration in the community, remediation of torts, capacity building, access to livelihood inputs	Contribute to self-organization, settlements governance, community building, integration in the host communities
Muhamasheen	Marginalized, low income communities, limited participation in local governance, management of the territory resources	Socio-economic instability, low education level, weak governance skills	Advocacy and external aid, remediation of torts, capacity building, representation in local governance, access to livelihood inputs	Community building, integration with the neighbor households, communities

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2018 Programme steering committee meetings minutes

2018 technical coordination meetings minutes

2019 02 28 budget financial delivery

2019 ERRY brochure

2019 ERRY Organogram

ERRY Joint Programme Steering Committee Terms of reference

### *M&E*

ERRY M&E system

ERRY II Logframe Draft

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targeting of beneficiaries ILO

Targeting Selection of Project Beneficiaries FAO

Targeting of beneficiaries for Livelihoods interventions guideline ERRY Joint programme

On-Site Distribution Monitoring Checklist – Worksite Cash/Food Assistance for Assets

Engineering requirements for FFA

Joint Implementation Design of Cash for Work and Post Cash for Work Intervention under ERRY

Standard Operating Procedures- Beneficiary selection and registration

Standard Operating Procedure. Asset selection

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## 5. Persons interviewed

Local Authorities from Hajjah & Hodaydah			
<b>Date:</b>	5 May 2019		
<b>Venue:</b>	UNDP - Country Office, Sana'a		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Governorate</b>
1	Mohammed Al-Qathi	Deputy Governor	Hajjah
2	Allan Ali Fadhael	GD NAMCHA	Hajjah
3	Abdulrahman Hodaïs	M&E at NAMCHA	Hajjah
4	Sultan Al-Sharki	GD TEVET Office	Hajjah
5	Yahya Al-Qudami	GM Agriculture Office	Hajjah
6	Ali AlQutaib	GM Education	Hajjah
7	Dahl Al-Tayib	Abs District Director	Hajjah
8	Ahmed Al-Shamri	Bani Qais District Director	Hajjah
9	Sakkaf Abdulrahman Al-Sakkaf	Director of Tehama Development Authority (TDA)	Hodaydah
10	Hassan Hudish	GD TEVET Office	Hodaydah
11	Abdulatif Al-Moayed	Bajel District Director	Hodaydah
12	Adham Thawab	Al-Marawa'a District Director	Hodaydah
13	Omar Mohammed	GD Education	Hodaydah
14	Jaber AlRazhy	GD NAMCHA	Hodaydah
15	Khaled Ali Nasher	GD Health	Hodaydah

Heads of PUNOs			
<b>Date:</b>	6 May 2019		
<b>Venue:</b>	UNDP Country Office, Sana'a		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Organization</b>
1	Mohammed Sallam	Assistant Representative	FAO
2	Hassan Krayem	Deputy Resident Representative / Prog.	UNDP
3	Arvind Kumar	ERRY Project Manager	UNDP

4	Hasheem Simba	Country Technical Advisor (CTA)	ILO
5	Dr. Ashraf AlHawamdeh	Value Chain Cons.	FAO
6	Mohamad Marji	Programme Officer	WFP
7	Mohammed Al-Qasem	Project Officer	WFP

Technical Tem in Sana'a			
<b>Date:</b>	6 May 2019		
<b>Venue:</b>	UND - Country Office, Sana'a		
N.	Name	Title	Organization
1	Ahmed Ahmed	Joint Programme Manager JPM	JCU, UNDP
2	Mohammed Zuhra	M&E Officer	JCU, UNDP
3	Mohammed Honinah	Communication Officer	JCU, UNDP
4	Osama Al-Soufi	Admin & Finance Officer	JCU, UNDP
5	Hussam Noman	Communication Assistant	JCU, UNDP
6	Arvind Kumar	Project Manager	UNDP
7	Khaled Al-Sharabi	National Coordinator	UNDP
8	Mohammed Heba	Local Planning Specialist	UNDP
9	Abdulaziz Altobba	M&E and Reporting Officer	UNDP
10	Yousef Ghurab	Livelihood Specialist	UNDP
11	Mohammed Sallam	Solar Specialist	UNDP
12	Mohammed Shakaa	Admin & Finance Assistant	UNDP
13	Mohamad Marji	Programme Policy Officer	WFP
14	Mohammed Alqasem	Project Officer	WFP
15	Ashraf AlHawamdeh	Livestock Value Chain Specialist	FAO
16	Abdulrahman AlHemyari	National M&E Officer	FAO
17	Hasheem simba	CTA	ILO
18	Tawfik JABER	Project Coordinator	ILO
19	Ahmed Khamis	Admin & Finance Officer	ILO
20	Ibrahim Refaee	Admin & Finance Officer	FAO
21	Sami Al-qubati	Admin & Finance Assistant	FAO
22	Hasan Al-Ansi	Sub-National Coordinator	JCU, FAO
23	Ramzi ALfardi	Admin & Finance Officer	WFP
24	Ali Al-Ashwal	Communication Officer	FAO
25	Ogola	Communication Consultant	FAO

Implementing Partners - Sana'a			
<b>Date:</b>	7 May 2019		
<b>Venue:</b>	UNDP Country Office, Sana'a		
N.	Name	Title	Organization
1	Anwar Al-Swaidi	Project Manager	Sustainable Development Foundation (SDF)
2	Ammar Al-Ghaili	Project Manager	Vision Hope International (VHI)
3	Thekra Barat	M&E Officer	Vision Hope International (VHI)
4	Ammar Al-Waeal	Communication Officer	Social Fund for Development (SFD)

5	Ibrahim Alhomadi	Project Manager	Islamic Relief - Yemen (IRY)
6	Samah Qassim	Project Coordinator	Search For Common Ground (SFCG)
7	Atef Alhamadani	Project Coordinator	Partners Yemen (PY)

Impact Assessment Consultants			
<b>Date:</b>	8 May 2019		
<b>Venue:</b>	UNDP - Country Office, Sana'a		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Organization</b>
1	Adnan Qutainah	Solar Impact Assessment Consultants	UNDP
2	Ahmed Almaqtari	Livelihood (Microbusinesses 3x6)	UNDP
3	Saleh Noaman	SC & LG Impact Assessment Consultant	UNDP
4	Utomo TJIPTO	Livelihood (Cash for Assets)	WFP
5	Sharif ALI		
6	Sharaf Alkibsi	Skill Development apprenticeship	ILO
7	Alisher Nazirov	Agri Value Chain	FAO

PUNOs Aden-based Team			
<b>Date:</b>	11 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Organization</b>
1	Mohammed Zuhra	M&E Officer	JCU
2	Osamah Al-Soufi	Finance Officer	JCU
3	Hussam Dawood Noman	Communication Assistant	JCU
4	Nasser Al-Najar	Sub-national Coordinator	UNDP
5	Hasan Saeed Derbas	Project Coordinator	FAO
6	Ahmed Khamis	Admin Assistant	ILO
7	Tawfik Jaber	Project Coordinator	ILO

Local Authorities from Abyan & Lahj			
<b>Date:</b>	12-May-19		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Governorate</b>
1	Abdulmalk Najee	Coordinator of Organizations Work	Lahj
2	Anwar Al-Marfadi	Head of General Authority of Rural Water Supply Project (GARWSP)	Lahj
3	Farouk Abdulrazzak	GM of TEVT	Lahj
4	Hisham Al-Sakkaf	GM of MoPIC Office	Lahj
5	Eng./ Ahmed Tayram	Agriculture Office Representative	Lahj
1	Dr. Gamal Nasser	GM of Health Office	Abyan
2	Dr. Hussein Fadhl Saleh	GM of Agriculture Office	Abyan

3	Eng. Mahdi Al-Jehani	GM of TEVT	Abyan
4	(Shaikh) Nasser Abdullah Al-Mabari	GM of Khanfar District	Abyan
5	Dr. Wadhah Al-Mahwari	GM of Education Office	Abyan
6	Mr. Wadhah Ahmed Hmas	GM of MoPIC Office	Abyan

Implementing Partners – Aden			
<b>Date:</b>	12 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Organization</b>
1	Ahmed Ali Naser	Project Officer	CARE Int'l
2	Hasan Saeed Derbas	Project Coordinator	FAO
3	Kadria Ahmed Mohammed	Executive Manager	FAF
4	Maged Kassim	Coordinator	SOS
5	Maha Ali Alban	Gender Trainer Assistant	FAO
6	Mohammed Morshed	Programme Manager	FAF
7	Saydah Lotfi	Admin Assistant	SOS
8	Tareq Derhim Sharaf	Project Officer	SFD
9	Yaser Altaf Yaseen	Deputy Area Manager	CARE Int'l

Abyan Beneficiaries			
<b>Date:</b>	13 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Gender</b>	<b>Component</b>
1	Afaf Hussein	Female	Micro business Owner (3X6 Approach)
2	Hanan Ali Saeed	Female	Micro business Owner (3X6 Approach)
3	Aisha Awadh	Female	Agriculture Value Chain (AVC)
4	Huda Ahmed Ali	Female	Agriculture Value Chain (AVC)
5	Rajeena Amoodi	Female	Cash For Work (C4W)
6	Sabreen Mohammed	Female	Cash For Work (C4W)
7	Ishraq Abdulhak	Female	Upgrading Informal Apprenticeship (UIA)
8	Nahed Ali Mohammed	Female	Upgrading Informal Apprenticeship (UIA)
9	Reena Fadhl	Female	Upgrading Informal Apprenticeship (UIA)
10	Rabab	Female	TOT Trainer (TOT)
11	Najwa Omar	Female	Village Cooperative Council Member (VCC)
12	Ali Mubarak	Male	Agriculture Value Chain (AVC)
13	Bakri Mohammed	Male	Agriculture Value Chain (AVC)
14	Mohammed Muhsen	Male	Village Cooperative Council Member (VCC)
15	Abduallah Daweod	Male	Village Cooperative Council Member (VCC)
16	Ahmed Mohammed Mansour	Male	Village Cooperative Council Member (VCC)
17	Sadeq Naser Alqaderi	Male	Micro business Owner (3X6 Approach)



18	Awadh Ahmed Ali	Male	Micro business Owner (3X6 Approach)
19	Abdullah Ayash Salem	Male	Micro business Owner (3X6 Approach)
20	Saeed Muhsen	Male	Cash For Work (C4W)
21	Maeen Abdulkader	Male	Cash For Work (C4W)
22	Mohammed Abdullah AlJunaidi	Male	Cash For Work (C4W)
23	Saleh Abdulrazaq	Male	Upgrading Informal Apprenticeship (UIA)
24	Mohammed Mahdi Obaid	Male	Upgrading Informal Apprenticeship (UIA)
25	Asaad Awadh Naser	Male	Upgrading Informal Apprenticeship (UIA)
26	Dewood Ali	Male	Access to Solar Energy

Lahj Beneficiaries			
<b>Date:</b>	14 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
N.	Name	Gender	Component
1	Aisha	Female	Solar Access
2	Anwar	Female	Agriculture Value Chain (AVC)
3	Ekram	Female	Agriculture Value Chain (AVC)
4	Ashjan	Female	Upgrading Informal Apprenticeship (UIA)
5	Najah	Female	Upgrading Informal Apprenticeship (UIA)
6	Sahar	Female	Village Cooperative Council Member (VCC)
7	Arzak	Female	Village Cooperative Council Member (VCC)
8	Seena	Female	Micro business Owner (3X6 Approach)
9	Suaad	Female	TOT Trainer (TOT)
10	Samah	Female	Cash For Work (C4W)
11	Motasem	Male	Upgrading Informal Apprenticeship (UIA)
12	Hassan	Male	Upgrading Informal Apprenticeship (UIA)
13	Saber	Male	Micro business Owner (3X6 Approach)
14	Hamdi	Male	Micro business Owner (3X6 Approach)
15	Abdulsalam	Male	Micro business Owner (3X6 Approach) - Solar Grid
16	Emad	Male	Micro business Owner (3X6 Approach) - Solar Grid
17	Amr Khaled	Male	Micro business Owner (3X6 Approach) - Solar Grid
18	Mohammed Mosid	Male	Cash For Work (C4W)
19	Fahd	Male	Cash For Work (C4W)
20	Abdulkareem	Male	Cash For Work (C4W)
21	Abdo Saeed	Male	Cash For Work (C4W)
22	Meethak	Male	Cash For Work (C4W)
23	Fares	Male	Cash For Work (C4W)
24	Mohammed Darweesh	Male	SFD Coordinator
25	Waleed	Male	Village Cooperative Council Member (VCC)
26	Osama	Male	Village Cooperative Council Member (VCC)
27	Abdo Saeed	Male	Agriculture Value Chain (AVC)
28	Mahmood	Male	Agriculture Value Chain (AVC)

Extension Staff - Abyan & Lahj			
<b>Date:</b>	15 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Gender</b>	<b>Governorate</b>
<b>1</b>	Asrar Haidara Abdullah	Female	Abyan
<b>2</b>	Khadijah Saeed Ali Ahmed	Female	Abyan
<b>3</b>	Jameelah Ali Mohammed Ghallab	Female	Lahj
<b>4</b>	Awadh Saa Awadh Saeed	Male	Abyan
<b>5</b>	Yasser Abobaker Saa	Male	Abyan

Government Officials- Aden			
<b>Date:</b>	15 May 2019		
<b>Venue:</b>	UNDP - Aden Office		
<b>N.</b>	<b>Name</b>	<b>Title</b>	<b>Governorate</b>
<b>1</b>	Ahmed Hussain Al-Jawi	MoPIC Director General of Cooperation with International and National organizations	Aden
<b>2</b>	Abdullah Ahmed	Deputy of Ministry of Agriculture and Irrigation	Aden
<b>3</b>	Hussain Abdullah Al-Ban	Deputy of TEVET	Aden

## 6. Logic model

### Revised ERRY JP Log frame

<b>Outcome 1: Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion</b>			
<b>Intended Outputs</b>	<b>Key Performance Indicators by Feb 2019</b>	<b>Indicative Activities</b>	<b>Inputs</b>
<p><b>Output 1: Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance</b></p> <p><i>Baseline</i></p> <p>No community resilience plans exist</p> <p>Emergency employment and Income generation options to stabilize rural livelihoods are limited</p> <p>Limited entrepreneurial pathways available in rural (remote) areas for affected/vulnerable groups</p> <p>Lack of community institutions to support farmers with value chain development services</p> <p>Technical and operational capacities of communities to engage in viable value chain opportunities are inadequate and there is no farmer field school (FFS) schemes</p> <p>Farmers opportunities and access to agricultural inputs are limited</p>	<p>Communities are better prepared and implemented small-scale mitigation and preparedness initiatives</p> <ul style="list-style-type: none"> <li>305 small scale community-based initiatives will be implemented to improve basic services and benefited 91,500 individuals directly.</li> </ul>	<p><b>1.1 Inclusive community-based governance system is strengthened to develop community resilience plan and identify community prioritized actions</b></p> <p>1.1.1 Establish and operationalize village cooperative Council (VCC) through training and technical support</p> <p>1.1.2 Develop community resilience plans and community initiatives</p> <p>1.1.3 Provide block grant based on community compact</p>	<p>Budget estimate: USD 1,330,000.00</p>
	<p>3,400 vulnerable and food insecure households (20,400 individuals) directly benefited from cash assistance for assets activities to improve food security</p> <p>280 community assets built, restored and rehabilitated for resilience building and benefited about 60,000 individuals indirectly</p>	<p><b>1.2 Livelihoods opportunities are provided through stabilized cash for work, focusing on community asset rehabilitation</b></p> <p>1.2.1 Validate target community criteria in coordination with target districts representative bodies, including district councils</p> <p>1.2.2 Carry out screening and validating projects through environmental protection criteria</p> <p>1.2.3 Prepare micro-project implementation plans including bill of quantities for the various assets identified, procurements plans for the required materials as well as labor allocation for the various micro-projects</p> <p>1.2.4 Select of beneficiaries and monitoring implementation of physical activities ensuring quality standards of work/assets are met</p>	<p>Budget estimate: USD 7,140,400.78</p>



<p><b>Output 2: Communities benefit from solar energy for sustainable livelihoods opportunities</b></p> <p><i>Baseline</i></p> <ol style="list-style-type: none"> <li>1. No programme framework to promote solar energy resilience building in Yemen is in place</li> <li>2. Limited applications of solar energy for productive uses</li> <li>3. No solar energy market mix in place for promotion of solar energy solutions</li> </ol> <p><i>Means of Verification</i></p> <ol style="list-style-type: none"> <li>1. Socio economic assessment of solar energy</li> <li>2. Solar Market Mix Assessment</li> <li>3. Lessons learned Compendium on solar programming with ERRY and outside</li> <li>4. Operational Guideline on Solar Programming</li> <li>5. Community and district level solar outlets report</li> <li>6. Quarterly report</li> <li>7. Annual report</li> <li>8. Case stories</li> <li>9. Field Mission report</li> </ol>	<p>Solar energy resilience building programming initiatives (households, public services, drinking water, irrigation, productive assets, markets, solar livelihood) formulated, implemented and benefited (around 50,675 individuals), HHs and communities</p> <ul style="list-style-type: none"> <li>• 5600 individuals have access to portable solar lantern</li> <li>• 212 public service institutions have access to solar energy and benefited 50,675 individuals</li> <li>• 4 Drinking water system will have rehabilitated with solar energy</li> <li>• 4 irrigation facilities will have rehabilitated with solar energy</li> </ul> <p>productive assets and market center have access to energy and improved their business hours</p> <p>200 micro businesses through solar livelihood intervention</p> <p>19 productive assets have access to solar energy</p> <p>4 market centers are equipped with solar energy</p>	<p><b>2.1. Expansion of solar energy applications programmed and operationalized to strengthen rural energy resilience, capacity building and recovery</b></p> <p>2.1.1 Map rural energy insecurity gaps in the targeted governorates</p> <ul style="list-style-type: none"> <li>• Socio economic energy gap assessment</li> </ul> <p>2.1.2 Develop and implement awareness raising programme and campaign focusing on decision makers, and general public at the local level</p> <ul style="list-style-type: none"> <li>• Awareness raising and capacity building of local stakeholders and beneficiaries</li> </ul> <p>2.1.3 Share best practices and experiences for scale-up and replication and encourage south-south cooperation on rural energy resilience building and business development</p> <ul style="list-style-type: none"> <li>• Policy paper on south South cooperation.</li> <li>• Documentation of best practices of solar programming</li> </ul> <p>2.1.4 Develop solar programme framework defining immediate, medium and long-term actions for resilience building</p> <ul style="list-style-type: none"> <li>• Development of operational guideline for solar programming</li> </ul> <p><b>2.2. Decentralized solar energy services installed in public service centers to reinforce livelihood resilience of vulnerable rural communities</b></p> <p>2.2.1 Analyze and define the short-term, medium term and long-term solar energy priorities with stakeholders for feasibility of communal solar energy (i.e. for public centers including health clinics, and schools)</p> <ul style="list-style-type: none"> <li>• Provision of access to energy in public service institutions</li> </ul> <p>2.2.2 Design a phased-out road map for technical installation of feasible communal solar energy services (i.e. solar lanterns, solar powered street lights, solar water pumps for communal places) to improve access to basic social services</p>	<p>Budget estimate: USD 812,100.00</p> <p>Budget estimate: USD 1,955,363.00</p>
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		<p>2.2.3 Deliver and install the community solar energy systems</p> <ul style="list-style-type: none"> <li>• Provision of household level portable energy</li> </ul> <p>2.2.4 Train local cooperatives on installation and maintenance of the community solar energy systems</p>	
		<p><b>2.3. Solar energy introduced to support enhancement of rural community energy resilience</b></p> <p>2.3.1 Determine through a prioritization process the critical immediate and future energy needs for improving the performance of the productive assets in rural communities</p> <p>2.3.2 Identify the demonstration sites and define roles and responsibilities of stakeholders involved, particularly local institutions including cooperatives</p> <p>2.3.3 Design, and install pilot solar energy systems applications for economic and productive assets such as rural power generation for electrification/micro businesses and integrated solar water pumping to demonstrate economically optimal and sustainable water use</p> <ul style="list-style-type: none"> <li>• Provision of solar for drinking water and irrigation- Provision of solar to productive assets</li> </ul> <p>2.3.4 Develop and implement capacity building programme for installation, maintenance and linkage with micro-businesses on solar energy initiative</p>	<p>Budget estimate: USD 1,291,007.50</p>
		<p><b>2.4. Marketing of micro-business development for solar energy supported</b></p> <p>2.4.1 Assess solar market potential to support business development in the solar energy sector, with special focus on micro businesses.</p> <ul style="list-style-type: none"> <li>• Solar market mix assessment</li> </ul> <p>2.4.2 Develop a strategic solar market mix programme (product/equipment, price, promotion and distribution) to encourage private sector engagement and support energy service demands through provision of solar energy</p> <p>2.4.3 Support building partnership and networking between national solar dealers, local private sector and key stakeholders within the four targeted governorates</p>	<p>Budget estimate: USD 135,000.00</p>

		2.4.4 Support community resilience and solar business development through technical assistance and solar business development <ul style="list-style-type: none"><li>Promote solar livelihood initiatives-__micro businesses, micro business associations and district solar outlets</li></ul>	
<b>Output 3: Informal networks promote social cohesion through community dialogue and delivery of services</b>  <i>Baseline</i> <ul style="list-style-type: none"><li>Water User Association (WUA) are either not existent or are not fully operational in the targeted governorates</li><li>34 community-based dialogue mechanisms were established in Abyan but not in other governorates</li><li>No significant evidence of efforts to build consensus, dialogue or resolve disputes peacefully (based on a qualitative scoring and means of verification)</li></ul> <i>Means of Verification</i> <ul style="list-style-type: none"><li>Project progress Report</li><li>Report from implementing partner,</li><li>Report from implementing partners, focused group meeting with target community members</li></ul>	30 communities where WUA developed a mechanism to facilitate dialogues for water resource management, agriculture production system, and crop production system Targeted communities have improved self-referral mechanism to resolve local level conflicts <ul style="list-style-type: none"><li>60 community dialogues and small-scale initiatives implemented to resolve local level conflicts</li></ul>	<b>3.1. Water User Association (WUA) established</b>  3.1.1 In partnership with CDCs identify and build a relationship of trust with existing or create new WUA  3.1.2 Increase production and profitability through changes in crop production systems and improve on processing and marketing at the benefit of farmers.  3.1.3 Promote discussion on the potential for water marketing and valuation, including the possibility to consider a financial contribution from the urban population and the private sector as the investments made by farmers will secure their drinking water supply in future.	Budget estimate:  USD 306,558.00
		<b>3.2 Insider Mediators are better able to prevent and resolve community level conflicts (including areas such as exclusion and natural resources based conflicts)</b>  3.2.1 Community level conflict and situation analysis conducted  3.2.2 Capacity development through mentoring and targeted trainings of insider mediators  3.2.3 Innovative approaches of Insider Mediators supported with small grants based on work plans	Budget estimate:  USD 1,083,200.00
		<b>Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs</b>	
<b>Output 1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities</b>  <i>Baseline</i>	Targeted local authorities have improved their ability of recovery planning, budgeting and monitoring basic service delivery <ul style="list-style-type: none"><li>8 districts recovery plan developed</li><li>8 basic service deliver projects implemented by local authorities</li></ul>	<b>1.1 Local authorities are better able to plan, monitor, and coordinate aid and recovery</b>  1.1.1 (Re)activate DMT to facilitate district recovery planning process	Budget estimate:  USD 1,388,115.20

<ol style="list-style-type: none"> <li>1. No capacity of local authorities for planning, budgeting, and monitoring basic services delivery</li> <li>2. No framework of private sector and citizen engagement in target governorates</li> </ol> <p><b>Means of Verification</b></p> <ol style="list-style-type: none"> <li>1. Local authorities' development report, recovery plan</li> <li>2. Project periodic report/ completion report</li> <li>3. 8 target districts Local authorities' district recovery plans</li> <li>4. 8 basic services project monitoring report by citizen monitoring team</li> <li>5. Quarterly report</li> <li>6. Annual report</li> <li>7. Field Mission Report</li> </ol>	<p>8 Targeted governorates have developed citizen monitoring framework to monitor basic service delivery</p>	<p>1.1.2 Capacity building of DMTs and local authorities on recovery planning and citizen monitoring framework</p> <p>1.1.3 Develop district recovery plans and citizen monitoring framework</p> <p>1.1.4 Restoration of minimum basic services delivery.</p>	
<p><b>Output 2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery</b></p> <p><i>Baseline</i></p> <ol style="list-style-type: none"> <li>1. Business development services and informal apprenticeship schemes have a limited outreach to the rural areas (TBD in the targeted areas)</li> <li>2. Dependency on short term employment schemes is high with limited graduation strategies</li> <li>3. Business associations/economic institutions have a limited technical and operational engagement in enterprise recovery</li> </ol> <p><i>Means of Verification</i></p> <ol style="list-style-type: none"> <li>1. Project periodic report</li> <li>2. Project completion report/ evaluation</li> </ol>	<p>3000 community members indirectly and 500 directly benefit from informal upgrading apprenticeship schemes and business development services</p> <p>80% of vulnerable youth/women that trained in upgraded informal apprenticeship engaged in sustainable (self-) employment at least 3 months after completion of the training</p> <p>40% of cash-for-work beneficiaries receive post cash-for-work training support to ease their transition to long-term sustainable employment opportunities</p> <p>At least two business associations/economic institutions with governorate coverage have their capacity needs assessed and addressed for greater enterprise recovery engagement</p>	<p><b>2.1 Strengthen capacity of local training providers to deliver market relevant skills and entrepreneurial training</b></p> <p>2.1.1 Conduct participatory value chain analysis and skills needs assessments of non-agricultural sectors, with high potential for job creation</p> <p>2.1.2 Strengthen the capacity of local training and BDS service providers and employers to implement on-the-job training and entrepreneurship/enterprise development interventions in partnership with SMEPS</p> <p>2.1.3 Design and implement private sector led apprenticeship schemes and business development services including coaching and financial literacy assistance for targeted youth (including upgrading of informal apprenticeship in informal economy)</p> <p>2.1.4 Develop, test, and institutionalize post Cash for Work services pilot.</p> <p><b>2.2. Strengthen partnership with the private sector to accelerate early recovery and employment</b></p>	<p>Budget estimate: USD 1,075,419.00</p> <p>Budget estimate: USD 200,000.00</p>



3. Project periodic report		2.2.1 Map active and credible economic entities with networks in targeted governorates  2.2.2 Build capacities of business associations and economic institutions to encourage private sector-led employment creation	
<b>0.1 Technical and management agency resources adequate to implement activities and reach results are in place/available</b> FAO Budget estimate: USD 2,362,500 (+GMS: 558,508.08) ILO Budget estimate: USD 1,325,811 (+GMS: 168,086.10) UNDP Budget estimate: USD 2,347,521.36 (+GMS: 1,187,764.77) WFP Budget estimate: USD 698,099.29 (+GMS: 548,695.00)			
<b>0.2 Joint (inter-agency) programme coordination unit is operationalized for effective administration, coordination, monitoring and evaluation of results</b> Convening Agency (UNDP) Budget estimate: USD 2,513,354.78 (additional USD 140,186.92 to FAO for the North sub-national coordination)			

#### Notes

**Direct Beneficiaries:** individuals/households/families that are directly involved/participated/targeted and benefitted from the project interventions through receiving cash, trainings, grants, equipment and other supports.

**Examples:**

Participants of cash for work and their family members,

Participants of trainings of small business and received grants through 3x6 approaches and their family members.

Households and their family members supported through solar energy system, dairy equipment, agricultural inputs, etc

**Indirect beneficiaries:** Individuals/households/families that are not directly involved or participated or targeted but indirectly benefited from the project interventions through improved services and economic activities.

**Examples:**

Households and their family members that are benefitted from improved services of schools and clinics due to provided solar energy system.

Households and their family members that are benefitted from rehabilitated assets such as improved roads, water points, schools, latrines, irrigation canals, and other supports.

## 7. Logical framework

### Indicators, February 2019

<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>YI</i>	<i>YII</i>	<i>YIII</i>	<i>Cumulative total</i>	<i>% of achievement</i>	<i>Explanation</i>
<i>Outcome 1: Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion</i>								
<i>Output 1.1: Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance</i>								
# of small-scale community-based initiatives implemented to improve basic services	No community resilience plans exist	210 VVCs	123	63	37	223	106%	In terms of VCCs formation, a total of 223 VCCs were re-established, thus reaching, and even exceeding, the project total target. Similarly, 10 resilience plans were developed in the 4th Q, based on which 43 compact initiatives were implemented. All took place in all targeted governorates. With these, the total compact initiatives launched has reached 289.
		210 plans			27	213	101%	
		300 compact initiatives			108	289	96%	
# of vulnerable and food insecure households benefiting from food assistance for asset creation	Emergency employment and Income generation options are limited.	3426			1200	3426	100%	
# of vulnerable and food insecure individuals benefiting from food assistance for asset creation (disaggregated by age and sex)		20500	11893	5600	9600	20556	100%	
Total amount of cash transferred to targeted beneficiaries		5876640	1922930	2108960	777316	5903359	100.5%	
Number of assets built, restored or maintained, by type		280	62	174	103	371	133%	
# individuals directly benefiting from improved skills to	Limited entrepreneurial	3000 trainees			528	3629	121%	As part of the 3x6 approach, additional 228 microbusinesses were created in Q4 due to

establish community-oriented social businesses for self-reliance	pathways available in rural areas for affected/vulnerable groups.	1500 micro businesses			528	2152	143%	exchange rate gain. Locations: 109 in Bani Qais district and 119 in Abs district
# Village Agricultural Producers' Groups (VAPG's) are established to empower and provide services to farmers	Lack of community institutions to support farmers with value chain development services	85			5	90	106%	The established VAPG's are representing 569 neighbouring villages with members of 8000 farmers in the 4 targeted governorates
# farmers, 25% female, attended training sessions on livestock / crop value chain productivity	Technical and operational capacities of communities to engage in viable value chain opportunities are inadequate	20000	14000	9350	8000	22950	114%	22,949 farmers, 8400 women attended training sessions on livestock and crop value chain productivity. The training session focused on the animal feeding, health, milk production and crop value chain.
# food insecure HHs (#individuals) benefited from agricultural inputs distributed	Farmers opportunities and access to agricultural inputs are limited	14000 HHs - 84000 individuals	16065	16065	15,743	15813 - 119000 individuals	113%	15,813 livestock producers supported with feed blocks and sugar molasses; 2121 HHs received stainless steel dairy equipment; 9800 farmers supported with seeds; 2000 farmers supported with tomato seeds and 1600 farmers supported with fertilizer. The total of individuals of beneficiaries was 119,000 (average number of family members was about 7.56 according to the impact assessment conducted in the project areas).
# sheep and goats vaccinated against diseases	Frequent animal diseases with absence of regular vaccination programme	590000 sheep/ goats benefiting; 24000 HHs			775371 head; 30825 HH	775371 head; 30825 HH	131% 121%	
<i>Output 1.2: Communities benefit from solar energy for sustainable livelihoods opportunities</i>								
# of individuals have access to portable solar lantern	No programme framework to promote solar energy resilience building in Yemen is in place	5600			2400	5600	100%	

# public service institutions have access to solar energy	Limited applications of solar energy for productive uses	212			0	176	83%	176 Schools and health centres supplied with solar systems to help reopen, benefiting 101,983 individuals; 70 solar systems to be distributed to public facilities in Q1 2019 in Abyan, Lahj, Hajjah and Hodaydah. shifting this goal is due to procurement process. 12 solar vaccination refrigerators (VCRs) distribution was implemented in the four targeted governorates, bringing to a total of 72 vaccine solar refrigerators.
# Drinking water system will have rehabilitated with solar energy	0	4			4	4	100%	4 drinking water systems were installed in Q2 2018. 2 systems were in Tuban district (Lahj Gov.), 1 in Khanfer district (Abyan Gov.), and 1 in Lawder district (Abyan)
# irrigation facilities will have rehabilitated with solar energy	0	4			0	4	100%	1 irrigation water systems was installed in Q4 taking place in Almarawah (Hodaydah).
# micro businesses through solar livelihood intervention	0	200			210	210	105%	110 micro businesses were created in Tuban district (Lahj Gov.) in Q4 2018.
# productive assets have access to solar energy	0	19	4	4	8	20	105%	8 productive assets were distributed: 2 in Bajil, 1 Hodaydah city, 1 Alhawak, 2 Aslam, 1 Lawder, and Tuban. The assets are used for dairy producing and sewing.
# market centers are equipped with solar energy	0	4	1	0	2	2	50%	The solar systems were distributed to 2 market centers: 1 Alsomoud Bajil market in Hodaydah and 1 Aslam market in Hajjah.
<i>Output 1.3 Informal networks promote social cohesion through community dialogue and delivery of services</i>								

# communities where WUA developed a mechanism to facilitate dialogues for water resource management, agriculture production system, and crop production system	WUAs are either not existent or are not fully operational in the targeted governorates	30	0	15	14	29	103%	63 participants from 21 WUAs acquainted with operating and maintenance of spate irrigation structures. 36,200 length meter of main and branch canals have been cleaned and cleared. 6203 farm hectares irrigated benefitting 1,922 farmers. 14 WUGs were established for a total membership of 113 farmers 4 WUGs supported by 4 solar pump system in cooperation with UNDP, benefiting 150 farmers.
Targeted communities have improved self-referral mechanism to resolve local level conflicts	No significant evidence of efforts to build consensus, dialogue or resolve disputes peacefully	60 dialogues	0	68	0	65	108%	Search for Common Ground has concluded their activities and final report is due, whereas PGI has submitted the cost extension request as they were unable to implement activities in the first quarter. Out of 15 small scale grants, PGI implemented 11 benefitting 3850 individuals
		46 small-scale initiatives			45	48	104%	
Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.								
Output 2.1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities								
# of local authorities have improved their ability of recovery planning, budgeting and monitoring basic service delivery	No capacity of local authorities for planning, budgeting, and monitoring basic services delivery	8 districts recovery plans	0		2	8	100%	Majority of the prioritized projects are focused on education, health and water. 4 recovery projects were accomplished in Q 4 in Khanfar, Alzuhra, Bani Qais, and Kuaydinah districts. Whereas, 4 recovery projects are in process with a 90% achievement and will have been fully accomplished by February 2019 in Tuban, Habil Jaber, Lawder and Bajil districts.
		8 projects	0		8	8	90%	

# of targeted governorates have developed citizen monitoring framework to monitor basic service delivery	No framework of private sector and citizen engagement in target govt's	8 frameworks			8	8	100%	
<i>Output 2.2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery</i>								
# of community members who indirectly benefit from informal upgrading apprenticeship schemes and business development services		0	3000	220	1100	4133	138%	Training of 53 trainers has been achieved. The trainers successfully delivered the training to 2,693 trainees (35% female)
80% of vulnerable youth/women trained in upgraded informal apprenticeship engaged in sustainable self-employment at least 3 months after completion of the training			80%			80%	100%	80% indicated that they are currently working. Around 10% are self-employed. Most women in the cloth design are self-employed.
40% of cash-for-work beneficiaries receive post cash-for-work training support to ease their transition to long-term sustainable employment opportunities	Dependency on short term employment schemes is high with limited graduation strategies							Due to a limited budget, the assessment to measure the percentage was not conducted.
# business associations /economic institutions with governorate coverage have their capacity needs assessed and addressed for greater enterprise recovery engagement	Business associations /economic institutions have a limited technical and operational engagement in enterprise recovery	2	2	0	1	1	50%	1 business association was created in Khanfar (Abyan Gov.). Due to bureaucratic process in north, creation of association in Abs has not been completed. However, it is expected to be created in Q1 of 2019

## 8. Evaluation matrix

<i>Evaluation Questions</i>	<i>Indicators</i>	<i>Values</i>	<i>Sources for verification</i>
<b>Relevance</b>			
To what extent is the ERRY joint Programme still relevant to the evolving context in Yemen?	Communities that are not able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion. Review situation in Yemen.	N/A	Programme reports, field survey. YHRP. HNO (2019). Compare with 2015 situation
To what extent does the ERRY programme design considers the resilience, food security, energy and livelihoods' needs of the targeted beneficiaries?	Fitness of the baseline assessment. Assessments carried out prior to programming.	5 Outputs targeting humanitarian needs, livelihoods, governance, environment and social services	Programme documents
To what extent the ERRY programme targeted the vulnerable groups (women, youth, IDPs and other marginalized groups	Beneficiary disaggregation by gender, youth, IDPs, Muhamasheen	Main actions: about 50% female beneficiaries	Programme reports
<b>Effectiveness</b>			
<p>To what extent have been the objectives of the programme achieved, results/impacts achieved, improved livelihoods and food security, improved access to solar energy, improved social cohesion, improved capacity of local institutions, improved skills, improved community assets, improved women economic level and participation etc.?</p> <p>To what extent have the programme's intended impacts on the communities' resilience and livelihood been achieved?</p> <p>What real difference has the activities of the ERRY programme made to the beneficiaries?</p> <p>To what extent women benefitted from the programme?</p>	Livelihood index:	28%	Programme reports. Impact assessment reports
	Beneficiaries in each target sector with indicators used in impact assessment		
	FCS, CSI,		
	Resilience Index:	18%	Programme report Impact assessment reports
	Number of women beneficiaries, rate of participation		Programme report
	Social cohesion Index:	22%	

To what extent the EERRY programme reached its target beneficiaries, especially the vulnerable groups (women, youth, internally displaced persons, marginalized groups)?	Beneficiaries: with clear focus on extent to which most vulnerable benefitted Families: Farmers: Workers: Trainees: Insider mediators: Water users' associations: Rural communities: Local authorities: Local partners:	Quantitative target achieved: reached over 100% of planned beneficiaries	Programme documents, Impact assessment reports; field survey
<b>Efficiency</b>			
How is the programme coordination and communication mechanisms effective in sharing information, and results to the programme's stakeholders and publics?	Stakeholders' satisfaction on the programme reporting. Programme costs to Admin ratio. Decision making. Effectiveness of communication.	Interviewees satisfaction is high Upstream reporting	Field survey
What are the recommendations to the implementation approaches, strategies and the management processes to enhance the programme's effectiveness?	Planning and programme strategy revision	Coordination increasing after mid-term review: 6 levels	Programme documents including EERRY 2 prodoc.
What is the contribution of the programme monitoring system to the management of the action?	Reporting compliance. How timely was the monitoring? How were the results used?	Regular annual reporting by partners	Programme documents
To what extent have the programme's resources been efficiently utilized? Are there more efficient ways of delivering the same or better results with the available inputs?	Burn rate/ Cost per beneficiary overall plus, different components	Budget expenditures and allocations about 90% of planned	Financial documents
How efficient were the management and accountability structures of the project?	Management and accountability arrangements.		Field survey Project document
What are the strengths, weaknesses, opportunities and threats of the programme's implementation?	SWOT analysis by Governorate, sector of intervention	SWOT analysis by sector of intervention. See the in the text of the report	Programme documents, field survey Use team members meeting in Amman or video conference
<b>Sustainability</b>			
To what extent are the programme's outputs, results outcomes and impacts likely to	Stakeholders' analysis Programme theory of change.	Qualitative analysis. See the text of the report	Field survey



be sustainable beyond the programme's lifetime?	Sustainability indicators.		
What were the major factors which influence the achievement or non-achievement of sustainability of the programme?	Stakeholders' analysis Programme theory of change	Qualitative analysis. See the text of the report.	Exit strategy, field survey

## 9. Total Number of Direct Beneficiaries Reached by sector, agency and geography.

<i>Component</i>	<i>Governorate</i>	<i>District</i>	<i>Total direct beneficiaries</i>	<i>UN agency</i>
Solar	Hajjah	Abs	11,774	UNDP
Solar	Hajjah	Aslem	13,971	UNDP
Solar	Hajjah	Bani Qa'is	684	UNDP
Solar	Hajjah	Ku'aydinah	778	UNDP
Solar	Al Hudaydah	Az Zuhrah	13,457	UNDP
Solar	Al Hudaydah	Bajil	15,147	UNDP
Solar	Al Hudaydah	Al Marawi'ah	5,111	UNDP
Solar	Lahj	Tur Al Bahah	13,364	UNDP
Solar	Lahj	Tuban	40,263	UNDP
Solar	Lahj	Habil Jabr	15	UNDP
Solar	Abyan	Khanfir	10,709	UNDP
Solar	Abyan	Lawdar	23,033	UNDP
Solar	Abyan	Mudiyah	170	UNDP
Livelihood (3x6)	Abyan	Khanfir	744	UNDP
Livelihood (3x6)	Abyan	Lawdar	100	UNDP
Livelihood (3x6)	Al Hudaydah	Az Zuhrah	400	UNDP
Livelihood (3x6)	Al Hudaydah	Bajil	420	UNDP
Livelihood (3x6)	Hajjah	Abs	400	UNDP
Livelihood (3x6)	Hajjah	Aslem	425	UNDP
Livelihood (3x6)	Hajjah	Bani Qa'is	378	UNDP
Livelihood (3x6)	Lahj	Habil Jabr	300	UNDP

Livelihood (3x6)	Lahj	Tuban	450	UNDP
Livelihood (FFA)	Abyan	Khanfir	1,057	WFP
Livelihood (FFA)	Abyan	Mudiyah	2,842	WFP
Livelihood (FFA)	Al Hdaydah	Bayt Al Faqiah	1,960	WFP
Livelihood (FFA)	Al Hdaydah	Zabid	1,939	WFP
Livelihood (FFA)	Hajjah	Aslem	2,100	WFP
Livelihood (FFA)	Hajjah	Bani Qa'is	5,992	WFP
Livelihood (FFA)	Lahj	Tuban	6,020	WFP
Livelihood (FFA)	Lahj	Halimayn	2,072	WFP
Livelihood (AVC)	Al Hdaydah	Al Marawi'ah	14,105	FAO
Livelihood (AVC)	Al Hdaydah	Bajil	20,028	FAO
Livelihood (AVC)	Al Hdaydah	Az Zuhrah	18,172	FAO
Livelihood (AVC)	Hajjah	Abs	9,088	FAO
Livelihood (AVC)	Hajjah	Bani Qa'is	9,477	FAO
Livelihood (AVC)	Lahj	Tuban	10,290	FAO
Livelihood (AVC)	Lahj	Habil Jabr	4,928	FAO
Livelihood (AVC)	Abyan	Khanfir	9,938	FAO
Livelihood (AVC)	Abyan	Zinjibar	3,983	FAO
Capacity Stengthening	Hajjah	Abs	737	ILO
Capacity Stengthening	Hajjah	Bani Qa'is	638	ILO
Capacity Stengthening	Al Hdaydah	Bajil	539	ILO
Capacity Stengthening	Al Hdaydah	Al Marawi'ah	441	ILO
Capacity Stengthening	Lahj	Tuban	693	ILO
Capacity Stengthening	Lahj	Al-hwtah	594	ILO
Capacity Stengthening	Abyan	Zinjibar	343	ILO
Capacity Stengthening	Abyan	Khanfir	257	ILO
Local Governance	Hajjah	Bani Qa'is	10,325	UNDP
Local Governance	Hajjah	Ku'aydinah	7,700	UNDP
Local Governance	Al Hdaydah	Az Zuhrah	3,850	UNDP

Local Governance	Al Hudaydah	Bajil	2,450	UNDP
Local Governance	Lahj	Tuban	6,125	UNDP
Local Governance	Lahj	Habil Jabr	9,625	UNDP
Local Governance	Abyan	Khanfir	4,900	UNDP
Local Governance	Abyan	Lawdar	5,425	UNDP
Social Cohesion	Hajjah	Abs	4,592	UNDP
Social Cohesion	Hajjah	Ku'aydinah	4,592	UNDP
Social Cohesion	Al Hudaydah	Bayt Al Faqiah	4,592	UNDP
Social Cohesion	Al Hudaydah	Zabid	3,936	UNDP
Social Cohesion	Lahj	Tuban	5,248	UNDP
Social Cohesion	Lahj	Habil Jabr	5,248	UNDP
Social Cohesion	Abyan	Lawdar	1,312	UNDP
Social Cohesion	Abyan	Mudiyah	1,968	UNDP
<i>Total</i>			<i>362,213</i>	

## 10. SWOT analysis

### 10.1 SWOT analysis. Resilience building

<b>Strengths</b>	<p>Strategy properly builds resilience as a bridge between humanitarian aid and local development</p> <p>Exploitation of local professional expertise to transfer technology, ensure continuation of training and technical assistance capacities</p> <p>Participation and inclusion of the beneficiaries in the identification of activities, mobilization of local resources</p> <p>Elaboration of the District recovery plans to facilitate the coordination of humanitarian and development agencies</p>
<b>Weaknesses</b>	<p>Insufficient alignment of the activities to the Community resilience plans</p> <p>Lack of tools ensuring the convergence of the activities of different components at the community level to achieve resilience</p>

Opportunities	Shifting of the crisis from humanitarian crisis to local development, especially in the South
Threats	Macro-economic instability limiting the expansion of the market and exchange rate stability  Dependence on external aid, finance influencing farmers, microbusinesses decisions (price volatility of inputs and products)

## 10.2 SWOT analysis. Programme implementation

Strengths	Bringing together the sector expertise of the PUNOs along with those of the local authorities, implementing partners  Adoption of the PUNOs financial and administrative procedures contributing to the flexibility of the implementation  High burn rate  Articulation of programme coordination to address strategy and technical / operational issues in coordination with institutions, local authorities, implementing partners  Lessons learnt incorporation in the programme strategy
Weaknesses	Insufficient integration of the PUNO individual indicators into the programme one to represent progress to achieve resilience  Change in the programme Logframe during its execution following a midterm review recommendation little impacting on the individual components planning  Procurement dependence on a few suppliers limiting the choice of different quality / price solutions
Opportunities	Collaboration of institutions and external aid, to link crisis resolution to livelihoods
Threats	Crisis resurgence  IDPs increase

### 10.3 SWOT analysis. Cash for Work and Assets

Strengths	<p>Targeting widespread priority needs in food and community infrastructure</p> <p>Exploitation of local materials, manpower</p> <p>Flexible implementation matching the crisis evaluation</p> <p>Participatory, inclusive approach in mobilizing workforce</p> <p>Extensive work experience in the target rural areas</p> <p>Linkages with other components through the establishment of infrastructure and savings for livelihood actions</p>
Weaknesses	<p>Weak contribution to capacity building for maintenance of works</p> <p>Delivery approach not fully integrated to the Community resilience plans – they are used as references as long as WFP is not contributing to their methodology or implementation to ensure that they meet its requirements -.</p>
Opportunities	<p>Food chain disruption requiring shifting from cash to food in some communities of the North – according to some Governorate representatives -</p> <p>Agricultural recovery allowing local procurement of food (local markets rehabilitation)</p>
Threats	<p>Interference and hindrance of community participatory approach both for selection of beneficiaries and selection of assets to be built</p>

### 10.4 SWOT analysis. Agriculture

Strengths	<p>Value chain study identifying promissory value chains</p> <p>Targeting priority productions for achieving local development</p> <p>Value chain approach integrating capacity building, inputs delivery and assistance to market the product</p> <p>Rebuilding extension capacities, mobilizing local authorities</p> <p>Transfer of appropriate, low input technology</p> <p>Inclusive approach privileging women as household workforce</p> <p>Integration with livestock disease control (vaccination, treatment)</p> <p>Extensive work experience in the target rural areas</p> <p>Strong linkages with the conservation of the territory natural resources</p>
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Weaknesses	<p>Disruption of the value chains (e.g., in the shipping of milk to dairy factory)</p> <p>Dependence on external innovation, inputs (e.g., seed supply) due to the disruption of the agricultural research system</p>
Opportunities	<p>Large need for the transfer of technology</p> <p>Collaboration with regional livestock control programme to control epidemics</p> <p>Strengthening food security early warning systems</p> <p>Diversification of agricultural production (dairy, horticulture, orchards, honey, fish) along the recovery of village and city consumption</p>
Threats	<p>Depletion of the water table for irrigation</p> <p>Domino effect of food market disruption on the production</p>

#### 10.5 SWOT analysis. Microbusinesses

Strengths	<p>Baseline study identifying promissory intervention areas</p> <p>Multi-step business model for selecting the more fit microbusinesses</p> <p>Exploitation of local expertise of trainers, entrepreneurs, workers</p> <p>Mobilization of the entrepreneurs' own resources</p> <p>Inclusive approach targeting women, youth</p> <p>Linkages with other components (assets, skills, technical assistance) contributing to the structuring of the value chains</p> <p>Association of entrepreneurs – especially women – to develop the market</p> <p>Participatory, inclusive approach in mobilizing workforce</p>
Weaknesses	<p>Insufficient connection to micro-finance supporting investment and consumption</p> <p>Technical inputs procured from a small group of suppliers – insufficient options for selecting inputs on the basis of the quality / price ratio -</p>
Opportunities	<p>Recovery of agriculture and off-farm economic activities expanding the production inputs in the food sector</p> <p>Little regulated market facilitating the leadership of private economic actors – state-supported businesses as the electric company having collapsed due to the</p>

	<p>insecurity situation, poor access to external inputs, depletion of technical and managerial capacities and contraction of the local market</p> <p>Microbusinesses complementarity with other employments of the family workforce</p>
Threats	<p>Domino effect of market disruption on the value chain</p> <p>Macro-economic instability challenging the access to finance, inputs and market stability (variable YER exchange rate)</p>

#### 10.6 SWOT analysis. Solar energy

Strengths	<p>Baseline study identifying promissory intervention areas</p> <p>Value chain approach integrating inputs delivery, capacity building, business development</p> <p>Provision of key input for welfare and livelihoods diversification</p> <p>Linkages with other components (assets, skills) contributing to livelihoods diversification</p> <p>Participatory, inclusive approach in identifying the beneficiaries</p> <p>Sustainability of the access to energy in crisis situation</p>
Weaknesses	<p>Technical inputs procured from a small group of suppliers – insufficient options for selecting inputs on the basis of the quality / price ratio –</p> <p>Insufficient connection to the Community resilience plans</p> <p>Insufficient consideration for the final recycling of equipment, batteries</p>
Opportunities	<p>Expanded rehabilitation of public services based on education, health facilities, public infrastructure</p> <p>Increased energy consumption along the recovery of the economy to keep the pace with the expansion of consumptions and businesses</p>
Threats	<p>Lack of a structured collection chain for the disposal of the batteries</p> <p>Lack of clarity on the future of the energy market and priorities in the rehabilitation of the electric grid (e.g., competition of independent solar energy production with distribution through the electric grid)</p>

### 10.7 SWOT analysis. Social cohesion

Strengths	<p>Priority for the crisis solution at local level</p> <p>Creation of capacities of communities, local authorities</p> <p>Linkages with other components (local governance, assets, livelihoods)</p> <p>Mobilization of institutions (SFD) and authorities, local expertise, external collaborations</p> <p>Participatory approach mobilizing women</p> <p>Addressing community-wide conflicts, strong linkage with Community resilience plans</p>
Weaknesses	<p>Insufficient marginal sectors participation, targeting (e.g., IDPs) due to the shift of the insecurity situation – changing their number, needs and locations -</p>
Opportunities	<p>Collaboration of institutions and external aid, to link crisis resolution to livelihoods</p> <p>Lessons learnt from the ERRY JP available for feeding those of the Rethinking Yemen's Economy Track-II project</p>
Threats	<p>Crisis resurgence</p> <p>IDPs increase</p>

### 10.8 SWOT analysis. Community governance

Strengths	<p>Prioritises resilience building</p> <p>Building collaboration between communities and local authorities</p> <p>Participatory, inclusive approach in addressing community needs, expectations</p> <p>Mobilization of local expertise, institutions</p> <p>Linkages with all the other components of the programme – with some weaknesses in the CFA component -</p> <p>Flexible approach to local development by starting from resilience building</p>
Weaknesses	<p>Available expertise not covering all the priority topics</p> <p>Insufficient links with natural resources conservation, environment</p>

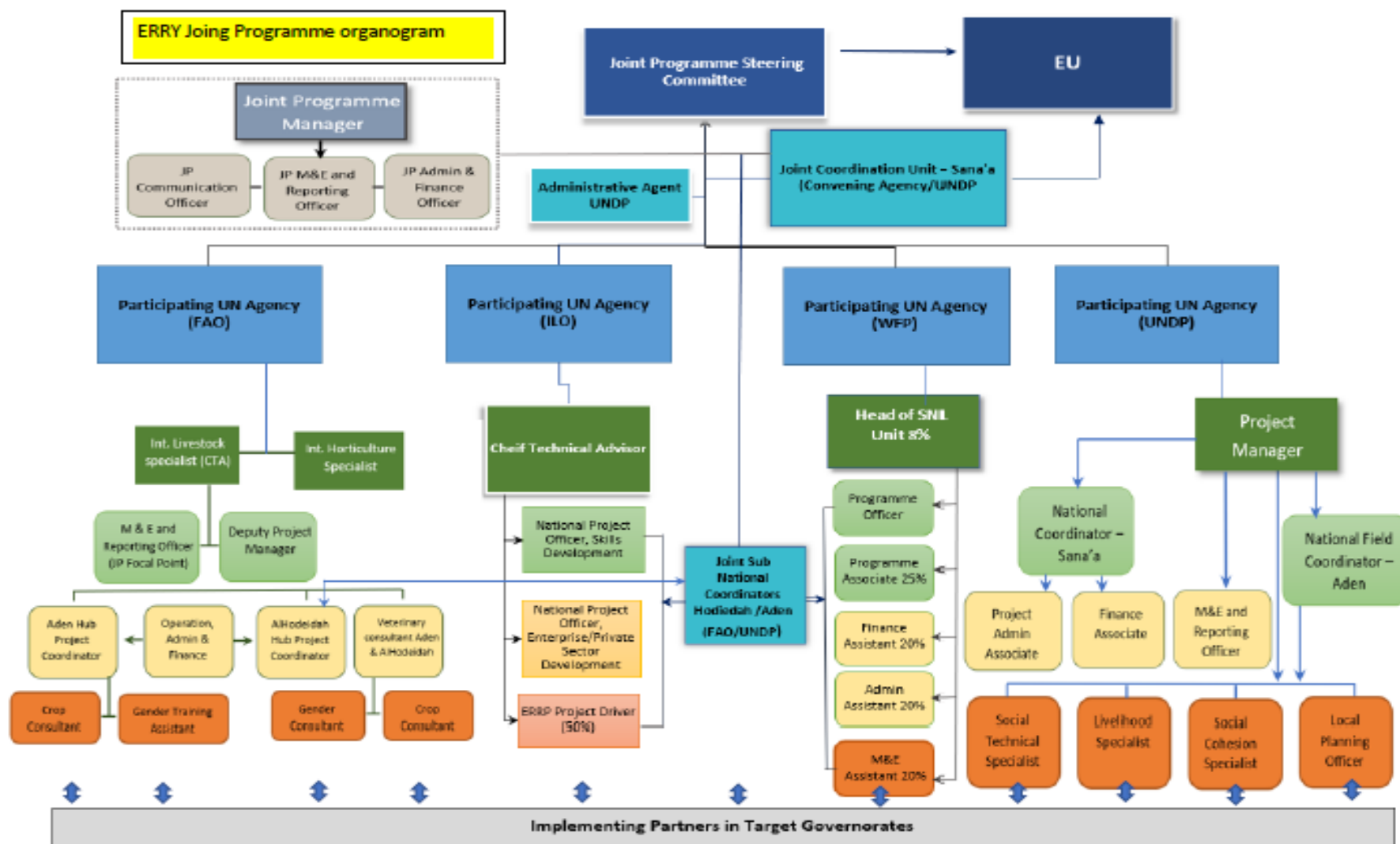


Opportunities	<p>Building on the results of the other components to cover the whole spectrum of resilience dimensions</p> <p>Collaboration of institutions and external aid, to link crisis resolution to livelihoods</p> <p>Lessons learnt feeding those of the Rethinking Yemen's Economy Track-II project</p>
Threats	<p>Crisis resurgence debilitating the linkages between local authorities / institutions and the assisted communities</p> <p>IDPs increase changing the priorities, size and location of the local communities, host and guest population</p>

#### 10.9 SWOT analysis. Skills development

Strengths	<p>Value chain study identifying promising intervention areas</p> <p>Learning by doing, flexible approach</p> <p>Mobilization of local capacities (TEVT), craft-masters' expertise in finetuning and implementing the action</p> <p>Capacity building modules linking the exigencies of the market to those of the apprentices</p> <p>Public private partnership mobilizing private resources</p> <p>Linkages with other components (CFA, microbusinesses)</p> <p>Multi-step process for selecting the most fit apprentices</p>
Weaknesses	<p>Insufficient connection to micro-finance supporting investment and consumption</p> <p>Technical inputs procured from a few suppliers – insufficient options for selecting quality / price –</p> <p>Apprentices selection biased by the family preferences of the craft-masters</p>
Opportunities	<p>Coordination of the donors to develop a shared vision of aid</p> <p>Little regulated market facilitating the leadership of private economic actors</p>
Threats	<p>Unpredictable evolution of the job market</p> <p>Domino effect of market disruption on the value chains</p> <p>Macro-economic instability challenging the access to finance, inputs and market and exchange rate stability</p>

## 11. ERRY Joint Programme organogram



## 12. ERRY Joint Programme coordination structure

