



مركز الملك سلمان للإغاثة والذعمال الإنسانية
KING SALMAN HUMANITARIAN AID & RELIEF CENTRE

Final Report

Terminal Evaluation of “Vocational and Business Skills Training and Support” Project

Project ID: 00128216

Period: 15 November 2020 to 30 June 2022

Evaluation Commissioner: UNDP Yemen

Consultant: Sadeq Al-Nabhani

Email: sadekalnabhani@gmail.com

Mobile and WhatsApp: +967 777 772 717

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Sadek Al-Nabhani

National Consultant

Project and evaluation information

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Project/outcome Information		
Project/outcome title	Vocational and Business Skills Training and Support Project	
Atlas ID	00128216	
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	15 November 2020	30 June 2022
Total committed budget	US\$ 3,000,000	
Project expenditure at the time of evaluation	• 2,995,816.35 (99.9%): Total of Cumulative Expenditures & Commitments	
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Responsible party ¹	Small and Micro Enterprises Promotion Services (SMEPS)	

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Evaluators	Sadeq Alnabhani	
Evaluator email address	sadekalnabhani@gmail.com	
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¹ This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan

Contents

Acronyms and Abbreviations.....	6
1. EXECUTIVE SUMMARY	7
1.1. Principal findings.....	7
1.1.1 Relevance / coherence.....	7
1.1.2 Effectiveness.....	8
1.1.3 Efficiency.....	9
1.1.4 Sustainability.....	10
1.1.5 Human rights.....	11
1.1.6 Gender equality and women’s empowerment.....	11
1.1.7 Media and Visibility.....	11
1.2. Conclusions and lessons learned.....	11
1.3. Recommendations.....	12
2. INTRODUCTION	14
2.1. Context.....	14
3. DESCRIPTION OF THE PROJECT	15
3.1. Project Components.....	17
3.1.1. Agro-processing.....	17
3.1.2. Textile and handloom products.....	18
3.1.3. Vocational Skills:.....	18
3.1.4. Relocation of beneficiaries and re-allocation of budget.....	18
3.1.4.1. Relocation of beneficiaries between districts/governorates in the south.....	19
3.2. Theory of change.....	19
3.3. Key stakeholders and partners.....	19
4. EVALUATION SCOPE AND OBJECTIVES	20
4.1. Evaluation scope.....	20
4.2. Evaluation objectives.....	20
4.3. Evaluation Criteria and Key Guiding Questions.....	21
4.4. Evaluability Analysis.....	21
4.5. Cross-cutting Issues.....	21
5. EVALUATION APPROACH AND METHODOLOGY	22
5.1. Evaluation approach.....	22
5.2. Sample Frame and Sample Size.....	22

5.3.	Evaluation matrix	24
5.4.	Data analysis.....	24
5.5.	Norms and Standards.....	24
5.6.	Timeframe for the evaluation process	24
6.	EVALUATION FINDINGS	25
1.	<i>Relevance/Coherence</i>	25
2.	<i>Effectiveness</i>	30
3.	<i>Efficiency:</i>	42
4.	<i>Sustainability</i>	47
5.	<i>Human rights</i>	50
6.	<i>Gender equality</i>	51
7.	<i>Media and Visibility</i>	53
7.	CONCLUSION AND LESSONS LEARNED	55
8.	RECOMMENDATIONS	55
	<i>Annex 1: Evaluation Matrix:</i>	57
	<i>Annex 2: intended users and expected use – stakeholder map</i>	63
	<i>Annex 3: Results matrix and achievement by component</i>	64
	<i>Annex 4: Detailed Activity Indicators</i>	66
	<i>Annex 5: Data collection instruments</i>	69
	<i>Annex 6: List of relevant stakeholders for Interviews and FGDs</i>	96
	<i>Annex 7: Links To Media and Visibility Products:</i>	99
	<i>Annex 8: ToRs</i>	113
	<i>Annex 9: Audit trail form template</i>	130
	<i>Annex 10. Code of Conduct</i>	131

Acronyms and Abbreviations

CPF	Country Programme Framework
CBY	Central Bank of Yemen
CCs	Community Committees
CHM	Complaints Handling Mechanism
CSOs	Civil Society Organizations
DAC	Development Assistant Committee
ERG	Evaluation Reference Group
FGDs	Focus Group Discussions
GoY	Government of Yemen
GRM	Grievance Redress Mechanism
HRP	Humanitarian Response Plan
IDPs	Internally Displaced People
ILO	The International Labour Organization
IPC	Integrated Food Security Phase Classification
IPs	Implementing Partners
KAB	Know About Business Training
KIIs	Key Informant Interviews
KSA	Kingdom of Saudi Arabia
KSRelief	King Salman Humanitarian Aid and Relief Center
LOA	Letter of Agreement
MAM	Moderate acute malnutrition
M&E	Monitoring and Evaluation
MoTEVT	Ministry of Technical Education and Vocational Training
NGOs	Non-government Organizations
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PDOs	Project's Development Objectives
ROAR	Results Oriented Annual Report
RoY	Republic of Yemen
RP	Responsible Party
SAM	Severe acute malnutrition
SCMCHA	The Supreme Council for the Management and Coordination of Humanitarian Affairs and International Cooperation
SDGs	The Sustainable Development Goals
SMEPS	Small and Micro Enterprise Promotion Service
SMEs	Small and Micro Enterprises
SRM	Stakeholder Response Mechanism
ToC	Theory of Change
ToRs	Terms of Reference
TOTs	Training of Trainers
TPM	Third Party Monitor
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Cooperation Framework
VBSTS	Vocational and Business Skills Training and Support project
YECRP	Yemen Emergency Crisis Response Project
YER/YR	Yemeni Riyal

1. EXECUTIVE SUMMARY

This is the final evaluation report of UNDP “Vocational and Business Skills Training and Support project”, supported by King Salman Humanitarian Aid and Relief Center grant of US\$ 3,000,000. The “Vocational and Business Skills Training and Support” project aimed to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to and complement the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis. The project pursued to achieve the following key results:

Project Output 1: Young men and women in Hadramaut and Lahj governorates provided with vocational, technical, and entrepreneurial skills and support.

- Activity Result 1.1: Households benefited from training on agro-business excess food processing.
- Activity Result 1.2: Youth and women trained on textile and handloom production.
- Activity Result 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance).
- Activity Result 1.4: Households and communities have enhanced their awareness in COVID-19 prevention.

This evaluation assessed the project’s contribution towards empowering rural young men and women with vocational, technical and business skills and nurturing in entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. The key objectives of the evaluation are to ascertain the relevance, efficiency, effectiveness, sustainability, gender equality and women’s empowerment of the project interventions on wellbeing of most vulnerable households and communities in the targeted areas. The project evaluation will serve as an important learning and accountability tool, providing the donor; UNDP; national stakeholders and other partners with an impartial assessment of the results achieved by the project.

The evaluation was carried out in accordance with UNDP evaluation guidelines and policies, UN group of evaluation norms and ethical standards; OECD/DAC evaluation principles and guidelines and DAC evaluation quality standards. The evaluation employed a combination of both qualitative and quantitative evaluation methods and instruments. It followed a participatory and consultative approach that ensured close engagement with the evaluation manager, implementing partners, project direct and indirect beneficiaries and communities with a gender balance. The evaluation methodological tools and approaches included: Desk review of all relevant documentation; Interviews and meetings with key stakeholders (men and women); Semi structured interviews; Key informant interviews and Focus Groups Discussion; surveys; field visits and on-site validation of key outputs and interventions.

1.1. Principal findings

1.1.1 Relevance / coherence

Findings from the evaluation showed a high degree of relevance and consistency with community needs and priorities of the targeted groups, including women and men in the rural areas. The project activities

had several key humanitarian and recovery elements and supported rural women and youth setting up their own small enterprises and working their way out of poverty and living with dignity. Specifically, these activities enabled the beneficiaries to acquire technical and business knowledge and skills, establish their own business and accordingly generate income.

The project remained relevant to the local priorities and highly consistent with the main UN strategies and humanitarian response plan. It was linked to the Sustainable Development Goals: 1: No poverty, 2: Zero hunger, 5: Gender equality, 8: Decent work and economic growth. The project was also in line and contributed to the UNDP's Strategic Plan, UNDP Yemen Country Programme Document, and Kingdom of Saudi Arabia's Strategic Objective of Humanitarian Aid & Relief Center.

The project was implemented at the time when it was needed and consequently helped mitigate the impact of the crisis on vulnerable households and communities by building forward better and enabling faster recovery through using local systems, capacities, and institutions to progressively resume and scale-up local service delivery.

The design of the project was adequate in terms of coherence, logical framework instruments, activities, indicators, risks and assumptions and theory of change.

Evidence from the evaluation showed that adequate gender analysis has been undertaken during the project design. In addition, the project had a Gender Marker 2 and therefore, gender considerations were integrated and taken into account in project implementation to create conducive conditions for gender equality. Moreover, the project helped in reducing women's vulnerability and dependency, hence promoting resilience through income generating projects in their communities. In addition, women participated in the project interventions through specially designed components that suited women's capacities, skills and time-use.

The project worked in consultation with and the engagement of relevant stakeholders including beneficiaries, community committees, input suppliers, and other key actors during the design, planning and implementation phases of the project, which ensured improving efficiency, transparency and public involvement.

Leveraging from the strategic partnerships built with SMEPS, as a previous partner in the Yemen Emergency Crisis Response Project (YECRP), the project was implemented through the partner in a coherent and joint manner. This was manifested by well-structured and joint coordination, decision-making and supervision from the start of the project cycle, and a division of labour which contributed to effective implementation.

1.1.2 Effectiveness

The project contributed significantly to the achievement of the overall project goal and reached its targets and in some cases the indicators' targets were by far exceeded, despite significant constraints.

The project contributed towards the achievement of CPD/CPF Outcome 2 of Yemenis improve their livelihoods and access inclusive productive services. The project contributed to empowering rural men and women with vocational, technical, and business skills by enhancing their employability and productive engagement in economic and local recovery activities. This was achieved by the provided training and support, in addition to contributing to and complementing the overall collective efforts for economic

recovery and livelihood restoration for improved well-being and resilience among the targeted beneficiaries and their communities.

Moreover, the project contributed to nurturing an entrepreneurship culture in target communities and accordingly enhanced employability and productive engagement of women and men in economic and local recovery activities. In this regard, the project contributed to social behavioral change through creating acceptance to women's work in the target communities and membership in community committees.

The project contributed to the achievement of CPD/CPF Output 2.4: Yemeni women have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses as well as CPD output 2.1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. The project supported access to vulnerable people, especially women, to long-term income opportunities and becoming economically self-reliant to address the priority household needs as well as providing needed services to local communities, groups and individuals and relevant economic sectors in the rural areas, where in some cases, the works have been expanded to other districts and governorates

Toward achievement of the project Output 1 related to providing 1039 men and women with vocational, technical, and entrepreneurial skills and support, the project has exceeded this target under the three components and as follows:

- 1043 beneficiaries received business and entrepreneurial training.
- 1051 beneficiaries received technical skills training.
- 1039 beneficiaries received small in-kind grants to start or continue their own businesses

1.1.3 Efficiency

Methods and approaches used for selecting the beneficiaries, community committees and field support staff (e.g. supervisors and trainers) proved to be transparent and appropriate.

The project management structure proved to be efficient in generating the expected results. The project used the UNDP administrative structure and its management staff and office gender analyst. In addition, the project manager and project officer provided management support to the field implementation. This was a positive aspect that favored the internal articulation. While the project was implemented directly by UNDP, SMEPS was engaged as the Responsible Party (RP) in line with UNDP's rules and regulations on engagement of partners.

The project team consisted of field consultants, technical committee and SMEPS project supporting staff. The project was designed to contribute to and complement the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis. The project included results framework with specific indicators, baseline and targets for output and activity result which have been monitored throughout the project progress through monitoring and evaluation plans in accordance with UNDP's programming policies and procedures. The results framework allowed for a clear vision of the expected results.

For identifying specific challenges and to ensure accountability to affected people, a grievance mechanism was employed, together with SMEPS's Complaints Handling Mechanism (CHM). The CHM complements UNDP's corporate Stakeholder Response Mechanism (SRM) throughout the project's lifecycle as a way for addressing any adverse impacts/situations systematically, predictably and transparently.

The project implementation strategy and execution found to be efficient and cost effective as manifested by the economical use of financial and human resources in which these resources were allocated strategically to achieve outputs. In order to ensure efficient use of resources, preliminary assessment studies concerning the amount of in-kind grants under different project's components were conducted.

The project used competitive procurement processes for obtaining "best value for money" through selection of the offers, which presented the optimum combination of lifecycle costs and benefits, which met the needs of beneficiaries.

The partnerships with and comparative capacities/expertise of SMEPS and other partners at district and local level, that included civil society; youth; women groups and the private sector, was shown to be efficient.

The grant delivery mechanisms and steps taken to receive in-kind grant proved to be efficient which included application of transparent and time efficient steps and procedures, including collection, analysis of quotations and their validations, as well as arrangement with the suppliers, payment and delivery of in-kind grants to the beneficiaries. All interviewed beneficiaries stated that the project delivered its results in a timely and efficient manner, in which beneficiaries were selected based on agreed upon criteria and none of them reported any delay in delivery of in-kind grants which were delivered immediately after receiving the training.

1.1.4 Sustainability

The technical and business trainings and in kind-support provided to the beneficiaries had a potential for sustainability as knowledge acquired was of sustainable nature. Majority of beneficiaries and other KIs believed that most of the project results will be maintained by beneficiaries even if economic or other external factors change. Worth mentioning in this regard is that many beneficiaries have already developed further their businesses and generate greater income through extending their products and achieved great access to markets. This was reported by 85% of the interviewed beneficiaries who have positive opinions about their ability to continue their businesses. However, the increase in the prices of oil derivatives, basic food commodities, tools, production inputs and raw materials such as fishing tools, wood, as well as fluctuation of local currency, were key challenges for sustainability of project objectives.

With regard to sustainability of projects' results under the three components, 77% of the beneficiaries under three components indicated their continuity in using the new skills compared to 32% who had negative opinions. At component level, 86%, 66% and 81% of beneficiaries under Agro-processing, Textile and handloom products and Vocational skills component respectively stated that they continued to use the new skills and that are useful to work, compared to 14%, 34% and 19% respectively.

1.1.5 Human rights

The project interventions have contributed to enhancing capacities of women and men of different groups which increased their employability and income generating opportunities. This contributed to their empowerment, increasing their economic autonomy, and supported them to live with dignity.

1.1.6 Gender equality and women's empowerment

Technical and business trainings, together with interannual and other support provided for women to establish their own small businesses promoted women access to income generating activities and to support their families as well as helped to untangle the cultural norms. Thus, women were able to engage in businesses/jobs that were limited to men.

On the other hand, all interviewed beneficiaries believed that the selection process of beneficiaries gave equal opportunities for males and females and gave a variety of choices for women and giving male opportunities that fit them. In this purview, compared to the targeted 40% of the total beneficiaries, the women benefited from the project interventions highly exceeded those of men, where 745 women (representing 72% of total beneficiaries) were provided with vocational, technical and entrepreneurial skills and support, compared to 294 men (28%).

1.1.7 Media and Visibility

The project had a Media and Visibility Plan outlining the media and visibility activities for the UNDP project "Vocational and Business Skill Training and Support" funded by the King Salman Humanitarian Aid and Relief Centre (KSrelief).

Documentation of project activities took place regularly throughout the project implementation period to highlight the project's progress, achievements, and impact on the lives of beneficiaries while highlighting the successful partnership between KSrelief (the donor), UNDP Yemen and SMEPS (as responsible partner). It is worth highlighting that all media and visibility plan requirements have not only been met but exceeded in most cases.

1.2. Conclusions and lessons learned

- 1- The project has fully achieved its intended results despite the delays in the north and time taken in the relocation process.
- 2- Engagement of the local authorities and community committees was instrumental for reach, facilitation, access, selection, and smooth implementation, especially in the south where the authorities and the community have acceptance to development assistance
- 3- Investing small amounts in technical and business training and entrepreneurial support and grants, had the potential to make significant change in the life of people, gender equality and women empowerment, and the potential to diversify and make availability of various food products which contributed to addressing the gap in food security and nutrition.

- 4- There was a high potential for creating small businesses leveraging from and based on the technical and business trainings and provision of in-kind grants.
- 5- Small investments can also benefit indirect beneficiaries and open access to new people to the markets, through their involvement in relevant services, e.g., transportation, marketing of the products and provision of relevant inputs etc...
- 6- Targeting all beneficiaries of a village with similar trainings and support, increased the offer of a product and competition to meet the limited market demand, decreasing the price and threatening the sustainability of the results, unless access to alternative markets is promoted.
- 7- All training courses were limited to 12 days theoretical and 12 days practical. However, training in building electricity networks and electrical circles, and training in carpentry needs more time as these areas have many topics that needs to be addressed.

1.3. Recommendations

1. Results of the projects' interventions demonstrated the possibility of achieving transformative results working in vocational and business skills support particularly in conflict affected and instability contexts. The project interventions should be continued and scaled-up to cover additional governorates, additional beneficiaries and other new and complementary interventions, considering the lessons learned in this phase.
2. To benefit from the fish stock through upscaling support in fish sector by increasing the in-kind grant to cover all part of the fishnet, as the project provided only one piece while the complete set included three pieces.
3. Comprehensive needs and market assessments needs to be conducted to identify sectors for setting up small businesses and addressing market demand. Need assessments should cover, among others, the market demand and opportunities, and accordingly design the trainings and other interventions to address the actual needs as well as the labour market needs (e.g. the training in carpentry as the demand for producing cupboards and bedrooms is high while the training focused on tables and other small wood products).
4. While the beneficiaries created relationships with the trainers to resolve their problems beyond the project, supporting a mechanism/s for systemizing and nurturing business diversification services and creation of business networking is crucial, so that the beneficiaries can complement each other's' in the product's chains.
5. For designing training courses and agendas, time requirements should be considered for trainings under different components/sectors and subject matters in order to maximize the benefits and for the trainee to have a comprehensive knowledge and understanding of the subject of the training. This is particularly needed for training in electricity and carpentry sector.
6. Potential of sustainability of small-scale businesses can be enhanced through trainings on marketing, understanding the customers' needs, minimizing operation costs and the vicinity to markets, among others.
7. Diversification of training specialties and other entrepreneurial support to beneficiaries within the same village to avoid over production of the same product and local competency while balancing the supply and demand function.
8. Enhancing access to new markets and finance for the beneficiaries to expand their businesses with support to focus on assisting the beneficiaries marketing their products out of their limited

market potential. *(While some of beneficiaries were able to take the initiatives to access new markets (from Hadramout to Aden) others needs the project assistance.*

9. Procurement of in-kind grant kits through SMEPS should be with the participation of the beneficiaries. This will have the potential of cost efficiency as the goods can be purchased in bulk and from whole sellers with potential to cost decrease. However, compared to domestic use, the quality of purchased items should be heavy duty instruments and materials in order to enhance further the functionality of equipment and sustainability of results.
10. Enhancing partnerships with the private sector including business networking with wholesale shops, supermarkets, and inputs suppliers.
11. Opening commercial markets and bazars for women and men to display and sell their products is a good practice for advertising and marketing their products. This may include allocating a specific day for the women's markets (available in some districts) to display and sell their products.
12. More focus should be given to preservation and packaging of products trainings as they have the potential to add value to the products and increase incomes and sustainability of results. Furthermore, in food processing sector, consideration of providing alternatives to electric current, such as generators or solar energy, for preserving the food products longer and in order to avoid food spoilage.
13. With regard to voluntary support provided by community committees, further investigation and analysis is needed to find potential solution/s without undermining their neutrality and control favoritism, considering their voluntary work and excluding their relatives in selecting the beneficiaries.

2. INTRODUCTION

This is the final evaluation report of UNDP “Vocational and Business Skills Training and Support project”, funded by King Salman Humanitarian Aid and Relief Center grant of US\$ 3,000,000. UNDP commission this final project evaluation to serve as an important learning and accountability tool, providing the project donor, UNDP, national stakeholders and other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project’s outputs. The evaluation assesses the project’s relevance, effectiveness, efficiency and sustainability; identifies and documents lessons learned and provides recommendations to inform key stakeholders; relevant national institutions/partners, donors, UNDP, UN agencies, CSOs on any adjustment/redirection that may be necessary for future social safety net support in emergency contexts.

This report is divided into nine sections: section one provides executive summary of the evaluation and salient findings; section two provides general introduction with overview of the context; section three provides description of the project; section four explains the evaluation’s scope, primary objectives and main questions; section five describes the evaluation approach and methods (including the selected methodological approaches, methods and analysis, data sources, sample and sampling frame, data collection procedures and instruments, stakeholder participation, performance standards², ethical considerations, data analysis procedures to answer the evaluation questions); section six presents the evaluation results structured around the evaluation criteria and questions, while sections seven and eight provides evaluation’s conclusions and relevant recommendations; and at last section nine includes relevant annexes.

2.1. Context

The conflict in Yemen is now in its eighth year and has exacerbated chronic vulnerabilities, leaving an estimate of 20.7 million people (about 80% of its population) in need of humanitarian assistance, including 12.1 million people in acute needs, over 4 million IDP's of which 70% are women and children, and approximately 30% of displaced households are now headed by females compared to 9% before conflict escalated in 2015. Over 8 million people lost their livelihoods and nearly 6 million mothers and children needed nutritional supplements³. According to the Integrated Food Security Phase Classification (IPC), Yemen is one of the most food insecure countries in the world classified with IPC phase 4 in 2020, with around 152 districts food insecure out of the Yemen’s 333 districts (a 45 percent increase from 2017). The situation had further exacerbated, according to the 1st half of the 2021, with 54% of its population facing crisis or worse levels of food insecurity (at IPC phase 5).

In 2020, Yemen was hit by COVID-19 pandemic at a time when its population and institutions have been massively weakened by a complex conflict and a succession of health shocks and natural disasters, compounding one of the largest humanitarian and developmental crises in the world. In addition to the

² A summary matrix displaying, for each of the evaluation questions, the data sources, data collection tools or methods and the standard or measure by which each question was evaluated. This is a good illustrative tool to simplify the logic of the methodology for the report reader.

³ Humanitarian Needs Overview, 2019

impact of COVID-19 damaging the health sector, Yemen was experiencing severe COVID-19 related economic downturn pressures which further threaten peace and the availability of basics like food, fuel and the authorities' ability to deliver basic services. Domestic supply and demand were depressed due COVID-19 containment measures. Jobs and livelihoods have been lost by the largely informal sector reliant population. The economy was also suffering from reduced remittances and oil revenues, a ballooning fiscal deficit and inability to pay salaries.

The public sector which, traditionally, is the biggest employer was so fragmented and collapsing, and hence unable to absorb the growing labour force. Recent assessments by UNDP and other development players in Yemen have revealed that several small businesses have closed since the COVID-19 pandemic outbreak due to viability challenges- mainly to do with subdued demand and difficulties in getting supplies due the COVID-19 containment measures. The few operating enterprises were unable to absorb the critical mass of the available labour due to factors like their scale - most are micro and small businesses with low labour absorptive capacities. Opportunities exist in setting new businesses, but most youth and women were lacking resources and skills.

There has been a massive decline in vocational and skills training outside the major towns due to the ongoing conflict. Outside of the UN and Non-Governmental Organizations (NGO) community, few public or private sector organizations offer vocational and entrepreneurial skills training. Where they exist, youth and women are constrained by costs and other social restrictions to travel to the training centres.

Studies on youth unemployment have revealed a growing trend of skills mismatch, whereby potential labour does not possess the skills demanded by the enterprises. The skills mismatch includes vocational and entrepreneurial skills and soft skills, such as communication, ethical, life and social skills (how to build a business network). The predominantly youthful population also lack the entrepreneurial culture, the technical and artisanal skills and capacity to form and develop their own small businesses.

The net effect has been large scale underemployment and unemployment for the bulging youthful population. The International Labour Organization (ILO) noted that "Persistent youth unemployment and underemployment carry very high social and economic costs and threaten the fabric of our societies. Failure to generate sufficient decent jobs can result in long-lasting "scarring" effects on young people"⁴.

3. DESCRIPTION OF THE PROJECT

The "Vocational and Business Skills Training and Support" project builds on the previous achievements of the Kingdom of Saudi Arabia (KSA)-funded projects; however the needs are still huge. The conditions and vulnerabilities such as the conflict, lack of income, collapse of the economic and health systems have not changed. Additional support is needed to respond and build resilience of the conflict and pandemic affected communities in a sustainable manner. In line with the KSRelief's strategic objective for financing humanitarian activities in Yemen, which is also aligned with the strategic objective 3 of the 2020 Yemen Humanitarian Response Plan (HRP) which aspires to "help millions of destitute Yemenis overcome hunger by providing food and nutrition assistance, increasing household incomes and advocating for measures

⁴ The Youth Employment Crisis: A call for action. Resolution and conclusions of the 101st Session of the International Labour Conference, Geneva, 2012

that bring economic stability”⁵, UNDP proposed a project to equip young men and women in selected districts with market-linked vocational and business skills and support. In this regard, the “Vocational and Business Skills Training and Support” project aimed to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts contributed to and complemented the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis.

The project was anchored in the UNDP’s Strategic Plan, UNDP Yemen Country Programme Document, Sustainable Development Goals, and Kingdom of Saudi Arabia’s Strategic Objective of Humanitarian and relief.

- i. *UNDP Strategic Plan 2018-2021*: Eradicate poverty in all its forms and dimensions
- ii. *UNDP Country Programme Document*: Yemenis improve their livelihoods and access inclusive productive services.
- iii. *Sustainable Development Goals*: 1: No poverty, 2: Zero hunger, 8: Decent work and economic growth.
- iv. *KSA’s Strategic Objective*: Humanitarian and Relief - Deliver KSA’s external humanitarian aid and relief, develop strong partnerships with leading humanitarian organizations, and develop an effective process to respond to humanitarian crises quickly and effectively.

The project contributed towards:

- **UNDP’s Strategic Plan Outcome**: “Advance poverty eradication in all its forms and dimensions”.
- **UNDP’s Yemen Country Programme Framework (CPF) Outcome**: “Yemenis improve their livelihoods and access inclusive productive services”.
- **Applicable Output(s) from the UNDP Strategic Plan**: Output 1.1.2: Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.

The project sought to achieve the following key results:

Project Output 1: Young men and women in Hadramaut and Lahj governorates provided with vocational, technical, and entrepreneurial skills and support.

- Activity Result 1.1: Households benefited from training on agro-business excess food processing.
- Activity Result 1.2: Youth and women trained on textile and handloom production.
- Activity Result 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance).
- Sub-output 1.4: Households and communities enhanced their awareness in COVID-19 prevention.

The intended output of the vocational and business skills training was for the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received. Unlike the formal vocational training which takes up to three years, the proposed training modules were

⁵ Yemen Humanitarian Response Plan, June -December 2020,

abridged to 90-120 hours to per course. They were also envisaged to meet the specific needs of the targeted beneficiaries and availability of business opportunities in their areas. The trainings were delivered by contracted consultants from recognized vocational training institutes and certificates of completion were issued.

From previous experience, trainees usually open their own businesses or workshops as there are companies that hire technicians in rural areas, but luckily the demand for their services was high, and after being trained on how to do business, the majority tend to have their own businesses. For productive trainings, such as processing of excess food and handloom, it was planned that the trainees would be linked to the local food merchants, restaurants, and handloom merchants but with better business negotiation skills so they can get a bigger portion of the product value chain.

The project total cost was US\$3 million intended to reach 1039 young men and women with trainings & grants and 4550 indirect beneficiaries as household members.

Table (1) The overall proposed budget and breakdown by component is as follows:

Proposed Component Name	Cost US\$
Output 1: Young men and women in Hadramaut and Lahj governorates provided with vocational, technical, and entrepreneurial skills and support	2,175,009.00
Project Management and Oversight	628,729
UNDP Indirect Cost 7%	196,262
Total Cost	3,000,000

Key activities across all components:

- 1) Technical training
- 2) Entrepreneurship training
- 3) Promotion - linkage with markets
- 4) In-kind grants (toolkits, input materials, safety gear, etc.)
- 5) Financial literacy

To realize these results, the project worked through three inter-related components.

3.1. Project Components

3.1.1. Agro-processing

Most farmers experienced huge post-harvest losses of their produce, mainly perishables like vegetables and fruits due to lack of knowledge and facilities for food preservation and storage. As a result, food become very scarce and expensive especially to the poor beyond the seasons. Youth and women in the selected agriculture producing districts in the targeted governorates were equipped with agro-processing skills, focusing on agricultural commodities produced in their areas –vegetables (tomatoes, cucumber, okra) and fruits. The project aimed to train and introduce the targeted youth and women with environmental-friendly and affordable food processing and conservation techniques and link them to markets. This initiative was to help reduce post-harvest losses, ensure food

availability during the lean season, stabilize prices of commodities especially during off-season and increase incomes for both farmers and local agro-processors.

3.1.2. Textile and handloom products

The project targeted two products under this component, mainly:

- i. **Ma'awaz handloom:** in the districts of Tuban and Ras Al-Arah districts of Lahj governorate and in Raidah and Qusaier in Hadramaut governorate. The Ma'awaz, a traditional Yemeni piece of clothing for men, is an old local industry in these districts that has been expanded since 2015 as an alternative means of income for many public employees after the failure of the government to pay salaries regularly. Some people, however, have not been able to afford the cost for handloom sets or expand to their optimal capacity. The project aimed to provide the targeted beneficiaries with handloom sets and train them on the best techniques for quality production.
- ii. **Fishnet Weaving:** this activity was limited to the coastal districts of Raidah and Qusaier in Hadramaut and Ras Al-Arah district in Lahj, ensuring that up to 50% of the beneficiaries were fishery coastal community women. These districts were not targeted by the previous projects of SMEPS nor under the YECRP-UNDP, so they were given priority in this project.

3.1.3. Vocational Skills:

Under this component, the project targeted youth on car mechanics, carpentry, cell phone repairs and appliance maintenance. The need to such services was widespread across rural Yemen, but due to the limited fund, the targeted beneficiaries were limited to the selected districts mentioned above for optimal utilization of resources spent on travel and comprehensive project targeting and reach as possible.

The project sought to ensure that the overall women beneficiaries of the project were about 40% by giving them more opportunities in female-suitable courses (fish nets, handlooms, food processing, and mobile maintenance) to balance against other technical courses with more male-suitable nature (car mechanics and appliance maintenance). The project provided the targeted trainees with know about business training (KAB), promotion - linkage with markets, micro-credit training and in-kind grants (toolkits, input materials, etc.).

3.1.4. Relocation of beneficiaries and re-allocation of budget

Implementation in the north was hindered due to the lengthy process of obtaining the necessary permits from the local SCMCHA. To facilitate this, a MoU was signed between the Ministry of Technical Education and Vocational Training and SMEPS. The purpose was to ensure that the vocational training was guided by the standards and curriculum followed by the ministry. However, other new and prolonged measures and requirements were identified by MoTEVT, resulting in further delays in the realization of the project activities and outputs which necessitated amendments to the project agreement including beneficiaries and budget re-allocation. As such, the following amendments were made to the agreement:

- i. Extending the duration of the project implementation for 4 months and 15 days and accordingly the new end date for project activities was June 2022 (*The original period of the project was 15 months from 15 November 2020 till 14 February 2022*).

- ii. Relocating the 532 beneficiaries originally planned for implementation in Dhamar and Ibb governorates to Hadramout and Lahj. The total number of beneficiaries remained the same as in the original LOA which was 1035 beneficiaries.

In addition, as activities were relocated to other districts in the south, which needed reimplementing of the preparatory activities that had already started in Dhamar districts, there have been amendments under some budget lines of e.g., “Staff & Admin Cost” and “Consultancy Services” budget lines.

3.1.4.1. Relocation of beneficiaries between districts/governorates in the south

- Based on the results of the needs assessment carried out in Hadramaut and Lahj, it was found that women in Raidah and Qusaia mainly preferred to work in livestock breeding and only very few of them preferred to work in the textiles field, while there was a clear passion for textile activities in Tareem and other targeted areas. This was mostly influenced by the local community social restrictions. Realizing that such preferences will affect women’s 40% quota of the total beneficiaries, the project manager requested to redistribute the number of beneficiaries as follows:
 - Relocate 32 of the women beneficiaries from Raidah and Qusaia district to Tareem district in Hadramaut (from the textiles and handlooms, and vocational skills components).
 - Relocate 20 of the women beneficiaries from Raidah and Qusaia to Tuban district of Lahj (from the Textile Component).

3.2. Theory of change

The theory underpinning the project was that *“IF youth and women in selected districts are provided with market-linked vocational, technical and business skills support and IF their entrepreneurial skills are nurtured to initiate or resuscitate self-enterprises, THEN new business and income generating opportunities are created; and THEN employability and engagement in economic and livelihood initiatives AND productivity and incomes for young men and women in targeted areas will be increased resulting in improved well-being and resilience among Yemenis”*.

3.3. Key stakeholders and partners

UNDP has built strategic partnerships with SMEPS as a RP in the YECRP project. UNDP’s partnership with SMEPS is characterized by well-structured and joint coordination, decision making and supervision from the start of the project cycle and a division of labour which contributed to effective implementation. The other key partners were the vocational and technical training services providers in the targeted areas.

4. EVALUATION SCOPE AND OBJECTIVES

4.1. Evaluation scope

This evaluation covers the period of project implementation from November 2020 to June 2022. It covers all the project cycle including conceptualization, design, implementation, monitoring, reporting and evaluation of results and engaging key project's stakeholders. The evaluation focuses on the vocational and business skills training and support interventions implemented by UNDP and its national RP - the SMEPS - in the targeted governorates of Hadramaut & Lahj during the period November 2020 to June 2022.

As mentioned earlier, the progress was slowed due to the suspension of activities in the north, where most of the time was spent on following up the permissions with the authorities in Sana'a. Hence, all project activities were relocated to the south. Under these new arrangements, measuring the impact of activities, under phase two of the project, may not be attainable in a two-month period since receiving the grants and opening their businesses. Thus, the field interviews were conducted with beneficiaries of the phase one of the project (before activities relocation from the north). However, a small group of the beneficiaries under phase two e.g., in Tareem and Tuban districts of Hadramout and Lahj governorates respectively, were considered in the evaluation sample.

4.2. Evaluation objectives

- The principal objectives of the evaluation are to ascertain the relevance, efficiency, effectiveness, sustainability, gender equality and women's empowerment of the "Vocational and Business Skills Training and Support" project interventions on wellbeing of most vulnerable households and communities in targeted areas.
- The specific objective of the evaluation is to fulfil UNDP top management and donor requirements as well as assessing project implementation in terms of relevance, efficiency, effectiveness, impact to date and sustainability of the activities that have been undertaken, with consideration of recommendations to improve programming in terms of vocational training program for new sectors/components and the other integration of host communities, IDPs and returnees.
- The evaluation aims to provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process.
- The evaluation aims to assess the relevance, effectiveness, efficiency and sustainability of the project results;
 - Explore the key factors that have contributed to the achievements or non-achievement of planned results and determine the extent to which the project has contributed to improving the resilience of the targeted beneficiaries and communities;
 - Addressing key challenges and gaps, crosscutting issues of gender equality and women's empowerment and human rights that may have affected/limited the attainment of the project development objective & recommend actionable intervention.

4.3. Evaluation Criteria and Key Guiding Questions

- The evaluation will answer a set of evaluation questions structured around the OECD DAC criteria of relevance/coherence, efficiency, effectiveness and sustainability. Furthermore, the evaluation will also answer specific questions related to human rights, gender equality and impact of COVID-19 and limitations to cover evaluation questions. The analysis was conducted according to the OECD DAC definitions of the evaluation criteria, in conformance with UNEG evaluation norms and standards. Annex (1) includes a matrix of the evaluation questions under each evaluation criteria together with sources of information and modalities of data collection. In addition, Annex (5) include the evaluation tools and relevant evaluation questions.

4.4. Evaluability Analysis.

The evaluator conducted a preliminary review of project documents, theory of change, annual reports and was satisfied that the project could be evaluated using the proposed methodology and that the project had adequate data for a sound evaluation. In this context, the results framework of the project has identified specific indicators, baseline and targets for both outcome, output and activity results which have been monitored throughout the project progress. Furthermore, the project included explicit gender equality objectives and indicators, this formed a concrete ground for assessment of the project's achievement of all specific gender objectives stated in the project documents and the progress made on gender equality and women's empowerment issues.

The Theory of Change (ToC) for the project served as an exploratory tool for the evaluation which helped in understanding the causal pathways for the project support across the targeted districts. Moreover, the encouraging results of the project, mentioned in the documentation represented a good basis for conducting the evaluation.

4.5. Cross-cutting Issues

For the integration of gender and human rights considerations and responsiveness, while the evaluation consultant was guided by the United Nations Evaluation Group's (UNEG) principles on Integrating Human Rights and Gender Equality in Evaluations⁶, different data collection and analysis methods and tools were considered to ensure that data collected is disaggregated by sex and other relevant categories of project stakeholders and beneficiaries. For this purpose, the evaluation employed a diverse range of data sources and processes to ensure inclusion of diverse stakeholders on gender basis while including also the most vulnerable as appropriate. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation consultant conducted triangulation of the various data sources. This included review and analysis of monitoring and other data sources using different methods of data collection while addressing gender, disability and human rights issues using gender and human rights lens.

⁶ Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance

5. EVALUATION APPROACH AND METHODOLOGY

5.1. Evaluation approach

This evaluation was carried out in accordance with UNDP evaluation guidelines and policies, UN group evaluation norms and ethical standards; OECD/DAC evaluation principles and guidelines and DAC evaluation quality standards. The evaluation employed a combination of both qualitative and quantitative evaluation methods and instruments. The evaluator followed a participatory and consultative approach that ensured close engagement with the evaluation manager, implementing partners, project direct and indirect beneficiaries and communities with gender balance.

Methodological tools and approaches included:

- *Document review of all relevant documentation.* This included the review of, inter alia, theory of change and results framework; the project document; letter of agreement with national RP and project quality assurance reports; annual workplans; annual reports; vocational-technical and business skills training project results-oriented monitoring report; highlights of project board meetings and technical and financial monitoring reports.
- *Interviews and meetings with key stakeholders (men and women);* UNDP and project staff; SMEPS relevant staff; other key national counterparts; representatives of key CSO's and member community committees.
- *Semi structured interviews,* based on questions designed for different categories of stakeholders and beneficiaries, covering evaluation questions around relevance, coherence, effectiveness, efficiency, sustainability, human rights, gender equality and women's empowerment.
- *Key informant interviews and FGD's* with beneficiaries, community committees with gender balance. The interviews and FGDs were guided by protocols based on questions in the evaluation matrix and those developed during the document and portfolio reviews. All interviews with men and women were undertaken in full confidence and anonymity.
- *Field visits and on-site validation of key outputs and interventions.* This included field visits and spot checks of some small businesses supported by the project under different components of the project.

5.2. Sample Frame and Sample Size

The evaluation team conducted in depth interviews, FGD's and stakeholder consultations with direct beneficiaries and key stakeholders on the three components⁷ of the project in four districts out of the targeted six. These included Tuban and AL-Madhariba wa Ras Al-A'arah in Lahj governorate and Tareem and Seyoun in Hadramout governorate. In addition, KIIs were conducted with key relevant stakeholders in HQs and in the field including UNDP and the project staff, SMEPS staff, trainers, members of community committees and other relevant stakeholders and partners. This provided an opportunity to obtain feedback from the key stakeholders and direct beneficiaries to support and triangulate⁸ data from other

⁷ Agroprocessing, textile and handloom products including (Ma'awaz handloom and Fishnet Weaving) and vocational skills.

⁸ Data validation: The triangulated findings (objective and factual) were used from three different sources when available to ensure credibility and substantiate the assessment.

sources. While direct individual interviews and FGDs were conducted with direct beneficiaries of the three components of the project, online and/or telephone interviews and discussions were employed for interviews with key stakeholders including UNDP, SMEPS and the Project team. For this purpose, a total sample size of 166 stakeholders and KIs of different categories were considered for this evaluation (table 2). This sample size represented 16% of the total targeted beneficiaries which is more than enough to achieve 95% and 5% confidence and marginal error respectively. Out of this, 121 interviews with the direct beneficiaries and FGDs were conducted (91 and 30 respectively), from the four proposed districts in Lahj and Hadramout governorates. In addition, interviews with 8 members of community committees and 12 trainers in different components, were conducted. It was a purposive evaluation sample and not a random one.

Moreover, the evaluation consultant paid specific attention to include the gender perspective in the selection of interviewees. As a result, women represented 54% of the total beneficiaries. Gender sensitivity was taken into consideration in all the targeted governorates and in this regard, a well-qualified female assistant was recruited to overcome the difficulties of meeting women by a male evaluator. A detail list of relevant stakeholders and KIs together with contact data is attached in annex (6)

Table (2): Sample Size

Stakeholders	Sana'a	Aden	Hadramout	Lahj		Hadramout		Total
				Tuban	Al Madaribah Wa Ras Al- A'arah	Tareem	Seyoun	
KIIs								
UNDP and Project Staff	3	3	2					8
SMEPS	6	3	1					10
Other IPs, Training Institutions, Contractors		1	1	1				3
Beneficiaries under components 1 (Agro- Processing)				14	0	14	6	34
Beneficiaries under components 2 (Textile & handloom products (Ma'awaz handloom and Fishnet Weaving)				11	12	11	7	41
Beneficiaries under components 3 (Vocational Skills)				4	4	4	4	16
Members community committees				2	2	4	0	8
Trainers				3	3	3	3	12
Other Stakeholders (NGOs) and Government officers				1	1	1	1	4
Total KIIs	9	7	4	36	22	37	21	136
Focus Group Discussions with beneficiaries				8	8	8	6	30
Total	9	7	4	44	30	45	27	166

5.3. Evaluation matrix

An evaluation matrix detailing evaluation questions under each DAC evaluation criteria, indicators together with data source/means for verification is described in annex (2). The evaluation matrix identifies the key evaluation questions, data sources, data collection and analysis tools/methods appropriate for each data source, and the standard by which each question was evaluated.

5.4. Data analysis

The following methods were used to analyze data:

- 1- Descriptive analysis in order to identify and understand the contexts in which the project developed, as well as describing the types of interventions and other relevant components and mechanism employed by the project.
- 2- Content analysis methods to draw attention to differing views and conflicting trends. These trends together with the emerging issues provide the basis for preliminary observations and evaluation findings.
- 3- Contribution analysis was employed for testing the availability of the project's theory. This included examination of internal and external factors that affected the achievement or non-achievement of the "Vocational and Business Skills Training and Support" project.

5.5. Norms and Standards

The evaluation was conducted in accordance with relevant UNDP policies and UNEG norms and standards including utility, credibility, independence, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities and professionalism.

The evaluation was carried out with integrity and honesty where the rights and issues of confidentiality of information providers, interviewees and stakeholders were taken seriously, with no leaking the data collected and no presenting the information to the interviewees.

Before conducting the interviews and FGDs, the respondents were made aware that their participation was voluntary. The evaluation process and its outputs were designed and implemented with the understanding that they will be useful for decision makers and future programming.

To comply with evaluation ethics and relevant principles outlined in the UNEG 'Ethical Guidelines for Evaluation', the consultant also sought to ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected.

5.6. Timeframe for the evaluation process

The evaluation took place during July-September 2022

6. EVALUATION FINDINGS

All consulted beneficiaries and stakeholders interviewed during the mission had positive opinions on the quality, relevance, coherence, effectiveness and sustainability of the projects' interventions. Some challenges that are inherent to the complex political environment and the outbreak of COVID19 pandemic could have constrained the project from reaching its objectives. However, the project governance, implementation mechanisms and management arrangements were able to overcome most of these challenges resulting in successful project implementation.

1. Relevance/Coherence

The evaluation assessed the project alignment to the key national development priorities, country programme's outputs and outcomes and the sustainable development goals (SDGs), its relevance and timeliness in addressing women and youth employability and their productive engagement in economic and local recovery activities, the project's appropriateness to the economic recovery goals and challenges in Yemen, relevance to the needs and priorities of the targeted groups, in addition to assessing the relevance of the project's design and theory of change.

- **Alignment to key national development priorities, country programmes' outputs and outcomes, UNDP strategic plan and SDGs as well as KSrelief's Strategic Objective of Humanitarian and relief**

The project is still relevant to the national context considering the current conditions and vulnerabilities such as the conflict, weak national institutions, lack of income and job opportunities and collapse of the economic systems. Given these challenges, while national needs are not clearly described due to lack of updated national strategies and policies, the project support was needed to respond and build resilience of the conflict and pandemic affected communities in a sustainable manner. On the other hand, the project still contributes towards the SDGs, UN Strategic Framework for Yemen (2017-2019), UNDP CPD and KSrelief's Strategic Objective - Humanitarian Aid and Relief, amongst others.

Findings from the evaluation show a high degree of relevance and consistency with community needs and priorities of the targeted groups, including women and youth in rural areas, while the project activities have several key humanitarian and recovery elements and supported rural women and youth setting up their own small enterprises and working their way out of poverty and living a life of dignity.

"My financial and living conditions were very difficult, for me and many others, and the grant was the way for us to improve our financial conditions". A woman from Tareem said.

Specifically, these activities enabled the beneficiaries to acquire technical and business knowledge and skills, establish their own business and accordingly generating incomes. All interviewed beneficiaries' women and men reported that they received technical and business skills training and entrepreneurial support including small grants to establish their own businesses. On the other hand, it helped reducing women's vulnerability and dependency, hence promoting resilience through income generating projects in their communities. At component level, the evaluation shows that 86%, 80% and 100% of beneficiaries reported that their income increased and is still increasing compared to the situation before the project

under the three components of agro-processing, textile and handloom products and vocational skills, respectively. Feedback from the data collection substantiated the relevance of the project.

“Owning a sewing machine was my permanent dream and still is like a dream that is difficult to achieve”.
(One of the beneficiaries from Tareem said).

The project remains relevant to local priorities and highly consistent with the main UN strategies (UNSDCF) and Humanitarian Response Plan (HRP). It is linked to the Sustainable Development Goals: 1: No poverty, 2: Zero hunger, 5: Gender equality, 8: Decent work and economic growth.

By creating income opportunities through the acquired skills and grants for establishing their own businesses, the project contributed to SGD1 on alleviating poverty. Through the increased employment opportunities, incomes and improved livelihoods, the project contributed to enhancing nutrition and reducing hunger.

The project was also in line and contributed to the UNDP’s Strategic Plan, UNDP Yemen Country Programme Document, UN Strategic Framework for Yemen (2017-2019), and Kingdom of Saudi Arabia’s Strategic Objective of Humanitarian Aid & Relief Center:

- i. *UNDP Strategic Plan (2018 – 2021): Eradicate poverty in all its forms and dimensions.* This was for all the three project components).
- ii. *UN Strategic Framework for Yemen (2017-2019):* Communities are better managing external threats, local risks and shocks with increased economic self-reliance and enhanced social cohesion. The project increased the beneficiaries self-reliance under all the three components.
- iii. *UNDP Country Programme Document: Yemenis improve their livelihoods and access inclusive productive services.* Through the provided training and in-kind grants for establishing their businesses, the project promoted skills and enhanced women and youth participation in value chains and income generating opportunities.
- iv. *The UNDP Strategic Plan Output 1.1.2: Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.* The project directly contributed to the dignity of beneficiaries by increasing their income and enhancing self-reliance.
- v. *KSA’s Strategic Objective: Humanitarian and Relief - Deliver edKSA’s external humanitarian aid and relief, developed strong partnerships with leading humanitarian organizations, and developed an effective process to respond to humanitarian crises quickly and effectively.* This is for all three project components while the project sought to equip young men and women with market-linked vocational and business skills and support. In addition, the project was in line with the partnership between KSrelief and UNDP to enhance “Emergency Crisis Response for Prevention of Famine in Yemen” by creating livelihood opportunities and provide lifesaving assistance. On the other hand, the project was also in line with the KSrelief’s strategic objective for financing humanitarian activities in Yemen which was also aligned with the strategic objective 3 of the 2020 Yemen Humanitarian Response Plan (HRP) which aspires to “help millions of destitute Yemenis overcome hunger by providing food and nutrition assistance, increasing household incomes and advocating for measures that bring economic stability”

Through these interventions, the project contributed to promoting positive coping mechanisms for conflict-affected and marginalized groups including rural women, girls, men and youth and well as IDPs

affected by the protracted crises. These interventions contributed to outcome 1.1. and outcome 3.3 of the United Nations Yemen Sustainable Development Cooperation Framework (UNSDCF Yemen), that aims at increasing income security and access to decent work and to become more resilient to economic shocks, as well as through promoting skill building inclusion and participation of women and youth in value chains and income generation opportunities for sustainable livelihoods.

- **Relevance of timeliness of the project**

Under the current war conditions and absence of relevant government support, the project was implemented at the time when it was needed. The project helped mitigate the impact of the crisis on vulnerable households and communities by building forward better and enabling faster recovery by using local systems, capacities, and institutions to progressively resume and scale-up local service delivery.

Considering the limited opportunities for and decline in vocational, technical, and business skills training, due to the ongoing war, the project provided these trainings in rural areas at the time when they were needed. These trainings were affordable as they were implemented at the village or sub-district level and free of cost. This helped to overcome the constraints in terms of costs and other social restrictions particularly experienced by women and girls.

All beneficiaries participated in the interviews and FGDs have positive opinions on the timeliness of the project interventions under the current conditions:

“Project interventions and support are highly needed as it come at the time when we needed it and to the needy people. As a head of my family, I was provided with fishnet, through which I generate a monthly income ranging from 75 to 100 thousand”. A woman from AL-Madharibah and Ras Ala’arah said.

“The project came on time when it is needed and opened the door to livelihood for me”. A man from lahj said.

“I did not have any material income before the grant, and now I can get a monthly amount of up to 40 thousand riyals, and I expect a significant increase in the future”. A woman from Seyoun said.

Although the project and all its components were timely implemented and highly relevant to the needs of local communities and was well received by the target communities, it was not adequate in addressing all these needs.

“The training programme and its agenda is excellent however, some things are still missing and the support is not enough for maintenance of the mobile phone such as laptops, relevant software which are part and parcel of phone maintenance and programming”. A woman from Al-Hamra Village in Tuban said.

“The training programme was short in time and limited to basic knowledge in carpentry e.g. production of tables and did not include the cupboard and bedrooms which are highly needed”. A carpenter form Al-Tha’alab sub-district, in Tuban district said.

- **Relevance of the project design and consultations of stakeholders during design and implementation of the project**

The design of the project was adequate in terms of coherence of design and logical framework instruments, activities, indicators, risks and assumptions and theory of change.

In order to ensure ownership by relevant stakeholders, there have been consultations with them during the design and implementation of the project. However, during the design of the project, it was difficult to involve beneficiaries (women and youth) in the process, as this was limited to conducting need assessment. Nonetheless, during the implementation of the project, the needs and interests of different women and youth, such as their engagement in different project components (Agro-processing, textile and handloom production, technical skills) were always prioritized and considered. Nevertheless, a few beneficiaries alluded to not having been consulted when selected for participation in the project activities. These cases existed when trainings under other components reached the targets and availability of training under only one specific component was still vacant.

“I never received an integrated training that covers all relevant aspects like the one provided under this project. Under this project, the training was not limited to only vocational skills, it also covered entrepreneurial and other supporting skills such as communication and other life skills”. A man from Lahj said.

- **Empower people and fight inequalities (Extent to which the project contributed to gender equality, the empowerment of women and the human rights- based approach).**

Rural women and youth are among the most marginalized groups in Yemen. Their limited access to knowledge, information and resources, and restricted organizational capacity and bargaining power often leave them ill-prepared, and unable to benefit from opportunities. Feedback from the data collection substantiated the relevance of the project in terms of contributing to gender equality and the empowerment of women.

In its quest for women's empowerment and gender equality, and while targeting unit under the project is community then the household/groups, within the household/groups, women participated in the project interventions through specially designed components that suit women's capacities, skills and time-use.

Under fishnet weaving component the project sought to ensure that up to 50% of the beneficiaries were fishery coastal community women. With regard to vocational skills component, the project was designed to ensure that the overall women beneficiaries of the project were about 40% by giving them more opportunities in female-suitable courses (fish nets, handlooms, food processing, and mobile maintenance) to balance against other technical courses with more male-suitable nature like car mechanics and appliance maintenance), although this target has been by far exceeded as detailed under relevant sections below. In addition, the youth were engaged in both community committees and as beneficiaries of the business and vocational skills training and business grants.

The project provided the targeted trainees with know about business training (KAB), promotion - linkage with markets, micro-credit training and in-kind grants (toolkits, input materials, etc.). This way, the project contributed to removing structural constraints and supporting rural women and youth through the trainings and small grants, help them gain access to resources and knowledge, to setting up small enterprises, generating incomes and improve their livelihoods.

Evidence from the evaluation shows that adequate gender analysis has been undertaken during the project design. Needs assessment implemented in the targeted areas in order to assess the needs of

communities compared to the availability of resources in addition, baseline surveys were made to gather the needs of women, men, boys and girls in the targeted villages and to assess the situations of the beneficiaries before the interventions as well as for selecting them based on the agreed criteria.

Additionally, by design the project has a gender marker of 2 and therefore, gender considerations were integrated and taken into account in project implementation to create favorable conditions for gender equality. In this purview, in addition to business and technical training, 745 women (72% of total beneficiaries) received small grants to establish their own businesses, compared to 294 men and (28% of total beneficiaries).

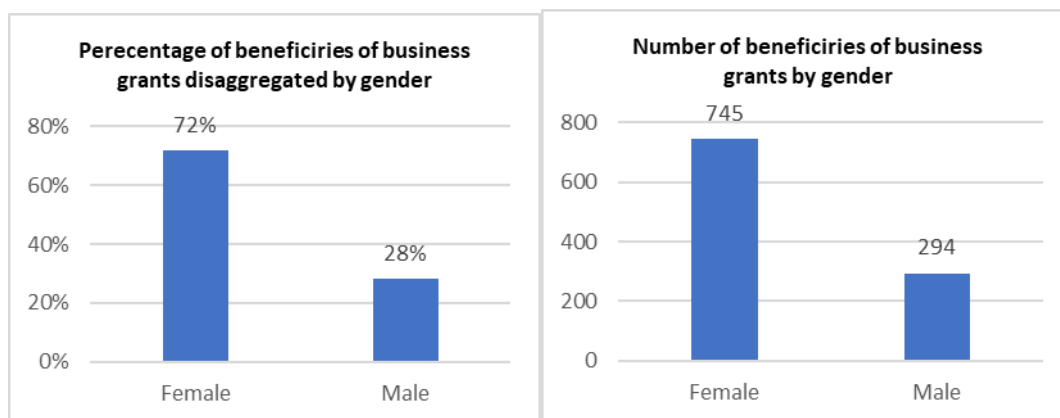


Figure (1): Beneficiaries of business grants

Table (3): beneficiaries under different components disaggregated by gender.

Sector	Female	Male	Total
Agro-Processing	454	36	490
Textile and handloom products	256	100	356
Vocational Skills	35	158	193
Total Beneficiaries	745	294	1039

- **Relevance of Theory of Change and articulation of assumptions**

The evaluation results show that the theory of change was simple and straight forward, the assumptions proved to be true and as envisaged. The project was developed under the conditions of economic downturn when jobs and livelihood were lost by the largely informal sector reliant population and the economy suffering from reduced remittances and oil revenues and inability to pay salaries. In addition, the collapse of the public sector rendered it unable to absorb the growing labour force. Furthermore, the few operating enterprises were unable to absorb a critical mass of the available labour due to factors like their scale - most are micro and small businesses with low labour absorptive capacities. The opportunities exist in setting new businesses, but most youth and women lack resources and skills. Taking these into consideration, the ToC developed included key strategies that had the potential to achieve the project output and outcome and the ToC was effectively explained in the project document.

The theory of change considered key strategies rather than including all set of activities in the logic model. These have the potential to strengthen the coherence of the ToC particularly as there are clear connections between strategies, output and sub-outputs in the logic model.

While the project interventions had logical sequences at the beneficiary and component level, there has been some level of flexibility for different components to respond to the local challenges. As such different component of the project took place in the same communities offering multidimensional support. However, targeting all beneficiaries of a village with similar training and support, increased the offer of a product and the competition to meet the limited market demand, in turn decreasing the price and threatening sustainability of results unless access to external markets is promoted.

- **Coherence**

The project worked in consultation and engagement of relevant stakeholders including beneficiaries, community committees, input suppliers, and other key actors during the design, planning and implementation phases of the project, which helped to ensure improving efficiency, transparency, and public involvement.

In UNDP, internally there has been synergy with the YECRP. The project was housed under UNDP Yemen Economic Recovery and Resilience Unit (ERRU) and implemented through the Yemen Emergency Crisis Response Project (YECRP). The YECRP contributed to the overall collective famine response efforts in Yemen by addressing drivers of food insecurity. In addition, the fund under this project helped to respond and build resilience of the conflict and pandemic affected communities in a sustainable manner.

Considering the strategic partnerships built with SMEPS as a responsible party in the YECRP, the project was implemented in a coherent and joint manner. This was manifested by well-structured and joint coordination, decision-making and supervision from the start of the project cycle, and a division of labour which contributed to effective implementation.

Through the project and programme team and operational support as well as the guidance from the Country Office units, UNDP provided overall management and oversight for quality and timely delivery. Moreover, UNDP collaborated with SMEPS to facilitate entry into the communities and for implementation of the project at field level. This is further assessed and elaborated under efficiency section of this report.

2. Effectiveness

- **Effectiveness in achieving the project goal, objectives and contribute towards strategic vision - *Achievement of overall goal***

The project contributed significantly to the achievement of the overall project goal and reached its targets while in some cases the indicators targets were by far exceeded, despite significant constraints.

Tangible and encouraging results have been obtained mainly in the areas of enhancing vocational and business knowledge and skills, creating improved job opportunities, income generating, self-resilience and empowerment of women and youth.

The project contributed to the overall Yemen humanitarian and recovery efforts and responded to the needs of the population living in the project's intervention areas. As such, the project provided Yemeni women and youth with vocational, technical, and entrepreneurial skills and support, which in turn contributed to increasing their incomes, improving their livelihoods and access inclusive productive services.

- **The project contributed towards achievement of CPD/CPF Outcome 1 of improving the livelihoods and access to inclusive productive services.**

The evaluation shows that the project had empowered rural young men and women with vocational, technical, and business skills by enhancing the beneficiaries' employability and productive engagement in economic and local recovery activities. This was done by the provided training and support provided in addition to contributing to and complementing the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among the targeted beneficiaries and their communities

In this regard, 87 percent of the 1039 reached beneficiaries (76 percent women) reported increased household income due to the project support. This was more than double of the 40% target at the CPD level. In this regard, all beneficiaries' women and men received technical and business skills training and entrepreneurial support including small grants to establish their own businesses. At component level, the evaluation shows that 86%, 80% and 100% of beneficiaries reported that their income increased and is still increasing compared to the situation before the project under the three components of agro-processing, textile and handloom products and vocational skills, respectively. Figure (2)

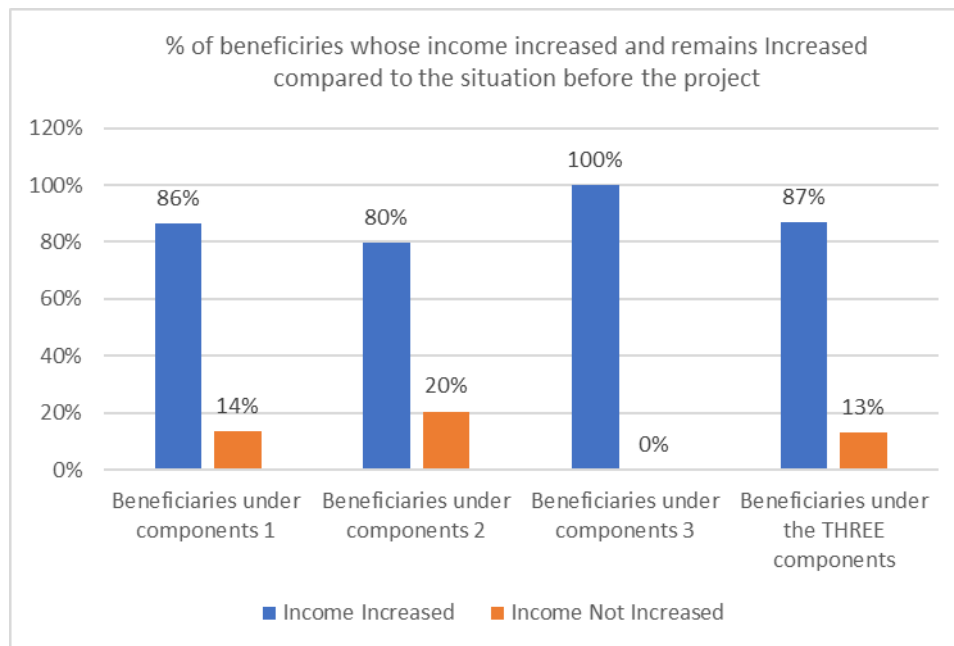


Figure (2): Beneficiaries with income increase

- **Progress towards achievement of CPD/CPF Output 1: Output 1.1: Yemeni women have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses as well as CPD output 2. Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support.**

With small interventions, the project supported access to vulnerable people, especially women, to long-term income opportunities and becoming economically self-reliant to address the priority household needs as well as providing needed services to local communities, groups and individuals and relevant

economic sectors in the rural areas, where in some cases, the works have been expanded to other districts and governorates.

“When noticed that all beneficiaries focus on production of pickles, I looked for other markets outside Seyoun, and sent my products to Mukalla and Aden through the travelers to avoid extra costs, I resorted to some local shops to exhibit my products, but they refused because the product was not packaged in a safe way to avoid rotting. We did not get a packaging machine from the project”. A woman from Seyoun said. “Despite that, my products expand to Aden and the customers ask for my by name, and now I have a famous trade name (Dar Food)”. She added



Figure (3): Sample of traditional Packaging Practices

The project equipped young men and women in selected districts with market-linked vocational and business skills and support. In addition, the project provided direct and close guidance and support to beneficiaries for establishing their own businesses. For enhancing entrepreneurial skills, the trainees were linked to the local food merchants, restaurants, and handloom merchants but with better business negotiation skills to get a bigger portion of the product value chain. However, there has been a note on the packaging devises and food preservatives as the training and support did not cover these issues.

“The market was not open to the pickles and some other food produce sectors due to the method of preserving the product, which is not done in the correct way due to the lack of packaging devices and preservatives”. A woman from Tareem said

The project supported 745 women (72 percent of the 1,039 total project beneficiaries) with business, entrepreneurial and technical training and small in-kind grants. As a result, beneficiary women were contributing to economic productivity and achieving more gender equality.

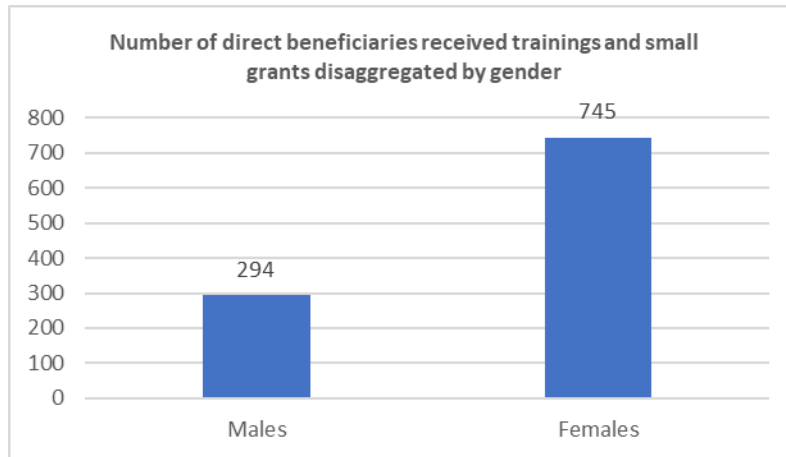


Figure (4): Number of Beneficiaries Received Training and in-kind Grants Disaggregated by Gender

It was observed that the project also contributed to social behavioral change where the project interventions contributed to creating acceptance to women’s work in the targeted communities and membership in community committees.

It was also observed that the engagement of the beneficiaries in the project have contributed in creating a shift in their mindset towards entrepreneurialism and venturing in business. Their life and business skills have improved opening venues for expansion and through addressing technical issues, diversification of products and accessing markets.

“After the training I could produce canned cheese that compete with the external products. You would not be able to differentiate between my products and the imported cheese. When I participated in the Baza’ar, my cheese attracted people and I sold it completely in the exhibition, the demand for my cheese is still growing”. A woman from Seyoun said

“I took advantage of the course which was very useful. It met my needs, as I had been working from the beginning making falafel sandwiches on demand, and I was very famous in this field. But during the lemon season, I switched my business to making pickles. I noticed a great improvement in the field of pickles and got creative with its manufacture and invented new varieties that have high demand by my customers”. Another woman from Seyoun said

- **The objective of enhancing women and men employability and productive engagement in economic and local recovery activities.**

The project contributed to nurturing an entrepreneurship culture at communities, groups and individual level which in turn enhanced employability and productive engagement of women and men in economic and local recovery activities. A package of key activities across all components were implemented including (i) Technical training (ii) Entrepreneurship training (iii) Promotion - linkage with markets (iv) In kind grants (toolkits, input materials, safety gear, etc.) and (v) Financial literacy.

Furthermore, 1,039 direct beneficiaries of youth and women (72 percent women) and 6,285 indirect beneficiaries (3,152 men and 3,133 women) in six districts in the two governorates were provided with market-linked vocational, technical, and business skills support. Their entrepreneurial skills have initiated self-enterprises, creating new business and income generating opportunities. Moreover, 77% of the beneficiaries reported opening their own businesses and 87% reported increased income.

Employability and engagement in economic and livelihood initiatives and productivity and incomes for young men and women in the targeted areas have increased, resulting in improved well-being and resilience among Yemenis.

“We can say that the project was a starting point and opened the way for many families to improve their living conditions”. A member of community committee from Seyoun said

- **Progress towards project outputs: Project Output 1: 1039 Young men and women in Hadhramaut and Lahj are provided with vocational, technical, and entrepreneurial skills and support**

The project has exceeded the target in providing 1039 young men and women in the two target governorates with the following vocational, technical, and entrepreneurial skills:

- 1043 beneficiaries received business and entrepreneurial training (8 above the 1035 planned).
- 1051 beneficiaries received technical skills training (16 above the 1035 target).
- 1039 beneficiaries received small in-kind grants to start or continue their own businesses (4 above the 1035 target).

Disaggregated by component, 490, 356 and 193 of beneficiaries were provided with grants technical business trainings and support including grants to establish their own businesses under the three components of agro-processing; textile and handloom production and vocational skills respectively, compared to the targeted 480, 250 and 180 respectively. Figure (5).

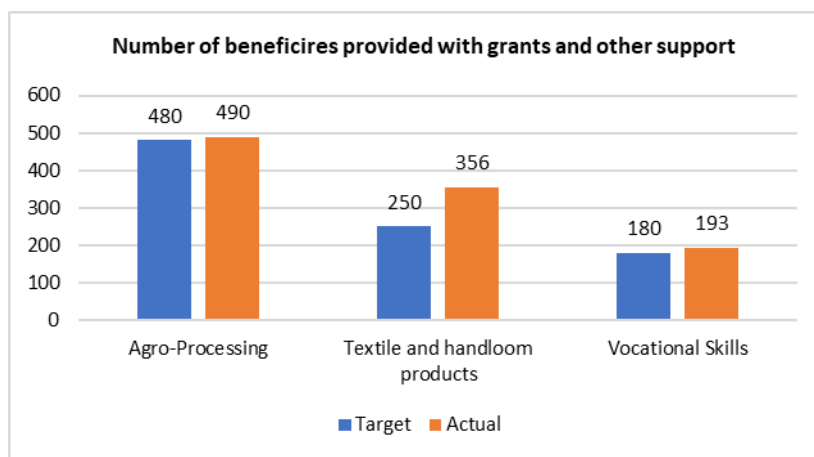


Figure (5): Number of beneficiaries (by gender) received support under different components

The project provided young men and women with vocational, technical and entrepreneurial skills and support. Technical and vocational trainings covered more than 20 themes and professions under three sectors including: food processing, textile and handloom production and technical skills. Topics and subject matters covered under these three components included: Pastries, cakes, food drying, fruit jam production, juice and drinks tomato products, dairy products and their derivatives, including e.g., cheese and yogurt, ice cream, pickles, basketry, sewing, Ma'awiz and fishnet weaving, perfume and incense making, coiffure, engraving, makeup, car mechanics, carpentry, solar power and home electricity, cellphone and appliances maintenance, as well as fish preservation techniques (smoking, drying, and salting), among others.

On the other hand, business trainings covered other topics including entrepreneurial and safety topics, such as how to start a business and benefit from capital and income, accounting and leadership, marketing, time management, project management, how to benefit from support, buying and selling process, maintaining the capital, how to deal with local markets, business management, trading fundamentals, practical application on maintenance, how to be a successful leader, how to make a plan and implement it and make an alternative plan, achieving goals, reporting, project development methods, and how to calculate interests and losses.

2.1. Progress in achieving results at sub-output level,

Activity Result: 490 Households benefited from training on agro-business excess food processing:

Compared to the targeted 490 beneficiaries under this activity result, the project reached 501 beneficiaries (exceeding the target by 11 beneficiaries) in five districts in Hadramaut and Lahj governorates with three main activities: business training, technical training, and in-kind grants. This included two weeks technical training (60 hours). The technical training course covered food drying, fruit jam production, pickles, juice and drinks, dairy, and tomato products, as well as fish preservation techniques (smoking, drying, and salting).

The evaluation shows that 86 percent of the beneficiaries under this activity result have opened their own food processing businesses which is four percent short of the target 90 percent. This is because in some villages the supply was greater than the demand as many female beneficiaries provided with similar trainings and support and started similar businesses in the same villages which are small.

In addition, the project provided US\$ 700 equivalent in-kind grants to 490 beneficiaries to cover the cost of inputs for the food processing such as utensils, fridge, oven, cooking gas cylinder, blender, and water

containers, in addition to the cost of food input, such as, flour, starch, milk, ingredient vegetables, fruits, etc.

Table (4): Beneficiaries under food-processing benefited from in-kind grants at the district level

Governorate	District	Female	Male	Total
Lahj	Tuban	196	0	196
Hadramaut	Tareem	96	4	100
Hadramaut	Sayoun	40	0	40
Hadramaut	Ghail Bawazeer	56	0	56
Hadramaut	Al-Raida & Qusaier	66	32	98
Total		454	36	490



Figure (6): Examples of beneficiaries' products

Activity Result 1.2: youth and women trained on textile and handloom production

The project targeted 355 beneficiaries under this sub-output with three main activities: business training, technical training, and in-kind grants, and it has exceeded the target for all activities.

In terms of business training, the project reached 358 beneficiaries, exceeding the targeted 355 beneficiaries. The training aimed to develop their skills in budgeting, marketing, pricing, and business planning to better manage and enhance their business performance.

As for technical training, the project reached 356 beneficiaries, exceeding the target 355 beneficiaries. The technical training for the handloom took two-weeks (60 hours) and covered the following topics: folding yarn, yarn overlapping, yarn installation and extension, balancing the loom, using the five pedals, embroidery techniques using the pedals, hand embroidery, and connecting the two pieces of Ma'awaz using zigzag machines.

With the project support, the beneficiaries started producing high quality traditional handloom products and selling them at suitable prices in the local market. This has contributed to meeting the market demands and reviving these traditional products.

The evaluation shows that 80 percent of the beneficiaries under this activity result have opened their own businesses while 80 percent of them reported increased income. The graph below provides a comparison of the beneficiaries' monthly income before and after project support.

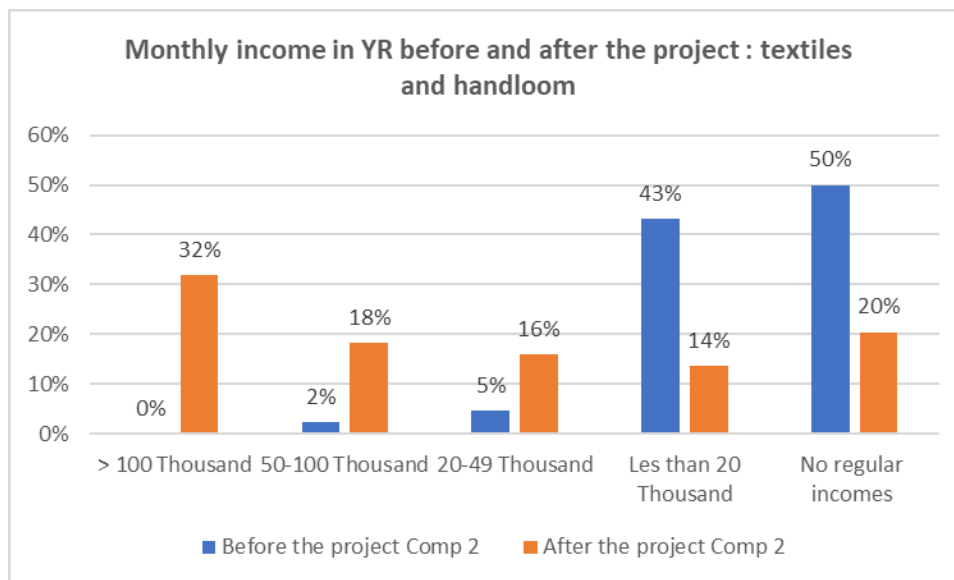


Figure (7): Monthly incomes of beneficiaries before and after the project under component 2

Concerning the in-kind grants, the project reached 356 beneficiaries, exceeding the target 355 beneficiaries. The beneficiaries received items to an average value of US\$600 which included handlooms, sewing machines, threads, knitting machines, and decoration of the business room at the beneficiary house.

Table (5) : Beneficiaries of textiles and handloom in-kind grants at the district level

Governorate	District	Sub-sector	Female	Male	Total
Hadramaut	Al-Raida & Qusaier	Handloom	21	11	32
Hadramaut	Al-Raida & Qusaier	Fishnet weaving	11	21	32
Hadramaut	Tareem	Handloom	21	5	26
Lahj	Tuban	Sewing	65	0	65
Lahj	Tuban	Handloom	43	22	65
lahj	Ras Al-Arah	Fishnet weaving	36	35	71
Hadramaut	Tareem	Sewing	48	0	48
Hadramaut	Tareem	Handloom	11	6	17
Total			256	100	356

I was able to achieve a net monthly profit of up to YR150,000 per month by selling “Maawez” of high quality, some of them cost more than YR30,000 for one piece”. A man from Tareem said

Activity Result 1.3: youth and women trained on technical skills

The project targeted 190 beneficiaries under this activity result, and it has exceeded the target for all the activities. In this regard, the project provided business training 195 beneficiaries, exceeding the target of 190 beneficiaries. The training aimed at developing beneficiaries' skills in budgeting, marketing, pricing, and business planning to better manage and enhance their business performance. With the project support, the beneficiaries started producing high quality services and products for the local markets in car mechanics, cell phone maintenance, carpentry, and fishnet maintenance.

As for the technical training, the project reached 194 beneficiaries with technical training of two weeks (60 hours) and additional 40 hours for the cell phone maintenance beneficiaries, in order to provide them with software training (which was not included in the original training plan). The technical training covered four areas: carpentry, car mechanics, fishnet weaving, and cell phone maintenance.

- The carpentry course covered three units: 1) carpentry measurements and their use. 2) manual wood carving and manual wood sanding. 3) wood painting (types of paint, and the correct painting methods).
- The car mechanics course covered five units: 1) rules of occupational safety, 2) introduction to internal combustion engines. 3) engine troubleshooting, 4) maintenance of ordinary gearbox, and 5) maintenance of the automatic gearbox.
- The fishnet weaving maintenance course covered four units as follows: 1) types and components of fishnets, 2) fishnet weaving (weaving the required fish size, connecting the fishnet pieces, O-ring installation, 3) fabric types, and 4) fishnet maintenance.
- The cell phone maintenance course covered eight units as follows: 1) introduction to cell phone components and maintenance sections, 2) use of hardware maintenance tools, 3) hardware malfunctions (power circuit, charging circuit), 4) network circuit, sound alarm, and microphone circuit, 5) the screen circuit board and scree light, 6) keypad, camera, Bluetooth, and Wi-Fi circles, 7) introduction to cell-phone software and tools of programming, and 8) Review of all the topics covered during the training days.

As for the in-kind grants, the project reached 193 beneficiaries, exceeding the target by 3 beneficiaries. Each beneficiary received inputs equal to an average of US\$1,100 equivalent for tools needed for their business.

Table (6): Beneficiaries of technical skills in-kind grants at the district level

Governorate	District	Sub-sector	Female	Male	Total
Hadramaut	Ghail Bawazeer	Car mechanics	0	9	9
Hadramaut	Ghail Bawazeer	Carpentry	0	14	14
Lahj	Tuban	Phone repair	0	0	0
Lahj	Tuban	Car mechanics	0	16	16
Lahj	Tuban	Carpentry	0	8	8
Lahj	Tuban	Appliances' maintenance	0	17	17
Hadramaut	Sayoun	Car mechanics	0	16	16

Hadramaut	Sayoun	Carpentry	0	16	16
Hadramaut	Sayoun	Phone repair	15	0	15
Hadramaut	Al-Raida & Qusaier	Carpentry	0	8	8
Hadramaut	Al-Raida & Qusaier	Car mechanics	0	8	8
Hadramaut	Tareem	Car mechanics	0	8	8
Hadramaut	Tareem	Carpentry	0	8	8
Hadramaut	Tareem	Phone repair	10	0	10
Lahj	Tuban	Phone repair	10	0	10
Lahj	Tuban	Carpentry	0	10	10
Lahj	Ras Al-Arah	Appliances (Electricity)	0	10	10
Lahj	Ras Al-Arah	Car mechanics	0	10	10
Total			35	158	193

Under this activity result, findings of the evaluation show that 100 percent of the beneficiaries are still using the tools provided by the project and 100 percent of them reported increased income either from opening their own businesses or finding job in the private sector. This confirms the achievement of the project objective and its contribution to the CPD outcome to support Yemenis create income and improve their livelihood. The graph below provides a comparison of income before and after the project support

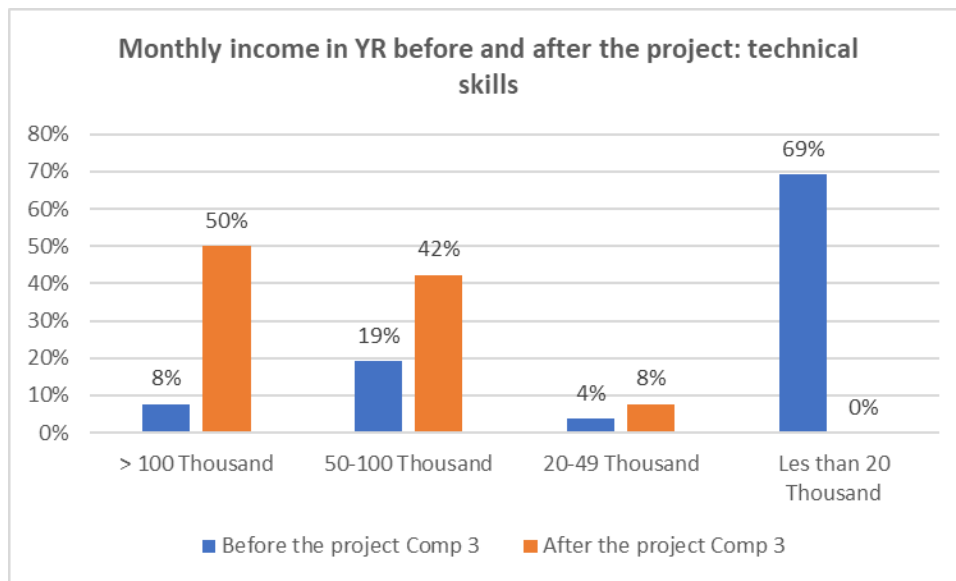


Figure 8: Monthly incomes of beneficiaries before and after the project under component 3

“I had very basic tools which didn’t help me to provide the best products, in wood sculpturing, according to my talent. After receiving project training and specialized tools, I am able now to produce high quality and unique products”. A carpenter from Al-Raida and Qusaier said. *“Other carpenters now depend on me*

for their sculpting works, contributing to doubling my overall average monthly income to YER150,000”.

He added

“Through the project support I was able to open my own business in maintenance of mobile phone which is the first woman project in my village. I am making about YR30,000 a month from my new business though it is a small village”. A woman from Tareem, said.

Under all the three activity results, the project conducted market linkage workshops (Bazaars) to help beneficiaries get exposed to the local markets, know market demands and needs, and sell their products.

Activity Result 1.4: Households and communities have enhanced their awareness in COVID-19 prevention

The project reached 99 percent of the target under this activity result as it reached 5,106 people, 69 people less than the target of 5,175. The project hired 13 health consultants to hold COVID-19 awareness sessions for all the targeted beneficiaries, their family members and neighbours. In addition, the project distributed COVID-19 preventive materials such as face masks, liquid soap, gloves, sanitizer and posters. The awareness content and prevention materials were guided by WHO messages and standards. Beneficiaries were requested to follow COVID-19 mitigation measures in the workplace, including safe distance and the use of masks and sanitizers.

The project also combined the COVID-19 sessions with general health and personal hygiene content to achieve greater public health impact. The successful implementation of this activity result has contributed to the wellbeing of the beneficiaries and their communities and their resilience against the pandemic. Despite the regression of public health services due to the ongoing conflict, Yemen in general, did not report higher number of COVID-19 cases, especially mortalities, with thanks to the awareness campaigns carried out by humanitarian actors including the ones under this project.

Factors of achievements or non-achievements:

- The project interventions were highly needed and implemented in the time when they were needed. Moreover, UNDP delivered a quality project in terms of types of activities and interventions, targeting, performance, timing, training curricula, trainers, staff and implementation and management arrangements. This was evidenced by many interviewed beneficiaries and other relevant stakeholders.

“The training curriculum was excellent and the trainers and consultants were very helpful. However, we encountered some difficulties, such as the instability of prices and the rise of the currency, which made it difficult for us to purchase raw materials, especially glass cans” – summary from FGD held in Hadramout.

- The suitability of the activities under different components with gender-based interventions that promote gender equality and women empowerment was notable. For example, under agro-processing component, women constituted 93% of the total percentage of beneficiaries, and women

occupied the knitting and sewing component, about 72%. This indicated the appropriateness of the activities for the groups and their overcoming of societal norms.

“The project is very relevant to my needs and has a demand in the labor market as an indispensable area at local and national level. The training came to complement some of the information and knowledge that I was missing, in particular the automatic gearbox. Having the support, it helped me to open my own workshop because I was working for a workshop owner but now, I have opened my own workshop”.

A man from Seyoun, involved in technical skills, said

- UNDP has built a strong and close partnership with SMEPS as a responsible party. The partnership is characterized by well-structured and joint coordination, decision-making and supervision from the start of the end of the project cycle, and a division of labour which contributed to effective implementation. SMEPS has also brought to the table specific inputs, expertise, capacities, and resources that were necessary elements for success. Field presence, reputation, community acceptance, and accessibility to project sites were amongst its comparative advantages. These factors have contributed to the achievement of the project results despite the accessibility and conflict context.
- Cooperation of the local authorities in Lahj and Hadramaut and the effective support of the community committees were among the key factors for the project to achieve its intended results. The local authorities provided security and access to the targeted areas and respected the independence and autonomy of implementation. This factor enabled UNDP and its responsible partner to select the beneficiaries in a transparent and equitable manner that ensured reaching the people in need.
- The community committees provided a great support to the project from the needs assessment stage until the project closure. They helped the project field teams to verify the selection criteria and eligibility of beneficiaries based on their knowledge of the community members and to avoid duplication of interventions by excluding community members who have received similar support from other humanitarian and development agencies that the project was not aware of. Besides, the committees supported the project solve complaints.

However, implementation of the project interventions in the northern districts was hindered by the interventions of local authorities and the TVET Ministry in Sana’a which inhibited the project work and caused a delay for over six months and eventually suspended the project implementation in Dhamar and Ibb governorates. In addition, partnership with the local TVETs has proven a challenge as they lack the technical capacity to provide standard business and technical proposals. This has been one of the reasons for implementation delays both in the north and south. Furthermore, SCMCHA has been a major obstacle for implementation in the north as it delayed the issuance of work permits for about four months. To address this situation, UNDP requested no-cost extension and relocation of activities to the southern governorates.

3. Efficiency:

- **Selection of targeted beneficiaries and their awareness on selection criteria**

Methods and approaches used for selecting the beneficiaries, community committees and field support staff (e.g., supervisors and trainers) proved to be transparent and appropriate. The process included advertisements publicized and distributed in the markets, target villages and districts, as well as in the websites and social media.

For selection of beneficiaries, the process was carried out by involving community committees, from target villages, in the nomination of individuals who fit the general selection criteria⁹. After that, the nominees' lists went through a second verification process with sub-sector-specific criteria from SMEPS, then, the updated eligible beneficiaries' lists were given back to the community committee for their approval.

In this connection, two beneficiaries, one from Tuban involved in food processing and one in Seyoun involved in handloom, have negative opinion on limiting the selection and registration of beneficiaries to the community committee where people in high need of the interventions were excluded although registered in their lists. In this regard, the IP indicated that SMEPS conducted second verification for those who were selected to check the community committee credibility; therefore, they had to drop some names that did not match the selection criteria.

As for field supervisors, they applied online, the project screened and selected applicant based on agreed competencies and criteria. Some supervisors were selected from the longlists of the SMEPS' database, who were informed to apply through the links, subjected to selection criteria, invited to interviews and selection decision made.

“Like many others, I was invited by the project officer for interview, using SMEPS roaster, who informed me to apply online. As a result, I was selected as a field supervisor providing technical support, in carpentry, for the beneficiaries of the project”, a project consultant from Seyoun said

“My information is in the organization's database, the project officer contacted me and conducted an interview with me, based on which the long and short lists screened then I was contacted to start work to provide technical support to the beneficiaries in the agri-food processing”, a project consultant in carpentry from Seyoun said.

All beneficiaries and supervisors reported that they were selected in transparent manner, based on agreed criteria and with no biasedness that they were aware of the selection criteria. They all stated that the selection criteria were to choose the most vulnerable families, who lack a source of income, educated, and don't have a job, able to work, who owns poor microenterprises and lack financial support, who are IDP, and disabled, whose age ranges between 18 and 45 years. Within these criteria, the relatives of the members of community committees were excluded as well as two sisters from the same family.

⁹ The most vulnerable households with at least three members, households with limited income, youth above the age of 18 who do not have formal education, disabled persons, and female headed households that are working in the same field of the support, to be between 18 and 45 years, and to show interest, contribution, and participate in the project activities.

In this regard, different direct beneficiaries came up with different suggestions to improve the beneficiaries' selection criteria in the future:

- Increase the number of targeted beneficiaries.
 - Include illiterates as a highly vulnerable groups, or introduce appropriate interventions for illiterates who have experience in food-processing, textile and handloom activities, as well as for those who lack experience and education.
 - Interventions should not be restricted to a certain age, to avoid age discrimination and must include widowed and divorced females.
 - Include other components besides the implemented components and activities.
 - Target more disabled persons with suitable interventions
 - Introduce animal husbandry interventions, as it is complementary for rural communities
-
- **Extent to which the project management structure as outlined in the project document efficient in generating the expected results.**

The evaluation results shows that the project management structure as per the project design was efficient in generating the expected results. The project used the UNDP administrative structure and its management staff and the programme gender analyst. In addition, the project manager and project officer provided management support to the field implementation. This was a positive aspect that favors the internal articulation. In addition, MoU with SMEPS was signed to work as the project responsible partner.

The project was implemented directly by UNDP, and SMEPS was engaged as the Responsible Party (RP) in line with UNDP's rules and regulations on the engagement of partners. The project was housed under UNDP Yemen Economic Recovery and Resilience Unit (ERRU) while capitalizing on existing capacities from the Yemen Emergency Crisis Response Project (YECRP).

The project team consisted of core, field consultants, technical committee and SMEPS project supporting staff.

The Project Manager under the guidance of the ERRU team leader oversaw implementation of the project across all the targeted locations, including giving directions to the project team.

A National Project Coordinator handled the day-to-day coordination, planning and tracking implementation of the activities and report on results to the international project manager of YECRP. The project also included a communication officer together with a National M&E Officer and a national Finance and Admin Assistant.

Other UNDP Yemen units - Procurement, Finance, Common Services, Information and Communication Technology, Human Resources, and Management Support provided relevant support for efficient and effective project delivery. The project benefited from a wealth of technical and managerial expertise from the UNDP Yemen, regional hub and HQ offices.

Audit: The UNDP's use of project resources was subjected exclusively to the internal and external auditing procedures provided for in the Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP's governing body

YECRP Staff: The Project Manager, Safeguards Specialist, M&E Specialist and two national safeguard officers supported the project at no costs to the KSA/project funds as their positions had already been funded through the YECRP World Bank fund.

The results framework of the project has identified specific indicators, baseline and targets for both outcome, output and activity results which have been monitored throughout the project progress. The project dealt with the needs to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities.

The project was designed to contribute to and complement the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis, and the results framework allowed for a clear vision of the expected results/outcome, output and activity results.

The project was monitored through monitoring and evaluation plans in accordance with UNDP's programming policies and procedures. Comprehensive periodic reports detailing the numbers of beneficiaries, targeted communities and progress percentage per activity, provided more details and applied UNDP standard reporting template which also reflected progress against the annual work plan.

The Theory of Change (ToC) for the "Vocational and Business Skills Training and Support" served as an exploratory tool for the evaluation, to help in understanding the causal pathways for the project support across the targeted districts.

A grievance mechanism was in place that contributed to the identification of specific challenges and to the accountability to affected people. SMEPS has a Complaints Handling Mechanism (CHM) in place based on its long experience of work in Yemen. The CHM complements UNDP's corporate Stakeholder Response Mechanism (SRM) throughout the project's lifecycle. The SRM provided a way for UNDP to address any adverse impacts/situations systematically, predictably and transparently

SMEPS's procurement systems in accordance with SPEMPS's Procurement Manual was considered for procurement of production tools, equipment and materials. The purchase was done with the guidance of the field consultant who guided the beneficiaries to the best procurement action, through collecting three quotations from three different inputs' suppliers available in lists of inputs' suppliers in each area. The quotations were evaluated technically and financially with support from the project field consultants and reviewed and approved by the project relevant staff. Then, the project officer notified the services provider to start the delivery of goods to the specified beneficiary.

"The beneficiaries used to select the types and specifications of inputs and collect the quotations from suppliers with guidance from the field consultant, but recently, during the second phase of the project, the project is responsible for this. They receive the materials agreed with the project", a member of community committee for Jalajel – Tuban said.

“There has been a note on the mixer, as my colleagues said, as it was heating up just when we grind a small quantity when it stops and then we need to wait until it cools down to continue grinding. If they had given us the option to select and purchase our requirements, it would have been better. We would have chosen excellent things”, a woman from Seyoun said.

- **Efficiency and cost-effectiveness of the project implementation strategy and execution**

There has been an economical use of financial and human resources and these resources have been allocated strategically to achieve outcomes. In order to ensure efficient use of resources, preliminary assessment studies concerning the amount of in-kind grants under different project’s components were conducted.

To address inequalities in general and gender issues in particular, the project targeted all people in the target villages regardless of their categories. In its course of action, the project included men and women, marginalized groups and IDPs. In this regard, for example under vocational skills component, the project sought to ensure that the overall women beneficiaries of the project were about 40% by giving them more opportunities in female-suitable courses (fish nets, handlooms, food processing, and mobile maintenance) to balance against other technical courses with more male-suitable nature (car mechanics and appliance maintenance). In addition, in the selection process, no two or more sisters were allowed to benefit from the project interventions. Furthermore, only one family member was considered from the targeted families.

The project leveraged partnerships and comparative capacities/expertise of SMEPS and other partners at district and local level. This included civil society, youth and women groups and the private sector. In addition, the project used competitive procurement processes for obtaining “best value for money” through selection of the offers, which presented the optimum combination of lifecycle costs and benefits, which met the needs of beneficiaries.

Although the total amount of grants provided to the beneficiaries under different components were agreed upon in advance in the project document, availability of tools and equipment with beneficiaries were considered in deciding the actual size of the grants.

- **Efficiency in the grants delivery mechanism and steps taken to receive in-kind grants**

The grants delivery mechanism required beneficiaries to submit quotations of needed grants from suppliers. Once consultants received quotations, they analyzed them and beneficiaries to choose the offers. Then quotations were submitted to SMEPS to coordinate with suppliers, providing beneficiaries with chosen in-kind grants. After that, SMEPS paid the suppliers after receiving the in-kind support by beneficiaries and their matching with the quotation specifications.

- **Recipient of in-kind grants and their types**

Results show that all interviewed direct beneficiaries confirmed not receiving previous support from other interventions before being targeted by SMEPS in this project. In addition, all interviewed committee members said that none of the targeted beneficiaries were targeted nor supported by SMEPS before.

As for the type of received support, all interviewed direct beneficiaries confirmed receiving in-kind grants, including toolkits, safety gear, and other materials; entrepreneurship training; COVID-19 mitigation measures; and technical training. The type of in-kind grants received was as follows:

- Textile and handloom beneficiaries received fishnets, sewing machines along with necessary tools such as strings or knitting machines.
- Agro-processing beneficiaries confirmed receiving refrigerators, cooking machines, blenders, water containers, or raw materials needed to produce food.
- Maintenance beneficiaries listed several machines such as drillers, generators, different kinds of irons, PCs, hard drives, compression machines, screws, cleaning tools, cell phones maintenance tools, and sews

- **The extent to which the project funds and activities delivered in a timely manner**

As reported by all interviewees, the project delivered the interventions in a timely and efficient manner. The beneficiaries were selected based on agreed criteria and immediately after receiving the training they received the in-kind grant. All interviewed direct beneficiaries did not report any delays in receiving the in-kind grants. They all confirmed receiving their in-kind grants after a month of receiving the training.

- **Satisfaction with the in-kind grants disbursement process**

Almost all of the interviewed direct beneficiaries reported that they were satisfied with the process and the procedures followed for receiving the support from the project and were straightforward. Only one woman from Al-Madaribah and Ras Al-a'arah District reported exhausting process where she needed to travel to Aden to receive the fishnet.

- **Community committees:**

The voluntary work of community committees was a good practice and choice for project implementation as they assist in access to the target villages and they know the situation of families and beneficiaries. However, their resolve began to wane, and many of them reported that they even don't have the costs needed for communicating with the beneficiaries, in addition to excluding them and their families and relatives from supporting various projects. In this purview, and for sustainability of the support provided by community committees, further investigations and analyses is needed to find potential solution/s without undermining their neutrality and control favoritism, considering their voluntary work and excluding their relatives in selecting the beneficiaries.

4. Sustainability

For supporting individual beneficiaries to sustain their income after the project, UNDP has realized that it is important for the beneficiaries who received training to receive in-kind grants to start their micro-business, to connect with markets and to sustain and expand their project. In this connection, the project provided the targeted trainees, who received technical trainings under the three components, with know about business training (KAB), promotion - linkage with markets, micro-credit training and in-kind grants (toolkits, input materials, etc.) - in addition to the training, which basically supported sustainability through acquired knowledge and skills. The beneficiaries received grants and provided with support to establish and implement their own businesses.

Increase in the prices of oil derivatives, basic food commodities, tools, production inputs and raw materials such as fishing tools, wood, etc., together with fluctuation of local currency, all are among the financial risks that may jeopardize the sustainability of the project outputs affecting women, men and vulnerable groups.

However, many beneficiaries and other KIs believed that most of the project results will be maintained by beneficiaries even if economic or other external factors change, because many beneficiaries have already developed further their business and generated greater income through extending their products and achieved great access to markets. In this regard, 85% of the interviewed beneficiaries reported positive opinions about their ability to continue their own businesses.

“From the profits of my own business, supported by the project, I was able to engage in other activities such as opening a sewing lab, incense burners, ornamental containers and producing other local products.so that, I can continue my business under different conditions”, a woman from Al-Tha’alab village said.

“I took advantage of the training course which was very useful and met my needs. I had been working in making falafel sandwiches on demand, but during the lemon season I switched my business to making pickles. I noticed a great improvement in the field of pickles and got creative with its manufacture and invented new varieties that were desired by my customers. I can expand and change my business to meet the market required and to survive”, a woman from Seyoun said

The evaluation shows that 86%, 80% and 100% of beneficiaries engaged in Agro-processing, Textile and handloom products, and Vocational Skills components respectively continued to get benefit from the assistance, compared to 14%, 20% respectively reported that they don’t get benefit from the assistance anymore. Figure (9)

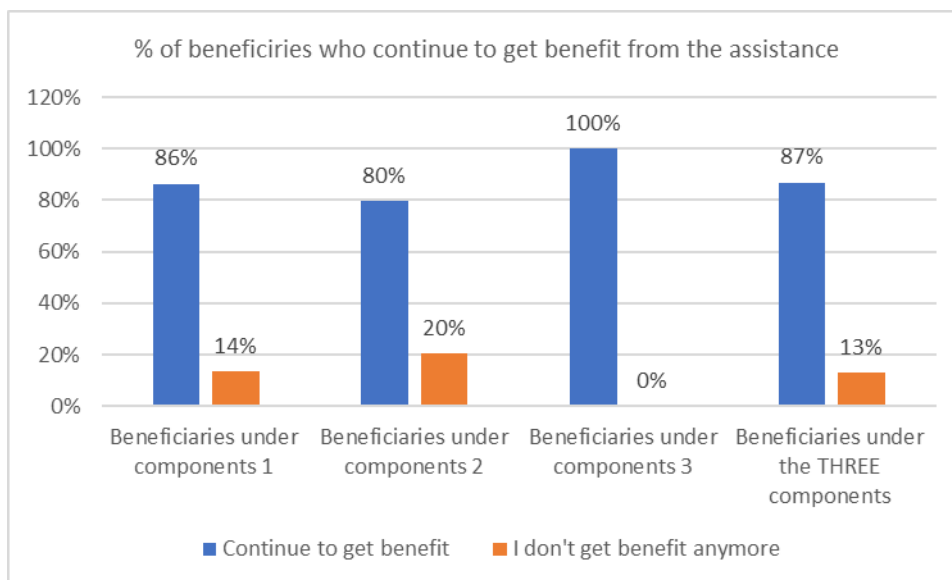


Figure (9): % of beneficiaries who continue to get benefit from the project assistance under different components

On the other hand, a few KIs found it only moderately likely that beneficiaries can maintain the results.

“Under the current complicated situation in Yemen, only beneficiaries who have access to resources like access to markets or loans probably can maintain the project results”, a man from Tareem said

A few beneficiaries said that maintaining results cannot be achieved unless the project continues. Reasons mentioned in this regard were the needs to assess the recently established business and for the project to provide the needed extra support, if any, in the form of business incubation until they are able to stand up.

Moreover, a few beneficiaries identified the high prices, the currency collapse, and the unavailability of materials in the market as well as the ongoing war and security instability as factors that may undermine their ability to continue their businesses supported by the project. In addition, frequent power cuts per day, while some products depend on electricity for preservations, other depend on electricity for their productions, which accordingly put sustainability of some of the project results at stake.

Sustainability of projects’ results under the three components (Agro-processing; Textile and handloom products and Vocational Skills):

77% of the beneficiaries under three components indicated their continuity in using the new skills compared to 32% who had negative opinions. In this regard, 86%, 66% and 81% of beneficiaries under Agro-processing, Textile and handloom products and Vocational skills component respectively reported that they continued to use the new skills and that are useful to work, compared to 14%, 34% and 19% respectively. Worth mentioning in this purview, although 34% of beneficiaries reported that they don’t continue to use the new skills, but they continued to get benefit from the assistance and their incomes

remain increased. These included women benefited from component 2 - textile and handloom products - who received fishnets but rent them to fishermen. Figure (10)

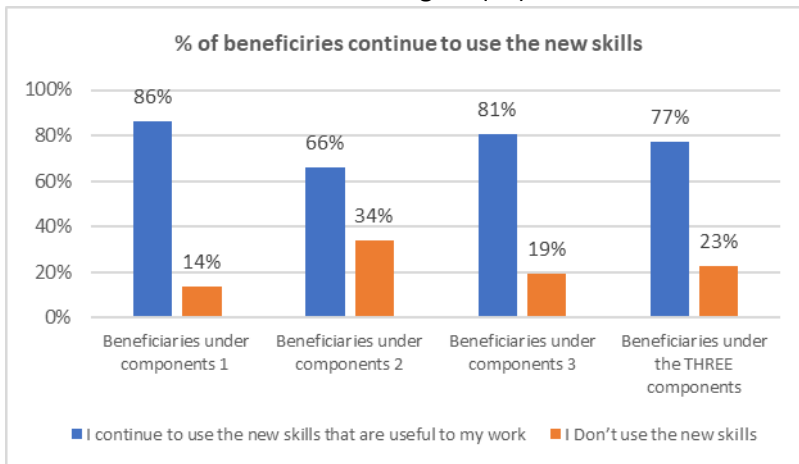


Figure (10): % of beneficiaries who continue to use the new skills

Table (8) Beneficiaries reported continue to use the new skills that are useful to their work

I continue to use the new skills that are useful to my work	Yes	No
Beneficiaries under components 1	86%	14%
Beneficiaries under components 2	66%	34%
Beneficiaries under components 3	81%	19%
Beneficiaries under the THREE components	77%	23%

81% of beneficiaries under the three components reported that their equipment is still functional, 12% partially functional while only 7% indicated that their equipment is dysfunctional. While 88% of beneficiaries under agro-processing activities reported full and partial operability of their equipment, 94% and 100% were reported by beneficiaries under Textile and handloom products and vocational skills respectively. However, it is understood that some of the tools, especially breakable kitchen tools can be damaged, but as long as the beneficiaries are still using them and making profit, they can be replaced.

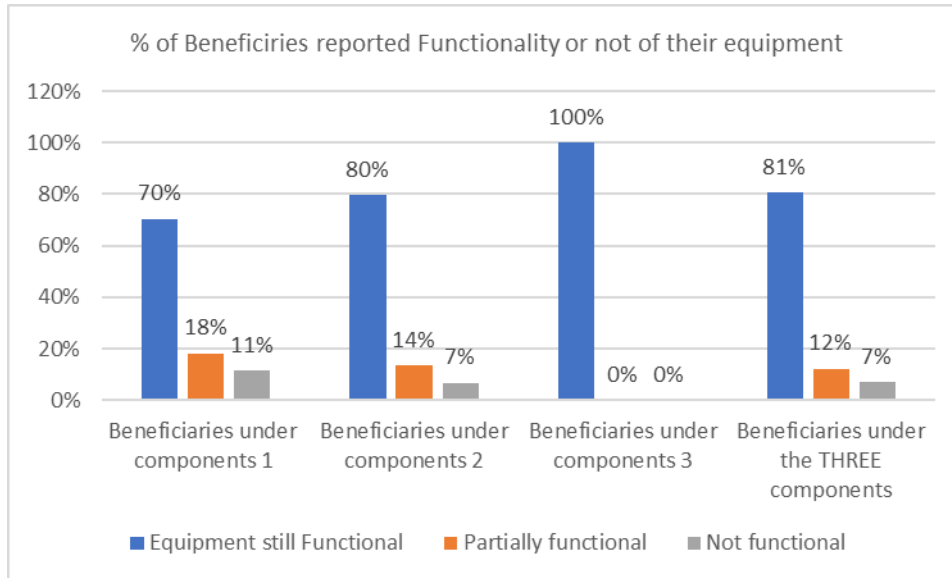


Figure (11): % of beneficiaries reported functionality of their equipment

“All the equipment provided by the project is still functional, but the mixer has a manufacturing defect, and we hope they would change it, but we still didn't get any response”, a woman from Lahj and a woman from Hadramout said.

“My project is progressing and I am saving for its expansion. With the desire and ambition, I was able to develop my products, which became very popular, and I prepared them based on demand”, a woman from Seyoun said

Environmental sustainability:

The project has passed the UNDP's Social and Environmental Standards screening procedures, and no activity has caused negative impact on the environment. The training on excess food processing targeted current food production, this while finds solutions to the excess food during the season, it contributed to conserving natural resources while avoiding water consumption to produce extra food.

The fishnet repairs targeted existing small-scale fishing activities in Ras Al-Arah area with the purpose to create income for the beneficiary women who own or repair the fishing nets. No impact has been reported on the fish stock or the environment because of such activities.

5. Human rights

Considering the project interventions with their potential to enhance capacities of women and men of different groups which increased their employability and income generating opportunities, these contributed to their empowerment as they have greater potential for economic autonomy, both in public and private spheres. This supported them live with dignity.

“All participants benefited from the project, and this promoted their livelihoods and preserved their dignity by relying on themselves as they have a source of income that meets part of their needs”, a woman from Tareem said.

6. Gender equality

Under the current crisis and the volatile context with deteriorated livelihoods, small businesses contributed to accessing income generating activities to support the families while helped untangle the cultural norms. Thus, women were able to engage in businesses/jobs that were limited to men, such as marketing, selling and buying, establishment of income generating small businesses and economic interaction in general. This contributed in shrinking the gap and enhancing gender equality and women empowerment.

In terms of gender-based opportunities, all interviewed beneficiaries believed that the selection process of beneficiaries gave equal opportunities for males and females in the targeted areas and that the project components gave a variety of choices for women including e.g., food processing, and desert and pastries production, textile and handloom, mobile maintenance, while giving male opportunities that fit them such as car maintenance, carpentry, electricity and home appliances maintenance.

In this purview, compared to the 40 per cent women targeted to have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses, the women benefited from the project interventions highly exceeded those of men, where 745 women and girls (representing 72% of total beneficiaries) were provided with vocational, technical and entrepreneurial skills and support, compared to 294 men (28%). Figure (12)

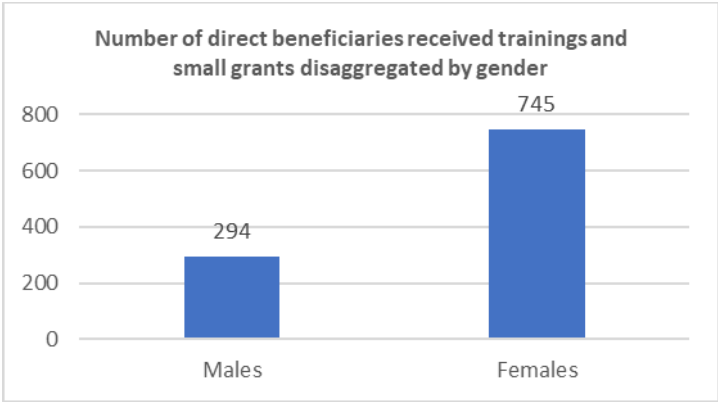


Figure (12): Direct Beneficiaries disaggregated by gender

Disaggregated by gender under different sectors, women directly benefited from the trainings and grants represented 93%, 72% and 18 of beneficiaries compared to 7%, 28% and 82% men under Aro-processing, Textile and handloom products and Vocational skills, respectively. Figure (13)

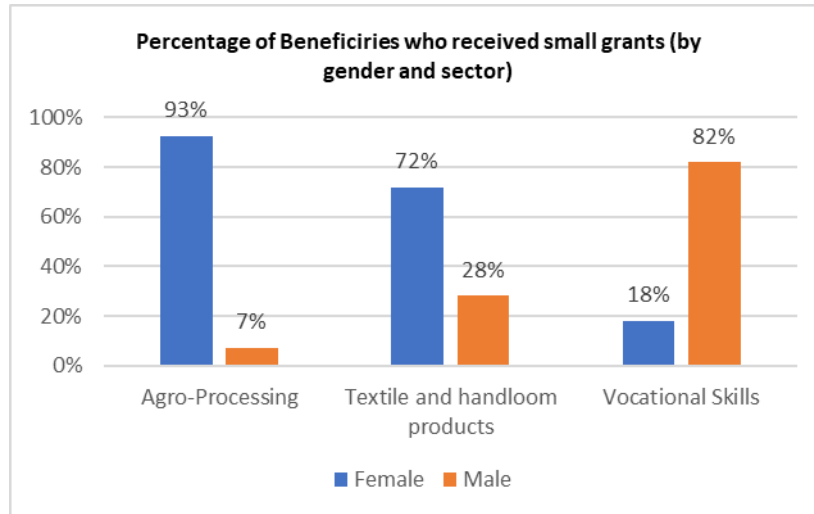


Figure (13): % of beneficiaries received small grants (by gender and sector)

Toward enhancing gender equality in the selection process, fair opportunities were given to men and women. In this regard, while a few of the interviewed men believed that no fair opportunities were given for men particularly in the type of interventions that suited females only (food processing, and textiles), others said that these types of interventions suite only males (maintenance, carpentry, and home appliance maintenance) while women were also given the opportunities in these sectors.

Worth mentioning in this regard is that the participants names were provided by the community committees, and in some areas, women selection was 100% and adheres to the roles in the targeted community as most of the workers in the food processing sector are women. For example, in Al-Raidah and Qusaia district, equal opportunities were offered for both males and females, and in fishnet weaving there was a clear term in the project stating that 50% of the fishnet weaving beneficiaries should be females. In Lahj, the project had 10 beneficiaries in carpentry and 10 beneficiaries in mobile maintenance, so, the percentage there was 50% males, and 50% females. It was announced during the linkage workshops, media coverage and it was demonstrated in every stage. The RP stated that the courses for female beneficiaries in Al-Raidah and Qusaia were car mechanics and carpentry, and these specializations are occupied by men in the whole country, and especially in Al-Raidah and Qusayar. The RP clarified that it was agreed that mobile maintenance sector should be allocated for women, but unfortunately after conducting the needs assessment, they did not find enough qualified female candidates for the mobile maintenance course.

On the other hand, most beneficiaries in the textile and handloom products mentioned that there were fair chances in selecting males and females because the percentages of males and females were equal.

As Yemeni women lack information on COVID-19 prevention measures due to the high illiteracy rate and weak social networking, the project raised the awareness of women (including IDPs, PWDs, etc) on COVID-19 prevention measures and enhanced their access to preventive materials such as face masks, liquid soap, gloves, sanitiser, and posters.

Family support was the main factor for the success of gender mainstreaming as reported by most of the interviewed female beneficiaries. Social norms in some areas were the main factor for depriving women

from participating in the project activities. Fortunately, however, this negative factor was faced only in one district, Al-Raidah and Qusaier district of Hadramaut, where the community was resistant to women's participation, but the issue was detected early on and the quota for women was shifted to other districts.

7. Media and Visibility

The project had a Media and Visibility Plan outlining the media and visibility activities for the UNDP project "Vocational and Business Skill Training and Support" funded by the King Salman Humanitarian Aid and Relief Centre (KSrelief).

Documentation of project activities took place regularly throughout the project implementation period to highlight the project's progress, achievements, and impact on the lives of beneficiaries while highlighting the successful partnership between KSrelief (as the donor) and UNDP Yemen and SMEPS, as implementing partners. It is worth highlighting, all media and visibility plan requirements have not only been met but exceeded in most cases.

UNDP introduced the project by publishing a press release highlighting its promising partnership with KSrelief, the project portfolio, expected outcomes and the KSrelief fund. It also established a dedicated project webpage, in Arabic and English, to host the project information, project status, regular updates, and achievements, as well as communication materials. In addition, a Dropbox cloud storage was established to host the project's media library and facilitate files sharing. In order to promote credibility, links to all communication and visibility products were verified by the evaluator.

- **Photos and B-rolls**

Compared to the planned 200 high resolution photos and (10) b-rolls / soundbites, 511 high quality photos with proper captions from different sites together with 11 video b-rolls, 41 interviews (soundbites) and training participants quotes reflecting project progress, achievements, and milestones are now available in the project media library on Dropbox.

- **Monthly Highlights and Reports**

The project communication continued to produce and share detailed monthly media and communication updates for the project visibility products on UNDP digital platforms.

- **Press Releases**

Two press releases were published to highlight the launch of the project and the partnership between KSrelief and UNDP Yemen. The other press release highlighted the fruitful partnership with KSrelief and shared progress updates and achievements. Both were published on UNDP website and echoed by UNDP's Regional Bureau for Arab States (RBAS) and OCHA on their website. In addition, a third press release was planned for the project closure.

- **Videos**

Compared to the planned 4 social media videos, a number of 6 videos were produced and published on UNDP website, project webpage, and all UNDP social media platforms and as follows:

1. Generic Progress video.
2. Business Skills Training video.
3. Nurturing Youth Entrepreneurship: Business Skills Training video.

4. Investing in Yemen's Youth: Vocational Training and grants' video.
5. The Vocational and Business Skills Project Bazaars video.
6. Results video.

While these videos highlighting the project progress, ongoing activities, insights from different stakeholders, these videos were coincided with relevant global campaigns and other relevant occasions. While **the Generic Progress Video** used to highlight KSrelief's support for young Yemenis on **World Youth Skills Day** [#WYSD2021](#), the **Business Skills Training Video** was produced and published during the global campaign '**16 Days of Activism Against Gender Based Violence**' to highlight the projects contribution and KSrelief's support and positive impact on Yemeni women's economic empowerment. Further, **the Vocational and Business Skills Project Bazaars Video**, was produced and published prior to **#WorldYouthSkillsDay** to highlight KSrelief's investment in Yemeni Youth development through valuable trainings and critical tools to improve their income, help them establish their own businesses and contribute to local economies recovery.

- **Project infographics fact sheets and GIFs**

- UNDP published three infographic fact sheets, in Arabic and English, to highlight the partnership, project's scope of work, targeted governorates, and project interventions
- In addition to the fact sheets, animated bilingual illustrations (GIFs/MP4s) were produced published as social media cards for highlighting various project impacts in the form of generic and specific social media posts

- **Monthly Highlights and Reports**

As stated in the project Media Plan, the project communication continued to produce and share a detailed monthly media and communication updates for the project visibility products on UNDP digital platforms.

- **Social media posts:**

During the project lifespan, a variety of social media posts were published and employed to highlight the project scope of interventions, progress, milestones, and the positive impact it is leaving in the lives of targeted youth while crediting KSrelief as the donor, and UNDP Yemen and SMEPS Yemen as the implementing partners. The social media platforms included Twitter, Facebook, and Instagram and the donor was tagged in all published posts.

- **Humanitarian Stories**

During the project period, UNDP published four written stories reiterating the project goals, milestones, participants testimonies, and the donor's significant contribution and investment in Yemen's human capital. The stories explain how the KSrelief-funded project supports young Yemenis with valuable business and vocational skills and critical tools to improve their income, change their lives, establish their businesses, thus contributing to improving local economies. The published four written stories are:

1. Nurturing Youth Entrepreneurship.
2. The building Blocks for Sustainable Business
3. Investing in Yemen's Youth, Investing in Our Future.
4. Productive Youth, Successful Project.

CONCLUSION AND LESSONS LEARNED

1. The project has fully achieved its intended results despite the delays in the north and time taken in the relocation process.
2. Engagement of the local authorities and community committees is instrumental for reach, facilitation, access, selection, and smooth implementation, especially in the south where the authorities and the community have acceptance to development assistance
3. Investing small amounts in technical and business training and entrepreneurial support and grants, have the potential to make significant change in the life of people, gender equality and women empowerment, and the potential to diversify and make available of various food products which contributes to addressing the gap in food security and nutrition.
4. There is high potential for creating small businesses while leveraging from and based on the technical and business trainings and provision of in-kind grants.
5. Small investments can also benefit indirect beneficiaries and open access to new people to the markets, through their involvement in relevant services, e.g., transportation, marketing of the products and provision of relevant inputs etc...
6. Targeting all beneficiaries of a village with similar trainings and support, increases the offer of a product and competition to meet the limited market demand, decreasing the price and threaten sustainability of results unless access to alternative markets is promoted.
7. All training courses were limited to 12 days theoretical and 12 days practical. However, training in buildings electricity networks and electrical circles, and training in carpentry need more time as these areas have many topics that need to be addressed.

7. RECOMMENDATIONS

1. Results of the projects' interventions demonstrated the possibility of achieving transformative results working in vocational and business skills support particularly in conflict affected and instability contexts. The project interventions should be continued and scaled-up to cover additional governorates, additional beneficiaries and other new and complementary interventions, considering the lessons learned in this phase.
2. To benefit from the fish stock through upscaling support in fish sector by increasing the in-kind grant to cover all part of the fishnet, as the project provided only one piece while the complete set included three pieces.
3. Comprehensive needs and market assessments needs to be conducted to identify sectors for setting up small businesses and addressing market demand. Need assessments should cover, among others, the market demand and opportunities, and accordingly design the trainings and other interventions to address the actual needs as well as the labour market needs (e.g. the training in carpentry as the demand for producing cupboards and bedrooms is high while the training focused on tables and other small wood products).
4. While the beneficiaries created relationships with the trainers to resolve their problems beyond the project, supporting a mechanism/s for systemizing and nurturing business diversification services and creation of business networking is crucial, so that the beneficiaries can complement each other's' in the product's chains.
5. For designing training courses and agendas, time requirements should be considered for trainings under different components/sectors and subject matters in order to maximize the benefits and for

the trainee to have a comprehensive knowledge and understanding of the subject of the training. This is particularly needed for training in electricity and carpentry sector.

6. Potential of sustainability of small-scale businesses can be enhanced through trainings on marketing, understanding the customers' needs, minimizing operation costs and the vicinity to markets, among others.
7. Diversification of training specialties and other entrepreneurial support to beneficiaries within the same village to avoid over production of the same product and local competency while balancing the supply and demand function.
8. Enhancing access to new markets and finance for the beneficiaries to expand their businesses with support to focus on assisting the beneficiaries marketing their products out of their limited market potential. (*While some of beneficiaries were able to take the initiatives to access new markets (from Hadramout to Aden) others needs the project assistance.*)
9. Procurement of in-kind grant kits through SMEPS should be with the participation of the beneficiaries. This will have the potential of cost efficiency as the goods can be purchased in bulk and from whole sellers with potential to cost decrease. However, compared to domestic use, the quality of purchased items should be heavy duty instruments and materials in order to enhance further the functionality of equipment and sustainability of results.
10. Enhancing partnerships with the private sector including business networking with wholesale shops, supermarkets, and inputs suppliers.
11. Opening commercial markets and bazars for women and men to display and sell their products is a good practice for advertising and marketing their products. This may include allocating a specific day for the women's markets (available in some districts) to display and sell their products.
12. More focus should be given to preservation and packaging of products trainings as they have the potential to add value to the products and increase incomes and sustainability of results. Furthermore, in food processing sector, consideration of providing alternatives to electric current, such as generators or solar energy, for preserving the food products longer and in order to avoid food spoilage.
13. With regard to voluntary support provided by community committees, further investigation and analysis is needed to find potential solution/s without undermining their neutrality and control favoritism, considering their voluntary work and excluding their relatives in selecting the beneficiaries.

Annex 1: Evaluation Matrix:

Key Evaluation Questions	Specific subquestions	Indicators/ success standards	Data Sources	Data collection Methods/ Tools	Methods for data analysis
Relevance / coherence:					
<ul style="list-style-type: none"> • To what extent was the project in line with national development priorities, country program outputs and outcomes, UNDP strategic plan and SDGs? • To what extent does the project contribute to the theory of change for the relevant country program outcome? • To what extent were lessons learned from other relevant projects considered in the design of this project? • To what extent were perspectives of men and women who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results, taken into account during pro design processes? • To what extent does the project contribute to gender equality, the empowerment of women and the human rights- based approach? • To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? 	<ul style="list-style-type: none"> • What are the key national development priorities in Yemen; at project design stage? • Is the project still relevant to, and or contributing to these priorities? 	<ul style="list-style-type: none"> • Consistency with national priorities, UNDP strategic objectives and other relevant strategies and policies. • Alignment to the SDGs • The project contributes and the country program outcome. • Gender equality and Human rights – including the relevance of the project design for addressing important gender issues. • level of consultations of the project's stakeholders in the design of the project. • Level of participation of the concerned agencies in project activities. 	Project document, Work plans, Project progress reports, National, regional and international strategy and policy documents, SDGs documents, UN Strategic framework for Yemen, and other relevant strategy documents. Minutes of meetings, UNDP staff, Project and IPs Staff Beneficiaries, Members of CCs	Desk review Semi-Structured Interviews FGDs	Content Analysis
Effectiveness:					
<ul style="list-style-type: none"> • To what extent did the project contribute to the country program outcomes and outputs, the SDGs, UNDP's strategic plan and national development priorities? 	<ul style="list-style-type: none"> • What were the projects' objectives, outcomes and outputs? 	<ul style="list-style-type: none"> • Identification of indications of early achievement at the outcome level, as well as collateral effects. 	Project document, Work plans, Project progress reports, National, regional and	Desk review Semi-Structured Interviews FGDs	Content Analysis

<ul style="list-style-type: none"> • To what extent were the project outputs achieved, considering men, women and vulnerable groups? • What factors have contributed to achieving, or not, intended country program outputs and outcomes? • To what extent has UNDP’s partnership strategy been appropriate and affective or ineffective? • What factors contributed to effectiveness or ineffectiveness? • In which areas does the project have the greatest achievements? Why & what have been the supporting factors? How can the project build on or expand these achievements? • In which areas does the project have the fewest achievements? What have been the constraining factors & why? How can or could they be overcome? • What, if any, alternative strategies would have been more effective in achieving the project objectives? • Are the project objectives & outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups? • To what extent have different stakeholders been involved in project implementation? 	<ul style="list-style-type: none"> • To what extent were they achieved? What factors to achievement/non achievement? • Were there any unintended results • How did the achievement contribute towards the project's strategic vision and national priorities, UNDAF outcomes? 	<ul style="list-style-type: none"> • Analysis of planned versus actual delivery dates. • Identification of factors contributing to success and factors constraining the project's accomplishments. • To measure the extent to which the project achieved its objectives, particularly in terms of the benefits achieved by women and men 	<p>international strategy and policy documents, SDGs documents, UN Strategic framework for Yemen, and other relevant strategy documents. Minutes of meetings, UNDP staff, Project and IPs Staff Beneficiaries, Members of CCs.</p>		
<ul style="list-style-type: none"> • To what extent are project management and implementation participatory and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives? • To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other groups) and changing partner priorities? 	<ul style="list-style-type: none"> • To what extent has the project succeeded in fulfilling female and male beneficiaries’ practical and strategic needs including but not limited improved access to services, enhanced practical capacity, and gaining leadership skills? 	<ul style="list-style-type: none"> • Extent to which gender equality is mainstreamed and results achieved. 		<p>Desk review Semi-Structured Interviews FGDs</p>	<p>Content Analysis</p>

<ul style="list-style-type: none"> To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights? 					
Efficiency:					
<ul style="list-style-type: none"> To what extent was the project management structure as outlined in the project document efficient in generating the expected results? To what extent were resources used to address inequalities in general & gender issues in particular? To what extent have UNDP's project implementation strategy & execution been efficient and cost effective? 	<ul style="list-style-type: none"> What structures existed at agency level for project implementation? Where there cross-agency coordination mechanisms to support joint project implementation? What were they, who convened? Could implementation having been improved? How? 	<ul style="list-style-type: none"> Extent to which resources (personnel and know-how) were coherent with the expected objectives and planned activities of the project. The extent to which the resources used to address inequalities in general, and gender issues in particular. 	UNDP, Project Staff, IPs. Financial reports	Desk review Semi-Structured Interviews FGDs.	Content Analysis
<ul style="list-style-type: none"> To what extent has there been an economical use of financial and Human Resources? Have resources (funds, male & female staff, time, expertise, etc.) been allocated strategically to achieve outcomes? To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? 	<ul style="list-style-type: none"> Was there an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? 	<ul style="list-style-type: none"> Extent to which there were sufficient capacities in place in the UNDP and IPs to gather gender-responsive information and conduct gender analysis, and mainstream Gender Equality and HR 	UNDP, Project Staff, IPs. Financial reports	Desk review Semi-Structured Interviews.	Content Analysis
<ul style="list-style-type: none"> To what extent have project funds and activities been delivered in a timely manner? 	<ul style="list-style-type: none"> Was the project implemented in a cost efficient and timely manner? 	<ul style="list-style-type: none"> Extent to which the project was well timed to address 	UNDP, Project Staff, IPs, Financial reports	Desk review Semi-Structured Interviews and FGDs	Content Analysis
<ul style="list-style-type: none"> To what extent do the M&E systems utilized by UNDP/the project to ensure effective and efficient project management? 		<ul style="list-style-type: none"> Extent to which the M&E framework adequately allows for an effective follow up of the project, including the gender and HR crosscutting issues, and the extent to which informed decisions are taken accordingly. 	Project Results Framework, M&E framework and workplans.	Desk review KII's	Content Analysis
Sustainability:					

<ul style="list-style-type: none"> • Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups? 		<ul style="list-style-type: none"> • Identification of early indications of institutional, financial, economic, social and environmental sustainability of results, and commitments achieved (formal, exit strategies, etc.) 	UNDP, Project and IP Staff, Project Annual Reports, Government officials, beneficiaries, members of CCs	Desk Review, Semi-Structured Interviews, and FGDs	Content Analysis
<ul style="list-style-type: none"> • To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term? 					
<ul style="list-style-type: none"> • To what extent will financial and economic resources be available to sustain the benefits achieved by the project? 					
<ul style="list-style-type: none"> • Are there any social or political risks that may jeopardize sustainability of project outputs & the project contributions to country program outputs & outcomes? 	Are there any social or political risks that may jeopardize sustainability of project outputs & the project contributions to country program outputs & outcomes?				
<ul style="list-style-type: none"> • Do the legal frameworks, policies & governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? 					
<ul style="list-style-type: none"> • To what extent did project actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men & women) in a negative way? What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained? 		<u>Examining the extent to which the project strengthened the ability of women and implementing agencies to identify and address gender-related shocks and stresses</u>			
<ul style="list-style-type: none"> • <u>To what extent do mechanisms, procedures & policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights & human development</u> 		<u>Examining the extent to which the project strengthened the ability of women and implementing agencies to identify and address gender-related shocks and stresses</u>			
<ul style="list-style-type: none"> • To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term objectives? 					
<ul style="list-style-type: none"> • To what extent are lessons learned documented by the project team on a continual 		Identification of good practices and lessons learnt from the Project	UNDP, Project and IP Staff, Project annual reports	Desk review, Semi-structured interviews	Content analysis

basis & shared with appropriate parties who could learn from the project?					
<ul style="list-style-type: none"> To what extent do UNDP interventions have been well designed & well-planned exit strategies which include a gender dimension? 	<ul style="list-style-type: none"> What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups? 	Assessment on whether good practices and lessons learned that can feed new phases of the program or other interventions of a similar nature have been lifted	UNDP, Project and IP Staff, Project annual reports	Desk review, Semi-structured interviews	Content analysis
Human rights:					
<ul style="list-style-type: none"> To what extent have poor, IDPs & vulnerable, indigenous & physically challenged and other disadvantaged and marginalized groups benefited from the intervention in Yemen? 			UNDP, Project and IP Staff, Project annual reports	Desk review, Semi-structured interviews, FGDs	Content analysis
Gender equality:					
<ul style="list-style-type: none"> To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? Is the gender marker data assigned to this project representative of reality? To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects? How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerabilities, shocks and crisis)? 		The evaluation will put focus on determining whether outcomes and outputs are gender responsive, and that the M&E system captures data that reflect structural imbalances.	Project Documents, M&E plans, Result framework, Project annual reports and other progress reports, UNDP and Project and IP Staff,	Desk review, Semi-Structured Interviews.	Content analysis
Disability:					
<ul style="list-style-type: none"> Were persons with disabilities / IDPs engaged in project planning and implementation? What proportion of the beneficiaries of the project were persons with disabilities / IDPs? 		The evaluation will put focus on needs of persons with disabilities and IDPs and their engagement in project planning and implementation.	Project Documents, M&E plans, Result framework, Project annual reports and	Desk review, Semi-Structured Interviews and FGDs	Content analysis

<ul style="list-style-type: none">• What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added?			other progress reports, UNDP and Project and IP Staff.		
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Annex 2: intended users and expected use – stakeholder map

User	Designations	Intended use
Primary	UNDP, SMEPS and other UNCT	Improve implementation and resource management. Accountability and learning, and improve the next phase of the “Vocational and Business Skills Training and Support” Project in Yemen
	KSRelief and other donors	Accountability and learning
	Implementing institutions such as training institutes, ministry of technical education and vocational training, trainers and relevant CSOs	Improve implementation and resource management. Accountability and learning, decision-making and engagement
Secondary	Non-Implementing partners (government, local and international NGOs, UN agencies, Academia and others.	Organizational learning/development
	Direct and indirect beneficiaries and community committees	Learning/development, accountability

Annex 3: Results matrix and achievement by component

Output	INDICATOR	Revised Prodoc Target	Cum. Achieved	% Achieved	M	F	Balance	Status/Remarks
Sub-output 1.1: Households benefited from the agro-business excess food processing support.	Number of direct beneficiaries of agro-business excess food processing received capacity building - Business Training	490 ¹⁰	490	100%	36	454		Achieved
	Number of indirect beneficiaries (household members) of agro-business excess food processing benefited from the support	2,450	2,844	116%	1,468	1,376		Achieved
	% of trainees who opened their own excess food processing businesses	60%	0	86%				Achieved
	% of trainees who reported increased income due to project support	90%	0	86%				
OUTPUT	INDICATOR	Revised Prodoc Target	Cum. Achieved	% Achieved	M	F	Balance	Remarks
Sub-output 1.2: Youth and women benefited from textile and handloom production support.	Number of direct beneficiaries of textile and handloom production received capacity building - Business Training	355	356 ¹¹	101%	100	256		
	Number of indirect beneficiaries (household members) of textile and handloom production benefited from the support	1,775	2,161	122%	1,048	1,113	524	
	% of trainees who opened their own textile and handloom businesses	60%	0	80%				
	% of trainees who reported increased income due to project support	90%	0	80%				

¹⁰ 501 reached with the technical training

¹¹ 358 beneficiaries reached with the business training

Sub-output 1.3: Youth and women benefited from technical skills (car mechanics, carpentry, cellphone and appliances maintenance) support	Number of direct beneficiaries on car mechanics, carpentry, and cellphone and appliances maintenance received capacity building - Business Training	190	193 ¹²	101%	157	36		
	Number of direct beneficiaries on car mechanics, carpentry, and cellphone and appliances maintenance received capacity building - Technical Training	190	194	102%	158	36	(4)	
	Number of indirect beneficiaries (household members) from training on technical skills	950	1,280	135%	636	644	(330)	
	% of trainees who opened their own businesses	60%		48%				The remaining 52 found employment in the private sector as mentioned in the indicator below
	% of trainees who reported increased income due to project support	90%	0	100%				
	% of trainees who found employment opportunities in the private sector	20%	0	52%				
Sub- output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention	Number of people benefited from awareness session on COVID-19 prevention	5,175	5,106	99%	2,559	2,547	69	
	Number of consultants in awareness sessions	12	13	108%	7	6	(1)	

¹² 195 beneficiaries with the business training, 194 beneficiaries reached with the technical training

Annex 4: Detailed Activity Indicators

INDICATOR	Revised Prodoc. Target	Cum. Achieved	% Achieved	M	F	Balance	Remarks
Number of beneficiaries surveyed (Individuals)	400	462	116%	211	251	(62)	
Number of focus group discussions held	24	24	100%	133	62	-	
Needs assessment report developed	2	2	100%	0	0	-	
Number of surveyors trained & hired	24	23	96%	20	3	1	
Number of beneficiaries surveyed	1131	1048	93%	361	687	83	
# of surveyors trained & hired	19	17	89%	13	4	2	
Number of beneficiaries surveyed	2587	2658	103%	988	1670	(71)	
Baseline report developed	2	2	100%	0	0		
Number of surveyors trained & hired	58	55	95%	39	16	3	
Number of direct beneficiaries of agro-business excess food processing received capacity building - Business Training	490	490	100%	36	454	-	
Number of direct beneficiaries of agro-business excess food processing received capacity building - Technical Training	490	501	102%	36	465	(11)	
Number of direct beneficiaries of agro-business excess food processing received small grants	490	490	100%	36	454	-	
Number of indirect beneficiaries (household members) of agro-business excess food processing benefited from the support	2,450	2844	116%	1468	1376	(394)	
% of trainees who opened their own excess food processing businesses	60%	0	86%				
% of trainees who reported increased income due to project support	90%	0	86%				
% of beneficiaries satisfied with the assistance received (training and grants)	80%	0	78%				
Number of field consultants trained	34	50	147%	11	39	(16)	
Number of field consultants hired	25	43	172%	8	35	(18)	
Number of community committees formulated	7	10	143%			(3)	

Number of community committees' members	28	51	182%	31	20	(23)	
Number of sensitization & linkage workshops conducted	4	4	100%			-	
Number of participants who attended the workshops	60	107	178%	86	21	(47)	
Number of direct beneficiaries of textile and handloom production received capacity building - Business Training	355	358	101%	100	258	(3)	
Number of direct beneficiaries of textile and handloom production received capacity building - Technical Training	355	356	100%	100	256	(1)	
Number of direct beneficiaries of textile and handloom production received small grants	355	356	100%	100	256	(1)	
Number of indirect beneficiaries (household members) of textile and handloom production benefited from the support	1775	2,161	122%	1048	1113	(386)	
% of trainees who opened their own textile and handloom businesses	60%	0	80%				
% of trainees who reported increased income due to project support	90%	0	80%				
% of beneficiaries satisfied with the assistance received (training and grants)	80%	0	89%				
Number of field consultants trained	15	26	173%	18	8	(11)	
Number of field consultants hired	15	26	173%	18	8	(11)	
Number of community committees formulated	6	8	133%			(2)	
Number of community committees' members	24	45	188%	35	10	(21)	
Number of sensitization & linkage workshops conducted	4	4	100%			-	
Number of participants who attended the workshops	40	76	190%	60	16	(36)	
Number of direct beneficiaries on car mechanics, carpentry, and cellphone and appliances maintenance received capacity building - Business Training	190	195	103%	158	37	(5)	
Number of direct beneficiaries on car mechanics, carpentry, and cellphone and appliances maintenance received capacity building - Technical Training	190	194	102%	158	36	(4)	
Number of direct beneficiaries on car mechanics, carpentry, and cellphone and appliances maintenance received small grants	190	193	102%	158	35	(3)	

Number of indirect beneficiaries (household members) from training on technical skills	950	1280	135%	636	644	(330)	
% of trainees who opened their own businesses	60%		48%				The remaining 52 found employment in the private sector as mentioned in the indicator below
% of trainees who reported increased income due to project support	90%	0	100%				
% of beneficiaries satisfied with the assistance received (training and grants)	80%	0	90%				
% of trainees who found employment opportunities in the private sector	20%	0	52%				
Number of field consultants trained	15	21	140%	18	3	(6)	
Number of field consultants hired	9	16	178%	14	2	(7)	
Number of community committees formulated	9	11	122%			(2)	
Number of community committees' members	36	48	133%	36	12	(12)	
Number of sensitization & linkage workshops conducted	4	5	125%			(1)	
Number of participants who attended the workshops	40	84	210%	69	15	(44)	
Number of people benefited from awareness session on COVID-19 prevention	5175	5106	99%	2559	2547	69	
Number of consultants in awareness sessions	12	13	108%	7	6	(1)	
			117%				

Annex 5: Data collection instruments

Questionnaires (1) for interview with UNDP and Project Staff and SMEPS Staff

Name		Gender	
Organisation / Designation		Location	
Contact Details		Date	
Time Start		Time End	

The enumerator will start with introducing themselves/the team, the task, and objectives as well as purpose of the interview.

سيبدأ الباحث بتقديم نفسه/ الفريق، المهمة والأهداف بالإضافة إلى الغرض من المقابلة.

The interviewee will be informed that:: يتم إبلاغ الشخص الذي تتم مقابلته بما يلي:

Any answers given today will contribute to the final evaluation of the “**Vocational and Business Skills Training and Support Project**”. Any information you share today will be:

اي اجابات تعطى في هذه المقابلة ستساهم في التقييم النهائي لـ “ **مشروع التدريب المهني ودعم مهارات الأعمال** “. اي معلومة سنتشاركها معنا اليوم سيتم:

- Written down by the enumerator/interview team and saved on their device

• تدوينها بواسطة الباحث/الباحثة أو فريق التقييم وحفظها في سجلاتهم

- Anonymized before being included in the evaluation and final report.

• حجب وعدم الإشارة لمصدر المعلومات قبل تضمينها في التقييم والتقارير النهائي.

Your names will not appear in the final report and all efforts will be taken to ensure that individuals are not identifiable in any way in the report produced.

لن تظهر أسماءكم في التقرير النهائي وسيتم بذل كل الجهود لضمان عدم التعرف على الأفراد بأي شكل من الأشكال في التقرير المقدم.

The opinions and answers taken from this interview and put in the report will never be attributed directly to you, will not be linked to your name, not attributable to any one person. So please feel free to speak openly.

الآراء والأجوبة المأخوذة من هذه المقابلة والتي سيتم وضعها في التقرير لن تنسب اليك ولن ترتبط باسمك ولن تنسب إلى أي شخص. لذا لا تتردد في التحدث بصراحة.

Do you have any questions about your information rights, about being identified as an interviewee, or anything similar?

هل لديك أي أسئلة حول حقوق المعلومات الخاصة بك، أو تحديد هويتك كمتحدث/ة، أو أي شيء مشابه؟

The enumerator will then introduce the reason for the interview.

بعدها سيقوم الباحث بالتعريف عن سبب هذه المقابلة

المشروع:

The “Vocational and Business Skills Training and Support” project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. The overall goal of the project is to provide young men and women in Hadramaut and Lahj governorates with vocational, technical, and entrepreneurial skills and support.

يهدف مشروع “ مشروع التدريب المهني ودعم مهارات الأعمال ” إلى تمكين الشباب، والنساء في المناطق الريفية من اكتساب المهارات المهنية والتقنية والتجارية، وتعزيز ثقافة ريادة الأعمال لتعزيز قابليتهم للتوظيف ومشاركتهم الإنتاجية في أنشطة التعافي الاقتصادي والمحلي. الهدف العام للمشروع هو تزويد الشباب والشابات في محافظتي حضرموت ولحج بالمهارات المهنية والتقنية وريادة الأعمال والدعم.

The project supported the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received

تم من خلال هذا المشروع دعم المتدربين بما يجعلهم قادرين على أن يعملوا لحسابهم الخاص وقادرين أيضا على الاعتماد على أنفسهم بعد اكتسابهم المهارات اللازمة وتجهيزهم بالأدوات اللازمة للعمل.

The project aimed at reaching this goal through the following four sub-outputs:

يسعى المشروع للوصول إلى هذا الهدف من خلال النتائج الأربعة الفرعية التالية:

<ul style="list-style-type: none"> • Sub-output 1.1: Households benefited from training on agro-business excess food processing. • Sub-output 1.2: Youth and women trained on textile and handloom production. • Sub-output 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance). • Sub-output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention. 	<ul style="list-style-type: none"> • استفادة الأسر من التدريب على الأعمال الزراعية من خلال معالجة الفائض من الغذاء. • تدريب الشباب والنساء على إنتاج المنسوجات والنول اليدوي. • تدريب الشباب والنساء على المهارات الفنية (ميكانيكا السيارات، النجارة، صيانة الهواتف المحمولة والأجهزة). • تعزيز وعي الأسر والمجتمعات بالوقاية من COVID-19.
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To realize these results, the project worked through three inter-related components

لتحقيق هذه النتائج، عمل المشروع على ثلاثة مكونات مترابطة مع بعضها البعض:

<p>1- Agro-processing 2- Textile and handloom products including: Ma'awaz handloom and Fishnet Weaving 3- Vocational Skills</p>	<p>1- تجهيز/معالجة المنتجات الزراعية 2- منتجات النسيج والنول اليدوي وتشمل: حياكة المعاوز وحياكة شبك الصيد 3- المهارات المهنية</p>
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Across all these three components, the project key activities included:

في جميع هذه المكونات الثلاثة، تضمنت الأنشطة الرئيسية للمشروع ما يلي:

<p>6) Technical training 7) Entrepreneurship training 8) Promotion - linkage with markets 9) In kind grants (toolkits, input materials, safety gear, etc.) 10) Financial literacy</p>	<p>1) التدريب الفني 2) التدريب على ريادة الأعمال 3) الترويج - الربط بالأسواق 4) المنح العينية (صناديق العدة، مواد المدخلات، أدوات ومعدات السلامة، إلخ.) 5) محو الأمية المالية</p>
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The objectives of the assignment are to: أهداف المهمة هي:

UNDP would like to implement a final evaluation of the “**Vocational and Business Skills Training and Support Project**” to serve as an important learning and accountability tool, providing the project donor, UNDP, national stakeholders and other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project’s outcomes. The evaluation will assess the project’s relevance, effectiveness, efficiency and sustainability; identify and document lessons learned and provide recommendations to inform key stakeholders; relevant national institutions / partners, donors, UNDP, UN agencies, CSOs on any adjustment / redirection that may be necessary for future social safety net support in emergency contexts

يود برنامج الأمم المتحدة الإنمائي تنفيذ تقييم نهائي لـ " مشروع التدريب المهني ودعم مهارات الأعمال " ليكون بمثابة أداة مهمة للتعليم والمساءلة، حيث يزود الجهة المانحة للمشروع، وبرنامج الأمم المتحدة الإنمائي، وأصحاب المصلحة المحليين، والشركاء الآخرين بتقييم محايد للنتائج التي حققها المشروع. كما يقيم التقييم العوامل الداخلية والخارجية التي تؤثر على نتائج المشروع. كما سيتم تقييم ملاءمة المشروع/أهميته وفعاليتته وكفاءته واستدامته؛ بالإضافة الى تحديد الدروس المستفادة وتوثيقها وتقديم توصيات لإبلاغ أصحاب المصلحة الرئيسيين والمؤسسات/الشركاء المحليين ذوي العلاقة والجهات المانحة وبرنامج الأمم المتحدة الإنمائي ووكالات الأمم المتحدة ومنظمات المجتمع المدني بشأن أي تعديل/إعادة توجيه قد يكون ضروريًا لدعم شبكة الأمان الاجتماعي في المستقبل في سياقات الطوارئ

Thank you again for your willingness to participate in this FGD.

شكرًا لك مرة أخرى على استعدادك للمشاركة في هذا النقاش.

Do you have any questions before starting?

هل لديك أي أسئلة قبل البدء؟

Introduction المقدمة

- 1- What is your understanding of the “**Vocational and Business Skills Training and Support Project**”?
- 2- What was your/your organization role in the project? Can you mention the activities that you/your organization involved in?
- 3- What aspects of the project’s work are you most familiar with?

Relevance/Coherence

- 1- To what extent was the project in line with national development priorities, country program outputs and outcomes, UNDP strategic plan and SDGs?
- 2- What are the key national development priorities in Yemen; at project design stage?
- 3- Is the project still relevant to, and or contributing to these priorities?
- 4- To what extent does the project contribute to the theory of change for the relevant country program outcome?
- 5- To what extent were lessons learned from other relevant projects considered in the design of this project?
- 6- To what extent were perspectives of men and women who could affect the outcomes and those who could contribute information or other resources to the attainment of stated results, taken into account during pro design processes?
- 7- To what extent does the project contribute to gender equality, the empowerment of women and the human rights- based approach?
- 8- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness:

- 1- To what extent did the project contribute to the country program outcomes and outputs, the SDGs, UNDP’s strategic plan and national development priorities?
- 2- What were the projects' objectives, outcomes and outputs?
- 3- To what extent were the project outputs achieved, considering men, women and vulnerable groups? To what extent were they achieved? What factors to achievement/non achievement?
- 4- What factors have contributed to achieving, or not, intended country program outputs and outcomes?
- 5- Were there any unintended results
- 6- To what extent has UNDP’s partnership strategy been appropriate and affective or ineffective?
- 7- How did the achievement contribute towards the project's strategic vision and national priorities, UNDAF outcomes?
- 8- What factors contributed to effectiveness or ineffectiveness?
- 9- In which areas does the project have the greatest achievements? Why & what have been the supporting factors? How can the project build on or expand these achievements?
- 10- In which areas does the project have the fewest achievements? What have been the constraining factors & why? How can or could they be overcome?
- 11- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- 12- Are the project objectives & outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?
- 13- To what extent have different stakeholders been involved in project implementation?
- 14- To what extent are project management and implementation participatory and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?

- 15- To what extent has the project succeeded in fulfilling female and male beneficiaries' practical and strategic needs including but not limited to improved access to services, enhanced practical capacity, and gaining leadership skills?
- 16- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other groups) and changing partner priorities?
- 17- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights

Efficiency

- 1- To what extent was the project management structure as outlined in the project document efficient in generating the expected results? What structures existed at agency level for project implementation?
- 2- To what extent were resources used to address inequalities in general & gender issues in particular?
- 3- To what extent have UNDP's project implementation strategy & execution been efficient and cost effective?
- 4- Where there cross-agency coordination mechanisms to support joint project implementation? What were they, who convened?
- 5- Could implementation having been improved? How?
- 6- To what extent has there been an economical use of financial and Human Resources? Have resources (funds, male & female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- 7- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- 8- To what extent have project funds and activities been delivered in a timely manner? Was the project implemented in a cost efficient and timely manner?
- 9- To what extent do the M&E systems utilized by UNDP/the project to ensure effective and efficient project management?

Sustainability:

Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups?

- 1- To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term?
- 2- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- 3- Are there any social or political risks that may jeopardize sustainability of project outputs & the project contributions to country program outputs & outcomes?
- 4- Do the legal frameworks, policies & governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- 5- To what extent did project actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men & women) in a negative way? What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- 6- To what extent do mechanisms, procedures & policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights & human development?
- 7- To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term objectives?

- 8- To what extent are lessons learned documented by the project team on a continual basis & shared with appropriate parties who could learn from the project?
- 9- To what extent do UNDP interventions have been well designed & well-planned exit strategies which include a gender dimension?
- 10- What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?

Human rights

- 1- To what extent have poor, IDPs & vulnerable, indigenous & physically challenged and other disadvantaged and marginalized groups benefited from the intervention in Yemen?

Gender equality

- 1- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- 2- Is the gender marker data assigned to this project representative of reality?
- 3- To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects?
- 4- How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerabilities, shocks and crisis)?

Disability

1. Were persons with disabilities / IDPs engaged in project planning and implementation?
2. What proportion of the beneficiaries of the project were persons with disabilities / IDPs?
3. What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added

Recommendations

1. What are the main good practices and lessons learned so far?
2. Do you have any comments, recommendation, or inputs regarding the better implementation of the project activities?
3. What do you think could be done differently to make the project work more effective, impactful, and sustainable in future?

Questionnaires (2) for interview with Projects' Beneficiaries

دليل المقابلات الفردية مع المستفيدين من المشروع

Name الاسم		Gender النوع	
Organisation / Designation المنظمة/ المهنة		Location الموقع	
Contact Details بيانات التواصل		Date التاريخ	
Time Start وقت البدء		Time End وقت الانتهاء	

The enumerator will start with introducing themselves/the team, the task, and objectives as well as purpose of the interview.

سيبدأ الباحث بتقديم نفسه/ الفريق، المهمة والأهداف بالإضافة إلى الغرض من المقابلة.

The interviewee will be informed that:: يتم إبلاغ الشخص الذي تتم مقابلته بما يلي:

Any answers given today will contribute to the final evaluation of the “**Vocational and Business Skills Training and Support Project**”. Any information you share today will be:

اي اجابات تعطى في هذه المقابلة ستساهم في التقييم النهائي لـ " مشروع التدريب المهني ودعم مهارات الأعمال وعمها". أي معلومة ستشاركها معنا اليوم سيتم:

- Written down by the enumerator/interview team and saved on their device
- Anonymized before being included in the evaluation and final report.
- تدوينها بواسطة الباحث/الباحثة أو فريق التقييم وحفظها في سجلاتهم
- حجب وعدم الإشارة لمصدر المعلومات قبل تضمينها في التقييم والتقارير النهائي.

Your names will not appear in the final report and all efforts will be taken to ensure that individuals are not identifiable in any way in the report produced.

لن تظهر أسمائكم في التقرير النهائي وسيتم بذل كل الجهود لضمان عدم التعرف على الأفراد بأي شكل من الأشكال في التقرير المقدم.

The opinions and answers taken from this interview and put in the report will never be attributed directly to you, will not be linked to your name, not attributable to any one person. So please feel free to speak openly.

الآراء والأجوبة المأخوذة من هذه المقابلة والتي سيتم وضعها في التقرير لن تنسب اليك ولن ترتبط باسمك ولن تنسب إلى أي شخص. لذا لا تتردد في التحدث بصراحة.

Do you have any questions about your information rights, about being identified as an interviewee, or anything similar?

هل لديك أي أسئلة حول حقوق المعلومات الخاصة بك، أو تحديد هويتك كمتحدث/ة، أو أي شيء مشابه؟

The enumerator will then introduce the reason for the interview.

بعدها سيقوم الباحث بالتعريف عن سبب هذه المقابلة

المشروع: The projects:

The “Vocational and Business Skills Training and Support” project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. The overall goal of the project is to provide young men and women in Hadramaut and Lahj governorates with vocational, technical, and entrepreneurial skills and support.

يهدف " مشروع التدريب المهني، ودعم مهارات الأعمال إلى تمكين الشباب والشابات الريفيين من اكتساب المهارات المهنية والتقنية والتجارية، وتعزيز ثقافة ريادة الأعمال لتعزيز قابليتهم للتوظيف ومشاركتهم الإنتاجية في أنشطة التعافي الاقتصادي والمحلي. الهدف العام للمشروع هو تزويد الشباب والشابات في محافظتي حضرموت ولحج بالمهارات المهنية والتقنية وريادة الأعمال والدعم.

The project supported the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received

دعم المشروع المتدربين بما يجعلهم قادرين على ان يعملوا لحسابهم الخاص وقادرين أيضا على الاعتماد على أنفسهم بعد اكتسابهم المهارات اللازمة وتجهيزهم بالأدوات اللازمة للعمل.

The project aimed at reaching this goal through the following four sub-outputs:

يسعى المشروع للوصول إلى هذا الهدف من خلال النتائج الأربعة الفرعية التالية:

<ul style="list-style-type: none"> • Sub-output 1.1: Households benefited from training on agro-business excess food processing. • Sub-output 1.2: Youth and women trained on textile and handloom production. • Sub-output 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance). • Sub-output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention. 	<ul style="list-style-type: none"> • الاستفادة الأسر من التدريب على الأعمال الزراعية من خلال معالجة الفائض من الغذاء. • تدريب الشباب والنساء على إنتاج المنسوجات والنول اليدوي. • تدريب الشباب والنساء على المهارات الفنية (ميكانيكا السيارات، النجارة، صيانة الهواتف المحمولة والأجهزة). • تعزيز وعي الأسر والمجتمعات بالوقاية من COVID-19.
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To realize these results, the project worked through three inter-related components

لتحقيق هذه النتائج، عمل المشروع على ثلاث مكونات مترابطة مع بعضها البعض:

<ol style="list-style-type: none"> 1. Agroprocessing 2. Textile and handloom products including: Ma'awaz handloom and Fishnet Weaving 3. Vocational Skills 	<ol style="list-style-type: none"> 1- تجهيز /معالجة المنتجات الزراعية 2- منتجات النسيج والنول اليدوي وتشمل: حياكة المعاوز وحياكة شباك الصيد 3- المهارات المهنية
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Across all these three components, the project key activities included:

في جميع هذه المكونات الثلاثة، تضمنت الأنشطة الرئيسية للمشروع ما يلي:

<ol style="list-style-type: none"> 1- Technical training 2- Entrepreneurship training 3- Promotion - linkage with markets 4- In kind grants (toolkits, input materials, safety gear, etc.) 5- Financial literacy 	<ol style="list-style-type: none"> 1) التدريب الفني 2) التدريب على ريادة الأعمال 3) الترويج - الربط بالأسواق 4) المنح العينية (صناديق العدة، مواد المدخلات، أدوات ومعدات السلامة، إلخ.) 5) محو الأمية المالية
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The objectives of the assignment are to: أهداف المهمة هي:

UNDP would like to implement a final evaluation of the "Vocational and Business Skills Training and Support Project" to serve as an important learning and accountability tool, providing the project donor, UNDP, national stakeholders and other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project's outcomes. The evaluation will assess the project's relevance, effectiveness, efficiency and sustainability; identify and document lessons learned and provide recommendations to inform key stakeholders; relevant national institutions / partners, donors, UNDP, UN agencies, CSOs on any adjustment / redirection that may be necessary for future social safety net support in emergency contexts

يود برنامج الأمم المتحدة الإنمائي تنفيذ تقييم نهائي لـ "مشروع التدريب والدعم على المهارات المهنية والتجارية" ليكون بمثابة أداة مهمة للتعلم والمساءلة، حيث يزود الجهة المانحة للمشروع، وبرنامج الأمم المتحدة الإنمائي، وأصحاب المصلحة المحليين، والشركاء الآخرين بتقييم محايد للنتائج التي حققها المشروع. كما يقيم التقييم العوامل الداخلية والخارجية التي تؤثر على نتائج المشروع. كما سيتم تقييم ملاءمة المشروع/أهميته وفعاليتها وكفاءته واستدامته؛ بالإضافة إلى تحديد الدروس المستفادة وتوثيقها وتقديم توصيات لإبلاغ أصحاب المصلحة الرئيسيين والمؤسسات/الشركاء المحليين ذوي العلاقة والجهات المانحة وبرنامج الأمم المتحدة الإنمائي ووكالات الأمم المتحدة ومنظمات المجتمع المدني بشأن أي تعديل/إعادة توجيه قد يكون ضرورياً لدعم شبكة الأمان الاجتماعي في المستقبل في سياقات الطوارئ

Thank you again for your willingness to participate in this FGD.

Do you have any questions before starting?

شكرًا لك مرة أخرى على استعدادك للمشاركة في هذا النقاش.

هل لديك أي أسئلة قبل البدء؟

Introduction

1. To begin, please tell me a little about your participation in the project? What activities did you participate in?

لو تكرمت هل يمكنك أن تخبرنا عن مشاركتك في أعمال المشروع؟ ماهي الأنشطة التي شاركت فيها؟

2. How were you selected to participate in the project activities? Please elucidate? What was your situation in prior to the selection? Was this selection procedure appropriate? In your opinion were there any compliance or biasedness in selection?

كيف تم اختيارك للمشاركة في أنشطة المشروع؟ من فضلك وضح؟ ماذا كان وضعك قبل الاختيار؟ هل كانت عملية الاختيار مناسبة؟ برأيك هل كان هناك أي امتثال أو تحيز في الاختيار؟

Relevance/Coherence *الصلة/ الاتساق*

هل تعتقد أن المشروع يتناسب مع احتياجات مجتمعك؟ Do you think this project fits **your community** needs?

1. Was the project relevant to the needs and priorities of the target groups/beneficiaries? Why? /Why not? Were they consulted during design and implementation of the project?

هل كان المشروع وثيق الصلة باحتياجات وألويات الفئات المستهدفة / المستفيدين؟ لماذا؟/لماذا لا؟ هل تم استشارتهم أثناء تصميم وتنفيذ المشروع؟

2. Was the support appropriate and relevant to your needs and priorities? Was it relevant to the job market?

هل كان الدعم مناسباً وذا صلة باحتياجاتك وألوياتك؟ وهل كان أيضاً ذا صلة باحتياجات سوق العمل؟

3. To what extent were perspectives of men and women taken into account during project design processes? (Level of consultations with stakeholders during project design). To what extent were lessons learned from other relevant projects, if any, considered in the design of this project?

إلى أي مدى تم أخذ وجهات نظر الرجال والنساء في الاعتبار أثناء عمليات تصميم المشروع؟ (مستوى التشاور مع أصحاب المصلحة في تصميم المشروع) إلى أي مدى تم أخذ الدروس المستفادة من المشاريع الأخرى ذات الصلة، إن وجدت، في الاعتبار عند تصميم هذا المشروع؟

4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

إلى أي مدى استجاب المشروع بشكل مناسب للتغيرات السياسية والقانونية والاقتصادية والمؤسسية وغيرها، في اليمن؟

5. To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

إلى أي مدى يساهم المشروع في تحقيق المساواة بين الجنسين، وتمكين المرأة والنهج القائم على حقوق الإنسان؟

6. Do you think the project has improved social cohesion? (People from different backgrounds (IDP's, Returnees, Women, and Youth) to get along in the targeted community)

هل تعتقد أن المشروع قد أدى إلى تحسين التماسك الاجتماعي؟ (أشخاص من خلفيات مختلفة (نازحون ، وعائدون ، ونساء ، وشباب) تتعايش مع المجتمع المستهدف)

Effectiveness *الفعالية*

- 1- What interventions/support (trainings, grants) have you received from the project? Please elucidate in terms of the number of trainings, duration of each training, area of trainings/subject matters? And from whom (the training provider)? How much was the grant you received? Was the grant provided sufficient to meet your vocational business needs? (Probe for activities provided as per the objectives of the project).

ما هي التدخلات / الدعم (التدريبات والمنح) التي تلقيتها من المشروع؟ يرجى التوضيح فيما يخص عدد الدورات التدريبية، مدة كل منها؟ ومواضيع التدريب؟ ومن (مقدم التدريب)؟ كم كانت قيمة المنحة التي استلمتها؟ هل كانت المنحة المقدمة كافية لتلبية احتياجات عملك التجاري/المهني؟ (التحقق حول الأنشطة المقدمة حسب أهداف المشروع)

- 2- Was the support you receive helpful? Why? /Why not? /can you provide examples?

هل كان الدعم المقدم من المشروع مفيداً، لماذا / لماذا لا / هل يمكنك إعطاء أمثلة؟

- 3- To what extent have the training and support you received been effective in enhancing your capacities to be self-employed and self-reliant? **Have you considered self-employment option after receiving the training? If so, what was your business plan? If not, what were the constraints?** (*Probe of enhancing employability through improved skills and received toolkits*)

إلى أي مدى كان التدريب والدعم الذي تلقينته فعالاً في تعزيز قدراتك على العمل لحسابك الخاص والاعتماد على الذات؟ هل فكرت في خيار العمل الحر بعد تلقي التدريب؟ إذا كان الأمر كذلك، ماذا كانت خطة عملك أو مشروعك؟ إذا كان الجواب لا، فما هي القيود؟ (التحقيق في تعزيز امكانية التوظيف من خلال المهارات المحسنة ومجموعات الأدوات المستلمة).

- 4- Was the training curriculum appropriate and need-based? Was training material provided?

هل كان منهج التدريب مناسباً ومبنيًا على الحاجة؟ هل تم توفير مواد التدريب؟

- 5- How was the quality of the training provided? How were the trainers? Was the duration enough (Was the time for the training enough and suitable for both men and women in terms of timing and duration)? Was the training venue suitable for men and women? Were there any practical sessions involved? Can you say these services met your expectations? Do you think the training you received prepared you to meet the market requirements (*Probe extent to which the support provided met the needs and aspects of effectiveness*)

كيف كانت جودة التدريب المقدم؟ وكيف كان أداء المدربين؟ هل كانت المدة كافية؟ (بعبارة أخرى هل كان وقت التدريب كافي ومناسب للرجال والنساء من حيث المدة والتوقيت؟) هل كان مكان التدريب مناسباً للرجال والنساء؟ هل كان هناك محاضرات (جلسات) عملية/تطبيقية؟ هل يمكنك القول أن هذه الخدمات قد حققت توقعاتك؟ هل تعتقد أن التدريب الذي تلقينته قد أعدك لتلبية متطلبات السوق (التحقق في مدى تلبية الدعم المقدم للاحتياجات وجوانب الفعالية)

- 6- To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

إلى أي مدى يساهم المشروع في المساواة بين الجنسين وتمكين المرأة والنهج القائم على حقوق الإنسان؟

- 7- To what extent has the project succeeded in fulfilling female and male beneficiaries' practical and strategic needs including but not limited to improved access to services, enhanced practical capacity, and gaining leadership skills?

إلى أي مدى نجح المشروع في تلبية الاحتياجات العملية والاستراتيجية للمستفيدين من الإناث والذكور بما في ذلك على سبيل المثال لا الحصر تحسين الوصول إلى الخدمات وتعزيز القدرات العملية واكتساب المهارات القيادية؟

- 8- Have your productivity and income increased as a result of the project support? please elucidate in terms of the situation before and after the project support?

هل زادت إنتاجيتك ودخلك نتيجة دعم المشروع؟ يرجى التوضيح من حيث الوضع قبل وبعد دعم المشروع؟

- 9- In your opinion, were there any obstacles that may have hindered /limited the success of this training or support?

برأيك، هل كانت هناك أية عقبات قد تكون أعاققت / حدت من نجاح هذا التدريب أو الدعم؟

- 10- What, if any, alternative strategies would have been more effective in achieving the project objectives? Do you have any suggestions for developing this type of training and support in future projects and programs?

ما هي الاستراتيجيات البديلة، إن وجدت، والتي كان من الممكن أن تكون أكثر فاعلية في تحقيق أهداف المشروع؟ هل لديك أي اقتراحات لتطوير هذا النوع من التدريب والدعم في المشاريع والبرامج المستقبلية؟

الكفاءة Efficiency

- 1- To what extent have UNDP's project implementation strategy & execution been efficient and cost effective? Particularly in the grants delivery mechanism and steps taken to receive in-kind grants

إلى أي مدى كانت استراتيجية تنفيذ المشروع تتسم بالكفاءة والفعالية من حيث التكلفة؟ خاصة فيما يتعلق بآلية تقديم المنح والخطوات المتخذة لتلقي المنح العينية؟

- 2- Can you elucidate the steps you took in opening your business? What challenges and obstacles did you face? Was the process suitable?
هل يمكنك توضيح الخطوات التي اتخذتها في افتتاح عملك التجاري؟ ما هي التحديات والعقبات التي واجهتها؟ وهل كانت هذه الطريقة مناسبة؟
- 3- To what extent have project funds and activities been delivered in a timely manner? How long did it take to receive the in-kind grant.
إلى أي مدى تم تنفيذ أنشطة المشروع في الوقت المناسب؟ كم من الوقت استغرق الحصول على المنحة العينية؟
- 4- In terms of supervision and guidance, did you receive any supervision and advice from the field supervisors? In what aspect? And for how long? How helpful was it? Please explain
فيما يتعلق بالإشراف والتوجيه، هل تلقيت أي إشراف أو نصيحة من المشرفين الميدانيين؟ في أي جانب؟ ولمدة كم من الوقت؟ وهل كان مفيداً لك؟ يرجى التوضيح

Sustainability الاستدامة

- 1- Did you open your own business with support from the project? Is your business supported by the project still going? Do you generate incomes from this business? Do you think these results will continue?
هل فتحت نشاط تجاري خاص بك من خلال الدعم الذي تلقيته من المشروع؟ هل مشروعك الخاص، والمدعوم من المشروع مازال مستمراً؟ هل تجني دخلاً من هذا العمل؟ هل تعتقد أن هذه النتائج سوف تستمر؟
- 2- Are there any steps that you/your community could take to ensure they continue?
هل هناك أي خطوات يمكن أن تتخذها أنت / مجتمعك لضمان استمرارها؟
- 3- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups?
هل هناك أي مخاطر مالية قد تهدد استدامة مخرجات المشروع تؤثر على النساء والرجال والفئات الضعيفة؟
- 4- To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term?
إلى أي مدى سيستفيد الرجال والنساء والضعفاء المستهدفون من تدخلات المشروع على المدى الطويل؟
- 5- Are there any social or political risks that may jeopardize sustainability of project outputs?
هل هناك أي مخاطر اجتماعية أو سياسية قد تهدد استدامة مخرجات المشروع؟
- 6- Do the legal frameworks, policies & governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
هل الأطر القانونية والسياسات وهياكل الحوكمة والعمليات التي يعمل من خلالها المشروع تشكل مخاطر قد تعرض استدامة فوائد المشروع للخطر؟

- 7- What are benefits of the project that you still enjoy and those that are no longer being realized? Select any or all of the following: ما هي فوائد المشروع التي ما زلت تستمتع بها وتلك التي لم تعد تتحقق؟ حدد أيًا أو كل ما يلي

	Benefits	Yes	No	Comments
1	I continue to get benefit from the assistance			
2	I continue to use new skills that are useful to my work			
3	My Income remains increased			
4	Equipment still functions			
5	I continue to help improve the handling, processing or transport of agricultural products			
6	I continue to help to provide more food on the local market			
7	Others (please specify)			

Human rights حقوق الإنسان

- To what extent have poor, IDPs & vulnerable, indigenous & physically challenged and other disadvantaged and marginalized groups benefited from the intervention in your area?
إلى أي مدى استفاد الفقراء والنازحون والضعفاء والسكان الأصليون وذوو الاحتياجات الخاصة وغيرهم من الفئات المحرومة والمهمشة من المشروع في منطقتك؟
- Did the project contribute to maintaining the level of income in a way that preserves human dignity and access to the basic needs?
هل ساهم المشروع في الحفاظ على مستوى الدخل بما يحفظ كرامة الإنسان والوصول إلى الحاجات الأساسية؟

Gender equality مساواة النوع الاجتماعي

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
إلى أي مدى تم تناول قضايا المساواة في النوع الاجتماعي وتمكين المرأة في تصميم المشروع وتنفيذه ومتابعته؟
- To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects?
إلى أي مدى عزز المشروع التغييرات الإيجابية في قضايا المساواة في النوع الاجتماعي وتمكين المرأة؟ هل كانت هناك أية تأثيرات غير مقصودة (للنساء، الرجال، الفئات الضعيفة)؟
- How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerabilities, shocks and crisis)?
كيف ساهم المشروع في تمكين المرأة وتقليل عدم المساواة بين الجنسين (إبقاء المرأة في حالة فقر، وتسريع التحولات من أجل التنمية المستدامة، وتقليل نقاط الضعف الهيكلية، والصدمات والأزمات)؟

Disability الإعاقة

- Were persons with disabilities / IDPs engaged in project planning and implementation?
هل شارك الأشخاص ذوو الإعاقة/النازحون في تخطيط المشروع وتنفيذه؟
- What proportion of the beneficiaries of the project were persons with disabilities / IDPs?
ما هي نسبة المستفيدين من المشروع من الأشخاص ذوي الإعاقة / النازحين؟

3. What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added?
ما هي العوائق التي واجهها الأشخاص ذوو الإعاقة / النازحون؟ كيف تم التغلب عليها؟ ما هو تأثير المشروع على حياة الأشخاص ذوي الإعاقة والنازحين؟ هل تمت إضافة أي تغييرات إيجابية؟

Recommendations التوصيات

- 1- What are the main good practices and lessons learned so far?
ما هي أهم الممارسات الجيدة والدروس المستفادة حتى الآن؟
- 2- Do you have any comments, recommendation, or inputs regarding the better implementation of the project activities?
هل لديك أي تعليقات أو توصيات أو مداخلات بخصوص التنفيذ الأفضل لأنشطة المشروع؟
- 3- What do you think could be done differently to make the project work more effective, impactful, and sustainable in future?
ما الذي تعتقد أنه يمكن القيام به بشكل مختلف لجعل عمل المشروع أكثر فعالية وتأثيرًا واستدامة في المستقبل؟

Thank the interviewee

Questionnaires (3) for interview with Training Providers (Institutions and Individual Trainers)

دليل المقابلات الفردية مع معاهد التدريب والمدربين

Name الاسم		Gender النوع	
Organisation / Designation المنظمة/ المهنة		Location الموقع	
Contact Details بيانات التواصل		Date التاريخ	
Time Start وقت البدء		Time End وقت الانتهاء	

The enumerator will start with introducing themselves/the team, the task, and objectives as well as purpose of the interview.

سيبدأ الباحث بتقديم نفسه/ الفريق، المهمة والأهداف بالإضافة إلى الغرض من المقابلة.

The interviewee will be informed that:: يتم إبلاغ الشخص الذي تتم مقابلته بما يلي:

Any answers given today will contribute to the final evaluation of the “**Vocational and Business Skills Training and Support Project**”. Any information you share today will be:

اي اجابات تعطى في هذه المقابلة ستساهم في التقييم النهائي لمشروع “**المشروع التدريب على المهارات المهنية والتجارية ودعمها**”. اي معلومة ستشاركها معنا اليوم سيتم:

- Written down by the enumerator/interview team and saved on their device

• تدوينها بواسطة الباحث/الباحثة أو فريق التقييم وحفظها في سجلاتهم

- Anonymized before being included in the evaluation and final report.

• حجب وعدم الإشارة لمصدر المعلومات قبل تضمينها في التقييم والتقارير النهائي.

Your names will not appear in the final report and all efforts will be taken to ensure that individuals are not identifiable in any way in the report produced.

لن تظهر أسمائكم في التقرير النهائي وسيتم بذل كل الجهود لضمان عدم التعرف على الأفراد بأي شكل من الأشكال في التقرير المقدم.

The opinions and answers taken from this interview and put in the report will never be attributed directly to you, will not be linked to your name, not attributable to any one person. So please feel free to speak openly.

الآراء والأجوبة المأخوذة من هذه المقابلة والتي سيتم وضعها في التقرير لن تنسب اليك ولن ترتبط باسمك ولن تنسب إلى أي شخص. لذا لا تتردد في التحدث بصراحة.

Do you have any questions about your information rights, about being identified as an interviewee, or anything similar?

هل لديك أي أسئلة حول حقوق المعلومات الخاصة بك، أو تحديد هويتك كمتحدث/ة، أو أي شيء مشابه؟

The enumerator will then introduce the reason for the interview.

بعدها سيقوم الباحث بالتعريف عن سبب هذه المقابلة

المشروع:

The “Vocational and Business Skills Training and Support” project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. The overall goal of the project is to provide young men and women in Hadramaut and Lahj governorates with vocational, technical, and entrepreneurial skills and support.

يهدف مشروع “التدريب والدعم على المهارات المهنية والتجارية” إلى تمكين الشباب والشابات الريفيين من اكتساب المهارات المهنية والتقنية والتجارية، وتعزيز ثقافة ريادة الأعمال لتعزيز قابليتهم للتوظيف ومشاركتهم الإنتاجية في أنشطة التعافي الاقتصادي والمحلي. الهدف العام للمشروع هو تزويد الشباب والشابات في محافظتي حضرموت ولحج بالمهارات المهنية والتقنية وريادة الأعمال والدعم.

The project supported the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received

دعم المشروع المتدربين بما يجعلهم قادرين على ان يعملوا لحسابهم الخاص وقادرين أيضا على الاعتماد على أنفسهم بعد أن تم واكسابهم المهارات اللازمة تجهيزهم بالأدوات اللازمة للعمل.

The project aimed at reaching this goal through the following four sub-outputs:

يسعى المشروع للوصول إلى هذا الهدف من خلال النتائج الأربع الفرعية التالية:

<ul style="list-style-type: none"> • Sub-output 1.1: Households benefited from training on agro-business excess food processing. • Sub-output 1.2: Youth and women trained on textile and handloom production. • Sub-output 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance). • Sub-output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention. 	<ul style="list-style-type: none"> • استفادت الأسر من التدريب على الأعمال الزراعية من خلال معالجة الفائض من الغذاء. • تدريب الشباب والنساء على إنتاج المنسوجات والنول اليدوي. • تدريب الشباب والنساء على المهارات الفنية (ميكانيكا السيارات، النجارة، صيانة الهواتف المحمولة والأجهزة). • تعزيز وعي الأسر والمجتمعات بالوقاية من COVID-19.
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To realize these results, the project worked through three inter-related components

لتحقيق هذه النتائج، عمل المشروع على ثلاث مكونات مترابطة مع بعضها البعض:

<ol style="list-style-type: none"> 1. Agroprocessing 2. Textile and handloom products including: Ma'awaz handloom and Fishnet Weaving 3. Vocational Skills 	<ol style="list-style-type: none"> 1. تجهيز /معالجة المنتجات الزراعية 2. منتجات النسيج والنول اليدوي وتشمل: حياكة المعاوز وحياكة شباك الصيد 3. المهارات المهنية
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Across all these three components, the project key activities included:

في جميع هذه المكونات الثلاثة، تضمنت الأنشطة الرئيسية للمشروع ما يلي:

<ol style="list-style-type: none"> 1. Technical training 2. Entrepreneurship training 3. Promotion - linkage with markets 4. In kind grants (toolkits, input materials, safety gear, etc.) 5. Financial literacy 	<ol style="list-style-type: none"> 1) التدريب الفني 2) التدريب على ريادة الأعمال 3) الترويج - الربط بالأسواق 4) المنح العينية (صناديق العدة، مواد المدخلات، أدوات ومعدات السلامة، إلخ.) 5) محو الأمية المالية
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The objectives of the assignment are to: أهداف المهمة هي:

UNDP would like to implement a final evaluation of the "**Vocational and Business Skills Training and Support Project**" to serve as an important learning and accountability tool, providing the project donor, UNDP, national stakeholders and other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project's outcomes. The evaluation will assess the project's relevance, effectiveness, efficiency and sustainability; identify and document lessons learned and provide recommendations to inform key stakeholders; relevant national institutions / partners, donors, UNDP, UN agencies, CSOs on any adjustment / redirection that may be necessary for future social safety net support in emergency contexts

يود برنامج الأمم المتحدة الإنمائي تنفيذ تقييم نهائي لـ "مشروع التدريب والدعم على المهارات المهنية والتجارية" ليكون بمثابة أداة مهمة للتعلم والمساءلة، حيث يزود الجهة المانحة للمشروع، وبرنامج الأمم المتحدة الإنمائي، وأصحاب المصلحة المحليين، والشركاء الآخرين بتقييم محايد للنتائج التي حققها المشروع. كما يقيم التقييم العوامل الداخلية والخارجية التي تؤثر على نتائج المشروع. كما سيتم تقييم ملاءمة المشروع/أهميته وفعالته وكفاءته واستدامته؛ بالإضافة إلى تحديد الدروس المستفادة وتوثيقها وتقديم توصيات لإبلاغ أصحاب المصلحة الرئيسيين والمؤسسات/الشركاء المحليين ذوي العلاقة والجهات المانحة وبرنامج الأمم المتحدة الإنمائي ووكالات الأمم المتحدة ومنظمات المجتمع المدني بشأن أي تعديل/إعادة توجيه قد يكون ضرورياً لدعم شبكة الأمان الاجتماعي في المستقبل في سياقات الطوارئ

Thank you again for your willingness to participate in this FGD.

Do you have any questions before starting?

شكرًا لك مرة أخرى على استعدادك للمشاركة في هذا النقاش.

هل لديك أي أسئلة قبل البدء؟

المقدمة Introduction

1. What is your understanding of the “Vocational and Business Skills Training and Support Project”?

ما هو تعريفك لمشروع التدريب والدعم على المهارات المهنية والتجارية؟

2. Tell me a little about your participation in the project? What activities did you participate in?

لو تكرمت هل يمكنك أن تخبرنا عن مشاركتك في أعمال المشروع؟ ماهي الأنشطة التي شاركت فيها؟

3. How were you selected to participate in the project activities? Please elucidate?

كيف تم اختيارك للمشاركة في أنشطة المشروع؟ من فضلك وضح؟

الصلة/ الاتساق Relevance/Coherence

1. Do you think the project fits into the local context? Please explain? To what extent was the project in line with national development priorities?

هل تعتقد أن المشروع يتناسب مع السياق المحلي/ أولويات التنمية الوطنية؟ يرجى توضيح؟ إلى أي مدى يتماشى المشروع مع أولويات التنمية الوطنية؟

2. Was the project relevant to the needs and priorities of the target groups/beneficiaries?

هل كان المشروع وثيق الصلة باحتياجات وألويات الفئات المستهدفة / المستفيدين؟

3. Was the support appropriate and relevant to the needs and priorities of beneficiaries? Was it relevant to the job market?

هل كان الدعم مناسباً وذا صلة باحتياجات وألويات المستفيدين؟ وهل كان أيضاً ذا صلة باحتياجات سوق العمل؟

4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

إلى أي مدى استجاب المشروع بشكل مناسب للتغيرات السياسية والقانونية والاقتصادية والمؤسسية وغيرها، في اليمن؟

5. To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

إلى أي مدى يساهم المشروع في تحقيق المساواة بين الجنسين، وتمكين المرأة والنهج القائم على حقوق الإنسان؟

الفعالية Effectiveness

1. What interventions have you participated in? Please elucidate in terms of the types and number of trainings, duration of each training, area of trainings/subject matters, and number of trainees?

ما هي التدخلات التي شاركت فيها؟ يرجى التوضيح فيما يخص أنواع التدريب، وعدد الدورات التدريبية، مدة كل منها؟ ومواضيع التدريب؟ وعدد المستفيدين من التدريب؟

2. To what extent have the training and support provided to the beneficiaries been effective in enhancing their capacities to be self-employed and self-reliant?

إلى أي مدى كان التدريب والدعم الذي قدمه المشروع فعالاً في تعزيز قدرات المستفيدين على العمل لحسابهم الخاص والاعتماد على أنفسهم؟

3. Was the training curriculum appropriate and need-based? Was training material provided to the trainees?

هل كان منهج التدريب مناسباً ومبنيًا على الحاجة؟ هل تم توفير مواد التدريب؟

4. How was the quality of the training provided? How satisfied are you with the contents of the training (training topics)? To what extent did the training improve their skills? How was the training venue? Was the duration enough? Were there any practical sessions involved?

كيف كانت جودة التدريب المقدم؟ ما مدى رضاك عن محتويات التدريب (موضوعات التدريب)؟ إلى أي مدى أدى التدريب إلى تحسين مهاراتهم؟ هل كانت المدة كافية؟ كيف كانت جودة مكان التدريب؟ هل كانت هناك جلسات عملية؟

5. To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?
إلى أي مدى يساهم المشروع في المساواة بين الجنسين وتمكين المرأة والنهج القائم على حقوق الإنسان؟
6. To what extent has the project succeeded in fulfilling female and male beneficiaries' practical and strategic needs including but not limited to improved access to services, enhanced practical capacity, and gaining leadership skills?
إلى أي مدى نجح المشروع في تلبية الاحتياجات العملية والاستراتيجية للمستفيدين من الإناث والذكور بما في ذلك على سبيل المثال لا الحصر تحسين الوصول إلى الخدمات وتعزيز القدرات العملية واكتساب المهارات القيادية؟
7. In your opinion, were there any obstacles that may have hindered /limited the success of this training or support?
برأيك، هل كانت هناك أية عقبات قد تكون أعاققت / حدت من نجاح هذا التدريب أو الدعم؟
8. What, if any, alternative strategies would have been more effective in achieving the project objectives? Do you have any suggestions for developing this type of training and support in future projects and programs?
ما هي الاستراتيجيات البديلة، إن وجدت، والتي كان من الممكن أن تكون أكثر فاعلية في تحقيق أهداف المشروع؟ هل لديك أي اقتراحات لتطوير هذا النوع من التدريب والدعم في المشاريع والبرامج المستقبلية؟

الكفاءة *Efficiency*

1. To what extent was the project management structure efficient in generating the expected results? What structures existed at field level for project implementation?
إلى أي مدى كان هيكل إدارة المشروع فعالاً في تحقيق النتائج المتوقعة؟ ما هي الهياكل الموجودة على المستوى الميداني لتنفيذ المشروع؟
2. Do you think UNDP delivered a good quality project? What has gone well? What hasn't? Why for both? How could they deliver the activities better (probe for what has gone well and what hasn't and the reasons).
هل تعتقد أن برنامج الأمم المتحدة الإنمائي قد قدم مشروعاً ذا جودة عالية؟ ما الذي سار بشكل جيد؟ ما الذي لم يحدث؟ لماذا كلاهما؟ كيف يمكنهم تقديم الأنشطة بشكل أفضل (استقصاء الأشياء التي سارت على ما يرام وما لم يتم ذلك والأسباب)

الاستدامة *Sustainability*

- 1- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups?
هل هناك أي مخاطر مالية قد تهدد استدامة مخرجات المشروع تؤثر على النساء والرجال والفئات الضعيفة؟
- 2- To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term?
إلى أي مدى سيستفيد الرجال والنساء والضعفاء المستهدفون من تدخلات المشروع على المدى الطويل؟
- 3- Are there any social or political risks that may jeopardize sustainability of project outputs?
هل هناك أي مخاطر اجتماعية أو سياسية قد تهدد استدامة مخرجات المشروع؟
- 4- Do the legal frameworks, policies & governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
هل الأطر القانونية والسياسات وهياكل الحوكمة والعمليات التي يعمل من خلالها المشروع تشكل مخاطر قد تعرض استدامة فوائد المشروع للخطر؟

Human rights حقوق الانسان

1. To what extent have poor, IDPs & vulnerable, indigenous & physically challenged and other disadvantaged and marginalized groups benefited from the intervention in your area?

إلى أي مدى استفاد الفقراء والنازحين والضعفاء والسكان الأصليين وذوي الاحتياجات الخاصة وغيرهم من الفئات المحرومة والمهمشة من المشروع في منطقتك؟

Gender equality مساواة النوع الاجتماعي

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
إلى أي مدى تم تناول قضايا المساواة في النوع الاجتماعي وتمكين المرأة في تصميم المشروع وتنفيذه ومتابعته؟
2. To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects?
إلى أي مدى عزز المشروع التغييرات الإيجابية في قضايا المساواة في النوع الاجتماعي وتمكين المرأة؟ هل كانت هناك أية تأثيرات غير مقصودة (للنساء، الرجال، الفئات الضعيفة)؟
3. How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerabilities, shocks and crisis)?
كيف ساهم المشروع في تمكين المرأة وتقليل عدم المساواة بين الجنسين (إبقاء المرأة في حالة فقر، وتسريع التحولات من أجل التنمية المستدامة، وتقليل نقاط الضعف الهيكلية، والصدمات والأزمات)؟

Disability الإعاقة

- 1- Were persons with disabilities / IDPs engaged in project planning and implementation?
هل شارك الأشخاص ذوو الإعاقة/النازحين في تخطيط المشروع وتنفيذه؟
- 2- What proportion of the beneficiaries of the project were persons with disabilities / IDPs?
ما هي نسبة المستفيدين من المشروع من الأشخاص ذوي الإعاقة / النازحين؟
- 3- What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added?
ما هي العوائق التي واجهها الأشخاص ذوو الإعاقة / النازحون؟ كيف تم التغلب عليها؟ ما هو تأثير المشروع على حياة الأشخاص ذوي الإعاقة والنازحين؟ هل تمت إضافة أي تغييرات إيجابية؟

Recommendations التوصيات

- 1- What are the main good practices and lessons learned so far?
ما هي أهم الممارسات الجيدة والدروس المستفادة حتى الآن؟
- 2- Do you have any comments, recommendation, or inputs regarding the better implementation of the project activities?
هل لديك أي تعليقات أو توصيات أو مدخلات بخصوص التنفيذ الأفضل لأنشطة المشروع؟
- 3- What do you think could be done differently to make the project work more effective, impactful, and sustainable in future?
ما الذي تعتقد أنه يمكن القيام به بشكل مختلف لجعل عمل المشروع أكثر فعالية وتأثيرًا واستدامة في المستقبل؟

Tank the interviewee

Questionnaires (4) for interview with Members of Community Committees

نموذج (4) دليل المقابلات الفردية مع اللجان المجتمعية

Name الاسم		Gender النوع	
Organisation / Designation المنظمة/ المهنة		Location الموقع	
Contact Details بيانات التواصل		Date التاريخ	
Time Start وقت البدء		Time End وقت الانتهاء	

The enumerator will start with introducing themselves/the team, the task, and objectives as well as purpose of the interview.

سيبدأ الباحث بتقديم نفسه/ الفريق، المهمة والأهداف بالإضافة إلى الغرض من المقابلة.

The interviewee will be informed that:: يتم إبلاغ الشخص الذي تتم مقابله بما يلي:

Any answers given today will contribute to the final evaluation of the “**Vocational and Business Skills Training and Support Project**”. Any information you share today will be:

اي اجابات تعطى في هذه المقابلة ستساهم في التقييم النهائي لمشروع “المشروع التدريب على المهارات المهنية والتجارية ودعمها”. اي معلومة ستشاركها معنا اليوم سيتم:

- Written down by the enumerator/interview team and saved on their device

• تدوينها بواسطة الباحث/الباحثة أو فريق التقييم وحفظها في سجلاتهم

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- حجب وعدم الإشارة لمصدر المعلومات قبل تضمينها في التقييم والتقرير النهائي.

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The opinions and answers taken from this interview and put in the report will never be attributed directly to you, will not be linked to your name, not attributable to any one person. So please feel free to speak openly.

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Do you have any questions about your information rights, about being identified as an interviewee, or anything similar?

هل لديك أي أسئلة حول حقوق المعلومات الخاصة بك، أو تحديد هويتك كمتحدث/ة، أو أي شيء مشابه؟

The enumerator will then introduce the reason for the interview.

بعدها سيقوم الباحث بالتعريف عن سبب هذه المقابلة

المشروع:

The “Vocational and Business Skills Training and Support” project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. The overall goal of the project is to provide young men and women in Hadramaut and Lahj governorates with vocational, technical, and entrepreneurial skills and support.

يهدف مشروع “التدريب والدعم على المهارات المهنية والتجارية” إلى تمكين الشباب والشابات الريفيين من اكتساب المهارات المهنية والتقنية والتجارية، وتعزيز ثقافة ريادة الأعمال لتعزيز قابليتهم للتوظيف ومشاركتهم الإنتاجية في أنشطة التعافي الاقتصادي والمحلي. الهدف العام للمشروع هو تزويد الشباب والشابات في محافظتي حضرموت ولحج بالمهارات المهنية والتقنية وريادة الأعمال والدعم.

The project supported the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received

دعم المشروع المتدربين بما يجعلهم قادرين على ان يعملوا لحسابهم الخاص وقادرين أيضا على الاعتماد على أنفسهم بعد أن تم واكسابهم المهارات اللازمة تجهيزهم بالأدوات اللازمة للعمل.

The project aimed at reaching this goal through the following four sub-outputs:

يسعى المشروع للوصول إلى هذا الهدف من خلال النتائج الأربع الفرعية التالية:

<ul style="list-style-type: none"> • Sub-output 1.1: Households benefited from training on agro-business excess food processing. • Sub-output 1.2: Youth and women trained on textile and handloom production. • Sub-output 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance). • Sub-output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention. 	<ul style="list-style-type: none"> • استفادت الأسر من التدريب على الأعمال الزراعية من خلال معالجة الفائض من الغذاء. • تدريب الشباب والنساء على إنتاج المنسوجات والنول اليدوي. • تدريب الشباب والنساء على المهارات الفنية (ميكانيكا السيارات، النجارة، صيانة الهواتف المحمولة والأجهزة). • تعزيز وعي الأسر والمجتمعات بالوقاية من COVID-19.
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To realize these results, the project worked through three inter-related components

لتحقيق هذه النتائج، عمل المشروع على ثلاث مكونات مترابطة مع بعضها البعض:

<ol style="list-style-type: none"> 1. Agroprocessing 2. Textile and handloom products including: Ma'awaz handloom and Fishnet Weaving 3. Vocational Skills 	<ol style="list-style-type: none"> 1. تجهيز / معالجة المنتجات الزراعية 2. منتجات النسيج والنول اليدوي وتشمل: حياكة المعاوز وحياكة شباك الصيد 3. المهارات المهنية
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Across all these three components, the project key activities included:

في جميع هذه المكونات الثلاثة، تضمنت الأنشطة الرئيسية للمشروع ما يلي:

<ol style="list-style-type: none"> 1. Technical training 2. Entrepreneurship training 3. Promotion - linkage with markets 4. In kind grants (toolkits, input materials, safety gear, etc.) 5. Financial literacy 	<ol style="list-style-type: none"> 1) التدريب الفني 2) التدريب على ريادة الأعمال 3) الترويج - الربط بالأسواق 4) المنح العينية (صناديق العدة، مواد المدخلات، أدوات ومعدات السلامة، إلخ.) 5) محو الأمية المالية
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The objectives of the assignment are to: أهداف المهمة هي:

UNDP would like to implement a final evaluation of the "**Vocational and Business Skills Training and Support Project**" to serve as an important learning and accountability tool, providing the project donor, UNDP, national stakeholders and other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project's outcomes. The evaluation will assess the project's relevance, effectiveness, efficiency and sustainability; identify and document lessons learned and provide recommendations to inform key stakeholders; relevant national institutions / partners, donors, UNDP, UN agencies, CSOs on any adjustment / redirection that may be necessary for future social safety net support in emergency contexts

يود برنامج الأمم المتحدة الإنمائي تنفيذ تقييم نهائي لـ "مشروع التدريب والدعم على المهارات المهنية والتجارية" ليكون بمثابة أداة مهمة للتعلم والمساءلة، حيث يزود الجهة المانحة للمشروع، وبرنامج الأمم المتحدة الإنمائي، وأصحاب المصلحة المحليين، والشركاء الآخرين بتقييم محايد للنتائج التي حققها المشروع. كما يقيم التقييم العوامل الداخلية والخارجية التي تؤثر على نتائج المشروع. كما سيتم تقييم ملاءمة

المشروع/أهميته وفعاليته وكفاءته واستدامته؛ بالإضافة الى تحديد الدروس المستفادة وتوثيقها وتقديم توصيات لإبلاغ أصحاب المصلحة الرئيسيين والمؤسسات/الشركاء المحليين ذوي العلاقة والجهات المانحة وبرنامج الأمم المتحدة الإنمائي ووكالات الأمم المتحدة ومنظمات المجتمع المدني بشأن أي تعديل/إعادة توجيه قد يكون ضروريًا لدعم شبكة الأمان الاجتماعي في المستقبل في سياقات الطوارئ

Thank you again for your willingness to participate in this FGD.

شكرًا لك مرة أخرى على استعدادك للمشاركة في هذا النقاش.

Do you have any questions before starting?

هل لديك أي أسئلة قبل البدء؟

Introduction المقدمة

- 1- What is your understanding of the “**Vocational and Business Skills Training and Support Project**”?

ما هو تعريفك لمشروع التدريب والدعم على المهارات المهنية والتجارية؟

- 2- Please tell me a little about your/your community committee participation in the project? What activities did you participate in?

لو تكرمت هل يمكنك أن تخبرنا عن مشاركتك أنت واللجنة المجتمعية في أعمال المشروع؟ ماهي الأنشطة التي شاركتك فيها؟

3. How did you learn about the project and its interventions?

كيف عرفت عن المشروع وانشطته؟

4. How did you become a member of the community committee? What is your role as a community committee member? How does the community see your role?

كيف أصبحت عضوا في اللجنة المجتمعية؟ ماهو دورك كعضو في اللجنة؟ كيف ينظر المجتمع الى دورك؟

5. How were you/your committee selected to participate in the project activities? Please elucidate?

كيف تم اختيارك أنت أو لجنتك المجتمعية للمشاركة في أنشطة المشروع؟ من فضلك وضح؟

Relevance/Coherence الصلة(الأهمية) / الاتساق

1. Do you think the project fits into the local context? Please explain? To what extent was the project in line with national development priorities?

هل تعتقد أن المشروع يتناسب مع السياق المحلي/ أولويات التنمية الوطنية؟ يرجى توضيح؟ الى أي مدى يتماشى المشروع مع أولويات التنمية الوطنية؟

2. Was the project relevant to the needs and priorities of the target groups/beneficiaries? Were they consulted during design and implementation of the project? Was it relevant to the job market?

هل كان المشروع وثيق الصلة باحتياجات وأولويات الفئات المستهدفة / المستفيدين؟ هل تم استشارتهم أثناء تصميم وتنفيذ المشروع؟ وهل كان أيضا ذا صلة باحتياجات سوق العمل

3. To what extent were perspectives of men and women taken into account during project design processes? (Level of consultations with stakeholders during project design). To what extent were lessons learned from other relevant projects considered in the design of this project?

إلى أي مدى تم أخذ وجهات نظر الرجال والنساء في الاعتبار أثناء عمليات تصميم المشروع؟ (مستوى التشاور لأصحاب المصلحة في تصميم المشروع) إلى أي مدى تم أخذ الدروس المستفادة من المشاريع الأخرى ذات الصلة في الاعتبار عند تصميم هذا المشروع؟

4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

إلى أي مدى استجاب المشروع بشكل مناسب للتغيرات السياسية والقانونية والاقتصادية والمؤسسية وغيرها، في اليمن؟

5. To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

إلى أي مدى يساهم المشروع في تحقيق المساواة بين الجنسين، وتمكين المرأة والنهج القائم على حقوق الإنسان؟

Effectiveness الفعالية

1. What interventions/support has the project provided for the targeted beneficiaries? Please elucidate in terms of trainings and other support.

ما هي التدخلات / الدعم الذي قدمه المشروع للمستفيدين المستهدفين؟ يرجى التوضيح من حيث التدريبات وغيرها من أشكال الدعم

2. Was the support they received helpful? Why? /Why not? /Can you provide examples?

هل كان الدعم المقدم من المشروع مفيدًا، لماذا / لماذا لا / هل يمكنك إعطاء أمثلة؟

3. To what extent have the training and support they received been effective in enhancing their capacities to be self-employed and self-reliant?

إلى أي مدى كان التدريب والدعم الذي تلقوه فعالاً في تعزيز قدراتهم على العمل لحسابهم الخاص والاعتماد على أنفسهم؟

4. Was the training curriculum appropriate and need-based? Was training material provided?

هل كان منهج التدريب مناسباً ومبنيًا على الحاجة؟ هل تم توفير مواد التدريب؟

5. How was the quality of the training provided? How were the trainers? Was the duration enough? Were there any practical sessions involved? How was the training venue? Can you say these services met their expectations?

كيف كانت جودة التدريب المقدم؟ وكيف كان المدربين؟ هل كانت المدة كافية؟ هل كان هناك محاضرات (جلسات) عملية/تطبيقية؟ كيف كان مكان التدريب؟ هل يمكنك القول ان هذه الخدمات قد حققت توقعات المستفيدين؟

6. To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?

إلى أي مدى يساهم المشروع في المساواة بين الجنسين وتمكين المرأة والنهج القائم على حقوق الإنسان؟

7. To what extent has the project succeeded in fulfilling female and male beneficiaries' practical and strategic needs including but not limited to improved access to services, enhanced practical capacity, and gaining leadership skills?

إلى أي مدى نجح المشروع في تلبية الاحتياجات العملية والاستراتيجية للمستفيدين من الإناث والذكور بما في ذلك على سبيل المثال لا الحصر تحسين الوصول إلى الخدمات وتعزيز القدرات العملية واكتساب المهارات القيادية؟

8. From your point of view, has the project interventions contributed to productivity improvement and increase of incomes of the beneficiaries? Can you give examples?

من وجهة نظرك ، هل ساهمت تدخلات المشروع في تحسين الإنتاجية وزيادة دخول المستفيدين؟ هل يمكنك إعطاء أمثلة؟

9. In your opinion, were there any obstacles that may have hindered /limited the success of this training or support?

برأيك، هل كانت هناك أية عقبات قد تكون أعاققت / حدت من نجاح هذا التدريب أو الدعم؟

10. What, if any, alternative strategies would have been more effective in achieving the project objectives? Do you have any suggestions for developing this type of training and support in future projects and programs?

ما هي الاستراتيجيات البديلة، إن وجدت، والتي كان من الممكن أن تكون أكثر فاعلية في تحقيق أهداف المشروع؟ هل لديك أي اقتراحات لتطوير هذا النوع من التدريب والدعم في المشاريع والبرامج المستقبلية؟

الكفاءة Efficiency

1. To what extent was the project management structure efficient in generating the expected results? What structures existed at field level for project implementation?

إلى أي مدى كان هيكل إدارة المشروع فعالاً في تحقيق النتائج المتوقعة؟ ما هي الهياكل الموجودة على المستوى الميداني لتنفيذ المشروع؟

2. Do you think UNDP delivered a good quality project? What has gone well? What hasn't? Why for both? How could they deliver the activities better (probe for what has gone well and what hasn't and the reasons).

هل تعتقد أن برنامج الأمم المتحدة الإنمائي قد قدم مشروعاً ذا جودة عالية؟ ما الذي سار بشكل جيد؟ ما الذي لم يحدث؟ لماذا كلاهما؟ كيف يمكنهم تقديم الأنشطة بشكل أفضل (استقصاء الأشياء التي سارت على ما يرام وما لم يتم ذلك والأسباب)

3. To what extent have UNDP's project implementation strategy & execution been efficient and cost effective? Particularly in the grants delivery mechanism and steps taken to receive in-kind grants
إلى أي مدى كانت استراتيجية تنفيذ المشروع تتسم بالكفاءة والفعالية من حيث التكلفة؟ خاصة فيما يتعلق بآلية تقديم المنح والخطوات المتخذة لتلقي المنح العينية؟
4. To what extent have project funds and activities been delivered in a timely manner? How long did it take to receive the in-kind grant.
إلى أي مدى تم تنفيذ أنشطة المشروع في الوقت المناسب؟ كم من الوقت استغرق الحصول على المنحة العينية؟

Sustainability الاستدامة

1. To what extent are the established businesses, supported by the project, still going and generate incomes to the beneficiaries? Do you think these results will continue?
إلى أي مدى لا تزال الأعمال القائمة ، التي يدعمها المشروع ، مستمرة وتدر دخلاً للمستفيدين؟ هل تعتقد أن هذه النتائج سوف تستمر؟
2. Are there any steps that you/your community could take to ensure they continue?
هل هناك أي خطوات يمكن أن تتخذها أنت / مجتمعك لضمان استمرارها؟
3. Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups?
هل هناك أي مخاطر مالية قد تهدد استدامة مخرجات المشروع تؤثر على النساء والرجال والفئات الضعيفة؟
4. To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term?
إلى أي مدى سيستفيد الرجال والنساء والضعفاء المستهدفون من تدخلات المشروع على المدى الطويل؟
5. Are there any social or political risks that may jeopardize sustainability of project outputs?
هل هناك أي مخاطر اجتماعية أو سياسية قد تهدد استدامة مخرجات المشروع؟
- 4- Do the legal frameworks, policies & governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
هل الأطر القانونية والسياسات وهياكل الحوكمة والعمليات التي يعمل من خلالها المشروع تشكل مخاطر قد تعرض استدامة فوائد المشروع للخطر؟

Human rights حقوق الإنسان

1. To what extent have poor, IDPs & vulnerable, indigenous & physically challenged and other disadvantaged and marginalized groups benefited from the intervention in your area?
إلى أي مدى استفاد الفقراء والنازحون والضعفاء والسكان الأصليون وذوو الاحتياجات الخاصة وغيرهم من الفئات المحرومة والمهمشة من المشروع في منطقتك؟

Gender equality مساواة النوع الاجتماعي

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
إلى أي مدى تم تناول قضايا المساواة في النوع الاجتماعي وتمكين المرأة في تصميم المشروع وتنفيذه ومتابعته؟

2. To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects?
إلى أي مدى عزز المشروع التغييرات الإيجابية في قضايا المساواة في النوع الاجتماعي وتمكين المرأة؟ هل كانت هناك أية تأثيرات غير مقصودة (للنساء، الرجال، الفئات الضعيفة)؟
3. How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerabilities, shocks and crisis)?
كيف ساهم المشروع في تمكين المرأة وتقليل عدم المساواة بين الجنسين (إبقاء المرأة في حالة فقر، وتسريع التحولات من أجل التنمية المستدامة، وتقليل نقاط الضعف الهيكلية، والصدمات والأزمات)؟

الإعاقة Disability

1. Were persons with disabilities / IDPs engaged in project planning and implementation?
هل شارك الأشخاص ذوو الإعاقة/النازحون في تخطيط المشروع وتنفيذه؟
2. What proportion of the beneficiaries of the project were persons with disabilities / IDPs?
ما هي نسبة المستفيدين من المشروع من الأشخاص ذوي الإعاقة / النازحين؟
3. What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added?
ما هي العوائق التي واجهها الأشخاص ذوو الإعاقة / النازحون؟ كيف تم التغلب عليها؟ ما هو تأثير المشروع على حياة الأشخاص ذوي الإعاقة والنازحين؟ هل تمت إضافة أي تغييرات إيجابية؟

التوصيات Recommendations

1. What are the main good practices and lessons learned so far?
ما هي أهم الممارسات الجيدة والدروس المستفادة حتى الآن؟
2. Do you have any comments, recommendation, or inputs regarding the better implementation of the project activities?
هل لديك أي تعليقات أو توصيات أو مدخلات بخصوص التنفيذ الأفضل لأنشطة المشروع؟
3. What do you think could be done differently to make the project work more effective, impactful, and sustainable in future?
ما الذي تعتقد أنه يمكن القيام به بشكل مختلف لجعل عمل المشروع أكثر فعالية وتأثيرًا واستدامة في المستقبل؟

Thank the interviewee

Annex 6: List of relevant stakeholders for Interviews and FGDs

#	Name	Position	Organization	Email	Telephone
UNDP and Project Staff					
1	Abdo Seif	Program Advisor, Country Office	UNDP	abdo.seif@undp.org	
2	Fuad Ali	ERRU Team Leader	UNDP	Fuad.ali@undp.org	712222330
3	Tracy Vienings	Project Manager	UNDP	tracy.vienings@undp.org	
4	Farouk Al-Salihi	Project Coordinator	UNDP	farouk.al-salihi@undp.org	712221660
5	Aiman Mohammed	Admin and Finance Assis	UNDP	aiman.mohammed@undp.org	712221664
6	Adeeb Al-Sharjaby	M&E, Officer	UNDP	adeeb.al-sharjaby@undp.org	712221663
7	Kennedy Chibvongodze	Team Leader, Partnership & Management Support Unit	UNDP	kennedy.chibvongodze@undp.org	712222311
8	Arwa Humaid	Monitoring and Evaluation Analyst	UNDP	arwa.humaid@undp.org	712222305
9	Rihab Al-Sanabani	Gender Analyst	UNDP		
SMEPS					
1	Safiya Al-jabry	SMEPS Head of Office		s.aljabry@smeps.org.ye	
2	Rana Anwar	Aden Branch Manager		ranwer@smeps.org.ye	
3	Khluood Shaker	Head of Privet sector (As Project Advisor)		kshaker@smeps.org.ye	772911511
4	Hussain Al-Baiti	Project Manager		halbaiti@smeps.org.ye	771052646
5	Hanan Nasher	M&E Officer		h.nasher@smeps.org.ye	774663659
6	Aiman Al Akwa'a	Project Officer-North		a.alakwaa@smeps.org.ye	774433832
7	Yusra Alhada	Reporting Officer		y.alhada@smeps.org.ye	772724627
Community Committees					
CCs Ras Al-Arah - Lahj (Maintenance and handloom component)					
1	Mohamed Yousof M. Ali	CC Ras Al-Arah - Lahj (Maintenance and handloom component)			714551681
2	Abdullah M. Altaqlubi	CC Ras Al-Arah - Lahj (Maintenance and handloom component)			712775060

CCs Tuban - Lahj Maintenance and Handloom components

3	Fathia Arshad	CC Tuban - Lahj Maintenance and Handloom components			770554771
4	Hana Ahmed Dawood	CC Tuban - Lahj Maintenance and Handloom components			776508904

CC Seyoun and Tareem districts - Hadramout

5	Abd Raboo Saleh M. Altafy	CC Qusaia'ar - Al-Raidah and Qusaia'ar district - Hadramout - Hand Loom Component			770187848
6	Shamsiah M. Omar Al-Ghurrabi	CC Qusaia'ar - Al-Raidah and Qusaia'ar district - Hadramout - Maintenaqnce Component			777346936
7	Saeed Eidha Ghroob Baziad	CC Al-Raidah Al-Sharqiah - Al-Raidah and Qusaia'ar district - Hadramout - Hand Loom Component			711697662
8	Samiah Saeid Bin Besh	CC Al-Raidah Al-Sharqiah - Al-Raidah and Qusaia'ar district - Hadramout - Maintenance Component			711891055

Trainers - Different Components

1	Laila Sulaiman Habool	Trainer in Food Processing			77197636
2	Muhsen Ali Banutaish	Trainer in Handloom - Ma'awez			778580296
3	Abdullah Maso'od Ba-Maso'od	Trainer in wood engraving			775647461
4	Mabrouk Salem Bare'eiah	Trainer in Fishing net weaving			774956978
5	Anwar Awad Ba-Dhawi	Trainer - Cellphone maintenance			773383710
6	Ismail Hasan Mol Al-Dowilah	Trainer - Car Maintenance			771829905

7	Mohamed Ahmed Abdo Yeslem	Trainer - Lahj			778989257
8	Mujib Al-Hutami	Trainer - Lahj			777276997
9	Lutfi Husein M. Naji	Trainer - Lahj			770729558
10	Abdo Amin Saleh	Trainer - Lahj			739871376
11	Majida Haidar	Training coordinator - Lahj			772467087
12	Inas Ali Abdo	Training coordinator - Lahj			770248930

Beneficiaries of different components

1	Names and conduct data provided by SMEPS	34 Beneficiaries under components 1 (Agro-Processing)			
2	Names and conduct data provided by SMEPS	41 Beneficiaries under components 2 (Textile and handloom products including: Ma'awaz handloom and Fishnet Weaving)			
3	Names and conduct data provided by SMEPS	16 Beneficiaries under components 3 (Vocational Skills)			

Other IPs, Training Institutions, Contractors, Other Stakeholders (NGOs) and Government officers

1	Ayman Al-Shehiri	Director General of the Technical Education Office - Lahj			775642103
2	Mutlaq A. Ali	Technical Education and Vocational Training Institute - Lahj			773609499

Annex 7: Links To Media and Visibility Products:

Links to Media and Visibility Products

Project web Page:

English webpage:

https://www.ye.undp.org/content/yemen/en/home/projects/Vocational_and_Business_Skills_Training_and_Support.html

Arabic webpage:

https://www.ye.undp.org/content/yemen/ar/home/projects/Vocational_and_Business_Skills_Training_and_Support.html

Press releases:

- <https://www.ye.undp.org/content/yemen/en/home/presscenter/pressreleases/2020/undp-and-ksrelief-bolster-support-for-yemeni-youth.html>
- <https://www.ye.undp.org/content/yemen/ar/home/presscenter/pressreleases/2020/undp-and-ksrelief-bolster-support-for-yemeni-youth.html>
- <https://www.arabstates.undp.org/content/rbas/en/home/presscenter/pressreleases/2020/undp-and-ksrelief-bolster-support-for-yemeni-youth.html>
- <https://www.arabstates.undp.org/content/rbas/ar/home/presscenter/pressreleases/2020/undp-and-ksrelief-bolster-support-for-yemeni-youth.html>
- <https://reliefweb.int/report/yemen/undp-and-king-salman-humanitarian-aid-and-relief-center-bolster-support-yemeni-youth>
- <https://www.ye.undp.org/content/yemen/en/home/presscenter/pressreleases/2021/the-vocational-and-business-skills-training-and-support-project-.html>
- <https://www.ye.undp.org/content/yemen/ar/home/presscenter/pressreleases/2021/the-vocational-and-business-skills-training-and-support-project-.html>
- <https://www.arabstates.undp.org/content/rbas/en/home/presscenter/pressreleases/2021/the-vocational-and-business-skills-training-and-support-project-.html>
- <https://www.arabstates.undp.org/content/rbas/ar/home/presscenter/pressreleases/2021/the-vocational-and-business-skills-training-and-support-project-.html?platform=hootsuite>
- <https://reliefweb.int/report/yemen/vocational-business-skills-training-and-support-project-helps-improve-income-prospects>

Videos:

- <https://twitter.com/UNDPYemen/status/1420640032105373698> Eng.
- <https://twitter.com/UNDPYemen/status/1420663866003005447> Ara.
- <https://www.facebook.com/UNDPYEMEN/videos/773298833364227>
- https://www.instagram.com/p/CRdh5XAh_PI/
- <https://www.youtube.com/watch?v=HAX5y2v7ER0> Eng.

- <https://www.youtube.com/watch?v=Bifysa6Kjkg> Ara.
- <https://twitter.com/UNDPYemen/status/1468475432395689986>
- <https://twitter.com/UNDPYemen/status/1468490532158537731>
- <https://fb.watch/eG7jz7SeEL/>
- https://www.instagram.com/tv/CXN0nu0I4eQ/?utm_source=ig_web_copy_link
- <https://twitter.com/UNDPYemen/status/1501966113655062529>
- <https://twitter.com/UNDPYemen/status/1501981217616367635>
- <https://fb.watch/eG7tdnF5pE/>
- https://www.instagram.com/tv/Ca7HbijF2ak/?utm_source=ig_web_copy_link
- <https://www.youtube.com/watch?v=46qka4p3snM>
- <https://twitter.com/UNDPYemen/status/1506880060489408516>
- <https://twitter.com/UNDPYemen/status/1506905485517152259>
- <https://fb.watch/eG8stsrF2D/>
- https://www.instagram.com/tv/CbezGEblr1r/?utm_source=ig_web_copy_link
- <https://www.youtube.com/watch?v=Oov2ozsqSRo>
- <https://twitter.com/UNDPYemen/status/1544285764548284417>
- <https://twitter.com/UNDPYemen/status/1544306350041075714>
- <https://www.facebook.com/UNDPYEMEN/videos/1768944246799482>
- https://www.instagram.com/tv/CfoYc4xFcHN/?utm_source=ig_web_copy_link
- <https://twitter.com/UNDPYemen/status/1561603656172113921>
- <https://twitter.com/UNDPYemen/status/1561634547711836160>
- <https://www.facebook.com/UNDPYEMEN/videos/1031874840854815>
- https://www.instagram.com/tv/Chja_YgFLYD/?utm_source=ig_web_copy_link
- https://www.instagram.com/tv/ChjckDKFuws/?utm_source=ig_web_copy_link
- <https://youtu.be/j30TMmcBYO4>
- <https://youtu.be/txN1I5492Gg>

- The first fact sheet was published in May 2020:

<https://www.ye.undp.org/content/yemen/en/home/library/vocational-and-business-skills-training-and-support-project-facts.html> (English)

<https://www.undp.org/ar/yemen/publications/library/vocational-and-business-skills-training-and-support-project-facts.html> (Arabic)

- The second fact sheet was published in March 2022:

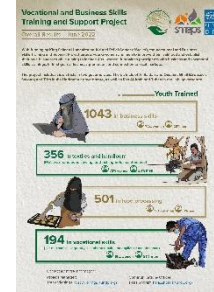
<https://www.undp.org/yemen/publications/vocational-and-business-skills-training-and-support-project-fast-fact-sheet-march-2022> (English)

<https://www.undp.org/ar/yemen/publications/https://www.undp.org/yemen/publications/vocational-and-business-skills-training-and-support-project-fast-fact-sheet-march-2022> (Arabic)



○ The third and final fact sheet was published in August 2022:
<https://www.undp.org/yemen/publications/vocational-and-business-skills-training-and-support-project-fast-fact-sheet-june-2022> (English)

<https://www.undp.org/ar/yemen/publications/mshrw-tdryb-wdm-almharat-almhnyt-waltjaryt-mlkhs-anjaz-ywnyw-2022> (Arabic)



Links to published animations/GIFs:

- <https://twitter.com/UNDPYemen/status/1520369795623014400>
- <https://twitter.com/UNDPYemen/status/1520384508394196993>
- <https://www.facebook.com/UNDPYEMEN/videos/476586177546040>

- <https://twitter.com/UNDPYemen/status/1522086673030471680>
- <https://twitter.com/UNDPYemen/status/1522152193205444611>
- <https://www.facebook.com/UNDPYEMEN/videos/5723528847675792>

- <https://www.instagram.com/p/CdnHiqllS6E/>
- <https://www.instagram.com/p/CdnHnlYI-Kd/>

- <https://twitter.com/UNDPYemen/status/1523571125388976128>
- <https://twitter.com/UNDPYemen/status/1523582560907202560>
- <https://www.instagram.com/p/CdLMgzlFOTN/>
-
- <https://twitter.com/UNDPYemen/status/1524659283803230209>
- <https://twitter.com/UNDPYemen/status/1524673488740626432>
- <https://www.facebook.com/UNDPYEMEN/photos/a.158712044180221/5371084409609599/>
- <https://www.instagram.com/p/CduzbnPFGTZ/>
- <https://www.instagram.com/p/Cduy5k3IPpv/>

- **Humanitarian Stories**

1. Nurturing Youth Entrepreneurship

- Story page ([English](#) and [Arabic](#))

- <https://twitter.com/UNDPYemen/status/1452522903338201090>
- <https://twitter.com/UNDPYemen/status/1452540573110448131>
- <https://twitter.com/UNDPYemen/status/1454704631653748738>
- <https://twitter.com/UNDPYemen/status/1454731875122044929>
- <https://www.facebook.com/UNDPYEMEN/photos/pcb.4679795202071860/4679795072071873/>
- <https://www.instagram.com/p/CV2MvYrMAZh/>

Story links on UNDP Regional Bureau for Arab States (RBAS) platforms:

- <https://www.arabstates.undp.org/content/rbas/en/home/stories/nurturing-youth-entrepreneurship.html> Eng.
- <https://www.arabstates.undp.org/content/rbas/ar/home/stories/nurturing-youth-entrepreneurship.html?platform=hootsuite> Ara.
- <https://twitter.com/UNDPArabic/status/1453084012604362753>
- <https://twitter.com/UNDPArabic/status/1452609637673406467>

2. The Building Blocks for Sustainable Business

- Story page ([English](#) and [Arabic](#))
- <https://twitter.com/UNDPYemen/status/1468097075581751303>
- <https://twitter.com/UNDPYemen/status/1468117704087384064>

Story links on UNDP Regional Bureau for Arab States (RBAS) platforms:

- <https://www.arabstates.undp.org/content/rbas/ar/home/presscenter/articles/2021/-the-building-blocks-for-sustainable-business-.html?platform=hootsuite>
- <https://www.arabstates.undp.org/content/rbas/en/home/presscenter/articles/2021/-the-building-blocks-for-sustainable-business-.html>
- <https://twitter.com/UNDPArabic/status/1458490890306170883>
- <https://twitter.com/UNDPArabic/status/1468323177075933185>

3. Investing in Yemen's Youth, Investing in Our Future

- Story page ([English](#) and [Arabic](#))
- <https://twitter.com/UNDPYemen/status/1496138553629290498>
- <https://twitter.com/UNDPYemen/status/1496132946557874188>
- <https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5136266436424732/>
- https://www.instagram.com/p/CaSO4zuljBt/?utm_source=ig_web_copy_link

4. Productive Youth, Successful Projects

- Story page ([English](#) and [Arabic](#))
- <https://twitter.com/UNDPYemen/status/1511644219160641539>
- <https://twitter.com/UNDPYemen/status/1511669748202885128>
- <https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5257718757612832>
- https://www.instagram.com/p/CcAVvpYnZOS/?utm_source=ig_web_copy_link

Social Media impressions summary:

Post	Platform	Impressions	Likes	Retweets	Replies	Total Engagements
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https://twitter.com/UND PYemen/status/1386315647756521475	Twitter	490	9	3		36
https://twitter.com/UND PYemen/status/1386339670963990535?s=19	Twitter	683	21	6		55
https://twitter.com/UND PYemen/status/1386367332013027333	Twitter	440	17	4		10
https://twitter.com/UND PYemen/status/1386380993922310145?s=19	Twitter	665	22	6	1	24
https://twitter.com/und pyemen/status/1394576807169568770?s=21	Twitter	5,109	29	12	0	170
https://twitter.com/UND PYemen/status/1394595301634228226?s=20	Twitter	3,627	26	4	0	175
https://twitter.com/UND PYemen/status/1395468195495022595	Twitter	3,726	24	11	1	78
https://twitter.com/UND PYemen/status/1395482279376564226?s=20	Twitter	1,487	20	5	1	91
https://twitter.com/UND PYemen/status/1405510917190729730?s=20	Twitter	3,983	29	9	0	108
https://twitter.com/UND PYemen/status/1405558441385549832?s=20	Twitter	4,142	30	6	2	156
https://twitter.com/UND PYemen/status/1405919340583587841?s=20	Twitter	4,635	36	9	1	147
https://twitter.com/UND PYemen/status/1405936911122931715?s=20	Twitter	6,414	48	10	3	295
https://twitter.com/UNDPYemen/status/1415677880474882053	Twitter	6,886	12	2	0	70
https://twitter.com/UNDPYemen/status/1415717874220552197	Twitter	3,078	23	6	1	109
https://twitter.com/UNDPYemen/status/1420640032105373698	Twitter	13,741	46	14	0	163
https://twitter.com/UNDPYemen/status/1420663866003005447	Twitter	2,448	18	5	1	77
https://twitter.com/UNDPYemen/status/1427232103138222081	Twitter	6,125	36	9	0	155

https://twitter.com/UNDPYemen/status/1427246143713460227	Twitter	10,267	29	7	0	368
https://twitter.com/UNDPYemen/status/1429356414808510469	Twitter	2,336	17	8	0	117
https://twitter.com/UNDPYemen/status/1429369217799921666	Twitter	11,420	35	4	0	444
https://twitter.com/UNDPYemen/status/1434790160672112644	Twitter	1,487	27	5	1	66
https://twitter.com/UNDPYemen/status/1434806325389709313	Twitter	1,480	17	4	1	58
https://twitter.com/UNDPYemen/status/1443118244479569922	Twitter	1,900	19	4	0	63
https://twitter.com/UNDPYemen/status/1443135367784370177	Twitter	1,762	15	4	1	68
https://twitter.com/UNDPYemen/status/1445285002011463682	Twitter	1,540	16	2	0	38
https://twitter.com/UNDPYemen/status/1445305135446597633	Twitter	1,095	16	2	0	60
https://twitter.com/UNDPYemen/status/1446012898288054274	Twitter	2,119	15	3	0	57
https://twitter.com/UNDPYemen/status/1446035088962097154	Twitter	1,146	19	5	0	57
https://twitter.com/UNDPYemen/status/1448891391766061069	Twitter	10,680	37	7	1	138
https://twitter.com/UNDPYemen/status/1448906490287476765	Twitter	2,606	36	7	0	131
https://twitter.com/UNDPYemen/status/1450373222554226689	Twitter	2,442	22	6	1	63
https://twitter.com/UNDPYemen/status/1450403889925263362	Twitter	2,619	27	7	0	91
https://twitter.com/UNDPYemen/status/1452522903338201090	Twitter	2,097	22	4	0	80
https://twitter.com/UNDPYemen/status/1452540573110448131	Twitter	8,299	12	2	0	124

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https://twitter.com/UNDPYemen/status/1454731875122044929	Twitter	1,531	19	8	0	78
https://twitter.com/UNDPYemen/status/1464957382665064448	Twitter	1,648	20	4	0	44
https://twitter.com/UNDPYemen/status/1464967808090091523	Twitter	7,653	42	6	2	111
https://twitter.com/UNDPYemen/status/1465939009729933320	Twitter	3,000	23	5	0	48
https://twitter.com/UNDPYemen/status/1465952407620395009	Twitter	6,213	29	7	0	101
https://twitter.com/UNDPYemen/status/1468097075581751303 - Written story	Twitter	2,488	16	7	1	51
https://twitter.com/UNDPYemen/status/1468117704087384064 - Written story	Twitter	5,672	15	4	0	62
https://twitter.com/UNDPYemen/status/1468475432395689986 - Video	Twitter	576	8	4	0	15
https://twitter.com/UNDPYemen/status/1468490532158537731 - Video	Twitter	922	16	1	0	34
https://twitter.com/UNDPYemen/status/1470700177480634371	Twitter	2,192	32	5	0	76
https://twitter.com/UNDPYemen/status/1470713947460452355	Twitter	2,096	22	7	1	73
https://twitter.com/UNDPDC/status/1468662924298309632 (RT)	Twitter	N/A	N/A	N/A	N/A	N/A
https://twitter.com/UNDPArabic/status/1468323177075933185 (RT)	Twitter	N/A	N/A	N/A	N/A	N/A
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https://twitter.com/UNDPYemen/status/1491338533201920000	Twitter	2,810	40	16	0	154
https://twitter.com/UNDPYemen/status/1491362445927251971	Twitter	3,131	33	14	1	211
https://twitter.com/UNDPYemen/status/1496138553629290498	Twitter	1,833	23	7	2	69
https://twitter.com/UNDPYemen/status/1496132946557874188	Twitter	4,686	21	5	1	52
https://twitter.com/UNDPYemen/status/1501966113655062529	Twitter	680	13	5	2	47
https://twitter.com/UNDPYemen/status/1501981217616367635	Twitter	565	13	3	1	50
https://twitter.com/UNDPYemen/status/1506880060489408516	Twitter	6,156	51	14	0	162
https://twitter.com/UNDPYemen/status/1506905485517152259	Twitter	1,516	27	8	0	100
https://twitter.com/UNDPYemen/status/1510538866041704455	Twitter	2,652	24	10	0	82
https://twitter.com/UNDPYemen/status/1510558269865086982	Twitter	1,558	33	10	0	76
https://twitter.com/UNDPYemen/status/1511644219160641539	Twitter	1,570	21	7	0	63
https://twitter.com/UNDPYemen/status/1511669748202885128	Twitter	1,894	37	18	0	164
https://twitter.com/UNDPYemen/status/1481189753785663488	Twitter	2,620	17	4	0	63
https://twitter.com/UNDPYemen/status/1520369795623014400	Twitter	1,232	15	9	0	52

https://twitter.com/UNDPYemen/status/1520384508394196993	Twitter	668	11	6	0	47
https://twitter.com/UNDPYemen/status/1522086673030471680	Twitter	1,601	24	10	0	52
https://twitter.com/UNDPYemen/status/1522152193205444611	Twitter	3,433	37	7	3	153
https://twitter.com/UNDPYemen/status/1523571125388976128	Twitter	990	11	6	1	28
https://twitter.com/UNDPYemen/status/1523582560907202560	Twitter	2,274	35	6	2	114
https://twitter.com/UNDPYemen/status/1524659283803230209	Twitter	1,704	9	2	0	29
https://twitter.com/UNDPYemen/status/1524673488740626432	Twitter	507	9	3	2	39
https://twitter.com/UNDPYemen/status/1544285764548284417						
https://twitter.com/UNDPYemen/status/1544306350041075714						
https://twitter.com/UNDPYemen/status/1561603656172113921						
https://twitter.com/UNDPYemen/status/1561634547711836160						
Post	Platform	People reached	Reactions (Reactions, Comments & Shares)	Post Clicks		
https://m.facebook.com/story.php?story_fbid=4153062474745138&id=117585008292925	Facebook	1,096	17	6		
https://m.facebook.com/story.php?story_fbid=4153300421388010&id=117585008292925	Facebook	667	11	1		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4362187227165994/	Facebook	7,335	204	408		

https://www.facebook.com/UNDPYEMEN/videos/773298833364227 (Video)	Facebook	1.8K	97	193		
https://www.facebook.com/UNDPYEMEN/posts/4387801231271260	Facebook	1791	45	25		
https://www.facebook.com/UNDPYEMEN/photos/pcb.4482377061813676/4482376958480353/	Facebook	4,324	96	79		
https://www.facebook.com/UNDPYEMEN/photos/pcb.4500751763309539/4500751709976211/	Facebook	5,026	87	110		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4546495478735167/	Facebook	2,948	67	39		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4617228028328578/	Facebook	3,983	84	63		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4623868027664578/	Facebook	4,075	77	97		
https://www.facebook.com/UNDPYEMEN/photos/a.158712044180221/4636126886438692/	Facebook	6,597	141	308		
https://www.facebook.com/UNDPYEMEN/photos/pcb.4679795202071860/4679795132071867/	Facebook	4,300	66	63		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4688975297820517/	Facebook	2,700	59	35		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4747844095266970/	Facebook	2,100	44	92		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4845140312204014/ - Written Story	Facebook	2.8K	65	29		
https://www.facebook.com/UNDPYEMEN/videos/1291789351338772 - Video story	Facebook	975	41	55		
https://www.facebook.com/UNDPYEMEN/photos/a.127	Facebook	3,601	132	59		

889803929112/4864145326970179/						
https://www.facebook.com/UNDPYEMEN/photos/pcb.4905955079455870/4905954976122547/	Facebook	4,514	84	84		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/4983476668370377/	Facebook	3.3K	85	46		
https://www.facebook.com/UNDPYEMEN/photos/pcb.5093191610732215/5093183984066311	Facebook	11.8K	272	965		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5136266436424732/	Facebook	3,913	101	150		
https://www.facebook.com/UNDPYEMEN/videos/503348534681314	Facebook	538	22	16		
https://www.facebook.com/UNDPYEMEN/videos/1755282758140407	Facebook	767	30	37		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5249108601807181/	Facebook	5,141	105	229		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5257718757612832	Facebook	3,168	101	184		
https://www.facebook.com/UNDPYEMEN/videos/476586177546040	Facebook	1,086	41	52		
https://www.facebook.com/UNDPYEMEN/photos/a.127889803929112/5336794749705232/	Facebook	4,135	91	215		
https://www.facebook.com/UNDPYEMEN/photos/a.158712044180221/5371084409609599/	Facebook	4,799	154	190		
https://www.facebook.com/UNDPYEMEN/videos/5723528847675792	Facebook	717	28	52		

https://www.facebook.com/UNDPYEMEN/posts/pfbid02DDt1FkQKPChSaxJZKeDzWgQ6faPPFuV1yGzu9syFNTNLZRxVDDZ22Ava3gNhY78EI						
https://www.facebook.com/stories/1789815044401231/?view_single=true						
https://www.facebook.com/UNDPYEMEN/videos/1768944246799482						
https://www.facebook.com/watch/?v=1031874840854815						
https://www.facebook.com/stories/1789815044401231/?view_single=true						
Post	Platform	Impressions	Likes	Replies		
https://www.instagram.com/p/CQvSgOyh-ds/	Instagram	412	32	1		
https://www.instagram.com/p/CRWaIN-hsI2/	Instagram	379	17	0		
https://www.instagram.com/p/CRdh5XAh_Pi/ (Video)	Instagram	174	11	0		
https://www.instagram.com/p/CTeTksdIKKI/?utm_source=ig_web_copy_link	Instagram	145	16	0		
https://www.instagram.com/p/CUcHRoQoPJf/	Instagram	143	6	0		
https://www.instagram.com/p/CUma2QPot3q/	Instagram	171	10	0		
https://www.instagram.com/p/CUrdSOIopnv/	Instagram	138	6	0		
https://www.instagram.com/p/CVNAc-1ITtS/	Instagram	353	24	1		
https://www.instagram.com/p/CVXKpGGM8uP/	Instagram	198	13	0		
https://www.instagram.com/p/CV2MvYrMAZh/	Instagram	192	14	0		
https://www.instagram.com/p/CW73Q5Ro_u0/?utm_source=ig_web_copy_link	Instagram	892	52	1		
https://www.instagram.com/p/CXLL5idlzEx/?utm_source=ig_web_copy_link	Instagram	210	14	0		

https://www.instagram.com/tv/CXN0nu0I4eQ/?utm_source=ig_web_copy_link	Instagram	78	6	0		
https://www.instagram.com/p/CXYjnuFu53J/?utm_source=ig_web_copy_link	Instagram	140	7	0		
https://www.instagram.com/p/CZbkWvLtfDz/?utm_source=ig_web_button_share_sheet355et	Instagram	355	27	0		
https://www.instagram.com/p/CZwE3gBtJJJ/?utm_source=ig_web_button_share_sheet	Instagram	149	12	0		
https://www.instagram.com/p/CaSO4zuljBt/?utm_source=ig_web_copy_link	Instagram	159	9	2		
https://www.instagram.com/tv/Ca7HbijF2ak/?utm_source=ig_web_copy_link	Instagram	128	3	1		
https://www.instagram.com/tv/CbezGEblr1r/?utm_source=ig_web_copy_link	Instagram	158	9	0		
https://www.instagram.com/p/Cb4gHUctQDO/?utm_source=ig_web_copy_link	Instagram	136	5	0		
https://www.instagram.com/p/CcAVvpYNZOS/?utm_source=ig_web_copy_link	Instagram	131	10	0		
https://www.instagram.com/tv/Cc-XG87FvAZ/?utm_source=ig_web_copy_link	Instagram	137	6	0		
https://www.instagram.com/tv/CdLMgzlF0TN/?utm_source=ig_web_copy_link	Instagram	11	1	0		
https://www.instagram.com/tv/CdLM01alX9L/?utm_source=ig_web_copy_link	Instagram	147	9	1		
https://www.instagram.com/p/Cduy5k3lPpv/	Instagram	98	3	0		
https://www.instagram.com/p/CduzbhPFGTZ/	Instagram	123	4	0		
https://www.instagram.com/p/ChUxYMWoaK6/?utm_source=ig_web_copy_link						

https://www.instagram.com/p/ChUyqtyoda8/?utm_source=ig_web_copy_link						
https://www.instagram.com/stories/undpyemen/2906209040669460496/						
https://www.instagram.com/tv/CfoYc4xFcHN/?utm_source=ig_web_copy_link						
https://www.instagram.com/tv/Clja_YgFLYD/?utm_source=ig_web_copy_link						
https://www.instagram.com/tv/ChjcDKFuws/?utm_source=ig_web_copy_link						
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Annex 8: ToRs

TORs National Consultant - Final Evaluation of Vocational, Business Skills Training & Support Project

UNDP/KSRelief + SMEPS

Position details

Vacancy id	VAC-7405
Job title	VAC-7405 National Consultant - Final Evaluation of Vocational, Business Skills Training & Support Project
Location	Yemen North (<u>Lahj and Hadramout</u>)
Apply by	19-May-2022
Start date	01-Jun-2022
Duration	2 months
Number of vacancies	1
Qualification	Master's in M&E, Development Studies, Geography / Environmental Studies, Economics or similar field, PhD is an advantage (essential).
Sector experience	Minimum of 5 year/s of demonstrable relevant Monitoring & Evaluation experience (essential).
Geographical experience	Minimum of 5 year/s of experience in Middle East (essential).
Languages	Fluent in English (essential). Fluent in Arabic (essential)

Job description

CTG overview

CTG staff and support humanitarian projects in fragile and conflict-affected countries around the world, providing a rapid and cost-effective service for development and humanitarian missions. With past performance in 17 countries – from the Middle East, Africa, Europe, and Asia, we have placed more than 20,000 staff all over the world since operations began in 2006.

CTG recruits, deploys and manages the right people with the right skills to implement humanitarian and development projects, from cleaners to obstetricians, and mechanics to infection specialists, we're skills emergency response to crises such as the Ebola outbreak in West Africa. Key to successful project delivery is the ability to mobilize at speed; CTG can source and deploy anyone, anywhere, in less than 2 weeks and have done so in 48 hours on a number of occasions.

Through our efficient and agile HR, logistical and operational services, CTG saves multilateral organisations' time and money. We handle all our clients' HR related issues, so they are free to focus on their core services.

Visit www.ctg.org to find out more

Overview of the Position

The conflict in Yemen is now in its 8th year and has exacerbated chronic vulnerabilities, leaving an estimate of 20.7 million people (about 80% of its population) in need of humanitarian assistance, including 12.1 million people in acute needs, 4 million IDP's of which 70% are women & children & approximately 30% of displaced households are now headed by females compared to 9% before conflict escalated in 2015 Yemen is one of the most food insecure countries in the world, according to the 2021 IPC in the 1st half of the year, with 54% of its population facing crisis or worse levels of food insecurity, of about 47,000 at worst level (IPC phase 5) .

The current conflict has led to a deteriorating macroeconomic condition, declining livelihood opportunities & access to income & rising prices of food & essential non-food commodities. The COVID-19 pandemic has compounded the situation by disrupting supply chains & further reducing incomes. Moreover, before the outbreak of COVID-19 in April 2020, Yemen was already the largest humanitarian & development crisis in the world. Yemen's COVID-19 epidemic represents a crisis within a crisis, with potentially catastrophic effects on the population.

The country has been hit hard by the CO 19 pandemic at a time when its population 7 institutions have been massively weakened by a complex conflict & a succession of health shocks & natural disasters.

Yemen is experiencing a severe economic downturn due to lowered domestic supply & demand resulting from containment measures & external macro shocks associated with reduced oil revenues & foreign exchange inflows emanating from a decline remittance. These factors have placed additional burden on Yemen's already limited foreign exchange, risking further devaluation, rising commodity prices & business closures.

The public sector, which, traditionally is the biggest employer is so fragmented & collapsing & hence unable to absorb the growing labor force. Recent assessments by our client & other development players in Yemen have revealed that several small businesses have closed since the COVID-19 pandemic outbreak due to viability challenges mainly to do with subdued demand & difficulties in getting supplies due either of the current situation o recent COVID-19 wave containment measures.

The few operating enterprises are unable to absorb a critical mass of the available labor due to factors like their scale most are micro & small businesses with l labor absorptive capacities. Opportunities exist in setting new businesses, but most youth & women lack resources & skills.

There has been a massive decline in vocational & skills training outside the major to due to the ongoing conflict. Outside of the UN & NGO community, few public or private sector organizations offer vocational & entrepreneurial skills training. Where they exist, youth & women are constrained costs & other social restrictions to travel to the training centers.

Studies on youth unemployment have revealed a growing trend of skills mismatch, whereby potential labor does not possess the skills demanded by the enterprises. ***The skills mismatch***

includes vocational & entrepreneurial skills & soft skills, such as communication, ethical, life & social skills (how to build a business network). The predominantly youthful population also lack the entrepreneurial culture, the technical & artisanal skills & capacity to form & develop their own small businesses.

Our client collaborated with SMEPS as the responsible partner under the project “**vocational & business skills training & support**” with an objective to empower rural young men & women with vocational, technical and business skills and nurture an entrepreneurship culture enhancing the employability and productive engagement in economic & local recovery activities.

These efforts contributed to and complemented the overall collective efforts for economic recovery and livelihood restoration leading improved wellbeing and resilience among Yemenis.

The project is anchored in UNDP strategic plan, their Yemen country program document, SDG's & KSA's strategic objective of humanitarian and relief.

- UNDP strategy: Advance poverty eradication in all its forms and dimensions.
- UNDP country programme document: Yemenis improve their livelihoods & access inclusive productive services.
- SDG's; No poverty, zero hunger, decent work & economic growth.
- KSA's strategic objective: Humanitarian & relief, deliver KSA's external humanitarian aid & relief, develop strong partnerships with leading humanitarian organizations & develop an effective process to respond humanitarian crises quickly and effectively

The theory of change underpinning the project was that “if youth & women in selected districts are provided with market linked vocational, technical & business skills support & if their entrepreneurial skills are nurtured to initiate or resuscitate self-enterprises, then new business and income generating opportunities are created & then employability & engagement in economic & livelihood initiatives & productivity & incomes for young men & women in targeted areas will be increased resulting in improved well-being and resilience among Yemenis”

Role objectives

Project output 1: Young men & women in Hadramout & Lahj governorates provided with vocational, technical & entrepreneurial skills & support.

Key project activities across all components:

- Technical training.
- Entrepreneurship training.
- Promotion linkage with markets.
- In kind grants (toolkits, input materials, safety gear, etc.).
- Financial literacy / in kind grants.

Project components:

- Agro-processing.
- Textile and handloom products.
- Vocational skills.

Key stakeholders & partners:

UNDP has built strategic partnerships with the SMEPS as a RP in the YECRP project. UNDP partnership with SMEPS is characterized by well structured & joint coordination, decision making & supervision from the start of the project cycle & a division of labour which contributed to effective implementation. The other key partners are the vocational & technical training services providers in the targeted areas.

Evaluation purpose, objectives & scope:

- The vocational, business skills training and support project will end on the 30th June 2022, so this evaluation is being conducted to assess the project's contribution towards aims to empower rural young men and women with vocational, technical & business skills & nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to & complement the overall collective efforts for economic recovery & livelihood restoration leading to improved wellbeing and resilience among Yemenis.
- Our client commissions a final project evaluation to serve as an important learning & accountability tool, providing the project donor, our client, national stakeholders & other partners with an impartial assessment of the results achieved by the project. The evaluation also assesses the internal and external factors affecting the project's outcomes. The evaluation will assess the project's relevance, effectiveness, efficiency & sustainability; identify & document lessons learned & provide recommendations to inform key stakeholders; relevant national institutions / partners, donors, our client, UN agencies, CSO's on any adjustment / redirection that may be necessary for future social safety net support in emergency contexts.
- The principal objectives of the evaluation are to ascertain the relevance, efficiency, effectiveness, sustainability, gender equality & women's empowerment of the vocational & business skills training & support project intervention on well being of most vulnerable households & communities in targeted areas. The specific objective of the evaluation is to fulfil our clients top management & donor requirements as well as assessing project implementation in terms of relevance, efficiency, effectiveness, impact to date & sustainability of the activities that have been undertaken, with consideration of recommendations to improve programming in terms of vocational training program for new sector / components & the other integration of host communities, IDPs & returnees.
- The evaluation should provide information that is credible & useful, enabling the incorporation of lessons learned into the decision-making process.

- The evaluation will focus on the vocational & business skills training & support intervention implemented by our client & its national RP, the SMEPS in the target governorates of Hadramaut & Lahj during the p period (November 2020 - June 2022).
- The evaluation will cover the project conceptualization, design, implementation, monitoring, reporting & evaluation of results & will engage all project stakeholders.
- The evaluation will assess the relevance, effectiveness, efficiency & sustainability of the project;
 - explore the key factors that have contributed to the achievements or non-achievement of planned results & determine extent to which the project has contributed to improving the resilience of the targeted beneficiaries & communities;
 - addressing key challenges & gaps, crosscutting issues of gender equality & women’s empowerment & human rights that may have affected / limited the attainment of the project development objective & recommend actionable intervention.

Evaluation criteria & key guiding questions:

- The evaluation will answer the following questions structured around the OECD DAC criteria of relevance, efficiency, effectiveness & sustainability. Furthermore, the evaluation will also answer specific questions related to human rights, gender equality & impact of COVID-19 & limitations to cover evaluation questions.

Relevance / coherence:

- To what extent was the project in line with national development priorities, country program outputs & outcomes, our clients strategic plan & SDGs?
- To what extent does the project contribute to the theory of change for the relevant country program outcome?
- To what extent were lessons learned from other relevant projects considered in the design?
- To what extent were perspectives of men & women who could affect the outcomes & those who could contribute information or other resources to the attainment of stated results, taken into account during pro design processes?
- To what extent does the project contribute to gender equality, the empowerment of women & the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

Effectiveness:

- To what extent did the project contribute to the country program outcomes and outputs, the SDGs, our clients strategic plan & national development priorities?
- To what extent were the project outputs achieved, considering men, women & vulnerable groups?
- What factors have contributed to achieving, or not, intended country program outputs & outcomes?
- To what extent has UNDP's partnership strategy been appropriate & effective?
- What factors contributed to effectiveness or ineffectiveness?
- In which areas does the project have the greatest achievements? Why & what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the fewest achievements? What have been the constraining factors & why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- Are the project objectives & outputs clear, practical & feasible within its frame? Do they clearly address women, men & vulnerable groups?
- To what extent have different stakeholders been involved in project implementation?
- To what extent are project management & implementation participatory & is this participation of men, women & vulnerable groups contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents (men, women, other groups) & changing partner priorities?
- To what extent has the project contributed to gender equality, the empowerment of women & the realization of human rights?

Efficiency:

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent were resources used to address inequalities in general & gender issues in particular?
- To what extent have our clients project implementation strategy & execution been efficient & cost effective?
- To what extent has there been an economical use of financial & HR? Have resources (funds, male & female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- To what extent have project funds & activities been delivered in a timely manner?

- To what extent do the M&E systems utilized by our client to ensure effective & efficient project management?

Sustainability:

- Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men & vulnerable groups?
- To what extent will targeted men, women & vulnerable people benefit from the project interventions in the long term?
- To what extent will financial & economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs & the project contributions to country program outputs & outcomes?
- Do the legal frameworks, policies & governance structures & processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent did our clients actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men & women) in a negative way? What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures & policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights & human development
- To what extent do stakeholders (men, women, vulnerable groups) support the project's long term objectives?
- To what extent are lessons learned documented by the project team on a continual basis & shared with appropriate parties who could learn from the project?
- To what extent do our clients interventions have well designed & well planned exit strategies which include a gender dimension?
- What could be done to strengthen exit strategies & sustainability in order to support female & male project beneficiaries as well as marginalized groups?

Human rights:

- To what extent have poor, IDPs & vulnerable, indigenous & physically challenged & other disadvantaged & marginalized groups benefited from the intervention in Yemen?

Gender equality:

- To what extent have gender equality & the empowerment of women been addressed in the design, implementation & monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?

- To what extent has the project promoted positive changes in gender equality & the empowerment of women? Were there any unintended effects?
- How the project has contributed to the empowerment of women & reduced gender inequalities (keep women in poverty, accelerate transformations for sustainable development, reduce structural vulnerability shocks & crisis)?

Disability:

- Were persons with disabilities / IDPs engaged in project planning & implementation?
- What proportion of the beneficiaries of the project were persons with disabilities / IDPs?
- What barriers did persons with disabilities / IDPs face? How it was overcome? What is the impact of the project on the lives of people with disability & IDPs? Have any positive changes have been added?
- The final key guiding questions to be used in the evaluation should be clearly outlined in the inception report & fully discussed & agreed between our client, key stakeholders & the evaluator.

Donor Requirements

TARGET VS ACHIEVEMENT

- i)Indicator wise target vs, achievement
- ii)Activity wise target vs achievement
- iii)Any discrepancies in achievements, reasons and how they affect the overall objectives.

TIMELINESS

- i)How timely was the response in terms of needs?
- ii)What would happen if the project were not initiated at that time?
- iii)Have the planned activities been completed on time?
- iv)Is there any activity that could not be started as per the plan? Give example and reasons for delay?
- v)Were there any unplanned activities conducted? If yes, why? How did it affect the timeliness and the budget?
- vi)If you could not start few activities on time, is there any negative effects of the delay? How did you minimize the negative effects?

COORDINATION

- i) To what extent has the response been coordinated with the efforts of the broader humanitarian community?
- ii) To what extent has the response been coordinated with the efforts of the government?
- iii) Did the coordination result in cost reduction? If yes, please explain.
- iv) What have been the biggest successes in coordination? What were the biggest gaps?
- v) What, if any, changes could we make to improve coordination of the overall response?

EFFICIENCY (Additional questions to explore)

- i) Could you have achieved the outputs in another way but at lower costs?
- ii) Could you have achieved better outputs at the same cost?
- iii) Was there any project redesign which may have increased costs?
- iv) Was there any cost increase due to delay?
- v) Did your procurement process ensure that the best and lowest prices were obtained balancing quality, cost, and timeliness? Give example

OUTCOME

- i) Has the project achieved the objectives it intended to achieve?
- ii) What are the outcomes (positive or negative change/ difference from original situation) of this project?
- iii) Do you think this change is a direct result of the project, or would they have improved anyway?
- iv) Are there any other actors/ organizations who also contributed to this change? Give example?

LESSONS LEARNED

- i) Was there any review and learning process in place which allowed the agency to respond to immediate problems?
- ii) Has the experience gained from this project been documented in writing?
- iii) Have you collected beneficiary feedback regularly and systematically? If yes, how did you use the feedback?
- iv) Have you communicated any lessons learned with the staff/ partners, and beneficiaries? Give example.

v)Have you taken any appropriate action where areas of weakness identified? Give example.

vi)Have you shared the learning with other humanitarian and development agencies?

vii)What examples of innovative good practice can be seen in the response?

viii)What general lessons can be drawn for our preparation for future response?

METHODOLOGY

i)The consultant should highlight the data quality assurance system (e.g., validity, reliability, precision, timeliness, and integrity) of UNDP to ensure quality of the data reported.

ii)The consultant can also hold a reflection workshop with the implementing partner and local partners to capture achievements and challenges, lessons learned, determine the effectiveness of the coordination and support provided by UNDP, identify areas of improvement and future gaps in the sector, comments on the sustainability plan etc.

iii)The consultant should collect all source documents and share as soft copy with the report so that the validity of the report can be assessed.

OBEJECTIVE

i)One of the objectives could be to assess the changes in the lives of the beneficiaries as a result of the interventions.

ii)Another objective could be to document key lessons learned, improve current operations, and mark the way forward for future programming.

Visibility plan

Address the visibility plan of the project.

Methodology:

The evaluation will be carried out in accordance with UNDP evaluation guidelines & policies, UN group evaluation norms & ethical standards; OECD / DAC evaluation principles & guidelines & DAC evaluation quality standards. The evaluation will employ a combination of both qualitative & quantitative evaluation methods instruments: The evaluator is expected to follow a participatory & consultative approach that ensures close engagement with the evaluation managers, implementing partners, project direct & indirect beneficiaries & communities with gender balance. However, final decisions about the specific design methods for the evaluation emerge from consultations with our clients OST, the evaluators & key stakeholders about what is appropriate & feasible to meet the evaluation purpose & objectives & answer the evaluation questions, given all limitations including time, security situation, accessibility, budget & data. Suggested methodological tools and approaches include:

- Document review of all relevant documentation. This includes a review of inter alia, theory of change & results framework, joint implementation program document, letter of agreement with national RP & prop project quality assurance reports, annual workplans, annual reports, vocational, technical & business skills training project results oriented monitoring report, highlights of project board meetings & technical / financial monitoring reports.
- Interviews & meetings with key stakeholders (men & women) such as key national counterparts, donor community members, representatives of key CSO's, UNCT members & implementing partners.
- Semi structured interviews, based on questions designed for different stakeholders & also evaluation questions around relevance, coherence, effectiveness, efficiency & sustainability, human rights & gender equality & women's empowerment.
- Key informant & FGD's with beneficiaries, communities & stakeholders with gender balanced.
- All interviews with men & women should be undertaken in full confidence & anonymity. The final evaluation report should not assign specific comments to individuals.

Surveys & questionnaires including direct & indirect beneficiaries, respective communities with gender balanced (at least 30% female to be engaged during the evaluation survey), UNCT members & / or survey questionnaires to other stakeholders at strategic & programmatic levels (if necessary).

Field visits & on site validation of key outputs & interventions. The evaluation team is expected to follow a participatory & consultative approach that ensures close engagement with the evaluation manager, p team, implementing partners & direct beneficiaries.

Other methods such as outcome mapping, cash study approach, stakeholder analysis / consultations, observational visits, group discussions, etc such as:.

- Data review & analysis of monitoring & other data sources & methods. To ensure maximum validity, reliability of data (quality) & promote use, the evaluation team will ensure triangulation of the various data sources.
- Gender & human rights lens. All evaluation products need to address gender, disability & human rights issues.

The evaluator will need to conduct funding analysis to answer the related evaluation questions. Our client will provide the needed funding data to support the analysis.

Building on project M&E data of production volumes & income levels of beneficiaries of the 3 main components agro-processing, textile & handloom productions, vocational skills, the evaluation will collect up to date data on productivity & income gains for a purposive sample of earlier beneficiaries, for an assessment of the sustainability of project benefits beyond project support. Current productivity & income for a control group engaged in the same activities as the beneficiary sample will be assessed. The size of the control group will be equal to the beneficiary sample. Productivity & income data for both the treated group & t nontreated control group will be collected through household / beneficiary interviews using structured questionnaires. Project impact will be assessed against both the control group counterfactual & initial nee assessment, baseline data for project beneficiaries insofar as such data is available through the project M&E system. Cost information will be collected from M&E records of grants & other support given to the respective beneficiary of the 3 project main components, from cost information in project progress reports &, if required, from itemized accounts of our client, SMEPS.

Stakeholder participation is to be an integral component of the evaluation design & planning, data gathering, drafting of findings, evaluation reporting & results from dissemination. The evaluation should there focus not only on quantifiable results but also analyze processes & dynamics generated by the project, their scope (in terms of people & other actors involved) & their sustainability. The proposed framework o evaluation can be subject to change based on the agreement between our client, which approves the work plan & the external evaluator(s).

Evaluation products (deliverables):

The evaluation will be expected to deliver the following:

- Evaluation inception report (maximum 15 pages excluding annexes). The inception report should be carried out following & based on preliminary discussions with our cleint after the desk review & should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) & prior to the country visit / project site visits in the case of international evaluator / national evaluators respectively. The evaluation inception report should highlight how the evaluation is planning to integrate major gender aspects during data collection & reporting.
- Immediately following an evaluation, the evaluation team will conduct a preliminary debriefing of findings & key critical observations including gender issues.
- Draft evaluation report (maximum 60 pages including 4 - 5 pages executive summary). Our client & stakeholders will review the draft evaluation report & provide an amalgamated set of comments to the evalu team within 10 days, addressing the content required (as agreed in the inception report) & quality criteria as outlined in our clients evaluation guidelines.

- Evaluation report audit trail. Comments & changes by the evaluation team in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- The final report should address comments, questions & clarification.
- Presentations to stakeholders & the ERG.
- Evaluation brief & other knowledge products / impact case studies (potentially, focusing on project components / sub components / intervention sectors (capacity building, assets, livelihood impact of beneficia communities, gender / women empowerment) agreed in the inception report. The brief should highlight the best practices, key lessons, innovative solutions & recommendations to maximize the benefits & can used to inform new interventions.

It is expected that the evaluator will follow our clients evaluation guidelines & UNEG quality check list & ensure all the quality criteria are met in the evaluation report.

Project reporting

This role reports to the Project Manager.

Key competencies

- Master's Degree in M&E, Development Studies, Geography / Environmental Studies, Economics or similar field, PhD is an advantage.
- Minimum 5 years' experience in international development & evaluations & researches.
- At least 5 years' experience of conducting program evaluations / impact evaluations with a focus on experimental or quasi experimental approaches.
- Experience in research, analysis, M&E particularly in evaluation of vocational education & training programs or related interventions is an advantage.
- Good knowledge of best practices & indicators to measure impact of evaluation for vocational education & training projects including current trends in large project portfolio management, M&E.
- Experience working with international donors & UN agencies.
- Knowledge & experience in Yemen will be an added advantage.
- Good understanding national & state govt. priorities, policies & planning process on vocational education & trainings in Yemen.
- Excellent skills in analysis, synthesis & oral and written communication (in Arabic & English).
- Familiarity with the quality criteria on evaluation reports & the code of conduct for evaluating our clients projects is an asset.
- Ability & experience in producing quality reports within the given time.
- Team leadership skills.
- Excellent drafting, documentation & communication skills.
- Knowledge of vocational & educations interventions & project management skills.

- Proven record on similar documentation work at the national & international levels.
- Promote the highest standards of ethics & integrity.
- Support creativity & innovation.
- Help create an enabling environment for open communication.
- Share knowledge & support a culture of learning.
- Demonstrate fairness & transparency.
- Must be fluent in English & Arabic.

Team management

This role has no team management responsibility.

Further information

Evaluation ethics:

- This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.
- The consultant must safeguard the rights & confidentiality of information providers, interviewees & stakeholders through measures to ensure compliance with legal & other relevant codes governing collection data & reporting on data.
- The consultant must also ensure security of collected information before & after the evaluation & protocols to ensure anonymity & confidentiality of sources of information where that is expected.
- The information knowledge & data gathered in the evaluation process must also be solely used for the evaluation & not for other uses with the express authorization of our client & their partners.

Implementation arrangements:

- Our clients Yemen Country Office will select the consultant through a competitive process in line with their rules & regulations.
- Our client will be responsible for the management of the evaluator & will in this regard designate an evaluation manager & focal point.
- Project Manager will assist in facilitating the whole evaluation process, providing relevant documentation, constituting the evaluation reference group, support to conduct selected project site visits / interviews key informants, reviewing evaluation products stated above etc.
- The evaluation manager will convene an evaluation reference group comprising of technical experts from partners & our client with gender balanced to enhance the quality of the evaluation.

- The reference group will review the inception & the draft evaluation reports, providing detailed comments related to the quality of methodology, evidence collected, analysis & reporting.
- Comments & changes by the evaluator in response to the draft evaluation report should be retained by the evaluator to show how they have addressed the comments (audit trail).
- The reference group will also advise on the conformity of the evaluation process to our client & UNEG standards.
- The national consultant will be responsible to conduct the evaluation.
- S / He will ensure the quality of the evaluation process, outputs, methodology & timely delivery of all products.
- S / He/ will be responsible on the conceptualization and design of the evaluation and shapes the findings, conclusions & recommendations of the report.
- The consultant will take responsibility, with assistance from the PM, for setting up meetings & conducting the evaluation, subject to advance approval of the methodology submitted in the inception report.
- The consultants will work full time & will be required to travel to the project sites as part of the evaluation (unless the situation dictates otherwise).
- The final report will be approved by the evaluation commissioner.
- Our client with support of relevant stakeholders will develop a management response to the evaluation within 2 weeks of report finalization.

Indicative timetable time frame for the evaluation process:

The consultancy will last for 30 working days for about 6 weeks & it is expected to be carried out during May & June 2022.

The tentative schedule is as follows:

Activity	Estimated No. of Days	Date of Completion	Place	Responsible Party	Approving Officer Accepting The Mile
Meeting briefing with our client (project team national Project Coordinator, M&E Officer & Specialist)		At the time of contract signing 1st May 2022	Country Office	Evaluation Manager	
Sharing of the relevant documentation with the evaluation team		At the time of contract signing 1st May 2022	Via email	National M&E Officer	
Desk review, evaluation design, methodology & updated workplan including the list of stakeholders to be interviewed	6 days	Within one weeks of contract signing 1st to 6th May 2022	Home based	Evaluator / Consultant	Team Leader, MSU
Submission of the inception report (10 pages maximum)		Within the beginning of the second week of signing the contract	Via email	Evaluator / Consultant	
Comments & approval of inception report		Within 1 - 2 days of submission of the inception report.	Client team	Evaluation Manager	
Consultations & field visits, in depth interviews & FGD's, stakeholder consultants, case studies according to agreed methodologies incorporated in the evaluation inception report	12 Days	Within 2 weeks (week 2 & 3) of signing contract	Targeted areas in south	National consultants in consultation with the support of the	Initially M&E team National Coordinat then the TL, MSU 4

				project evaluation team	
Debriefing our client & key project stakeholders	1 day	Beginning of week 4	Remotely / in person	Evaluator / Consultant	
Preparation of draft evaluation report (40 - 60 pages maximum excluding annexes), executive summary (4 - 5 pages)	5 days	Within week 4 of the completion of the field mission.	Home based	Evaluator / Consultant	
Draft report submission		Beginning of week 5	Via email	Evaluator / Consultant	
Consolidated our client & stakeholder comments to the draft report		Within 2 - 3 days of week 5	Our client	Evaluation Manager	
Debriefing with our client	1 day	Within end of week 5	Remotely / in person	Evaluator / Consultant	Evaluation Commissioner 50%
Finalization of the evaluation report incorporating additions & comments provided by project staff 7 our clients country office & submission of the final evaluation report to our clients Yemen country office (40 - 60 pages maximum excluding executive summary & annexes)	5 days	Within week 6.	Home based	Evaluator / Consultant	
Estimated total days for the evaluation	30 days				

Application submission process & criteria for selection:

- As required by the programme unit.
- Qualified female candidates are encouraged to apply for this role.

Method of payment:

Payment is contingent on approval by the TL of MSU & Project National Coordinator / PM / M&E Specialist upon satisfactory dispensing of the milestones & it will be paid in the instalments & made based on the agreed financial proposal (contract is based on the deliverables stated in the tentative timeline for the evaluation table above) & released upon submission of a certificate of the payment request, indicating deliverables achieved & days worked to be verified & cleared for payment by the supervisor. The qualified consultant shall receive his / her lump-sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule below:

Payment instalment number	Deliverable	Approval should be obtained by	Payment %
1 st installment	Phase 1: Desk review & inception report	MSU & Project National Coordinator / Project Manager / M&E Specialist	30%
2 nd installment	Phase 2: Field mission & data collection	MSU & Project National Coordinator / Project Manager / M&E Specialist	30%
3 rd installment	Phase 3: Evaluation report writing	MSU & Project National Coordinator / Project Manager / M&E Specialist	40%

Disclaimer: At no stage of the recruitment process will CTG ask candidates for a fee. This includes during the application stage, interview, assessment and training

Annex 9: Audit trail form template

Annex 10. Code of Conduct

United Nations Evaluation Group Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement

Form to be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System Name of Consultant: ___

Sadeq Noman Al-Nabhani _____

I confirm that I have received and understood and will abide by the [United Nations Code of Conduct for Evaluation](#).

Signed at (Snana'a- Yemen) on (4/10/2022) Signature: