



Mid-Term Evaluation of Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP)

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ACRONYMS

AF	Additional funding
CFN	Cash for nutrition
CFW	Cash for work
CHNV	Community Health and Nutrition Volunteer
CPD	Country Programme Document
CSOs	Civil Society Organizations
CO	Country Office
ECRP	Emergency Crisis Response Project
EHNP	Enhanced Health and Nutrition Program
ERG	Evaluation Reference Group
ESPECRP	Yemen Emergency Social Protection Enhancement and COVID-19 Response Project
EU	European Union
FGD	Focus Group Discussion
HR	Human Rights
HRBA	Human Rights Based Approach
GBV	Gender-based violence
GRM	Grievance redress mechanisms
IDA	International Development Association
IDP	Internally displaced person
IP	Implementing Partner
IR	Inception Report
KII	Key informant interview
LNOB	Leave No One Behind
MAM	Moderate acute malnutrition
MFI	Micro financial institutions
MTE	Midterm Evaluation
MSME	Micro, Small & Medium Enterprises
M&E	Monitoring and Evaluation
PWD	Person with disability
PWP	Public Works Project
RRF	Results and Resources Framework
RBM	Results Based Management
SAM	Severe acute malnutrition
SDG	Sustainable Development Goals
SFD	Social Fund for Development
SMEPS	Small and Micro Enterprise Promotion Service
SMEs	Small and Medium Enterprises
TOC	Theory of Change
TPM	Third-party monitoring
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
WB	World Bank

EXECUTIVE SUMMARY

This report presents the findings of an independent mid-term evaluation (MTE) of the UNDP Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), funded by the World Bank (WB) International Development Association (IDA).

Evaluation Context

Yemen faces substantial challenges in achieving the United Nations Sustainable Development Goals (SDGs). It is severely hindered by ongoing conflict, which exacerbates security issues and impedes access to essential services. The humanitarian situation is dire, with over 21 million people, including nearly 13 million children, needing assistance and about 4.5 million people internally displaced. The country's economic downturn, fuelled by infrastructure damage and disrupted supply chains, has resulted in widespread food insecurity, affecting 20 million Yemenis.

Yemen heavily relies on food imports, making it vulnerable to price fluctuations and supply chain disruptions. The conflict has destroyed livelihoods, significantly affecting the affordability, accessibility, and availability of food, and led to heightened food insecurity and malnutrition, with acute malnutrition prevalent among children. COVID-19 has further strained Yemen's fragile health system, disrupted food supplies, and reduced remittances, exacerbating poverty. The conflict intensifies environmental challenges such as water scarcity, deforestation, and vulnerability to climate change. Additionally, gender inequality remains a significant issue, with limited access to education, healthcare, and economic opportunities for women and girls and high rates of gender-based violence and child marriage.

Evaluation Objectives

The object of this evaluation is the UNDP Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), funded by the World Bank. The Project has a total funding of US\$61.4 million, further bolstered during its implementation by an additional US\$108 million from the World Bank. The Project aims to provide cash transfers to enhance nutrition and health, create temporary jobs, and rebuild community assets. It is aligned with the UNDP's Country Programme Documents for Yemen (2019-2022 and 2023-2024), seeking to improve access to food, livelihoods, and environmental stability, particularly for women, adolescents, and girls in vulnerable communities.

The Project's three main outputs are:

- Enhancing short and medium-term livelihoods and recovery support to combat food insecurity and provide economic opportunities.
- Rehabilitating social and productive community assets to improve basic services and climate change adaptation.
- Strengthening Yemeni businesses, especially in the food sector, by supporting micro and small enterprises affected by conflict and COVID-19.

This evaluation aims to comprehensively assess the Project's performance and progress. It examines how the Project contributes to the expected outputs and targets established in its Results Framework. It scrutinizes the Project's Theory of Change and assesses its relevance, coherence, effectiveness, efficiency, sustainability, and projected impact based on its design and execution. The evaluation captures the level of satisfaction among beneficiaries and stakeholders with the outcomes achieved by the Project thus far. A key focus is placed on documenting successes and drawing lessons from them, along with identifying best practices that can be replicated and scaled up in future initiatives. The evaluation gives considerable attention to cross-cutting issues such as gender sensitivity, awareness of gender-based violence, the implementation of grievance redress mechanisms, conflict

sensitivity, and the inclusion of vulnerable groups. The evaluation contains actionable forward-looking recommendations based on its findings.

Intended Users

Main evaluation users include the UNDP Country Office, the Project's management and staff, the World Bank, national implementing partners, other international partners, and national stakeholders, including community leaders and Civil Society Organizations (CSOs). It is expected that the evaluation's actionable recommendations will guide programmatic improvements and foster a sense of ownership among partners for the achievements of the Project.

Evaluation Methodology

The evaluation used a theory-based contribution approach to analyse pathways linking Project activities and outputs with expected outcomes and impacts. The evaluation employed a mixed-method approach to collect quantitative and qualitative comprehensive, accurate and measurable disaggregated data that was triangulated and analysed. A wide range of documents were reviewed, 80 interviews and 19 focus group discussions were conducted, supported through direct observations. The methodological limitations of the evaluation include a challenging security environment that restricted opportunities to engage in dialogue with a wide range of Project beneficiaries. The evaluation followed the United Nations Evaluation Group (UNEG) Norms and Standards and the UNEG Ethical Guidelines for Evaluation.

Key Findings

The Project's approach reflects a strategic combination of short-term programming with a vision for longer-term development. Its focus on temporary employment, social infrastructure development, and agricultural support has enabled many to transition from reliance on humanitarian aid to self-help. To capitalize on these gains, a strategic humanitarian-development nexus, effective collaboration, and advanced capacity development models are crucial to maximize the Project's impacts.

The Project's design, tailored to Yemen's lack of security, political instability, and governance challenges, is pragmatic and realistic. A Direct Implementation Modality (DIM) is the only viable delivery solution, considering the fragmented governance and limited local capacities. The ToC is grounded in this realistic context, drawing from UNDP's and its Implementing Partners (IPs) expertise.

In terms of relevance, the Project is highly relevant and aligns well with UNDP's Country Programme Documents (CPDs) and Sustainable Development Goals (SDGs). It addresses Yemen's humanitarian crisis by focusing on urgent needs like food security and inclusive social services. Stakeholders and beneficiaries recognize its relevance, citing interventions such as road paving and nutrition initiatives directly addressing local needs. The Project has shown fluidity, striking a balance between planned interventions and the room for maneuvering to respond to supported communities' needs effectively. The Project's M&E system, while effective in tracking immediate outputs, lacks comprehensive indicators for long-term outcomes, and the absence of baseline studies limits its long-term performance assessment. Additionally, the Project's integration of HRBA principles is inconsistent, affecting its focus on the most vulnerable groups.

In terms of coherence, the Project demonstrates varying levels of coherence with its partners, primarily engaging in information sharing and cooperation. Still, it did not reach a stage of full collaboration. While the Project exchanges information and participates in partner meetings, it has not fully capitalized on deeper operational collaboration, particularly in areas like agriculture. The introduction of the geo-bundling model in 2023 shows promise for enhancing coherence among partners by integrating activities within targeted geographical areas. The model is still in its early stages, with the Project developing operational manuals and processes to support its implementation.

In terms of effectiveness, the Project is effective. The majority of targets will most likely be achieved by the end of the Project, but as additional significant funding has been provided and more funding has been committed, and targets revised, the Evaluation Team (ET) makes its conclusions only for PF and AF components. The CfN sub-component successfully combined cash transfers with essential nutrition education, significantly improving at-risk households' health and financial well-being. The CfW sub-component provided temporary jobs and developed community assets, focusing on projects like agricultural land restoration and water access to enhance food security and climate resilience. The interventions under Output 2 effectively rehabilitated community assets, focusing on critical infrastructure and incorporating participatory planning and needs assessments. The Project minimized risk to effectiveness by not engaging in activities with less certain outcomes, such as governance improvements. Output 3 supported MSMEs, especially in agriculture, increasing crop yields and economic opportunities for diverse groups, including women. The support involved comprehensive training, flexible implementation, inclusive beneficiary selection, and stimulation of local markets. The Project implemented diverse effectiveness-optimizing strategies, reflecting the specificity of components, community, and beneficiaries.

In terms of efficiency, the Project was able to achieve results in an economic manner and with manageable transaction costs. Beneficiaries consider UNDP administrative and procurement procedures as efficient. The Project's financial management was efficient, with actual spending closely aligned with the projected budget. The Project has been efficient, with UNDP and its IPs implementing strategies to improve efficiency. Despite the challenging conflict working environment, significant results were delivered with adherence to budget and schedule, except for some minor procurement delays. Fiduciary aspects were well supervised, with the Project demonstrating professional and efficient management, robust processes, and a commitment to new solutions. The Operations Manual and the Management Information System (MIS) established by the Project streamlined management and decision-making, improving transparency and accountability. Targeted and comprehensive capacity building of IPs measurably enhanced their ability to lead sustainable development initiatives and comply with safeguards and other WB and UNDP standards. The Project's M&E system, focused on the output, cannot capture outcomes and intermediate results. The Project has commissioned a study on the impact of its geo-bundling activities, which should offer valuable insights to inform decision-making.

In terms of impact, the evidence to fully assess Project outcomes/impact is insufficient, but the anecdotal evidence is adequate to identify emerging long-term effects. Notable achievements include enhanced health and nutrition outcomes, particularly in treating malnutrition among children and mothers. The Project's infrastructure investments have improved livelihoods and created employment, particularly in rural areas. Economic impacts are evident through increased household incomes and greater economic independence, focusing on empowering women through cash assistance and skills training. Agricultural improvements include advanced irrigation and pest management techniques, increasing crop yields. In the fisheries sector, enhanced skills have improved fishing practices. Community empowerment is another significant impact, with the Project involving local communities in decision-making, leading to effective infrastructure development and a sense of ownership.

In terms of sustainability, the Project shows early signs of sustainability at the micro level. Still, its long-term viability faces challenges due to the ongoing conflict, which poses risks to physical infrastructure and local capacity for maintenance. The Project has implemented several strategies to enhance sustainability, including promoting financial management, continuous education on health and nutrition, vocational training, and support for value chains and product quality culture. Despite these efforts, the Project's sustainability varies across components. While some interventions, like support for private landowners and livestock and irrigation projects, show promise for sustained impact, broader infrastructural subprojects face sustainability challenges. The absence of long-term follow-up and maintenance regimes, coupled with limited local financial resources, poses risks to the durability of these investments.

In terms of cross-cutting issues, the Project has improved its adherence to environmental and social safeguards, focusing on climate-friendly solutions. Environmental and social standards from the WB and UNDP have been

effectively integrated, mitigating potential risks and promoting sustainable practices. The Project adopted a conflict-sensitive approach to various aspects of Project operations. Its neutrality and inclusive approach promoted equity and transparency and fostered community acceptance. However, the Project's efforts in gender equality and women empowerment, while comprehensive and implemented by all IPs, could be more transformative. The inclusion of people with disabilities has also been inconsistent, limited by a lack of accommodations and societal stigma.

Lessons Learned

In transitioning from humanitarian to development-focused programming in challenging contexts like Yemen, several key lessons can be taken into account:

- **Assistance programs at the micro level designed with sustainability at their core can empower beneficiaries to become self-reliant and limit their dependence on aid.** This approach is pivotal for community development but should be complemented by strengthening local authorities, implementing partners and the institutional framework to be effective.
- **UNDP roles in project operations in Yemen become more complex, with increased importance of innovations and knowledge management.** As UNDP accumulates more experience in Yemen and its programs evolve to be more complex and development-focused, knowledge management and innovation become increasingly paramount.
- **Elaborate Operational Manuals that define uniform guidelines and procedures, well-elaborated environment and social safeguards, robust electronic real-time monitoring system and independent results verification mechanisms are critical elements to support effective Project management.** These tools are indispensable for overseeing large-scale projects that span diverse governorates of Yemen and involve numerous sub-projects, consultants, and contractors.
- **Participatory community-level livelihood support can significantly positively contribute to reducing the risks of conflict.** There is a poverty-conflict nexus as conflict exacerbating poverty leads to a vicious cycle if no assistance is provided. While rural development alone cannot alter the broader conflict environment in Yemen, inclusive and participatory approaches that incorporate socially vulnerable groups can foster peace. Even small-scale basic service improvements can contribute to peace if they are participatory and inclusive and foster local ownership.
- **Investing in creating or rehabilitating community assets is widely endorsed** for its immediate, tangible benefits that directly or indirectly support communities. While these interventions initially address urgent needs for cash and employment, they also yield valuable, long-term assets that lay the foundations for more comprehensive developmental efforts.
- **Practical results-focused capacity building plays an important role in making humanitarian results more sustainable.** While focusing solely on capacity building can be less effective in post-conflict settings, adapting targeted capacity-building efforts to local realities and beneficiaries' needs can significantly enhance humanitarian support's impact and sustainability.
- **The importance of effective donor coordination is increasing as the focus shifts from humanitarian support to development.** As the issues addressed become more complex and include capacity building, economic development and governance improvements, proper alignment and sequencing of international partners' interventions become critical to achieving long-term sustainable results.

Recommendations

Recommendation 1: Consider a range of operational improvements as expressed by KIIs and FGDs participants for all Project outputs (short-term, medium priority).

Recognizing the volatile situation in Yemen, UNDP should remain flexible and ready to adjust its strategies and interventions in response to evolving circumstances and crises. The following are suggestions collected by the ET in the MTE process that UNDP and the Project can consider.

- **Cash for Nutrition (CfN):** Implement complementary agricultural development projects such as providing livestock and agricultural inputs enhancing malnutrition interventions. Increase the cash assistance amounts to meet essential dietary needs and streamline the beneficiary registration process. Broaden the scope of nutrition and health education and issue educators involved in delivering formal certificates. Ensure timely payment disbursements and assist beneficiaries in obtaining identification documents.
- **Cash for Work (CfW):** Expedite environmental studies approval processes. Streamline ID acquisition for women beneficiaries, enhancing cash distribution and women's empowerment. Regularly review and improve sub-project quality with community committee involvement and resolve liquidity issues for timely beneficiary payments.
- **Rehabilitation of Community Assets:** Emphasize local engagement in project planning and implementation. Prioritize sub-projects with positive environmental and health impacts. Strengthen local employment and skill development interventions, communicate beneficiary selection processes clearly, and train community committees for long-term maintenance of subprojects. Increase participation of women and people with disabilities, and implement environmental sustainability initiatives like afforestation.
- **Support for Businesses:** Incorporate sustainable energy solutions and increase funding for agricultural and fisheries sectors. Provide emergency budgets for climate-affected farmers and enhance technical support for modern farming practices. Promote crop diversity and private sector collaboration and allocate specific budgets for marketing and manufacturing activities. Consider long-term capacity building in vocational training within communities.

Recommendation 2: Invest in knowledge management and conduct pilots in selected governorates to explore feasible developmental approaches that can be scaled up in the new Project (long-term, high priority).

Robust knowledge management is critical in supporting the expansion of the Project's development-focused components. UNDP, IPs and other partners have developed effective practices and approaches that can be used to identify long-term sustainable development and job-creation solutions. A structured internal platform and informal networks are recommended for fostering interactive dialogue and collaborative learning.

Considering the diversity of communities supported by the Project, development approaches should be customized. To identify the most cost-effective solutions for Yemen, it is advisable to pilot a few projects, considering varying security and political contexts and prioritizing high-risk or deprived communities. The pilots could focus on developing and implementing community development plans (CDPs) as a primary mechanism for delivering development solutions, leveraging UNDP and SFD's experiences. Some other pilots may focus on large-scale agricultural and job creation solutions, drawing on SMEPs, SFD, FAO, and other partners' experiences. These pilots could address unique challenges like water scarcity and land salination and involve local farmers in agricultural research and development.

Recommendation 3: Improve collaboration among IPs, relevant UNDP projects and other international partners, including through geo-bundling to achieve synergies and increase impact. Dedicate at least one Project staff member to support IPs and other partners with geo-bundling implementation (long-term, medium priority).

Effective coordination among various stakeholders is key to addressing the complex development challenges. A unified approach involving collaboration with relevant projects focusing on livelihood and local governance can significantly enhance the impact of interventions. Further benefits for all donors/development partners can be

achieved by moving towards a harmonized approach to fiduciary controls, security rules, procurement policy, and monitoring and evaluation practices. UNDP is advised to prioritize geographic bundling efforts where similar interventions can be synergized for a more significant impact, focusing on livelihood and economic empowerment. UNDP's strategic alliances with UNICEF, WFP, WHO, and FAO can fill gaps in nutrition and health, while alignment with existing livelihood programs can optimize resource utilization.

Recommendation 4: Develop outcome indicators for the ToC monitoring framework and practices to focus on results and sustainability. Conduct baseline studies for selected sub-projects of strategic importance (medium-term, high priority).

To optimize its projects' effectiveness, UNDP is advised to establish clear outcomes and impact targets within its TOC and Results and Resources Framework. This involves formulating intermediate indicators that link outputs to outcomes that will capture the attribution of the Project interventions. These measures will enhance decision-making and Project sustainability. Engaging various stakeholders in this process is crucial for a more comprehensive perspective and supporting shared commitment. Key outcome indicators could cover aspects like household income, employment rates, child nutrition, access to clean water, and agricultural outputs. For subprojects with the potential for scaling up, conducting baseline and endline studies with consistent methodologies is recommended, coupled with qualitative assessments at the endline, to gather insights into behavioural changes and systemic shifts.

EVALUATION REPORT STRUCTURE

This report presents the findings of an independent mid-term evaluation (MTE) of the UNDP Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), funded by the World Bank (WB) International Development Association (IDA). The MTE was commissioned by UNDP Country Office (CO) and conducted from September 2023 to January 2024. The evaluation report explains the context and methodology of the evaluation and contains findings, conclusions, lessons learned, and recommendations. Chapters one and two present the country's context, including a high-level overview of Yemen's political, economic, and security developments over 2020-2023, and discuss the object and scope of the evaluation. Chapters three and four present the evaluation purpose and methodology. Chapter five presents detailed findings. Chapter six contains conclusions and lessons learned. Chapter seven formulates detailed recommendations.

Annexes include a wide range of documents referenced throughout the report, including the evaluation Terms of Reference (TOR), evaluation matrix, stakeholder analysis, bibliography, a list of interviewed individuals, questionnaires, and other documents.

1 INTRODUCTION

Yemen faces substantial challenges in achieving the United Nations Sustainable Development Goals (SDGs). The ongoing conflict has severely hampered progress across all SDG areas. The lack of a comprehensive political resolution exacerbates the security challenges, allowing for ongoing instability, impeding access to essential services, and further deteriorating the already fragile socio-economic conditions in the country. By the end of 2022, more than two-thirds of Yemen's population (21.6 million people, including 12.9 million children) required humanitarian assistance, while an estimated 4.5 million people, including 2 million children - 14% of the population, were internally displaced.¹

The conflict has severely impacted Yemen's economy.² This downturn has directly affected the standard of living, resulting in a staggering 20 million out of 30 million Yemenis experiencing food insecurity. Infrastructure damage and disruptions to supply chains have further impeded economic growth and job creation. The formal sector in Yemen is limited, and job opportunities within it are scarce. Many people rely on informal and subsistence-based work for their livelihoods. Yemen struggles with high levels of youth unemployment, with a significant portion of the population under 30. Micro, Small and Medium Enterprises (MSMEs) face numerous challenges, including lack of access to finance, disrupted operations, and insecurity, limiting their capacity to generate employment.

Yemen is one of the most food-insecure countries in the world.³ The conflict has destroyed livelihoods, significantly affecting the affordability, accessibility, and availability of food. It has also caused significant disruptions in the food supply chain. It increases the price of imported foods, which Yemen heavily relies on, resulting in substantial increases in food prices. Hunger, food insecurity, and malnutrition are among the most pressing and overwhelming challenges faced by the country at present, at a scale that is not being fully met by national authorities and the international development and humanitarian communities. The high dependence on food imports for most households, high prices, and significantly reduced income earnings have resulted in low food access. **Over 20 million people are experiencing food insecurity, with nearly half of them suffering from severe hunger.**⁴ The crisis is particularly acute among children, with an estimated 500,000 facing acute malnutrition, a serious health

¹ UN Yemen country results report 2022, <https://yemen.un.org/en/228267-un-yemen-country-results-report-2022#:~:text=Yemen%20is%20ranked%20183%20out,of%200.455%20in%202021%2F2022>.

² WFP, Conflict and economic crisis drive food insecurity and malnutrition in Yemen, <https://www.wfp.org/news/conflict-and-economic-crisis-drive-food-insecurity-and-malnutrition-yemen>

³ Ministry of Planning & International Cooperation Economic Studies & Forecasting Sector, Yemen socio-economic update, 2022

⁴ OCHA Yemen, Humanitarian Needs Overview, 2019

issue for the young population.⁵ Acute malnutrition, including severe acute malnutrition (SAM) and moderate acute malnutrition (MAM), is prevalent, leading to stunted growth, wasting, and an increased risk of morbidity and mortality. The UN estimated that 24.1 million people in 2023 were at risk of hunger and disease, and roughly 14 million were in acute need of assistance.⁶

COVID-19 severely negatively affected Yemen. The pandemic strained an already fragile health infrastructure, with shortages of medical supplies and facilities. The conflict disrupted efforts to combat the virus effectively, impeding the distribution of vaccines and hindering public health campaigns. Widespread outbreaks of diseases like cholera and dengue, further complicated by efforts addressing the pandemic.⁷ In addition, COVID-19 has also negatively impacted food supply chains and food trade and contributed to the sharp food price increases. The global COVID-19 turnaround led to a sharp drop in remittances, the largest source of foreign currency and a lifeline for many families where 80% of people live below the poverty line.

Yemen confronts pressing environmental issues marked by severe water scarcity, deforestation, air pollution, inadequate waste management, seawater pollution, and vulnerability to climate change. Prolonged conflict worsens these concerns, causing pollution, habitat degradation, and damage to critical infrastructure. Acute water scarcity and the degradation of traditional mountain terraces are worsening. These terraces, vital for farming in Yemen's mountainous regions, have supported local food production for generations. The situation is aggravated by expanding desertification, driven by prolonged drought and increased greenhouse gas emissions from human activities.⁸

In Yemen, women and girls face various challenges related to gender inequality, limited access to education, healthcare, economic opportunities, and political participation. Yemen has a significant gender gap in education, with fewer opportunities for girls to access quality education due to cultural norms, early marriage, and financial constraints. Yemen has one of the highest rates of child marriage globally. Women and girls experience various forms of gender-based violence, including domestic violence, forced marriage, and honour-based crimes. Maternal mortality rates are high. Women's participation in the formal workforce is limited, and they often face barriers such as gender-based discrimination and limited access to credit and resources for entrepreneurship.⁹

2 DESCRIPTION OF THE PROJECT

The object of the evaluation is the UNDP Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), funded by the World Bank (WB) International Development Association (IDA). The WB approved the total amount of US\$61.4 million to implement all the activities under the Parent Financing (PF) of the ESPECRP Project. The Project extended the Emergency Crisis Response Project (ECRP) to assist vulnerable Yemenis facing food insecurity, conflict, COVID-19, and climate-related shocks. It focuses on effective interventions to combat food insecurity and prevent famine and malnutrition in Yemen. Geographically, the Project covers all of the governorates in Yemen with a well-articulated targeting approach.

⁵ Yemen: IPC Acute Food Insecurity and Acute Malnutrition Analysis - January - December 2023 (Published on June 7, 2023), <https://reliefweb.int/report/yemen/yemen-ipc-acute-food-insecurity-and-acute-malnutrition-analysis-january-december-2023-published-june-7-2023enar>

⁶ World Bank, Yemen, <https://www.worldbank.org/en/country/yemen/overview>

⁷ Alsabri, M., Alhadheri, A., Alsakkaf, L.M. et al. Conflict and COVID-19 in Yemen: beyond the humanitarian crisis. *Global Health* 17, 83 (2021). <https://doi.org/10.1186/s12992-021-00732-1>

⁸ Sahar Mohammed, Yemen's Environmental Crisis: The Forgotten Fallout of an Enduring Conflict, 2023, <https://www.arab-reform.net/publication/yemens-environmental-crisis-the-forgotten-fallout-of-an-enduring-conflict/>

⁹ OCHA, Gender considerations in the Humanitarian Response in Yemen, <https://response.reliefweb.int/yemen/gender-considerations-humanitarian-response-yemen>

The Project is expected to contribute to the following outcomes and outputs of UNDP's Country Programme Document (CPD) for Yemen (2023-2024):¹⁰

- Cooperation framework (or equivalent) outcome involving UNDP No. 1. By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods, and environmental stability.
 - Output 1.1. Improved productive infrastructures and assets to increase food security, local economic recovery, and access to services.

The Project has three main outputs:

Output 1 supports vulnerable Yemenis through short and medium-term livelihoods and recovery assistance. It aims to combat food insecurity by providing temporary and sustainable economic opportunities, particularly cash transfers for health services, which enhance beneficiaries' health and resilience to future shocks. The Project also emphasizes improving children's resilience through adequate nutrition and medical services, addressing malnutrition's long-term health and economic impacts. Labor-intensive works are designed to build resilience against prolonged crises and climate-related shocks, drawing from ongoing programs like ECRP and leveraging community knowledge for risk mitigation. The output comprises two sub-components: Cash for Nutrition (CfN), prioritizing Social Welfare Fund (SWF) households and at-risk individuals, and Cash for Work (CfW), targeting temporary employment opportunities while enhancing community assets, productivity, and climate change response, all with a gender-sensitive approach. The CfW sub-component is expected to provide temporary employment opportunities to 20,024 people and to build community assets benefiting 129,000 people. COVID-19-sensitive measures were planned to promote awareness and hygiene in workplace settings.

Output 2 focuses on rehabilitating social and productive community assets, mainly targeting deprived communities to maximize program impact. It aims to enhance access to basic services such as electrification, safe drinking water, education, health services, and road and irrigation connectivity. This is crucial for vulnerable households at high risk of climate change effects, promoting long-term adaptation and economic inclusion. The output aims to benefit 255,000 people, offering temporary employment opportunities to about 16,940 individuals. It will introduce innovative tools and participatory assessments to guide investments. It will utilize IT tools like open street maps to identify local needs and monitor service distribution, contributing to inclusive and conflict-sensitive community engagement.

Output 3 aims to bolster the capacity, training, and financial access for Yemeni businesses, including women-led enterprises, particularly in the micro and small business sectors. The focus is on supporting MSMEs impacted by conflict or the COVID-19 crisis, aiming to strengthen the domestic food market and contribute to improved food security. The approach integrates market-based mechanisms, leveraging partial portfolio guarantees for micro-financial institutions (MFIs) and providing direct support and technical assistance to MSMEs involved in food production or facilitating food distribution. This component not only aims to restore business capabilities but also considers climate co-benefits, encouraging investments in solar energy and promoting reduced water and fuel consumption among targeted MSMEs.¹¹

Key Project stakeholders and beneficiaries are diverse. In the CfN program, the focus is made on malnourished children and pregnant and lactating women identified through both SWF households and targeted surveys, ensuring aid reaches those in need. The use of community nutrition workers, primarily local women, for education and support not only addresses nutritional needs but also promotes local employment and capacity building. The CfW component employs a distress index for geographic targeting, ensuring aid is directed towards communities facing acute food

¹⁰ UNDP, Country programme document for Yemen (2023-2024), 2022

¹¹ Project Appraisal Document, Yemen Emergency Social Protection Enhancement and COVID-19 Response Project, 2020

insecurity, displacement, and need for assistance. The inclusion of community-selected subprojects and the emphasis on female participation and employment in these projects reflect a commitment to inclusivity and gender sensitivity. For SME support, the strategy involves enhancing access to finance through portfolio guarantees with selected MFIs and direct assistance to MSMEs in critical sectors, with a notable focus on women-owned businesses. It not only aids in immediate economic recovery but also in building long-term resilience and capacity within the community.

The original Project Parent Funding (PF) was US\$61.4 million. As the Project was underway, the WB committed to provide additional funding (AF) to the Project. An AF agreement of US\$108 was signed in 2022, and the Project Results Framework was revised by consolidating the PF and AF targets. The Project closing date was extended to 31 December 2024 from the original 31 December 2022. In 2023, the 2nd additional finance (AF2) in the amount of US\$63.5 million was signed. Most funds are directed towards cash transfers, including unconditional support to Social Welfare Fund (SWF) beneficiaries, cash top-ups, and complementary services to those at high malnutrition risk, with modest funds earmarked for MSME supports.¹²This MTE covers two funding components of the Project.

Implementation constraints are diverse, and the Project has well-elaborated mitigation strategies in place.

The political and operational risks in Yemen's protracted conflict significantly impact Project delivery, with inaccessibility to some sites and delays in others. Despite these challenges, the managerial independence of implementing partners mitigates risks associated with political fragmentation. Increased restrictions in the North by de facto authorities pose ongoing challenges for UNDP and partner monitoring teams, necessitating continuous negotiation and adaptation to changing authority demands to ensure project oversight and accountability. On the operational front, UNDP's Business Continuity Plan ensures critical functions can proceed uninterrupted, even if relocation is necessary. This plan, alongside the presence of staff across various governorates and reliance on a Third-Party Monitoring Agent, allows for effective field activity monitoring. Financial risks, heightened by hyperinflation and fraud, are managed through oversight measures, including UNDP's anti-fraud policy and regular audits. Programmatic risks, such as access issues and the verification of results, are mitigated by UNDP's Conflict Sensitive Framework, which aims to foster social cohesion. Despite these comprehensive risk management strategies, the Project faces reputational risks that could affect UNDP and its partners, necessitating a robust communication strategy and a focus on transparency and quality assurance to maintain stakeholder trust.

The Project adopted a holistic approach that incorporates key cross-cutting issues. It is gender sensitive and promotes equal participation of women and men, addressing their specific needs and empowering women through targeted actions, such as support for women-led enterprises. Environmental sustainability is pursued through adopting eco-friendly practices, promoting sustainable resource management, and embedding climate adaptation measures. Social inclusion is a cornerstone principle of Project operations that actively involves and supports various vulnerable groups. Using participatory approaches ensures interventions are accessible and beneficial to all, fostering community-led resilience. The Project is aware of local conflict dynamics, adheres to do-no-harm principles, and aims to strengthen social cohesion and peacebuilding efforts.

¹² Emergency social protection enhancement and COVID-19 response project (ESPECRP/D762-RY & E006-RY), quarterly progress report, 1 Jan – 31 March, 2023

3 EVALUATION SCOPE AND OBJECTIVES

3.1 Evaluation scope

The scope of the evaluation is consistent with the evaluation ToR ([see Annex 1](#)). The MTE covers the period from the Project's starting date up to the evaluation date (January 2021-December 2023). Geographically, the MTE covers Yemen as the Project operates in all governorates. All three outputs have been covered, with a focus on long-term outcomes. The evaluation examines the Project's relevance, coherence, effectiveness, efficiency, impact, and sustainability, as presented in Table 2, *Evaluation criteria for the Project* below. The ET focused on learning and prepared lessons learned and detailed recommendations to inform decisions regarding future project programming and operations. A performance ratings scale was not used, as per the ToR.

3.2 Evaluation objectives

More specific evaluation objectives, as they are outlined in the [TOR that can be found in Annex 1](#), include:

- Assess project performance and progress against the expected outputs and targets, including indicators in the Results Framework (RF) and contribution to the expected outcomes and outputs.
- Examine the assumptions embedded in the Theory of Change (TOC) of ESPECRP and assess the relevance, coherence, effectiveness, efficiency, sustainability and likely impact of the projects drawn from its design and implementation.
- Assess the level of engagement with stakeholders and the satisfaction of beneficiaries and stakeholders with the Project results thus far.
- Identify the positive, negative, foreseen, and unforeseen changes and effects driven by Project-supported interventions.
- Review and document the success and draw lessons learned and good practices for replication and scaling up.
- Identify challenges and evaluate the efficacy of strategic approaches to address previous challenges, including accessibility issues and the response to security threats and interference from authorities.
- Assess how cross-cutting issues such as gender, gender-based violence (GBV) awareness-raising activities, corresponding grievance redress mechanisms (GRM), conflict sensitivity, participation of vulnerable groups, and human rights promotion have been addressed.

Expected users of this evaluation findings and recommendations. It is expected that different stakeholders will use the information generated by the evaluation to build the evidence base on effective strategies for Project operations. Primary evaluation users include the UNDP Country Office in Yemen, Project management and staff, WB, national implementing partners, other international partners, and the national stakeholders, including community leaders and civil society organizations (CSOs). It is expected that the MTE's actionable recommendations will inform programmatic improvements and maximize ownership by partners of achievements brought up by the Project. Table 1 contains a more detailed stakeholder analysis, separately, stakeholders' interest and involvement in the evaluation.

Table 1: Stakeholder Analysis

Stakeholder	Interest in evaluation	Involvement in evaluation
Country Office/Project	As a Project implementer, the CO is the primary stakeholder in the evaluation. It has a direct stake in the evaluation and interest in generating substantial knowledge and evidence on achievements of lessons learned from the Project implementation to identify priorities to support the government and local authorities in building resilience and local development. The evaluation is an important learning exercise that can inform UNDP corporate planning and interventions for comparable areas of support.	Consultation during the development of the ToRs and selection of the evaluator. Provision of documents, reports, information and data to the consultant. CO and Project staff were interviewed as key informants as part of the fieldwork and provided comments on the Inception and Evaluation Reports. Direct support to the consultants, including administrative and logistic support for the evaluation. Participate in debriefings and provide feedback on preliminary findings and conclusions.
World Bank	Interest in knowing whether the funds have been spent efficiently and if UNDP's work has been effective and contributed to resilience building and local development. Hold UNDP accountable for the resources provided.	Provide feedback on preliminary findings/conclusions and recommendations. Review and comment on evaluation report.
Local authorities	Targeted municipalities are the ultimate recipients of UNDP support and assistance and they are interested in knowing if the project achieved its objectives and if effective approaches can be identified for the national scaling up.	Through Key Informant Interviews.
UN agencies and other donors	Learn about effective practices of local development. Identify potential for improved collaboration among all partners involved in local development. The information can be used in the development of new models of cooperation and joint actions.	Through Key Informant Interviews.

3.3 Evaluation criteria

The Table 2 below presents the evaluation criteria for this evaluation, with detailed description of how they were addressed.

Table 2. Evaluation criteria

Relevance	The relevance of the Project activities to addressing key challenges as identified by the Project Document and the degree of alignment with UNDP CPD and SDGs was assessed. The evaluation examined if the Project correctly identified beneficiaries' key priorities and requirements and the challenges they face in addressing their needs. The ET assessed if the Project delivery modalities such as Cash for Work (CfW), Cash for Nutrition (CfN) and business supports are relevant to the diverse needs of beneficiaries and whether the design of these interventions supported social cohesion and peace-building efforts. The ET analyzed the extent and nature of stakeholders and beneficiaries' involvement in the Project's design and implementation. Particular attention was paid to assessing the Project's operationalization of the 'Leave no one behind' principle.
Coherence	Coherence was assessed by examining if the Project achieved synergies by collaborating with other partners. The ET also evaluated if the Project was complementing and not duplicating UNDP work in local development (internal coherence) and interventions by other relevant national or

	international actors (external coherence), ¹³ including but not limited to synergies across sectoral Global Practice WB interventions/operations such as in agriculture, education and others.
Effectiveness	Effectiveness was assessed by examining the extent to which the expected changes intended by the Project have been realized and whether a Project contribution has been demonstrated. As some activities of the Project were implemented in the realities of the changing and challenging political and security context of Yemen and COVID-19, the ET assessed the degree of Project flexibility to timely and adequately respond to these challenges, achieve results and highlight any innovative responses. As this is MTE, the ET assessed if the Project is on track to achieve its expected outputs and outcomes by the Project's planned end date. The ET has focused on assessing the Project's contribution to improving the livelihood of targeted most vulnerable beneficiaries and communities.
Efficiency	Efficiency was assessed by examining if the Project utilized any efficiency-optimizing strategies and if it operated efficiently. It broadly comments on the resource allocation under the Project and their deployment relative to the results generated. The evaluation assessed if the Project governance and management arrangements were efficient in generating the expected results and explored M&E systems and their role in Project management. Other efficiency aspects such as Project and budget management, adherence to the timelines and quality of reporting, staffing, planning and coordination were examined.
Impact	Impact was assessed by examining long-term Project results. As this is MTE, some results may take some time to realize, the consultants have identified some areas where the Project may achieve the most significant results. As the engagement of diverse stakeholders is a significant factor in increasing Project impact, the evaluation assessed if participatory approaches were effectively utilized.
Sustainability	Sustainability aspects assessed by the ET included the Project's exit strategies and the extent of local authorities' political and budget commitment to advancing key Project results and outcomes. The ET examined the Project's contingency planning/risk mitigation strategies.
Cross cutting issues	Cross-cutting issues, including gender, conflict sensitivity, disability, and 'Leave no one behind' were considered for all evaluation criteria through the evaluation process. The Human Rights Based Approach (HRBA) to programming and evaluation that is guided by five core principles: normativity, participation, non-discrimination, accountability and transparency was adopted. The evaluation explored if and how the most vulnerable and marginalized part of the Yemen population has benefitted from the Project interventions. The evaluation examined if and how gender equality and women's empowerment have been addressed in the Project's design, implementation and monitoring and if its results promoted positive changes in gender equality and women's empowerment. The evaluation examined if the needs of people with disabilities (PWD) were reflected in the Project design and through its implementation.

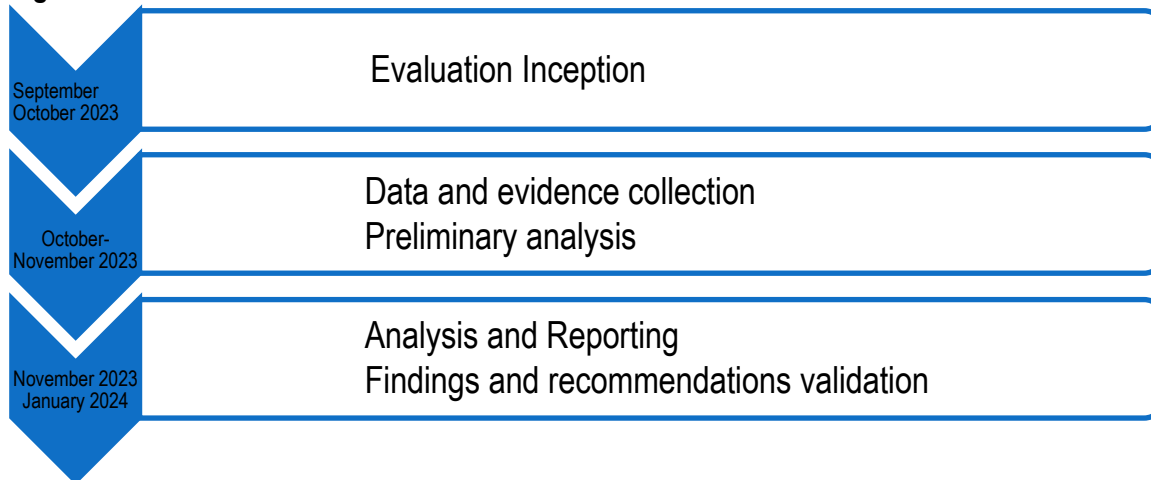
¹³ OECD, <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

4 EVALUATION APPROACH AND METHODS

4.1 Evaluation process

The evaluation included 3 key phases as presented in Figure 1 and discussed in greater detail below. The evaluation followed UNDP Evaluation Guidelines.¹⁴

Figure 1 Evaluation Process



During the evaluation inception phase, the ET conducted kick-off calls involving UNDP CO, Project management and team. These discussions clarified the expectations of the process and final deliverables and laid the groundwork for a comprehensive evaluation. The ET also discussed evaluation tools and strategies to identify and address any gaps in evidence. Concurrently, a preliminary desk review commenced, focusing on secondary sources such as the Project document, annual and financial reports, consultants' reports, and field monitoring reports, including Third-Party Monitoring (TPM)¹⁵ and the Results Matrix. This review supported a comprehensive and systematic analysis in subsequent phases.

Building upon these initial discussions and preliminary review, the ET conducted an in-depth analysis of the Project's ToC and all related documentation. This analysis was aimed at gaining a clear understanding of the Project's logic, its intended outputs, and outcomes. A significant part of this process was assessing the robustness of the Project's indicators and the reliability of the data collected, primarily through desk reviews. **The ET concluded that there was satisfactory information to answer many evaluation questions.** The Project has solid M&E processes¹⁶ and robust financial reporting and engaged TPM partners to monitor areas where the Project did not have easy access. Despite these strengths, the ET identified some critical evidence and data gaps, such as the absence of quantitative outcome indicators and baseline data. The ET strengthened the corresponding evaluation tools to bridge these gaps and provide comprehensive responses to the TOR evaluation questions, particularly those concerning the Project's sustainability, impact, and overall contribution. Results-oriented and forward-looking questions were strengthened in key informants' interviews (KIIs) and focus group discussions (FGDs). The ET developed a comprehensive evaluation framework to guide these efforts, detailed in [Annex 2](#). The inception phase resulted in the Inception Report (IR) presented to the Evaluation Reference Group (ERG), which provided its comments

¹⁴ UNDP Evaluation Guidelines, 2021

¹⁵ Multiple reports produced by Moore Yemen, TPM, that captured some anecdotal evidence of monetized Project benefits.

¹⁶ Various Project M&E reports.

addressed in the final IR version. In consultation with the ERG, it was agreed to implement a few revisions to the TOR.¹⁷

During the data and evidence collection and preliminary analysis phase, the ET conducted an in-depth documentary review and fieldwork to collect both secondary and primary data. The fieldwork was participatory, involving the WB as donor, UNDP, implementing partners, direct and indirect beneficiaries, supported communities and businesses, international organizations, and technical experts. KIIs, FGDs, and site visits were the key data collection methods, ensuring a diverse representation of views from supported governorates, reflecting the diversity of supported sub-projects and direct and indirect beneficiaries disaggregated by gender. Thematic data analysis was conducted to identify recurring themes in collected quantitative and qualitative data. Data triangulation from various sources and methods was the primary means of verification.

During the final analysis, reporting, findings, and recommendations validation phase, the ET synthesized the collected evidence and drafted the Evaluation Report following UNDP guidelines. The national consultants prepared inputs addressing TOR questions with regard to their respective outputs and components that can be provided at request. The analysis was based on the ToC and the Evaluation Matrix. The team lead drafted the evaluation report by consolidating these inputs with findings from KIIs and document reviews. The draft report was reviewed in a debriefing session with the ERG, and their feedback was incorporated into the final report submitted to UNDP.

4.2 Evaluation methodology

The evaluation employed a mixed-method approach to collect quantitative and qualitative comprehensive, accurate and measurable disaggregated data that was triangulated and analyzed to produce evidence-based findings and recommendations to meet the TOR expectations. Used together, the tools allowed to increase the accuracy of information, address the gaps identified during the inception phase and ensure that a diversity of perspectives was captured in the evaluation report. Data sources, data collection methods and data analysis methods have been carefully selected and captured in [Annex 3](#), informed by the inception phase findings.

The ToR contains many evaluation questions. To answer them, **a comprehensive evaluation matrix has been developed** as the main analytical framework against which data was gathered and analyzed. The indicators and methods included in the matrix allowed triangulation. The ET collected evidence against each criterion for each area under consideration. Cumulatively, the evidence obtained informed the development of this evaluation report.

The methods discussed below utilize the best mix of data-gathering tools to yield the most reliable and valid answers to the TOR questions. These methods encompass diverse analytical techniques, including situational and contextual analyses, structured desk review of the Project's design and outcomes, application of the ToC, and

¹⁷ The survey, as one of evaluation tools listed in the TOR, was unfeasible to implement due to multiple challenges that could impact data quality, enumerators' safety, and resource constraints. Recruiting a large number of enumerators to ensure a representative sample would be impractical due to budget constraints and time limitations. Additionally, safety concerns and the need for permits could have further hindered enumerator engagement. Convincing some communities to participate and trust the survey's confidentiality and purpose would be challenging, potentially affecting the sample size and diversity of opinions reflecting. Conducting online surveys would be problematic due to technical limitations, such as limited internet access and the absence of necessary devices in beneficiaries' households. To ensure rich data is collected, the ET has increased the number of KIIs and FGDs.

A Value-for-Money (VfM) Analysis, as outlined in the TOR, would necessitate a detailed appraisal of intervention costs, including monetizing various Project inputs and estimating economic and financial benefits. Given the Project's multi-sector nature and diverse beneficiaries, a comprehensive assessment of economic and financial rates of return would require significant financial and data resources and specialized technical expertise. Instead, the ET focused on assessing cost-effectiveness and operational efficiency within the Project.

contribution analysis to understand factors influencing the Project's results. The core methods are elaborated below, ensuring a comprehensive data collection and analysis approach.

- **A desk review.** The ET has reviewed more than 70 relevant Project documents, reports, audit and TPM reports, and other primary and secondary data reports. This review not only informed the development of the IR by identifying usable secondary data sources, such as TPM reports for cost-effectiveness analysis, but also highlighted areas requiring preliminary data to address secondary data limitations. During the second evaluation phase, the ET gathered and reviewed additional documents to fill the data gaps identified and obtain the necessary comprehensive evidence to inform the evaluation. The bibliography can be found in [Annex 4](#).
- **Interviews.** The ET conducted almost 80 semi-structured interviews with a diverse range of partners, including but not limited to IPs, UNDP Project staff, community leaders, and direct and indirect beneficiaries. The Team Lead conducted online interviews via MS Teams, while the national consultants conducted face-to-face and telephone interviews, adapting to security constraints. The interviews aimed to gather diverse perspectives on the Project's relevance, effectiveness, efficiency, sustainability, and impact. Standardized interview guides were not used due to the complexity of interventions. Still, the ET developed customized questionnaires by output and group of key informants (e.g., CfW beneficiaries and TPM partners). The sampling methods for the interviewees' selection were based on diverse criteria customized to output specifics. Some include representation of governorates supported, a balance of beneficiaries and non-beneficiaries, partners, and sectoral balance. Further details on the KII methodology and questionnaires can be found in [Annex 5](#). Some interviewees were provided with questionnaires in advance to facilitate more in-depth responses, with the questions serving as flexible guideposts during the interviews.
- **Focus Group Discussions (FGD).** The national consultants conducted 19 face-to-face FGDs, separately for men and women. The ET ensured neutral facilitation and diverse participation to gather varied opinions. In some instances, female FGD facilitators were engaged. The sampling methods for FGD participants' selection were based on diverse criteria customized to output specifics. Some included representation of governorates supported, a balance of beneficiaries and partners, and sectoral balance. FGD participants could agree or disagree with each other, revealing different perspectives on an issue. FGDs' findings were recorded and analyzed, complemented by in-depth interviews for deeper insights. The ET ensured proportional representation of women in semi-structured interviews and FGDs. Further details on FGDs methodology and questionnaires can be found in [Annex 6](#).
- **Observations.** The ET performed observations to directly assess activities across all three Project outputs, offering critical insights into the Project's context, dynamics, and outcomes and validating preliminary findings. To support observations, the ET has developed specific research questions, checklists for site visits, criteria for selecting sub-projects and a list of suggested sites for observation that can be found in [Annex 7](#). The national consultants conducted participant and non-participant observations and recorded observations. Informed consent was obtained from participants where necessary.

The evaluation blended confirmatory analysis (determining the extent to which specific, expected results outlined in the Project document were achieved), **exploratory analysis** (examining what happened and what is currently happening without preconceived notions), and **forward-looking analysis** (identifying strategies and approaches that worked and have a strong potential to be effective in the future). Through the evaluation, the ET conducted a gap assessment on an ongoing basis to determine if supplemental information would need to be collected to meet the ToR's expectations. Where gaps were identified, the ET sought additional data by checking directly with UNDP and stakeholders for other/additional data sources, reasons for missing data, etc.

Gender dynamics were integrated into the evaluation process to ensure a comprehensive understanding of how gender roles and relations influenced the outcomes and impacts of the Project. This involved a design of evaluation tools and methods that proactively sought to uncover gender-specific insights and experiences. The evaluation captured gender-specific results by integrating gender-sensitive questions in interview guides (Annex 5), ensuring gender-balanced participation in focus groups, and conducting interviews that explored the nuanced ways in which different genders experienced the Project's interventions. In evaluating the CfN component, for example, particular emphasis was placed on achieving a gender balance and delving into the distinct roles undertaken by male and female participants. In the three visited governorates, FGDs were held explicitly with mothers and female educators who were randomly chosen. Their involvement yielded critical insights from their direct experiences with the Project. KIIs were conducted with male participants with supervisory roles in the activities, aligning with the Project's female-centric approach and the men's oversight positions. For the cash-for-work (CfW) component, the opportunity to engage was extended to both genders across most subprojects. This inclusive strategy was mirrored in the selection for FGDs, inviting both male and female beneficiaries to share their perspectives. This method ensured that the feedback gathered on gender-related participation was thorough and accurately reflected the experiences of all involved. The ET's findings capturing the gender aspects are presented in section 5.8 of this report.

The ET has identified a number of methodological limitations that include challenging security and political environments that restrict opportunities to engage in open dialogue with the Project beneficiaries, resourcing and timing restrictions which limit the ability to conduct a complete, in-depth assessment of all diverse Project interventions and conduct comprehensive cost-effectiveness analysis. Methodological limitations and corresponding mitigation strategies are listed in Table 3 below.

Table 3. Methodological Limitations to Evaluation and Mitigation Strategies

Methodological Limitations	Likelihood	Impact	Mitigation Strategies Utilized
High and unpredictable levels of insecurity and political instability.	Medium	High	Field missions of three national consultants were organized in consultation with IPs' local coordinators, who supported organizing interviews and FGDs on the ground. Some interviews were conducted by telephone and online. The ET used TPM reports that assessed the Project's operations.
The complexity and diversity of areas and communities supported by the Project may result in methodological and logistical challenges to assess all their elements at the same level of depth and sophistication.	Medium	Medium	The ET conducted online kick-off calls with UNDP and the Project to set priorities and expectations. An extensive desk review to explore available evidence and gaps, enhancing the evaluation's focus on results, sustainability, and impact. A thorough sampling approach was developed to accurately represent the Project's scope at the governorate level. Regular progress updates were provided to the UNDP evaluation manager to ensure ongoing alignment with UNDP expectations and priorities and quickly resolve any emerging challenges.
Insufficient M&E data at the outcome level.	Medium	Medium	The ET has explicitly strengthened all evaluation instruments' results, sustainability and impact dimensions. Diverse information sources, including UNDP, TPM and IPs' reports, were used to gather and triangulate data, focusing on outcomes.
Sensitivity of stakeholders to questions and limited willingness to conduct frank and open dialogue.	High	Medium	The ET was transparent about the scope and purpose of the evaluation. Key informants were informed how the findings and recommendations could benefit them, and confidentiality was assured to encourage open discussions. Local assistants, including female facilitators for female-focused FGDs and KIIs, were engaged to aid in notetaking and facilitating discussions to reflect local traditions and ensure the representation of gender-balanced perspectives.

The evaluation followed the United Nations Evaluation Group (UNEG) Norms and Standards and the UNEG Ethical Guidelines for Evaluation.¹⁸ The ET ensured that its obligations, such as independence, impartiality, credibility, avoiding conflicts of interest, and accountability, were met and that all analyses were sufficiently transparent and explicit to produce robust and reliable findings that would be replicated by an independent team using the same evidence.

The ET adhered to ethical considerations throughout the evaluation, ensuring data confidentiality and safeguarding vulnerable respondents. The consultants followed principles of honesty, integrity, participants' rights, confidentiality, and data protection, per the UNEG Code of Conduct. The ET ensured that the evaluation findings were transparently generated, had complete integrity, and were unbiased. The ET maintained data confidentiality and used it solely for evaluation purposes, not disclosing sensitive information to third parties. All information was used ethically, with interview content informing analysis without direct references to specific statements or disclosing personal details. Pledges of ethical conduct signed by all consultants can be found in [Annex 8](#).

The evaluation followed a quality assurance process. The ET met the UNDP evaluation quality criteria by ensuring that all quality assessment questions of the UNDP Guidelines, section 6 Evaluation Quality Assessment, have been addressed.¹⁹ The ET had at least four checkpoints for quality assurance:

1. A discussion of the IR and plans of action to ensure that the consultant's understanding of what is required corresponds to UNDP expectations and evaluation standards.
2. Presentation and discussion of preliminary findings.
3. A review of the evaluation report draft or mid-point of evaluation.
4. An acceptance quality review for the completed report.

Given the complexity of the Project, comprising a portfolio of diverse sub-projects, the ET provided regular updates to UNDP on its progress to ensure ongoing alignment with UNDP expectations and quickly resolve any emerging challenges. Whenever scalable, innovative approaches were found, the ET performed in-depth analyses to gather practical details for informed recommendations.

5 EVALUATION FINDINGS

5.1 Assessment of Project Design

Finding 1. The Project is well-designed, relies on evidence and is well-suited to address the humanitarian needs of Yemen. The international and country-level evidence well justifies the Project's strategic focus. Its Direct Implementation Modality (DIM) was the most practical approach to deliver support quickly to a wide range of beneficiaries nationwide.

Yemen's prolonged conflict that started in 2015 has deeply affected its development and economic stability. The conflict has escalated poverty, food insecurity, and destroyed infrastructure, leading to a dire humanitarian crisis. Yemen's situation has led to an alarming deterioration in its Human Development Index (HDI), a summary measure for assessing long-term progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. From ranking 153rd globally before the conflict, Yemen's HDI position

¹⁸ <http://www.uneval.org/normsandstandards/index.jsp> <http://www.unevaluation.org/ethicalguidelines>

¹⁹ UNDP Evaluation Guidelines, Section 6, Evaluation Quality Assessment, June 2021 update

fell to 183rd out of 191 countries in 2021.²⁰ This decline reflects the severe challenges faced by the country, including widespread humanitarian needs, a famine risk for millions, and a massive displacement crisis. When the Project was designed, Yemen faced a severe protection crisis, with civilians at risk due to ongoing conflict. There have been numerous civilian casualties and displacements, with significant damage to public and civilian infrastructure. Humanitarian needs are most significant in conflict-affected areas. The economy has significantly contracted, leading to reduced income opportunities and volatility in purchasing power. Yemenis face a complex set of integrated needs resulting from a collapse in public services, rising costs of basic needs, and lack of access to health care, clean water, proper sanitation infrastructure and limited access to daily income generation opportunities.

This situation required significant comprehensive humanitarian relief, and the Project was designed to provide it to a wide range of beneficiaries. In acute food insecurity and emergencies, "doing less and doing it quickly is doing more," and the Project correctly prioritized narrowly oriented emergency and relief interventions to achieve immediate food and livelihood benefits and support as many beneficiaries as possible. The Project design has realistic results and funding spending targets. The design was generally well conceived and incorporated lessons and experiences from previous WB, UNDP and Implementing Partners operations. **The Project rationale, strategy, and implementation arrangements allowed for some variability in the sector and scope of specific subprojects and customization of interventions to identify and address the most pressing needs of supported communities.**

The Project correctly prioritized smaller, community-driven, and flexible infrastructure sub-projects that addressed immediate needs and could adapt to changing circumstances. It is unlikely that major infrastructure projects could have been successfully implemented due to security concerns, perceptions of inequity in resource distribution, and conditions of weak local capacities and disrupted supply chains. In addition, returns on substantial infrastructure investments in post-conflict environments are unpredictable.

Yemen's governance has been severely fragmented since 2015, with the internationally recognized government of President Hadi losing control over much of the country. Various political groups backed by some regional competing powers dominate different regions. The state apparatus is divided, with key institutions like the central bank and parliament split between Ansar Allah-controlled Sanaa and the Saudi-led coalition-controlled "temporary capital" Aden. Overall, governance in Yemen mostly relies on commitments between individuals and agreements between social and political actors rather than governments. Defined mandates between state institutions are often missing, leading to overlapping and conflicting policies. Despite forming a coalition government, internal conflicts and external interventions continue, exacerbating the humanitarian crisis, economic instability, and governance challenges.²¹ Public administration, already inefficient, has been further weakened due to ongoing conflict, unpaid salaries, and lack of essential resources like electricity and fuel. **Unable to rely on state institutions, the Project has correctly chosen the Direct Implementation Modality (DIM) that allowed for efficient and timely Project execution in challenging security environments where local institutional capacity was very limited and adequate transparency and accountability could not be ensured.**

Finding 2. The Project's Theory of Change (ToC) is robust, well-justified and rooted in previous UNDP and IPs' experiences. A result chain connecting activities at the output level to the Project's broader outcomes is explicitly defined. The Project design identifies some vulnerable groups to support but is not entirely based on HRBA principles that limits its focus on inclusion, participation and vulnerable groups.

The Project's ToC is realistic and well reflects Yemen's conditions, which can be characterized by a lack of basic

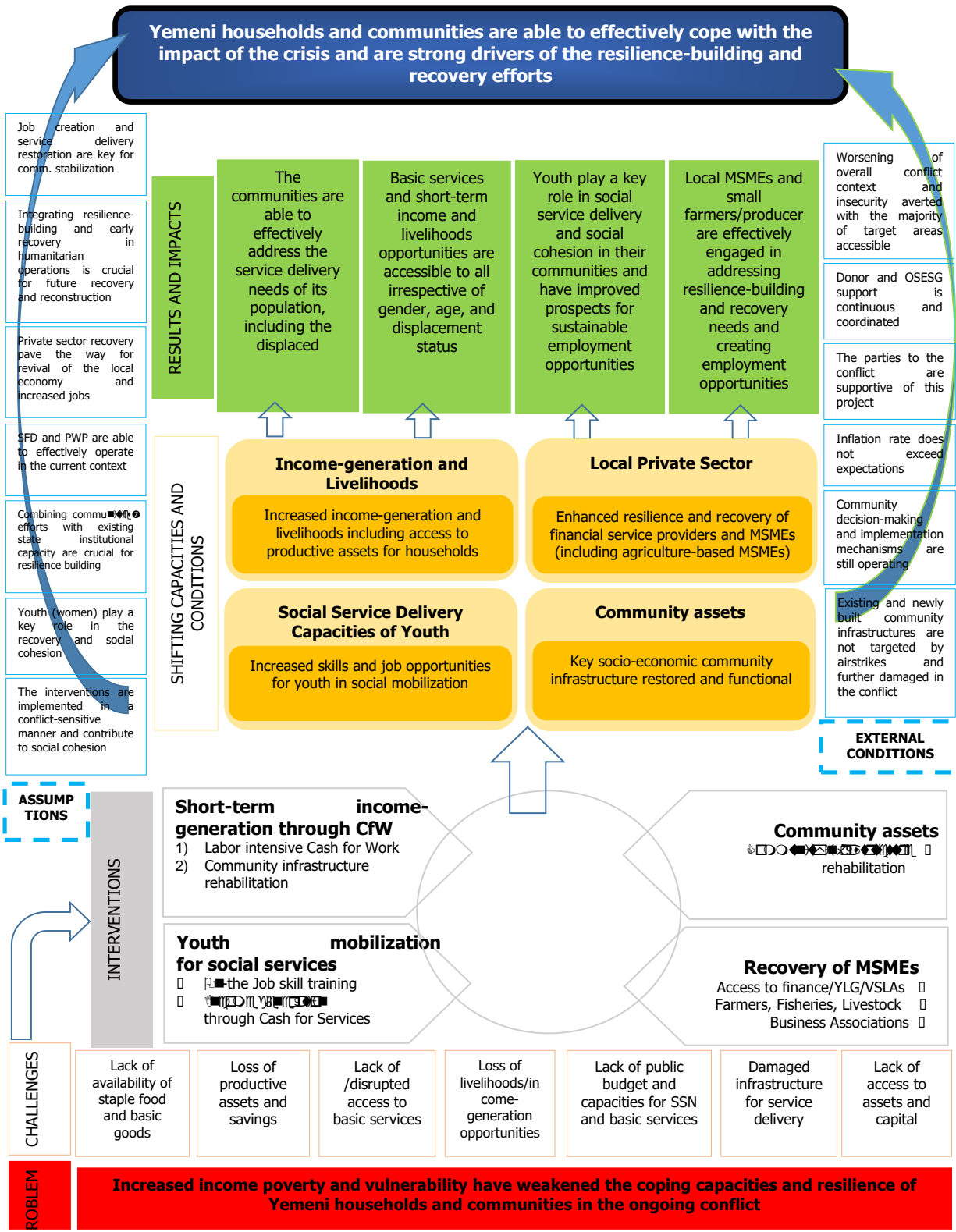
²⁰ UNDP, Human Development Index, last accessed on December 23, 2023, <https://hdr.undp.org/data-center/specific-country-data#/countries/YEM>

²¹ Bertelsmann Stiftung, BTI 2022 Country Report — Yemen. Gütersloh: Bertelsmann Stiftung, 2022.

security, political instability, poor governance, inadequate or absent budgetary transfers to communities and institutionally weak partners in government, local authorities and civil society. The TOC provides a clear and elaborate logical chain for the selected course of action so that knowledgeable external readers and reviewers can trace a clear and compelling storyline from the outputs expected of UNDP to the outcome and impacts. The Project sets ambitious but realistic targets reflecting UNDP and IPs' expertise and capacities to deliver. It focuses on the post-conflict environment's urgent short-term objectives by addressing the most urgent needs of communities and citizens. It includes a description of the assumptions and a graphic illustration linking the Project's core activities and the expected results (outputs, outcomes, and impacts). Risks and assumptions are presented as well.

The Project design correctly identified core venues and activities to achieve expected outputs. The causal model is very comprehensive and includes all of the Project's major activities, outputs, outcomes, and impacts that are presented in a way that indicates their relative importance. The causal chain depicted in the ToC is logical in the sense that it is reasonable to anticipate that Project activities and outputs could lead to the outcomes and impacts that are indicated in the model (see Figure 2 below).

Figure 2. Theory of Change (ToC) of Emergency Social Protection Enhancement and COVID-19 Response Project



The Project document contains some human rights-based approach (HRBA) elements. Still, conceptually, it is not framed around HRBA with clear prioritization of the rights and dignity of all individuals, particularly the most vulnerable and marginalized, ensuring that their needs and voices are central to the development process. For instance, in its CfW component, there are specific criteria in place to prioritize certain groups, such as pregnant women, breastfeeding women, mothers with children under five years old, and families with disabled members aged

5 to 18 years. Some IP reports provide disaggregated information on direct beneficiaries who are females, IDPs and youth,²² but such reporting is inconsistent across all IPs. To some extent, the inconsistent application of HRBA limits the Project's focus on the most vulnerable groups and does not explicitly promote inclusivity and participation to address systemic inequalities and injustices.

Finding 3: The Results and Resources Framework (RRF) and M&E framework are well designed for primarily humanitarian Project to capture a wide range of outputs that are logically linked to Project activities. The Project outcomes and intermediate results, however, have only some corresponding indicators that can be partly attributed to the primarily humanitarian nature of Project interventions and the longer period needed for the outcomes to materialize.

The Project M&E design is grounded in the already well-established monitoring and evaluation systems run by UNDP and IPs. The Project's outputs are tracked using the indicators outlined in the RRF, developed at the Project design stage. Each output has a number of indicators that were collected and reported against. Overall, in the ET's assessment, most output indicators are well elaborated and clear, allowing for the Project's progress to be captured.

The indicators and performance measures predominantly focus on such outputs as the number of direct beneficiaries of wage employment created under CfW. The expected outcomes such as "The communities can effectively address the service delivery needs of its population, including the displaced", "Local MSMEs and small farmers/producer are effectively engaged in addressing resilience-building and recovery needs and creating employment opportunities", and "Youth mobilization for social services" is not operationalized with targets, indicators and activities. **While outputs are an important step in the results chain and part of a complex process, they are not the end.**

The Project design correctly identified core venues and activities to achieve expected results but included only some intermediate indicators, such as beneficiary satisfaction, that capture a transition between outputs and outcomes. Intermediate indicators are crucial in demonstrating causality and UNDP contribution to broader outcome results defined in the ToC.

A baseline study that is essential for any development project as it establishes a reference point for the Project's context before interventions begin was not conducted even for selected sub-projects. Such a baseline study could have provided critical data for setting realistic targets, identifying risks and constraints, and evaluating the suitability of Project design. By capturing key outcomes and intermediate indicators at the Project's inception and comparing them with data collected at or after Project completion, the baseline study would have allowed for an accurate assessment of the Project's performance and contribution to the anticipated results.

5.2 Relevance

Finding 4. The Project is broadly aligned with UNDP's Country Programme Document (CPD) and Sustainable Development Goals (SDGs). The overwhelming majority of partners and beneficiaries who were interviewed or participated in FGDs find the Project highly relevant.

The ET recognizes the Project's emergency nature, which required immediate response from UNDP, in coordination with other donors, to address complex needs quickly. In the ET's assessment, the Project correctly identified a need to address the country's diverse needs and directly addressed the main challenges outlined in the context section

²² See, for instance SFD Narrative quarterly progress report Yemen Social Protection Enhancement and COVID-19 Response Project (ESPECRP) World Bank grant no. p173582 January-March 2023

above. This approach is aligned with the United Nations Sustainable Development Cooperation Framework, driven by the expectation that by 2024, all people of all ages in Yemen affected by conflict, forced displacement and poverty in all its dimensions will experience a change in their quality of life. UNDP addresses three Framework priorities: (a) increasing food security, creating livelihood options and jobs; (b) driving inclusive economic structural transformation; and (c) building social services, social protection, and inclusion for all.²³ In its Country Strategy Note/Country Programme Framework, the UNDP emphasizes three priority areas: the humanitarian-development-peace nexus (HDP Nexus), a whole-of-society approach, and integrated programs at scale.²⁴ The top priorities of the country office's program include enhancing food security and promoting inclusive economic development. **The Project is supportive of broader UN system objectives in Yemen.**

The Project contributes towards the achievements of a number of SDGs²⁵ as presented in Table 4 below: SDG 1 (End poverty in all its forms everywhere), SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture), SDG 3 (Ensure healthy lives and promote well-being for all at all ages), SDG 5 (Achieve gender equality and empower all women and girls), SDG 6 (Ensure availability and sustainable management of water and sanitation for all), and SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

Table 4. SDGs and core Project interventions

SDGs	Core Project interventions
SDG 1: End poverty in all its forms everywhere	<ul style="list-style-type: none"> Supporting individuals in transitioning from relying on food baskets assistance to actively participating in work and earning their livelihoods.
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	<ul style="list-style-type: none"> Addressing hunger and food security through all Project components
SDG 3: Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Supporting women and children through CfN component.
SDG 5: Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Supporting women through CfN and CfW components. Supporting women cattle breeders and business owners.
SDG 6: Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none"> Improving water supply and sanitation
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> Supporting individuals in transitioning from relying on food baskets assistance to actively participating in work and earning their livelihoods. Supporting businesses and farmers.

This Project is highly relevant due to its alignment with critical needs arising from the conflict. Its components promote employment and support the creation and rehabilitation of vital community assets. Health authorities and stakeholders recognize the Project's alignment with the essential needs of the affected population in the area of nutrition. The MTE revealed unanimous agreement among beneficiaries and stakeholders on the appropriateness and relevance of the interventions, including road paving, nutrition initiatives, and business supports across visited governorates. Specific examples include the urgent rehabilitation of agricultural channels in Hadhramaut,²⁶ the paving of rural roads and rock stone paving,²⁷ and the construction of vital infrastructure like flood

²³ UNDP, Country programme document for Yemen (2023-2024)

²⁴ UNDP Yemen, Country Strategy Note 2021 – 2024

²⁵ Department of Economic and Social Affairs, Sustainable Development, SDGs, <https://sdgs.un.org/goals>

²⁶ Local authority representative in Hajr district, Hadhramaut governorate, confirmed that the activity of rehabilitating and cleaning agriculture channels was a top priority of the farmers in the area.

²⁷ Participants in Ash Shamaytin district, Taiz governorate, expressed their satisfaction for considering their area with road paving.

drains²⁸ and water tanks in schools²⁹ that directly address local priorities and enhance community well-being. The broad reach of the CfN component is appreciated by educators who noted that the Project benefited a wide range of beneficiaries. "Unlike other cash assistance projects with limited coverage, this Project reached over 360 beneficiaries. With eight educators assigned to the village, each educator targeted 50 to 60 households. As a result, the Project's support extended to approximately 80% of the village's population", an educator in Lahj said. The CfW broad targeting was relevant and well received by beneficiaries. As per a key official in SFD, "Unemployment in rural communities is high due to the crisis, while job opportunities are scarce. Many have lost jobs, and salaries have been cut, and therefore, we target a wide sector of those targeted based on the criteria of willingness and ability." The Project interventions under Output 3 address the pressing needs of economic development in Yemen's crisis context, particularly in productive sectors like agriculture, livestock, and fisheries. The broad targeting approach to identifying and addressing the needs of beneficiaries in the agriculture and fishing sectors was particularly relevant. In agriculture, options like drip irrigation networks and crop protection nets were tailored to suit local conditions and the type of crops cultivated, demonstrating a deep understanding of the farmers' specific needs. In the fisheries sector, providing boat engines addressed an urgent regional need, showing the Project's responsiveness to the requirements of the fishing community. Priority was given to families directly affected by the conflict and other vulnerable groups, ensuring that the aid reached those who needed it most.

Finding 5. The engagement of three IPs with significant experience and presence in all governorates ensured the relevance and responsiveness of Project operations.³⁰ High relevance and responsiveness were maintained through diverse strategies implemented by the Project and IPs.

The Project partners with three well-institutionalized IPs: The Social Fund for Development (SFD),³¹ the Small and Micro Enterprise Promotion Service (SMEPS),³² and the Public Works Project (PWP),³³ with significant local presence and extensive expertise in implementing community-centric and sustainable development initiatives, particularly in rural and conflict-affected areas. SFD and PWP have provided social protection and temporary employment opportunities to impoverished and vulnerable groups in Yemen since the 1990s. They are recognized for their effectiveness and political impartiality.³⁴ Their strengths include expertise in fostering local economic growth, infrastructure development and rehabilitation, close links with local authorities, and skills in capacity building, participatory decision-making, and addressing diverse local socio-economic needs.

The Project integrated lessons from previous comparable initiatives in CfN, CfW, and business/farmers' support, significantly enhancing its effectiveness and relevance. Learning from past experiences allows the Project to improve business processes, better reflect and address the needs of beneficiaries and anticipate and

²⁸ In Tarim district, Hadhramaut governorate, beneficiaries noted the importance of the protection and paving of flood drains subproject implemented in their area.

²⁹ A school principal in Taiz stated that the water harvest tank implemented in his school met urgent needs as his school was without bathrooms for a decade affecting hundreds of students and teachers.

³⁰ All IPs underwent independent assessment prior to the Project engagement. See, Moore Yemen, UNDP Micro Assessment Small and Micro Enterprise Promotion Service (SMEPS) 2020; Moore – Yemen, UNDP Micro Assessment Social Fund for Development (SFD) 2020, and Moore Yemen, UNDP Micro Assessment Public Works Project (PWP), 2020

³¹ The Social Fund for Development (SFD), established in 1997, aims to reduce poverty and align its programs with national social and economic development plans. SFD enhances access to basic services, economic opportunities, and supports capacity building at national and local levels. It is recognized for applying best practices and developing effective policies addressing various social needs, including education, health, and water shortages, particularly in rural areas.

³² The Small and Micro Enterprise Promotion Service (SMEPS), established in 2005 as a subsidiary of SFD, focuses on economic and private sector development. It enhances economic growth through value chain development, business services, and entrepreneurship support, especially targeting Micro, Small, and Medium Enterprises (MSMEs). SMEPS's work focuses on creating jobs and integrating developmental projects with humanitarian efforts.

³³ The Public Works Project (PWP) is supported by various international donors including the World Bank, UNDP, and EU, addresses humanitarian needs and aims to improve living conditions. PWP is engaged in diverse sectors like education, health, water, sanitation, and agriculture. Its initiatives focus on poverty reduction, job creation, and women's empowerment.

³⁴ Demetriou S., Lessons Learned Study: Yemen Emergency Crisis Response Project (ECRP), UNDP, 2019

mitigate similar challenges that have arisen before. This approach is particularly crucial in Yemen, where environmental and socio-economic conditions are rapidly changing and require adaptable, experience-informed strategies.

The political and security context has been extremely challenging over the Project cycle. The relevance of the Project was maintained through regular meetings at the executive level. Although the Project documentation contains a provision that the Project Board would be established,³⁵ as the minutes of meetings were not available, it is unclear if the Project Board was established to discuss the annual work plans and budgets, identify issues, offer solutions and make executive decisions.

To stay relevant, **the Project pursues adaptive management practices and has implemented a number of strategies that enhance the relevance of its interventions across all components** and attend to the different problems and needs of the beneficiaries: women and men, and vulnerable groups:

- Coverage by conditional cash assistance for nutrition support to address severe and moderate acute malnutrition cases has been expanded to address significant needs. As one KI observed, "Initially, SFD was used to provide nutrition services exclusively to Social Welfare Fund beneficiaries. However, due to the deterioration of the humanitarian situation in Yemen, WB, UNDP and donors approached SFD to expand the scope to include more vulnerable individuals needing nutrition interventions."
- Prioritization of communities for infrastructural interventions with the most significant needs ensures that resources are directed where they are needed most, thereby maximizing the impact and relevance of the interventions.
- Local evidence and data were extensively used to identify priorities for interventions and adjust them to address the most relevant and important challenges faced by the communities. The criteria were transparent and justifiable. For its CfN component, according to a KII, the Project relied on indicators encompassing data from the nutrition cluster, poverty indicators, the SMART survey results, and access and security analysis. For its CfW component, the Project relied on indicators capturing key poverty, displacement, food security, livelihood, and access and security data. For its Output 2 interventions, the Project assesses potential health, livelihood, and environmental impacts to determine the priority of interventions. Under Output 3, the Project's approach to selecting crop types and agricultural methods is tailored to local land and environmental conditions.
- Subprojects closely match the specific needs of targeted beneficiaries. This alignment is evident in particular in the Marib and Hajr districts, where the chosen subprojects under the CfW component directly address local requirements. In Marib, constructing bathrooms for IDPs responds to the immediate needs of displaced populations living in camps. In Hajr, the rehabilitation of agricultural channels aligns well with the district's need to boost agricultural production and economic development. In supporting businesses/farmers, the Project prioritizes individuals and families most affected by the conflict, including displaced families and women breadwinners.
- IPs facilitate consultations with supported communities to ensure continuous Project relevance. Regular consultation events were conducted, and feedback was collected from beneficiaries and partners to inform changes to address the beneficiaries' needs. For instance, to address the challenge of long travel times to distribution centers in Hadhramaut, the Project provided transportation fees for beneficiaries under its CfN component. To identify sub-projects under output 2, the Project implemented a participatory approach and consulted with each supported district to ensure the involvement of community members, contributing to a more accurate and relevant understanding of local requirements.
- Some targets and interventions were adjusted, and the timing of delivery was changed in response to the changing situation on the ground. For example, recognizing the financial barriers in the fisheries sector and the need for increased grant amounts shows an understanding of the sector's specific challenges and a willingness to adapt strategies accordingly.

³⁵ Project Governance and management arrangements

5.3 Coherence

There are four levels of coherence/coordination among partners ranging from networking focusing on information sharing to full collaboration with a formal agreement among partners in place, as outlined in Table 5 below. The ET assessed the patterns of the Project coherence through these lenses.

Table 5. Collaboration among partners: 4 types

Networking	Cooperation	Coordination	Full Collaboration
Partners share information and talk with one another for their mutual benefit.	Partners support one another's activities but have no formal agreement in place.	Partners are engaged in mutual projects and initiatives, modifying their own activities to benefit the whole.	With a formal agreement in place, partners work toward developing enhanced capacity to achieve a shared vision.
Loosely defined roles Loose/flexible relationships Informal communication Minimal decision-making No risk	Somewhat defined roles Informal and supportive relationships More frequent communication Limited decision-making Little to no risk	Defined roles Formalized links, but each group retains autonomy Regular communication Shared decision-making around joint work Low to moderate risk Share some resources	Formalized roles Formal links, which are written in an agreement Frequent communication Equally shared ideas and decision-making High risk but also high trust Pooled resources

Source: Frey, B. B., Lohmeier, J. H., Lee, S. W., & Tollefson, N. (2006). Measuring Collaboration among Grant Partners. *American Journal of Evaluation*, 27(3), 383–392.

Finding 6: The Project networked/cooperated with other relevant development partners but did not systematically pursue coordination/collaboration solutions at the operational level. It could be partially attributed to the urgency of supporting as many beneficiaries as possible.

The Project interventions are aligned and complimentary to the WB's Global Practices work in Yemen. In education, the WB's operations in Yemen aim to improve access to quality education, which the ongoing conflict has severely impacted. Efforts include rebuilding and rehabilitating school facilities, providing learning materials, and supporting teacher training programs.³⁶ In agriculture, the interventions focus on enhancing food security, improving agricultural productivity, and supporting small-scale farmers and include the provision of improved seeds, farming equipment, and training for farmers on modern agricultural techniques, as well as rebuilding and enhancing irrigation infrastructure.³⁷

Like in any other conflict and post-conflict countries, partnership among development partners at the local level is challenged by the lack of detailed reporting by donors on what their support to the local level consists of and the multitude of small projects implemented by non-governmental organizations and other development aid actors that often go unreported in national aid coordination mechanisms. **The Project actively exchanges information with UNDP and other relevant partners through formal and informal arrangements. Still, the partnerships remain**

³⁶ The World Bank Implementation Status & Results Report Yemen Restoring Education and Learning Emergency Project (P175036), November 2023

³⁷ The World Bank, Yemen Food Security Response and Resilience Project, <https://projects.worldbank.org/en/projects-operations/project-detail/P176129>

at the level of networking and cooperation, as described in Table 5 above. The Project shared updates on its progress, data and analysis with other stakeholders and participated in various partners' meetings. These meetings serve as platforms for discussing ongoing initiatives, challenges, and strategies for more effective collaboration. As some KIs indicated, strategic coordination at the donor level has improved over the previous years, but they also emphasized the importance of better long-term coordination among projects and initiatives on the ground that can increase systemic impacts and achieve efficiencies, in particular through geo-bundling.

Differences between international partners' fiduciary, security, project monitoring, and procurement systems remain significant. Although it is unrealistic to harmonize their systems, improved sectorial coordination in planning, design, and information sharing can significantly amplify the impact of all Project interventions. To make it happen, the coordination processes have to be developed, and selected Project staff should assume responsibility for coordination with other UNDP projects and other international partners. For example, several partners are delivering CfW interventions in Yemen. Effective coordination among these partners could optimize the impact of their interventions, especially if they align beneficiary selection criteria, wage rates, and monitoring systems and jointly decide on target areas. For instance, potential collaboration opportunities with the EU's "Cash for Work: Promoting Livelihood Opportunities for Urban Youth in Yemen" project, including a UNESCO contribution that ran from September 2018 to August 2021, could have been explored. The Project supported young people in the rehabilitation and restoration activities through CfW modality.³⁸ The Project's interventions under Output 3 predominantly occurred in regions previously lacking similar initiatives. The entry of SMEPS into these regions paved the way for other partners to follow suit, as seen in Hadhramaut where the Bena Foundation for Development later introduced similar interventions.

The ET found that the Project collaboration with relevant UNDP projects remains limited. In Aden's Buraiah district, one KI from the local council highlighted instances where the Project interventions coincided with interventions from UNDP's SIERY³⁹ program. He stated, "The UNDP's SIERY program is working to replace the water pipes that supply the reservoirs the PWP project was involved in maintaining. This is because the current pipes may cause health problems for citizens." It's notable that these interventions, while complementary, were not coordinated directly between the PWP and the SIERY Project. By aligning initiatives like the Project under evaluation, Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen Joint Programme (ERRY III),⁴⁰ UNDP Project with King Salman Humanitarian Aid and Relief Centre (KSrelief),⁴¹ there can be a more cohesive and strategic approach to addressing Yemen's complex challenges. Improved coordination and collaboration among UNDP Projects could have leveraged the unique strengths of each Project, supported the deeper implementation of the community contracting approach and contributed to a more coherent and unified strategy for long-term community development in Yemen.

The ET found that the Project collaboration with relevant UN agencies is also limited. UNICEF, for example, runs the Community Health and Nutrition Volunteer (CHNV) program, involving over 23,000 volunteers across thousands of villages, providing various nutrition services that do not include cash assistance.⁴² Taking into

³⁸ Delegation of the European Union to Yemen, Cash for Work: Promoting Livelihood opportunities for Urban Youth in Yemen, https://www.eeas.europa.eu/delegations/yemen/cash-work-promoting-livelihood-opportunities-urban-youth-yemen_en?s=248, last accessed on December 24, 2023

³⁹ UNDP, The Strengthening Institutional and Economic Resilience in Yemen (SIERY), <https://www.undp.org/yemen/projects/strengthening-institutional-and-economic-resilience-yemen-siery>

⁴⁰ UNDP, Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen Joint Programme (ERRY III), <https://www.undp.org/yemen/projects/supporting-resilient-livelihoods-food-security-and-climate-adaptation-yemen-joint-programme-erry-iii>, last accessed January 2, 2024

⁴¹ UNDP and KSrelief launch project to strengthen community resiliency and social cohesion in Yemen, <https://www.undp.org/arab-states/press-releases/undp-and-ksrelief-launch-project-strengthen-community-resiliency-and-social-cohesion-yemen>, last accessed January 2, 2024

⁴² UNICEF, Community health volunteers, <https://www.unicef.org/yemen/topics/community-health-volunteers>

consideration CHNV's extensive reach, the ET felt that cooperation between the program and the Project could have been strengthened to improve the effectiveness of resource utilization and outcomes for the communities served.

Finding 7: The geo-bundling model that the Project started implementing in 2023 has a significant potential to enhance coherence among all relevant interventions and partners, but it is too early to assess its results.

The geo-bundling approach in the Project is a strategic method of implementing varied interventions within the same geographic area, at either a community or cluster of communities level.⁴³ The geo-bundling approach intends to provide target areas (subdistricts or clusters of villages) with a bundle of integrated interventions to maximize the impact of the Project in reducing food insecurity and malnutrition.⁴⁴ This method ensures that activities are complementary, forming a continuous support chain and maximizing impact. The WB's concept of geo-bundling clusters multiple projects together, creating synergies to tackle interconnected challenges efficiently and offering a solution that is both cost-effective and comprehensive. The strategy employed by the Project harnesses the diverse capacities, resources, and expertise of SFD, PWP, and SMEPS. This collaborative effort aims to address the structural issues leading to food insecurity and malnutrition in Yemen. By integrating the objectives of these organizations within a multi-sectoral framework, geo-bundling enables collective decision-making, planning, and oversight. A critical component of this strategy involves conducting joint community assessments and socio-economic analyses. By focusing on geographic areas with not only high rates of food insecurity and malnutrition but also significant agricultural potential, this approach ensures that interventions are targeted and impactful.

As many KIs indicated, **geo-bundling can reduce costs through shared resources and coordinated efforts and address interconnected challenges holistically, leading to sustainable outcomes.** Some of them observed that in the realities of Yemen, where all governorates need support, there is a **risk that some areas will receive significant support and improved services, at the expense of neighbouring districts,** which may raise equity concerns and elevate risks of conflict. As geo-bundling will not be covered through additional funding, the Project has to strategically identify priority regions to support. For geo-bundling to be successfully implemented, it is essential to establish clear criteria for selecting areas for intervention to avoid bias or overemphasis on specific regions and communicate this information to all stakeholders. PWP reported that "conflicts may arise within communities at village level and sub-districts level; hence, local authorities will play a pivotal role in resolving such issues, which is key to the success of geo-bundling."⁴⁵

Some KIs mentioned that geo-bundling could face issues with complex coordination and adaptability. Recognizing that coordination between IPs could be improved to support achieving planned results, UNDP correctly started applying the geo-bundling approach to IPs and intends to expand it to a broader range of partners. When this MTE was underway, the Project was developing the operational manuals and processes to support geo-bundling. As geo-bundling involves comprehensive needs assessment, inclusive planning that involves local stakeholders, and regular monitoring to adjust interventions as needed, it can be expected that initial Project experiences may support improvements of the processes, with a focus on results. **As IPs may not have the necessary coordination capacities, the Project may consider assigning at least a few staff members to support coordination efforts at the initial stages to ensure all requirements, such as equity considerations, are adequately addressed.** To address equity effectively, it is crucial to prioritize transparent communication and active community engagement and ensure the inclusion of vulnerable groups such as women, IDPs, and PWDs into decision-making to ensure

⁴³ UNDP, Geo-bundling Manual, 2023

⁴⁴ Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP) Field Mission Report (Hadramout and Taiz Governorates, 4th -17th, February 2023)

⁴⁵ PWP Annual progress report for the period ending March 31, 2023 on Emergency social protection enhancement & COVID 19 response Project (ESPECRP), World Bank grant no. 00128217 sub-component 2.2, Small Community Infrastructure Public Works Project January 15, 2023

their voices are heard and highlight the shared benefits of equitable development. Clear and open communication about allocating resources and the criteria used for selecting areas can build trust and understanding.

5.4 Effectiveness

The Project is verifiably effective in terms of achieving most of the planned outputs, as detailed in the TOC and the results framework. The effectiveness of UNDP programming support in Yemen is contingent upon events in the political and security realm, which are largely beyond UNDP power to influence. UNDP managed to achieve important results despite the challenging operational environment. The Project was effective in operating in both northern and southern municipalities, which is a strong indication of UNDP reputation of neutral and impartial partner operating in all areas of the country. Although the Project has developed diverse practices and strategies to promote effectiveness, further knowledge mobilization are needed to scale them up and transfer to local stakeholders.

Output 1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. Sub-component 1.1 Cash for nutrition (CfN)

Finding 8: Output 1: The Cash for Nutrition (CfN) sub-component has effectively met its objectives by combining cash transfers with vital nutrition and health education, significantly improving at-risk households' health and financial well-being. This success is further evidenced by the Project's effectiveness in identifying and treating malnutrition cases, alongside enhancing awareness of key health issues among women beneficiaries, demonstrating its positive role in health intervention and community empowerment.

The CfN sub-component, under the SFD, provides cash top-ups and additional services to households most at risk of malnutrition. Focusing on districts/subdistricts with high food insecurity, it prioritizes households with pregnant women, lactating mothers, and children under five. Beneficiaries receive cash transfers, nutrition and health education, and home visits for child monitoring and malnutrition case referrals, complementing the existing Enhanced Health and Nutrition Program (EHNP) activities.

Optimal growth, development, and well-being in children aged 6–23 months depend significantly on nutritious diets, a crucial element often missing for millions globally.⁴⁶ This issue is especially pronounced in emergencies, where the nutritional status of young children can rapidly worsen. It's imperative for the nutrition sector, humanitarian groups, and governments to actively engage, lead, and implement measures to prevent the decline of children's nutritional health in such crises. A key strategy in this effort is investing in and integrating complementary feeding interventions, which have been shown to play a significant role in averting and diminishing acute malnutrition in young children, ultimately contributing to life-saving outcomes.

The CfN component, as KIs and FGDs participants in northern and southern municipalities indicate, appears to have effectively met its objectives and will mostly achieve all the targets by the Project completion date (PF and AF funding). Notably, a significant number of women beneficiaries participated in six key awareness sessions covering essential topics like cleanliness, health risks, diarrhoea, prenatal care, malnutrition, and early childhood care. These sessions were aimed at raising awareness of critical health issues. The Project also succeeded in raising awareness about healthcare services, which was particularly impactful in communities where such practices were previously overlooked.

The CfN component also provided financial assistance, which positively impacted the lives of the targeted women. It facilitated temporary employment opportunities for educators and provided essential cash assistance to mothers,

⁴⁶ United Nations Children's Fund. "Fed to Fail? The Crisis of Children's Diets in Early Life." New York, 2021, <https://www.unicef.org/reports/fed-to-fail-child-nutrition>

significantly enhancing their living standards. Beneficiaries reported improved quality of life, with some even participating in savings associations, contributing to their temporary financial empowerment. The reach and influence of the Project were widespread, touching many lives in the targeted communities. One KI underscored this result, stating that in nearly every household of his targeted community, an educator or a beneficiary mother is associated with the Project. This statement reflects the extensive penetration and significance of the CfN component in these communities. One mother, sharing her experience in a Tuban FGD, expressed, "We were very happy with this project because it supported us with sums of money, and we benefited a lot from health education and understood things that we were not aware of." This feedback underscores the Project's impact on providing monetary assistance and valuable health information. In the ET's assessment, the Project is on the right track to meet its targets, as the Table 6 below presents.

Table 6 Output 1, CfN component progress

Indicators	Total Targets (PF+AF+AF2)	Progress to date (30 Dec 2023)	Achievement
Number of beneficiary households benefitting from the CfN program	106,500	90,144	84.6%
Number of female beneficiaries of wage employment	3,920	2,952	70.5%
Number of indirect beneficiaries of wage employment	23,520	17,712	70.5%

Source: Project RRF reporting, January 2024

In terms of nutrition outcomes, the Project made a significant contribution to reducing malnutrition cases. Educators were instrumental in referring malnourished individuals to health facilities, ensuring timely treatment.

The effectiveness of the CfN component has been enhanced due to several key strategies:

- Comprehensive training for educators who undergo a 12-day training program covering health, nutrition, and the SFD nutrition guide. The quality of training is rigorously assessed through pre- and post-tests, ensuring high standards are maintained.
- Community engagement workshops at the start of activities in each area to sensitize the community about the Project's goals, fostering active participation and engagement.
- Strong coordination and collaboration with the Ministry of Health and Education that facilitates smooth intervention implementation.
- Specialized training in malnutrition diagnosis and treatment for health workers at referral facilities.
- Rigorous cash disbursement process involves multiple reporting and validation stages to ensure accuracy and transparency.
- Participatory and transparent recruitment of educators, with candidates evaluated by a committee comprising health and local authorities and SFD consultants.
- Use of standard health assessments by health facilities that use Mid-Upper Arm Circumference (MUAC)⁴⁷ and Z-score ⁴⁸ measurements to categorize malnutrition cases accurately, enhancing the effectiveness of treatments.
- Flexible educational sessions for mothers unable to attend standard sessions.

⁴⁷ MUAC (Mid-Upper Arm Circumference) is a simple method to assess nutritional status by measuring the arm's circumference, helping identify malnutrition levels in children.

⁴⁸ Z-score compares a child's growth measurements (like height or weight) against a standard reference population, indicating deviations and identifying conditions like stunting, wasting, or underweight. Both are crucial in detecting and addressing malnutrition effectively.

- Use of a standardized operational manual that guides all implementation aspects, from initial surveys to follow-up on malnutrition cases.
- Proactive early coordination with health facilities to address the lack of supplies and ensure effective service delivery at referral centers.

The KIIs and FGDs suggested several improvements that, taken together, could be considered by the Project management to improve the effectiveness of the CfN program. They are consolidated in Recommendation 1.

Output 1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. Sub-component 1.1 Cash for work (CfW)

Finding 9: The Cash for Work (CfW) sub-component successfully financed labour-intensive community sub-projects to provide temporary jobs for vulnerable groups and build community assets, aiming to enhance food security, social cohesion, and climate resilience. The CfW component effectively improved living conditions, empowered beneficiaries, and addressed specific community needs with a gender-sensitive approach.

UNDP's support for infrastructure was affected by the conflict, policy and institutional constraints, and the absence of public investment. The CfW sub-component, led by SFD, finances labour-intensive community sub-projects to provide temporary jobs for vulnerable groups and build community assets. Sub-projects, which include agricultural land restoration, water and sanitation access, and road rehabilitation, aim to enhance food security, social cohesion, and climate change resilience with a gender-sensitive approach. This sub-component is expected to create temporary jobs for over 20,000 people and benefit around 129,000 people through community asset development.

The CfW component was effective as the beneficiaries reported varied positive outcomes. Its implementation has significantly enhanced living conditions, addressing specific needs through tailored sub-projects. Providing cash assistance and assets, especially in environmental and WASH projects, has empowered beneficiaries to meet essential needs. For instance, in Marib, the Project's financial aid enabled IDP beneficiaries to build necessary infrastructure like bathrooms, directly impacting their quality of life.

The primary beneficiaries were representatives of highly vulnerable households who were able-bodied and capable of regular physical labour. Cash was paid to participants, who could then spend or save money based on their particular needs and priorities. The CfW component managed to increase the purchasing power of affected households, allowing them access to needed items in the local marketplace. Since markets were capable of adapting to cash injection and responding to the needs of the population, the cash provided to beneficiaries as payment for the community sub-projects increased their purchasing power. While some beneficiaries had planned to purchase some form of livelihood asset, the majority did not. Some of this was due to unforeseen expenses such as health care. However, in most cases, the amount earned or provided was not enough to purchase the desired livelihood assets.

The secondary beneficiaries of this intervention were the communities. Working within the resource and time constraints, local committees identified the sub-projects most beneficial to their communities. The ET visited some locations to corroborate the actual usage of the sub-projects. In all cases, the various infrastructures built or repaired were being used, and in many cases, the sub-project had already shown positive impacts on the lives of the population. Moreover, infrastructure improvements like road construction have led to increased accessibility to healthcare, safer travel, and better opportunities for education and economic activities. For example, in Ash Shamaytin and Hadhramaut, targeted interventions have bolstered agricultural productivity and water supply. The Project is on the right track to meet its targets, as the Table 7 below presents.

Table 7. Output 1, CfW component progress

Indicators	Unit	Baseline	Total Targets (PF+AF+AF2)	Progress to date (30 Dec 2023)	Achievement
Number of direct beneficiaries of wage employment	Number	0	77,700	23,520	30.3%
Number of indirect beneficiaries of wage employment (family members of direct beneficiaries)	Number	0	372,312	141,120	37.9%
Number of people with increased access to basic services	Number	0	452,750	288,540	63.7%
Cubic meters of water schemes constructed/rehabilitated (Cubic Meter (m3))	m3	0	46,066	10,796	23.4%
Area of agriculture land rehabilitated Hectare	Ha	0	2,477	620	25.0%
Length of roads improved (Kilometres)	Km	0	209	89	42.4%

Source: Project RRF reporting, January 2024

The effectiveness of the CfW component has been enhanced due to several key strategies:

- Targeted sub-project selection to address specific needs of different areas.
- Regular feedback and quality checks through regular quality reviews and gathering feedback from beneficiaries and stakeholders to promptly identify and rectify any issues.
- Enhanced cash assistance delivery to ensure timely and efficient delivery of financial aid, reducing bottlenecks and improving beneficiary satisfaction.
- Improved planning through a flexible approach in sub-project planning, allowing for adjustments based on evolving needs and unforeseen challenges.
- Strengthened monitoring and evaluation to track progress effectively, ensuring adherence to safety standards, and measure the impact of interventions.
- Responsiveness to seasonal variations by planning project activities considering seasonal variations, such as rainy or harvest seasons, to avoid disruptions and maximize productivity.
- Community engagement and empowerment through the engagement of local labour and community members in the planning and execution of sub-projects, fostering a sense of ownership and sustainability.

The KIIs and FGDs suggested a number of improvements that, taken together, could be considered by the Project management to improve the effectiveness of the CfW program. They are consolidated in Recommendation 1.

Output 2 Social and productive community assets rehabilitated

Finding 10: The interventions under Output 2 effectively rehabilitate social and productive community assets, enhancing the quality of life in deprived areas. Key strategies contributing to its success include participatory planning with local communities and authorities, comprehensive needs assessments, focusing on critical infrastructure like water systems, and building upon previous projects for continuity.

The interventions implemented by PWP under Output 2 focus on rehabilitating social and productive community assets in the most deprived areas to achieve economies of scale. It considers various indicators like access to safe drinking water, access to water for farming, road conditions, school enrolment, health services accessibility, community connectivity, and job opportunities in choosing communities to support. The development of community assets prioritizes subprojects based on community needs. These subprojects, which are less labour-intensive than

CfW interventions and executed by private contractors, aim to improve food security and address disaster resilience. This component also introduces tools for community needs assessment, using open-source data for planning and monitoring, ensuring inclusive participation of women and vulnerable groups in the identification and execution of subprojects.

Infrastructure that is critically important for resilience, peacebuilding, economics, and human development is improving in rural areas. However, there are significant gaps in infrastructure coverage and quality, with low availability of core public services such as high-quality drinking water, sewage, and road infrastructure. Yemen faces a critical water crisis, compounding the economic and humanitarian challenges already posed by ongoing conflict and environmental degradation. Nearly 18 million people in Yemen are in need of water support due to a combination of factors, including the effects of natural disasters, environmental hazards, and the long-standing water scarcity issue. Yemen is one of the world's most water-stressed countries.⁴⁹ This scarcity is attributed to dry weather conditions, which have been exacerbated by climate change, as well as rapid population growth. The extensive use of groundwater for agriculture further aggravates the situation, especially for water-intensive crops like qat. This rapid groundwater extraction is depleting the reserves much faster than they can be replenished, leading to an acute water crisis. Yemen's road infrastructure has been significantly impacted by the ongoing conflict, destroying about one-third of the country's paved roads, or between 5,000-6,000 kilometres, and causing damage to at least 100 bridges. Main highways have been closed for various military and strategic reasons, compelling motorists to use alternative, often unpaved routes unsuitable for heavy vehicles and high traffic volume. This situation has escalated transportation costs and added to the challenges faced by Yemenis, compounding the economic and humanitarian difficulties in the country.⁵⁰

Turning the Tide in Bani Hoshaihs: A Community's Triumph Over Water Scarcity

In Bani Hoshaihs, a story of resilience unfolds against a backdrop of hardship. The community, once forced to leave their homes due to severe water scarcity, faced a heart-wrenching dilemma as they watched life-giving water flow past, untapped, to neighboring districts. However, the intervention of the PWP brought a transformative change. By raising water levels and distributing it through newly built channels, PWP's efforts have rejuvenated the parched lands and revived the local farming community. This initiative has not only restored livelihoods but also rekindled hope, demonstrating the profound impact of targeted aid in revitalizing a community struggling against adversity.

By focusing on both direct and indirect beneficiaries, the Project ensures comprehensive community development. This expansion demonstrates the Project's ability to impact a wider population over time, especially considering its focus on infrastructure and valuable assets. Critical interventions like maintaining the Al Buraiqah water tank and rehabilitating the Al Mualla district's sanitation system underscore the Project's commitment to addressing vital community needs. These sub-projects have had far-reaching impacts on public health and environmental safety, effectively preventing potential economic hardships and health crises. In rural areas, such as Bani Hushaihs and Wesab Alali, PWP's initiatives have provided reliable water sources and protected agricultural lands from flood damage. This not only safeguards livelihoods but also contributes to the overall resilience of these communities against the effects of climate change. According to the latest Q3 2023 data, the PWP had 167 sub-projects that generated 283,052 workdays and 13,724 workers (548 women and 2,261 IDP/returnees).⁵¹ The Project is on the right track to meet its targets, as Table 8 below presents.

⁴⁹ World Resources Institute, Aqueduct, <https://www.wri.org/aqueduct>

⁵⁰ Casey Coombs and Salah Ali Salah, The Yemen International Forum, The war on Yemen's roads, 2023

⁵¹ Q3 2023 data provided by the Project management information system.

Table 8. Output 2 progress

Indicators	Unit	Baseline	Total Targets (PF+AF+AF2)	Progress to date (30 Dec 2023)	Achievement
Number of direct beneficiaries of wage employment	Number	0	51,993	14,026	27%
Number of indirect beneficiaries of wage employment	Number	0	311,958	84,156	27%
Number of people with increased access to basic services	Number	0	670,130	486,841	72.6%
Cubic meters of water schemes constructed/rehabilitated (Cubic Meter(m3))	m3	0	147,402	66,615	45.2%
Area of agriculture land rehabilitated Hectare	Ha	0	5,012	2,582	51.5%
Length of roads improved (community assets) (Kilometers)	Km	0	163	53	32.3%

Source: Project RRF reporting, January 2024

The PWP's working mechanism, which involves close coordination with local councils and the formation of community committees, is key to its success. This approach ensures that sub-projects are well-planned and resonate with the community's needs, enhancing their relevance and impact. For instance, in the Al-Houta district, the street paving sub-project was tailored to prevent rainwater and sewage accumulation, while in Aden and Sana'a, similar projects aimed to improve environmental conditions.

The following discussion presents a summary of ET's assessment of the effectiveness of examined sub-projects:

- Gasket bumpers and water tank protection walls in Al Buraiqah, Aden: This intervention was crucial for preventing the collapse of a water tank in Al Buraiqah. As KI from the local council highlighted, the community members were acutely aware of the tank's importance as the primary water source. The subproject was essential to avoid economic hardships due to reliance on costly mobile water tankers.
- Rehabilitation of back corridors in Al-Mualla, Aden: In Al Mualla district, clogged sanitation canals were causing severe health and environmental issues. KI from the local council emphasized the gravity of the situation and mentioned that diseases like malaria and dengue fever were rampant due to the accumulated waste. The sub-project successfully addressed these long-standing issues, significantly improving the health and environmental conditions of the community.
- Paving streets and alleys in block 24 Basateen, Dar Saad District, Aden: The sub-project targeted the main streets of Block 24 Basateen, an area previously plagued by waste and sewage accumulation. The unpaved streets directly threatened the health and safety of children travelling to school. KI, from the community committee, noted the positive changes brought about by the paving, including the elimination of health hazards and an overall improvement in the area's environmental and health standards.
- Completion of paving streets in the tourism neighbourhood, Al-Houta District, Lahj: The local council identified a need for paving streets in this neighbourhood to prevent the accumulation of rainwater and sewage. The sub-project prioritized local employment and brought in skilled workers from outside when necessary.
- Rehabilitation of the water network in the eastern side of Al-Houta District, Lahj: A comprehensive study by a consultant from the Water Corporation led to the rehabilitation of outdated water networks. KI from the Neighborhoods Leaders' Committee reported that the intervention resolved water scarcity issues, reducing dependence on mobile water tankers.

The effectiveness of the CfW component has been enhanced due to several key strategies:

- Participatory planning and local Involvement by engaging local communities, authorities, and councils in the planning process to ensure that the interventions address the actual needs of the communities.
- Comprehensive technical, social, and environmental needs assessments to prioritize interventions based on the level of poverty, health risks, and environmental impact in the community.
- Focusing on critical infrastructure like water systems and agricultural protection walls to address immediate community needs and improve health and environmental conditions.
- Building on previous results to improve the existing infrastructures. For example, certain agriculture protection walls in Dhamar and Bani Hoshaiish were built upon earlier levels in the same areas.
- Employing local contractors and labour to boost the local economy and foster a sense of ownership and responsibility towards the Project outcomes within the community.
- Continuous capacity building through regular training for staff, contractors, and community members, especially in areas of environmental safeguarding, monitoring, evaluation, and occupational safety.
- Effective time management by adhering to a strict timeline for project execution.
- Environmental and social safeguard compliance to promote sub-project sustainability and minimize negative impacts.
- Feedback and monitoring mechanisms by building robust monitoring and evaluation systems at the IP level, along with a feedback mechanism, to track the progress of the sub-projects and make necessary adjustments for better outcomes.
- Adapting to changing needs by regularly reassessing and adapting Project strategies in response to evolving community needs and environmental changes.

The KIIs and FGDs suggested a number of improvements that, taken together, could be considered by the Project management to improve the effectiveness of the Output 2 activities. They are consolidated in Recommendation 1.

Output 3 – Yemeni businesses (including women) have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses⁵²

Finding 11: The activities implemented under Output 3 have proven effective in enhancing the capabilities of Micro, Small, and Medium Enterprises (MSMEs), especially in agriculture and food production. The Project has successfully increased crop yields, reduced water and fuel consumption, and expanded economic opportunities for diverse beneficiary groups, including women and vulnerable individuals.

Output 3 supports MSMEs, building on the previous interventions supporting MSMEs implemented by SFD. This initiative aims to bolster sustainable economic opportunities for vulnerable populations by assisting MSMEs affected by conflict or COVID-19, particularly those strengthening the domestic food market and food security. The implementation focused on market systems development in conflict-affected areas, enhancing value chains through financial access, market creation, and linkage strengthening. Support includes indirect aid to MSMEs via increasing microfinance institutions' lending capacity, direct technical and financial assistance to MSMEs in food production and distribution, and business association support. This approach aims to restore MSMEs' growth capabilities, create jobs, and improve food availability in target communities, also incorporating climate co-benefits by promoting sustainable practices like reduced water and fuel consumption.

⁵² This component includes also 1) support five Microfinance Institutions (MFIs) to access the Portfolio Guarantee Model (PGM) of Yemen Loan Guarantee program (YLG); 2) IT Support to two MFIs; 3) support of 45 Village Saving and Loan Associations (VSLAs). These elements were not covered by this MTE as the ET prioritized the MSME supports that is more comprehensive component with a more significant budget allocation.

MSMEs play a key role in poverty reduction but suffer from production and logistics inefficiencies and limited capacities that deter them from achieving long-term profitability. The share of small business and private entrepreneurship in GDP is low. The rural MSMEs typically sell their products at local markets, as they cannot access external markets and value chains. There are also poor linkages between producers, buyers, and service providers, creating market barriers for MSMEs. Rural MSME owners have limited business sophistication and skills that limit their access to financial services and their ability to invest and grow.

The ET finds the SMEPS's interventions effective, strategic and adapted to the challenging context of Yemen. The agriculture and business support interventions address the specific needs of various sectors by conducting pre-intervention surveys and establishing community committees, ensuring a response that resonates with the unique requirements of each beneficiary group.

SMEPS' support has been crucial in stimulating stagnant local markets. Injecting financial resources and technical support, the Project has revitalized individual businesses and contributed to the broader economic ecosystem, affecting secondary markets, supply chains, and community livelihoods. The data shows that 27 MSMEs received Technical Assistance (TA) and grants to boost production and facilitate food distribution. Notably, within this group of MSMEs, 15% are owned by women. The beneficiaries appreciated the assistance and reported various results attributable to the support provided. Twenty beneficiaries interviewed by the ET stated that the Project had helped them to increase the number of hired labourers, while 31 did not hire any new workers.

In agriculture, the Project's results extend far beyond immediate economic relief. It introduces modern agricultural practices that increase crop yield and promote environmental sustainability by reducing water and fuel consumption. All interviewed farmers confirmed that the Project had helped them decrease water consumption by using a modern drip irrigation system instead of the old immersion system, as 27 of the farmers interviewed by the ET confirmed that they gained new techniques for using drip irrigation systems, and 36 of them reported a decrease in production cost with an average of 64%. The remaining 15 farmers reported higher production costs due to paying for water. Despite this expense, they haven't been able to increase their production, as they used to rely on seasonal rain for their crops but now have to use irrigation systems. All the interviewed farmers confirmed that the Project helped them reduce their fuel consumption for water pumping. They reported a significant decrease in fuel usage, ranging from 970 to 165 litres, amounting to an 83% reduction mainly due to fewer hours needed for water pumping. Seventeen farmers interviewed reported an average financial gain of 100,000 Yemeni Rial within 3-5 months, marking an improvement compared to their financial situation before. As one of the FGD participants reported, "In Alhamdulillah, we used to plant and reap the crop once or twice a year, now from three to four times a year." In the fisheries sector, the training in engine maintenance and fishing techniques raises the beneficiaries' skills level, contributing to long-term resilience. This observation is consistent with the TPM report that all interviewed fishermen said their fishing catch had improved with an overall average increase of 74%.⁵³ The Project is on the right track to meet its targets, as Table 9 below presents.

Table 9. Output 3 progress

Indicators	Unit	Baseline	Total Targets (PF+AF)	Progress to date (30 Jun 2023)	Achievement
Number of MFIs to access the new YLG portfolio guarantee scheme	Number	0	6	5	83.3%
Number of SME loans guaranteed by the new capitalization to the YLG	Number	0	3,754	3,183	84.8%

⁵³ Moore Yemen, 1st TPM Report, January - March 2022, 2022

Number of Village Saving and Loans Associations	Number	0	715	254	35.5%
SMEs receiving TA and grants that produce and facilitate food distribution	Number	0	6,255	1,849	29.6%
Business associations supported in the target sectors directly through grants and TA	Number	0	50	36	72%
Number of new seasonal and permanent wage employment supported	Number	0	21,595	14,844	68.7%

Source: Project RRF reporting, June 2023

The effectiveness of the interventions under Output 3 has been enhanced due to several key strategies:

- Tailored needs assessment, such as detailed pre-intervention surveys involving community committees.
- Comprehensive training and capacity building of beneficiaries in areas such as modern agricultural techniques, engine maintenance, and business management.
- Responsive and flexible implementation by adapting to changing market conditions and beneficiary feedback. For example, the Project adjusted agricultural practices in response to seed availability and market dynamics and addressed emerging agricultural challenges with immediate technical solutions.
- Inclusive beneficiary selection by prioritizing diverse and vulnerable groups, including women, PWDs, and displaced families.
- Economic stimulation and supporting market linkages by injecting financial resources and providing technical support to stimulate local markets.
- Robust feedback mechanisms to capture and respond to beneficiary needs and challenges such as delays in delivery of support materials and the need for inc.
- Problem-solving and technical supervision through timely and effective technical solutions and supervisory support, especially in response to new challenges such as pest infestations or technical issues.

The KIIs and FGDs suggested a number of improvements that, taken together, could be considered by the Project management to improve the effectiveness of the Output 3 activities. They are consolidated in Recommendation 1.

5.5 Efficiency

Finding 12: Results are achieved in an economically efficient manner and with manageable transaction costs. UNDP and IPs implement various strategies to improve efficiencies. The Project's financial management was efficient, with actual spending closely aligned with the projected budget. **Cost-benefit analysis is conducted on a limited scale but is promising as it can inform future Project operations.**

The ET finds that WB has allocated sufficient resources to achieve the Project objectives. Based on the data available, the budget and materials allocated to the Project were generally sufficient, and the activities were implemented within budget. The ET, on the basis of document review, interviews with IPs and beneficiaries, and FGDs, confirms that the results have been achieved with little waste and duplication. The Project provided regular detailed financial reports to the WB. The reported financial data indicate that there was straightforward spending as per the approved budget by UNDP, with funds spent in an accountable and cost-effective manner. As far as comparison with other development partners is concerned, the stakeholders' perceptions about the financial costs of the Project were positive overall.

UNDP has delivered significant results in Yemen despite very constraining working conditions in fragile and conflict-affected settings. The Project adhered closely to its original schedule despite delays due to external factors like weather and labour shortages in its infrastructural components. Only some delays in procurement were reported.

The Project's financial management was efficient, with actual spending closely aligned with the projected budget, as Table 10 below presents separately for the parent and additional funding.

Table 10. Project planned and actual expenditures, Parent and Additional Funding, as of December 2023.

PF			
COMPONENT/ACTIVITY	Planned	Actual	Variances
Cash for Nutrition	14,638,960.34	14,584,342.75	54,617.59
Cash for Work	19,647,361.50	19,128,837.14	518,524.36
MSMEs Business	4,383,194.55	4,360,760.52	22,433.88
Community Assets	15,292,478.78	14,524,636.30	767,842.48
Component I Grand	53,961,995.17	52,598,576.71	1,363,418.31

AF			
COMPONENT/ACTIVITY	Planned	Actual	Variances
Cash for Nutrition (00132207)	10,538,985.88	10,175,979.41	363,006.47
Cash for Work	5,444,064.54	4,746,918.86	697,145.68
MSMEs Business Associations	748,583.69	576,002.85	172,580.84
Community Assets	2,644,286.02	2,383,007.42	261,278.60
Component I Grand TOTAL	19,375,920.13	17,881,908.54	1,494,011.59

The payment distribution process under the CfN component was generally well-received, with the implementation of home delivery options and the use of familiar distribution locations enhancing convenience and efficiency. The waiting time during payment distributions under CfN was reported to be less than 30 minutes, with priority given to mothers. While there were reports of irregular payment schedules, such as the combined initial payments in Hadhramout, the IP responded by committing to streamlining processes and improving financial efficiency and predictability for beneficiaries.

Under its CfW component, the Project reduced its operational expenses. While some delays in cash distribution occurred, they were primarily due to liquidity issues, highlighting the need for improved financial management. The cash distribution process, often taking less than 30 minutes, has been praised by KIs and FGDs participants for its efficiency and accessibility, prioritizing women, the elderly, and PWDs.

Under its output 2, the Project exceeded the initial beneficiary targets. Initially projected to benefit 255,000 people directly and indirectly aid 14,230, the Project increased its indirect beneficiary count to 450,446, marking a 176% surge. Despite challenges such as labour shortages in targeted areas, leading to a revised goal of 14,230 direct labour hires from the planned 16,920, PWP efficiently managed to recruit 13,945 workers (98% of the revised target). Prioritizing local community members for employment and recruiting from outside regions only when necessary, the Project achieved a balanced workforce comprising 52% hosting community members, 16% IDPs/returnees, and 28% from outside the targeted areas. Furthermore, the Project maintained a 37% labour intensity in sub-projects, surpassing the estimated 35%. The strategic hiring of 120 contractors and around 618 consultants demonstrated the Project's commitment to effective resource utilization and community engagement.

Like SFD and PWP, the SMEPS optimized funding use, ensuring that a significant portion of the Project's budget goes to beneficiaries through training and grants while keeping administrative costs to a minimum. The SMEPS specialists confirmed that the Project indicators for reducing the cost of production were 20%, while the Project's interventions achieved a reduction in the cost of production by 25%. The pre-study conducted by SMEPS played a critical role in identifying and addressing inefficient agricultural practices. The introduction and advocacy for modern agricultural techniques enhanced production and led to significant cost savings for farmers by reducing water and pesticide waste. Farmers reported a marked reduction in production costs, with water usage and fuel consumption

for irrigation significantly decreasing, leading to more efficient farming practices. The majority of the interviewed beneficiaries reported that the production of their farms had increased due to the interventions, and thus, their income had increased. The shift to drip irrigation also reduced labour hours, further contributing to efficiency gains. Fishermen benefited from more reliable and efficient boat engines, transforming their daily operations. The new engines reduced the time spent at sea, increased the frequency of trips, and enhanced overall safety.

Contributing to cost efficiency, IPs adhered to the WB Procurement and UNDP standards and guidelines and Yemeni Law in selecting the most cost-efficient providers to implement the planned activities. All IPs contractors were subject to a bidding process. Depending on the amount and the category of the goods or services procured appropriate procurement methods were applied, employing open competition as the standard approach in soliciting offers. IPs oversaw the implementation of the infrastructure works conducted by the construction companies. KIs indicated that local materials and staff were used to save on costs, provide job opportunities for residents, including vulnerable groups and simplify maintenance. As independent Project-focused audits found, the expenses incurred by all IPs were in line with the approved budget, allocated for the intended purposes of the Partners agreement, compliant with UNDP's relevant regulations, rules, policies, and procedures, and backed by duly approved vouchers and supporting documents.⁵⁴

The Project implements a range of strategies to optimize its efficiencies, including:

- Consistent efforts to prevent fraud and prompt responses to financial misconduct through eligibility verification. Any misappropriations of funds are promptly addressed, including halting further payments until beneficiaries return the misappropriated amounts.
- Utilization of local resources, contractors and labour. By sourcing these locally, the Project significantly reduces transportation costs, contributing to overall efficiency. The Project promoted community contracting through competitive bidding procedures on irrigation and road works.
- Optimization of labour intensity. Under its output 2, the Project surpassed the initial labour intensity estimate of 35% for sub-projects and achieved a 37% level.
- Innovative solutions in construction. In Sabir district, Taiz governorate, a novel paving technique was observed. This method uses larger, irregularly shaped stones, reducing the need for uniformity in shape and arrangement. This innovation reportedly saves up to 30% in costs.
- Selective paving approach. During road construction, the Project focuses on paving challenging areas like turns and slopes, while level sections are often left unpaved. In some instances, these unpaved sections are completed through community initiatives.
- Use of temporary consultants. Instead of hiring a large permanent team, the Project engages temporary consultants for many activities, leading to significant cost savings.
- Investment in Information and Communication Technology (ICT). The Project is expanding the use of ICT and process automatization. For example, it is developing an application for direct communication between SFD branches and educators to eliminate the need for intermediaries and paper reports, enhancing real-time data transfer and overall efficiency. Paper-based surveys, especially in southern regions, are being replaced with electronic forms, reducing logistics burden and data entry costs and improving data collection efficiency.
- Use of multiple financial services providers. The involvement of various banks and exchange agents encourages competition, resulting in reduced transaction fees.
- Training focused on resource efficiency, such as reduction of resource wastage, including water and fuel in agriculture and fishing.

⁵⁴ Moore, Final audit report for the project Yemen emergency crisis response implemented by Social Fund for Development, UNDP, 2023; Moore, Final audit report for the project Yemen emergency crisis response implemented by Social Fund for Development (SFD) and the Public Works Project (PWP), UNDP, 2023; Moore, Final audit report for the project Yemen emergency crisis response implemented by Social Fund for Development (SFD) and the Public Works Project (PWP) and the Small and Micro Enterprises Promotion Services, UNDP, 2023

IPs conducted some fundamental Cost-Benefit Analysis (CBA), but further data and analysis are needed to identify the interventions that can be considered for national or regional scale-up. In the ET's view, the Project can promote CBA and co-develop a common approach to CBA with IPs. It is a crucial tool for assessing subprojects' economic feasibility and potential impact. It offers a quantitative foundation for decision-making by weighing the costs against expected benefits, thereby guiding efficient and effective resource allocation. More importantly, CBA can assist in identifying the most cost-effective solutions for broader implementation and foster transparent and accountable Project management by justifying Project choices enhancing stakeholder trust and support.

Finding 13: The Project is effectively managed. The current staffing structure is efficient in generating the expected results. UNDP improved Project business processes, invested in capacity building of IPs, and strengthened compliance with environmental and social safeguards.

Fiduciary aspects of the Project were well supervised, with intensive oversight and support. Feedback from stakeholders confirms the professional and efficient management of the Project. Stakeholders reported high levels of leadership, commitment, responsiveness, robust management processes and practices, and the Project's ability to stay open to new solutions. Team members have the necessary generic and specialized skills in the ET's assessment. They are appropriately placed based on experience and skill, and the management team provides adequate training and guidance.

The Project made measurable improvements to its management structure and processes through the following:

- The Project developed the Operations Manual. It outlines the procedures, policies, and standards to be followed by the Project and the IPs, including financial management, procurement, M&E, safeguards and risk management.⁵⁵ It ensures consistency and clarity in executing various Project tasks, fostering an environment of transparency and accountability. The manual acts as a reference point by clearly defining roles, responsibilities, processes, and methodologies, mitigating misunderstandings and potential conflicts.
- Management Information System (MIS) was established to streamline management and decision-making processes. By centralizing data and ensuring their quality, the MIS helps track progress against timelines and budget management, facilitating risk management by enabling early identification and mitigation of potential issues. MIS is particularly beneficial in supporting effective geo-bundling by providing a structured framework for quality control and ensuring alignment of IPs' interventions.
- Recognizing the need for a more holistic approach, the Project expanded its focus beyond fiduciary oversight to encompass comprehensive IP capacity building in environment and social safeguards, risk management, geo-bundling and M&E systems enhancements.
- Extensive capacity building of IPs that covered diverse areas such as procurement, M&E, geo-bundling, safeguards, and GRM implementation was implemented. In the ET's assessment, the upskilling of IPs was pivotal, enabling them to lead sustainable development initiatives more effectively and comply with WB and UNDP requirements. Some IPs are well positioned now to lead more comprehensive infrastructure projects or embark on comprehensive economic development programs.
- Supervision and monitoring functions have been enhanced. The Project introduced, for example, a Remote Verification and Monitoring (RVM) mechanism to verify beneficiaries' participation in the project interventions, receiving their full entitlement on time, fiduciary, safeguards and GRM issues. It enhances Project accountability and compliance with WB and UNDP policies and procedures.

⁵⁵ Project Operations Manual Emergency Social Protection Enhancement and COVID-19 Response Project (P173582 – IDA Grant D762-RY), 2021

Finding 14: The Project has improved its monitoring system. It regularly collects and reports on core output indicators, but reporting on outcomes and intermediate results is not systemic. The Project commissioned a study on the impact of its geo-bundling activities, and it is expected that it will generate the necessary evidence to support the long-term scaling up of geo-bundling.

The Project has solid M&E expertise and engaged Third Party Monitoring (TPM) partners to monitor areas where the Project may not have easy access. The Project and TPM monitoring reports present a comprehensive and well-documented assessment at the output level and extensive anecdotal information at the outcome level. The Project shared various relevant implementing partners' financial reports,⁵⁶ audits of implementing partners' reports,⁵⁷ TPM monitoring reports,⁵⁸ Project M&E reports⁵⁹, and financial reporting data.

As the Project M&E framework did not contain the outcome and intermediate indicators, comprehensive outcome-level monitoring was not conducted to assess the Project's contribution to long-term strategic goals. As outcome/impact assessments were outside the scope of TPM TOR, they mainly focused on outputs. A study on the impact of the Project's geo-bundling is expected to generate some comprehensive outcome and impact data to inform the long-term scaling up of geo-bundling.

The TPM and Project M&E staff conducted regular monitoring missions to target governorates and submitted back to the office reports. The ET reviewed these documents, found them informative, and captured the Project's progress. Some of these reports contained quick assessments of Project implementation, lessons learned and recommendations.

The Project produced regular progress reports and annual reports according to UNDP guidelines. They provided comprehensive information on the activities implemented by the Project and the implementation timeframe. The ET found the Project's reports comprehensive, well-documenting progress towards identified targets and budget utilization.

5.6 Impact

As the outcomes were not defined with appropriate indicators, the Project did not capture and measure the contribution of its actions to broader outcomes. The ET acknowledges that a significant technical challenge in M&E is outside of Project control and stems from the simple fact that some things are more accessible to measure than others in conflict or post-conflict conditions. For example, the numbers of supported households and businesses are easy to measure, and successes can be easily documented. By contrast, increased capacities and changed attitudes are difficult to measure, yet such changes add up and will manifest themselves in the improved livelihood of families and communities. Though some of the Project's immediate impacts are clearly observable such as high levels of beneficiaries' satisfaction with Project interventions (92%)⁶⁰, its long-term effects on sustained community development and enhanced livelihoods are expected to emerge over time, highlighting the necessity of continued observation and assessment for a comprehensive understanding of its overall impact.

⁵⁶ See, for instance, Amendment to the Letter of Agreement (LOA) Between the UNDP (Yemen Emergency Social Protection Enhancement and COVID-19 Response Project) and the Small and Micro Enterprise Promotion Services,

⁵⁷ See, for instance, Final audit report for the project Yemen emergency crisis response implemented by Social Fund for Development, 2023

⁵⁸ Multiple reports produced by Moore Yemen, TPM that capture some anecdotal evidence of monetized Project benefits.

⁵⁹ Various Project M&E reports.

⁶⁰ Project RRF reporting, January 2024

Finding 15. The evidence to fully assess Project impact is insufficient as the Project is still underway, but the anecdotal evidence is adequate to identify four areas of impact that can be attributed to the Project's interventions: 1) enhanced health and nutrition outcomes; 2) investments into infrastructure result in improved livelihoods; 3) increased incomes of households and capacities to pursue economic independence; and 4) empowered individuals and communities.

Impact area 1. Enhanced health and nutrition outcomes

The Project achieved significant results in health and nutrition, particularly through its educational sessions that impacted both mothers and educators. These sessions delivered essential health, nutrition, and childcare knowledge, leading to enhanced well-being for mothers and their children. The Project's focused approach on malnutrition played a pivotal role in treating and improving the health of malnourished children, thereby contributing to reducing child mortality and fostering long-term health improvements. Although a more robust impact study is needed, the ET believes that some measurable improvements could be found, especially for the poor households in terms of increases in consumption of milk and a variety of fruits and vegetables that will be consistent with the impact study of the previously implemented CfN program.⁶¹

The Project's impact on malnutrition was notable, with a substantial number of cases identified and referred for treatment. According to a progress report shared by SFD, 9,032 malnourished cases (3,051 pregnant and lactating women and 5,981 children) were identified with malnutrition and referred to the therapeutic nutritional centers to receive treatment, and out of them, 6,967 cases recovered (2,317 pregnant and lactating women and 4,650 children) and referred to about 73 health facilities, located in five districts (Tuban, Jabal Asharq, Belad-Atta'am, Broom-Mayfa'a, AL-Hujailah).⁶² This impact is corroborated by health officials and educators involved in the program. For instance, an educator in Lahj highlighted the program's success in treating malnutrition cases, noting that out of nine cases she dealt with, almost all were resolved positively. According to the SFD staff, the average referral from beneficiaries ranges between 20% - 25%. However, in the absence of baseline data, it is challenging to provide an independent assessment.

Impact area 2: investments into infrastructure result in improved livelihoods

The Project's support for infrastructure rehabilitation and basic service delivery has been instrumental in fostering stability and security within supported communities. The disruption of local services had heightened vulnerabilities and fueled tensions, but the Project's targeted and pragmatic approach to infrastructure and essential services ensured equitable benefits for all community members. Employment opportunities were also created by rehabilitating and maintaining rural roads, significantly mitigating rural poverty.

Feedback from FGDs and KIIs in Aden, Lahj, Sana'a, and Dhamar attests to the direct and immediate impact of the Project's interventions. In the Mualla district, for example, the sub-projects provided essential temporary job opportunities, which helped many cover basic needs and led to a significant decrease in infectious diseases. One participant in AIMualla FGD expressed, "The economic improvements are evident in our neighbourhood, with several people finding temporary jobs and a reduction in diseases and fevers."

In Lahj, FGD participants noted remarkable improvements in accessibility: "The situation has dramatically improved. Roads are now open, allowing essential supplies to reach our homes, and children can safely go to school." The Project also positively impacted local businesses and services, as highlighted by a key informant in Al-Mualla: "The

⁶¹ Sikandra Kurdi, Yashodhan Ghorpade, and Hosam Ibrahim, The Cash for Nutrition Intervention in Yemen Impact Evaluation Study, IPRI, WB

⁶² Narrative Implementation Completion Report, Yemen social protection enhancement and COVID-19 response project SPECPR, sub-component 1.2: cash for nutrition, during the period (Aug. 2021 to Sep. 2023)

interventions facilitated cleaning services and boosted the commercial viability of some shops." In the Sana'a and Dhamar governorates, the Project's interventions raised water levels in valleys and built protection walls for agricultural land, safeguarding against floods and erosion. A Dar Saad FGD participant noted, "The project resolved social issues caused by sewage and garbage overflow, and transportation costs have significantly decreased." The Project also introduced cultural changes in construction methods. In Al Jawf, workers adopted new, more efficient building techniques, contributing to cost-effectiveness and easier maintenance.

Impact area 3. Increased incomes of households and capacities to pursue economic independence

The impact of the Project in enhancing household incomes and fostering economic independence has been multifaceted and significant. While the cash assistance provided was modest, it catalyzed a chain of positive changes in beneficiaries' lives, particularly among women.

Some mothers creatively utilized the cash assistance for more than immediate needs like food. They invested in activities that would generate long-term benefits, such as rehabilitating their homes or buying sewing machines to start small income-generating ventures. This ingenuity in using limited resources underscores the resilience and entrepreneurial spirit of the women beneficiaries.

The Project also equipped beneficiaries with the skills and confidence needed to enter the labour market and seek future job opportunities. The short-term employment provided by the Project led to immediate improvements in the quality of life, especially for women. These opportunities enhanced their societal role, expanded their networks, and boosted their self-esteem and confidence. Several beneficiaries acknowledged that the cash assistance empowered them.

In agriculture, beneficiaries learned to install and maintain advanced irrigation systems and adopt effective pest management practices. According to one of the TPM reports, all interviewed SMEPS direct beneficiaries confirmed receiving training on various livestock-related skills, including rearing, milk conservation, harvesting, and animal healthcare. Every interviewed livestock producer reported improved livestock conditions: 34% observed better health, another 34% noted increased weight and meat quantity, and 32% saw a rise in milk production. Furthermore, ten producers confirmed that the program reduced breeding costs by an average of 73,500 Yemeni Rials (approximately 132 USD).⁶³

In the fisheries sector, engine maintenance and navigation skills significantly improved fishing practices. These skill enhancements are pivotal for increased household incomes and increasing economic independence. In the MSME sector, many respondents reported that they increased their incomes but could not use some provided equipment, such as fridges, due to a lack of access to reliable power sources.⁶⁴

From Pest Struggle to Harvest Success: A Farmer's Transformation through SMEPS Training

One farmer shared his struggle with recurrent diseases and pests in his zucchini crop, leading to considerable damage. Previously, he frequently resorted to using potent, yet unsuitable pesticides recommended by dealers, which unfortunately harmed around one-third of his crop. The damage was twofold: first from the plant diseases themselves, and second from the misuse of these strong pesticides. However, this changed dramatically after he engaged in training provided by SMEPS. During the training, he acquired valuable information and technical knowledge about pest identification and management. Beyond just salvaging the quality of his existing crop, this newfound knowledge brought about a noticeable increase in his crop yield. He benefited from continuous advice and guidance from consultants throughout the project, significantly enhancing his farming practices and outcomes.

⁶³ Moore Yemen, 2nd TPM Report, April – June 2022, 2022

⁶⁴ These findings are consistent with those reports by Moore Yemen. See, Moore Yemen, 6th TPM Report, April – June 2023, 8th August 2023

Impact area 4. Empowered individuals and communities.

The Project showcased remarkable success in fostering community empowerment and engagement. Central to this success was the active involvement of communities in identifying and prioritizing their needs. Through open consultations and diverse partner engagement, the Project facilitated consensus building, ensuring that activities resonated with local priorities. This approach reduced infrastructure costs and encouraged communities to take ownership of managing and maintaining their developments.

The methodology adopted by the Project empowers women, IDPs, and the most vulnerable to perceive the limitations imposed and overcome them. Job opportunities and skill development, particularly for young women in remote areas, boosted their self-esteem and community standing. For instance, women engaged in agricultural projects gained both financial remuneration and agricultural expertise, fostering long-term empowerment. The Project's skill development initiatives effectively transitioned unskilled workers to skilled ones, supporting community economic development. It also enabled small entrepreneurs to grow into contractors, contributing to the local economy. Some activities facilitated a change in societal norms, particularly benefiting women educators. They gained professional experience and developed networks that opened up future job opportunities, marking a significant stride in community empowerment and individual professional development.

Participatory consultative meetings at the municipal level were crucial in pinpointing and addressing local needs. These meetings, which involved representatives of vulnerable groups, reinforced the capacity-building interventions under Output 3. This approach equipped individuals with tools for economic self-sufficiency and promoted good governance, social cohesion, and community healing.

Feedback from FGDs confirmed the Project's positive influence on family dynamics and community social relations. Infrastructure projects like the construction of bathrooms for IDPs in Marib not only improved health conditions but also enhanced the self-confidence of beneficiaries.

5.7 Sustainability

Usually, the sustainability of the Project achievements can be assessed in two dimensions: internal or self-sustainability at the micro or output level (individual, household, community) and external or integrated with the country recovery at the macro (or outcomes) level. As the Project did not target the macro-level, the results at the micro-level show early signs of self-sustainability except in the cases of some interventions that were temporary, humanitarian relief instruments by design.

In Yemen, the main sustainability issues deal with security, including potential damage and destruction of assets from the fighting. Other sustainability dimensions include constraints that have become more difficult to overcome, such as difficulties in maintaining infrastructure and facilities, local capacity constraints in management, and challenges in maintaining partnerships. **The conflict dimensions and its volatile and unpredictable nature create significant risks to the physical infrastructure and equipment provided by the Project.** They may undermine the capability of local authorities to meet financial, human, and technical requisites for the operation and maintenance of infrastructures and equipment provided by the Project.

Finding 16. The Project has implemented several appropriate sustainability enhancement strategies that positively contributed to improved sustainability of its results. Capacity building interventions were implemented, but at a limited scale, and their contribution to sustainability is limited.

The ET has identified a number of promising sustainability enhancement strategies applied by the Project that most likely enhance its sustainability:

- Promotion of forward-looking financial management and savings by encouraging beneficiaries to make savings and invest in income-generating activities that help build financial resilience.
- Continuous education on effective health and nutrition practices emphasizing long-term health benefits.
- Vocational and technical training to provide beneficiaries with the necessary skills and knowledge for managing modern irrigation systems, agricultural techniques, and marine engine maintenance. This skill development addresses immediate project needs and equips beneficiaries with lifelong abilities, contributing to their economic independence and resilience. The beneficiaries appreciated the training, but some indicated that the vocational training period was not adequate.⁶⁵
- Financial support and training in risk management, business viability, and other key areas ensure that beneficiaries receive immediate financial aid and acquire skills relevant to long-term economic sustainability.
- Supporting value chains by linking beneficiaries with relevant market actors.
- Instilling product quality culture among beneficiaries to enhance their competitiveness in the market. This focus on quality encourages ongoing improvement and adaptation, which is essential for sustaining business ventures.
- Infrastructure and equipment support, such as refrigeration facilities for the agricultural sector, are needed.
- Supporting community volunteerism. The Project inspired a spirit of volunteerism, with educators taking initiatives beyond the Project's scope, such as conducting free literacy classes.
- Using community contracting.⁶⁶ This approach empowers local community members by involving them in projects that address their own community's needs, providing improved services, new job opportunities, and skills for longer-term employment opportunities. By hiring and paying local community members to improve their infrastructure and using local resources as much as possible – these projects also help foster a greater sense of community as neighbours work together for the good of the whole village, resulting in a sense of ownership and belonging. Examples include the rehabilitation of irrigation channels and rainwater irrigation systems. The community contracting approach has also increased women's employability and involvement in community projects.

Overall, the Project's approach to ensuring its outcomes' sustainability relies on effective planning, community engagement, skill development, and strategic asset management. The ET expects that all these strategies will increase the sustainability of all Project results in the short run. In the long run, as many KIs observed, the sustainability of many infrastructural sub-projects is unclear, but the Project and IPs intend to strengthen their efforts to support long-term sustainability through lengthier monitoring (beyond one year of sub-project completion) and continuous technical support.

Finding 17. As the Project was designed to address urgent needs, its sustainability results vary across components.

Partly because the Project was designed in the humanitarian context, its exit strategies were modest in ensuring that the infrastructure and basic service improvements are financially sustainable and there is adequate capacity at the local level. As a few KIs indicated, the TPM does not provide long-term follow-up with completed sub-projects that dramatically reduce learning opportunities to identify effective sustainability strategies. The evidence available to the ET suggests that while it is too early to determine whether these assets will continue to be maintained by the community/local authorities over time, the early signals are promising.

⁶⁵ Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP) Field Mission Report (Ibb Governorate, October 3-11, 2022)

⁶⁶ UNDP, PWP, WB, The whole village benefits: community contracting in Yemen, November 2023

The sustainability of the Project's results differs from one component to another across the three outputs. In some instances where private land owners were supported, the interventions are most likely sustainable as owners have a personal interest in maintaining these assets, benefiting directly from their upkeep. The outcomes of livestock and irrigation projects are likely to be sustained, as profitability provides the necessary motive for continuing activities after Project termination. Under Output 3, many of the interventions supported are sustainable. For example, beneficiaries in the agricultural sector expanded their land usage. They applied the skills acquired through the training about installing, purchasing, using, and managing modern irrigation systems and modern agricultural techniques. In the fishing sector, beneficiaries gained skills in system maintenance, fish storage, and handling, and in the ET's assessment, they will continue using the abilities they acquired.

The levels of commitment of communities to sustain the Project's infrastructural benefits are high overall as basic services such as access to water and roads are critically important for communities' lives, but their abilities to sustain this commitment depend on a wide range of factors. In some communities, participatory decision-making mechanisms advanced by the Project have been institutionalized at the community level. However, the availability of funds and financial resources will remain significant sustainability challenges after the Project's end. Road and irrigation infrastructure, in particular, face sustainability issues due to the absence of a definite maintenance regime. Village water supply systems, implemented participatively, included initial training on management and maintenance. However, these efforts alone are insufficient for sustainability, which requires ongoing institutional support. The physical durability of investments depends on adequate maintenance, which in turn hinges on service providers' capacities and incentives. Financial sustainability is closely tied to sound institutional arrangements for implementing cost recovery policies.

While community participation and ownership are high, driven by the critical nature of these services, a central funding mechanism is necessary for long-term upkeep. These ET's observations are consistent with the TPM findings that 41% of interviewed community members (82% males, 18% females) expressed concerns about the ongoing maintenance or upkeep of the rehabilitated or implemented community assets. The main issues cited were a lack of resources or funding for maintenance or repairs and a lack of community engagement or involvement in upkeep.⁶⁷

Finding 18. Focused capacity building and institutionalized participatory decision-making mechanisms at all levels have a solid potential to support the Project's results and long-term sustainability.

The Project's emphasis on stakeholders' and beneficiaries' participation across all outputs can significantly contribute to ensuring its long-term sustainability. The sub-projects were tailored to address their unique needs and circumstances by engaging beneficiaries directly in the decision-making and implementation processes. The establishment of maintenance committees, supported by SFD and PWP, exemplifies a community-driven development model focusing on sustainability. Although these committees faced challenges, such as gender imbalances reflective of broader societal norms, their role in maintaining community assets is critical for the sustained benefit of the sub-projects. Also, through PWP and SFD, the Project interacts with local councils, acknowledging their responsibilities for infrastructure development and maintenance. This collaboration with official institutions contributes to sub-projects' sustainability.

The Project's continuous targeted technical support and capacity building positively contributed to its long-term sustainability. In the agricultural sector, for example, the introduction of advanced farming techniques and quality control measures led to a notable increase in crop productivity and, consequently, the income levels of the beneficiaries. This, in turn, instilled a sense of pride and commitment among the farmers toward maintaining high product quality standards, driving a cycle of improvement. Such outcomes highlight the critical link between capacity

⁶⁷ Moore Yemen, 6th TPM Report, April – June 2023, 8th August 2023

building and the long-term sustainability of development interventions, as they empower beneficiaries to meet their current needs and adapt and thrive in a rapidly changing market landscape. As one KI commented on the results of training of the CfN component: "The project had a constant benefit in terms of raising awareness among mothers regarding proper breastfeeding, nutrition, and health centre follow-up during pregnancy and children's growth, but the financial benefit was limited to the duration of cash assistance distribution and ended once the distribution ceased." As another KI reflected on sustainability of sub-projects implemented by PWP, "for water sub-projects, we provide training for the community committees about managing the Project and collecting bill fees from community members. We had noticed in some cases that some sub-projects managed to expand some of the water sub-projects from its returns." In the ET's assessment, the Project found a proper balance and allocated adequate resources for capacity-building to support predominantly humanitarian Project objectives. Given the sense of urgency and the large number of subprojects, the time available to transfer skills to beneficiaries was limited and more comprehensive and systemic capacity-building measures may be explored.

5.8 Cross-cutting issues

Finding 19 Project increased its compliance with environmental and social safeguards instruments and addressed climate change, resulting in environmentally friendly solutions.

The ET concludes that implementing and enforcing environmental and social safeguards was satisfactory. The WB's Environmental and Social Standards (ESSs) and UNDP's Social and Environmental Standards (SEs) are applied jointly to ensure and address any potential adverse social and environmental risks and impacts. The safeguards were well received by the IPs as they recognized that environmental assessments and enforcing standards for labour and working conditions help ensure that the Project activities are both responsible and equitable and promote sustainable environmental and social practices. UNDP added a dedicated staff member responsible for the safeguards who also supports the capacity building of IPs. The Project developed safeguards guides to support the integration of environmental and social considerations in the planning and implementation of the activities. The Project carried out extensive IP training on environmental and social safeguards (also covering gender issues) that were found relevant and were well received. For instance, during January-June 2023, around 24,925 persons (16,257 male and 8,668 female) received different types of training. The target groups include workers, community members, community committees, and engineers.⁶⁸

According to the latest TPM report, the SFD's overall compliance with safeguards was 91%. Adherence to general environmental requirements was 91%, PWP's overall compliance was 97%, adherence to occupational health and safety was 94%, adherence to general environmental requirements was 95%, contractor's and IPs occupational, environmental and social obligations was 100%.⁶⁹ As one KI from PWP stated, "Contractors and consultants are trained in environmental and community protection topics, occupational health and safety procedures, and how to apply them in reality. To further minimize risks to workers, we conduct awareness-raising sessions for workers at the beginning of project implementation on the topics mentioned previously, as well as provide information on the complaints procedures that workers can use if they face any difficulties."

The implementation of environment safeguard instruments and broader environmental sustainability strategies contributed to the following selected outcomes:

- Environmental data compilation and analysis. The Project undertook a comprehensive collection of climate data from stations across Yemen. This data, including temperature ranges and biological characteristics of crops, informed the selection of crops best suited for the environmental conditions of the intervention areas. By aligning

⁶⁸ Second Semi-Annual Safeguard Report – SPCERP – UNDP, 2023

⁶⁹ Moore Yemen, 6th TPM Report, Compliance with Occupational, Environmental and Social Safeguard Requirements, April – June 2023, 8th August 2023.

crop cultivation and production parameters with local climatic data, the Project ensured the success of creating new agricultural seasons and adapting to climate changes.

- Adapting to climate change. The Project strategically adjusted agricultural practices by shifting crop seasons to align with changing climatic conditions. This involved detailed inventorying of vegetable crops' characteristics and adapting crop choices to ensure year-round availability and diversity. This proactive approach to climate adaptation was crucial in maintaining crop production despite fluctuating environmental conditions. By implementing subprojects like constructing protection and rehabilitation walls for flood irrigation channels in Al Jawf, the Project has reclaimed land affected by floods, enhancing food security—such initiatives, coupled with other environmentally focused subprojects like afforestation and flood channel cleaning, support environmental sustainability.
- Introducing sustainable agricultural techniques. The Project introduced innovative agricultural techniques such as hilling for cucumber crops and drip irrigation with mulch. These methods were chosen for their efficiency in adapting to climate changes, leading to increased storage life of crops, uniform crop sizes, and consistent availability throughout the year. Such techniques contribute to more sustainable farming practices and help mitigate the adverse effects of climate change on agriculture. According to the TPM report, all interviewed farmers confirmed that the program had helped them reduce water consumption by using the modern drip irrigation system instead of the old immersion system.⁷⁰
- Efficiency and cost reduction. The Project not only reduced environmental impacts but also achieved measurable efficiency gains. It exceeded its targets in reducing production costs, water and fuel consumption, and pesticide use. For instance, the Project under Output 3 aimed for a 20% reduction in production costs but achieved a 25% reduction and a 43% reduction in fuel consumption against a 20% target.

Finding 20 UNDP adopted a participatory conflict-sensitive approach to various aspects of Project operation that contributed to peacebuilding in supported communities. GRM processes made a positive contribution to social cohesion at the community level.

Although formal conflict assessments were not conducted by the Project, due to significant IPs presence at the local level and their connections with communities, they were able to adjust their operations to and respond to local security circumstances. The security situation at several project sites hindered implementation.

The ET praises the Project's efforts to inclusivity of all Project interventions and components that positively contributed to peacebuilding. The Project did not contribute inadvertently to fuelling conflict drivers by applying the Do No Harm principle. It maintained a close and dynamic understanding of the context in each target location by keeping equality of participation across community divides and by building adequate consultation and communication with the community at large in all activities. No evidence indicates that Project hiring, partnership, and procurement practices disproportionately benefitted/ favoured one group over another. Local communities were involved in identifying areas for support and identifying the most vulnerable households in a community to be supported.

The Project's widespread acceptance and positive reception among beneficiaries from diverse backgrounds were notable. For instance, a mother from Hadhramout praised the Project's suitability for nomadic Bedouin communities, highlighting its broad appeal.

The PWP interventions, encompassing road paving and securing water and agricultural resources, received high acclaim in the communities they targeted. Participants from Al Buraiqah, in an FGD, remarked on the communal benefits and the absence of conflicts resulting from these interventions. One participant noted, "The Project did not create any conflicts among members of society," underlining the community's collective interest.

⁷⁰ Moore Yemen, 1st TPM Report, January - March 2022, 2022

A notable and unintentional aspect of the Project's contribution to peacebuilding was its engagement of two opposing tribes as beneficiaries of the same sub-project. Initially, there was no interaction between these groups. However, the Project provided a platform for them to collaborate, leading to meaningful discussions and interactions that were previously unattainable. As the sub-project progressed, these tribal members found common ground, leading to a mutual understanding and resolution of their differences. This outcome highlights the Project's role in facilitating dialogue and reconciliation, contributing significantly to peacebuilding among the tribes. It demonstrates how **poverty and lack of opportunities can exacerbate conflicts, but creating employment opportunities and sustainable livelihoods can redirect individuals toward peace and cooperation.** In another instance, in Tarim, the Project focused on protecting and paving flood drains, significantly reducing local disagreements over the drains' course. This intervention not only improved infrastructure but also mitigated conflicts over shared resources.

The Project's transparent selection process for beneficiaries significantly contributed to social cohesion and peacebuilding. An overwhelming majority of beneficiaries interviewed were aware of the selection criteria for the Project, reflecting the transparency and clarity of the process. This awareness was consistent among educators engaged under the CfN component, affirming the transparency of the selection process. PWP successfully balanced labour recruitment, including 52% from hosting communities, 16% from IDPs/returnees, and 28% from outside the targeted communities, which helped to mitigate potential conflicts and promoted community involvement.

The Project prioritizes inclusivity by targeting a broad range of societal segments, especially focusing on vulnerable groups such as IDPs, women, families with many members, and PWDs. By setting eligibility criteria that include IDPs, returnees, women-led families, and families with special needs individuals, the Project ensures engagement with these key vulnerable groups. The goal involves a substantial number of labourers, aiming for 15% IDPs and 30% women, reflecting a commitment to gender mainstreaming. This inclusivity is pursued across all Project components. In Marib, for example, all community members, regardless of gender or age, were welcomed based on their willingness to participate.⁷¹ Similarly, nearly half the village in Sabir district was involved in a local project. This wide targeting, necessitated by high unemployment and scarce job opportunities in rural areas, is pivotal in addressing the diverse and urgent needs of the most vulnerable populations.

From Displacement to Empowerment: Mohammed (pseudonym) 's Journey of Resilience and Innovation in Marib

In Marib, Yemen, the evaluation team met Mohammed, an internally displaced person (IDP) who benefited from the WASH sub-project in the Al Oglah area. Mohammed shared how the project profoundly impacted his life and his family's health. Initially struggling with financial difficulties and a lack of access to clean bathroom facilities, his family faced health issues due to mosquitoes and unhygienic conditions. When the SFD team introduced the project, offering each household financial assistance to build a bathroom or cesspit, Mohammed quickly joined. He chose cost-effective materials and, with his family's help, constructed the bathroom himself, completing it in ten days. This not only improved hygiene conditions, reducing disease and mosquitoes, but also allowed Mohammed to save a significant portion of the provided funds. Utilizing these savings, Mohammed purchased a motorcycle, creating a new income source for his family. This entrepreneurial move enabled him to cover daily food needs and expenses, markedly improving their living conditions. Mohammed's story highlights the transformative impact of the project, demonstrating how targeted support can empower individuals like him to improve their situation and achieve greater stability and health for their families.

The Grievance Redress Mechanism (GRM) was instrumental in peacebuilding and social cohesion at the local level. The Project adopted and refined the WB's grievance mechanism, enabling individuals supported by the Project to voice their concerns and seek resolution. This mechanism served as a vital channel for addressing complaints

⁷¹ As one beneficiary in Marib mentioned, "All people were targeted according to their willingness to participate, including men, women, and the elderly".

related to environmental harm, social injustice in Project operations, and potential violations of rights and policies. The Project and its IPs maintained robust processes that were accessible and responsive, ensuring that grievances were thoroughly investigated and resolved promptly. Enhancements to the GRM process, including the ability to send complaints directly to UNDP, strengthened its independence and impartiality. According to the latest TPM report, the awareness of GRM among SFD's CfW beneficiaries was 94% (89% males, 11% females), and 92% (100% males) among PWP's Small Community Infrastructure beneficiaries.⁷²

SMEPS has established a system for handling complaints and suggestions, focusing on improving their services and building trust with the community. This system includes measures to prevent and respond to sexual exploitation and abuse. The approach involves various areas such as program design, human resources, and community involvement, ensuring that issues are effectively addressed and prevented.

Since the Project's start, 3,166 complaints have been lodged - 2,981 through the SFD and 185 through the PWP. In the first six months of 2023 alone, 642 complaints were recorded, with 629 from SFD and 13 from PWP. Of these, men submitted 430 complaints, women submitted 201, and 11 complaints came from anonymous sources. Approximately two-thirds (66%) of these complaints were inquiries related to the targeting and selection process, particularly under the CFN component. These were promptly addressed. To minimize such misunderstandings in the future, SFD and PWP have discussed these issues and agreed to implement measures to improve communication. These measures aim to raise awareness among local communities about the eligibility criteria to reduce confusion. All complaints received were resolved within the specified 14-day timeframe. In the first half of 2023, UNDP received two complaints: one related to financial issues forwarded by the World Bank and another concerning abuse of power. Both of these complaints are under investigation and being actively followed up by UNDP.⁷³

Most participants across targeted areas were aware of the existence of a complaints system, either through a complaints box or contact numbers for the PWP's complaints department. In Al Buraïqa, FGD participants mentioned, "Any complaints can be submitted to the members of the community committees, who then communicate them to the local authority and project management." Instances of workers lodging complaints against contractors, primarily due to delayed wage payments, were effectively handled. PWP's monitoring and evaluation officer verified these complaints and ensured contractors fulfilled their wage obligations. Participants in focus groups and interviews across the targeted governorates acknowledged the PWP team's efficiency in monitoring, follow-up, and responding rapidly to infrequent complaints. A key informant from PWP stated, "Concerning complaints and observations, they were addressed immediately, with direct control on the ground."

This GRM process was made known to educators and mothers under the CfN component, who were aware of a dedicated complaint hotline, although they reported no issues at the time. The GRM's details were included on the registration cards distributed at the Project's start, ensuring that beneficiaries were informed from the outset. Tarim FGDs participants verified the presence of complaint boxes and expressed satisfaction with the responsiveness regarding the raised concerns.

Selecting specific areas for interventions occasionally led to feelings of disparity among neighbouring regions. In the Mualla district of Aden governorate, some FGD participants expressed feelings of resentment due to what they perceived as an uneven distribution of interventions. Addressing this concern, officials from the local council and PWP staff explained that prioritization is based on the most pressing environmental and economic challenges, acknowledging that the limited budget restricts the Project's ability to cover all areas simultaneously. In Lahj's Al-Houta district, a local leader mentioned occasional sensitivities regarding hiring labour from outside the targeted

⁷² UNDP - Yemen Food Security Response and Resilience Project (YFSRRP) TPM Safeguards Report – 4th Quarter (July - September 2023)

⁷³ Second Semi-Annual Safeguard Report – SPCERP – UNDP, 2023

area. He explained, "Sometimes there is a sensitivity issue when workers or contractors come from outside the targeted areas. However, the reason for hiring labour from outside the region or contractors is due to a lack of qualified and highly skilled labour and contractors to carry out the work."

Finding 21. The efforts to empower women through targeted support, training and increased participation are comprehensive and reflect Yemen's realities. The Project can explore more transformative actions to address deep-rooted cultural norms and societal disparities.

The challenges to achieving gender equality in Yemen are multifaceted, encompassing issues like gender-based violence, limited access to education and healthcare, and low participation in the workforce and political sphere. Women face significant challenges accessing services and aid due to traditional and cultural norms, security issues, and logistical barriers like ID requirements and transportation costs.⁷⁴

The Project has tried to address gender equality and women's empowerment in its design, implementation, and monitoring. It has been classified as a gender marker two initiative, reflecting a commitment to gender equality. This includes a gender-disaggregated results framework for specific targets and indicators to monitor impacts on both women and men, ensuring that gender-specific needs are effectively addressed. The Project's manual includes a section on gender and Gender-Based Violence (GBV) risks, emphasizing the importance of employment opportunities, livelihood improvements, and women's empowerment in reducing GBV. It stresses the need for a GBV assessment before implementation, integrating gender considerations from the Project's start. Women and girls face numerous forms of GBV that may or may not be uncovered through GBV assessment, including domestic violence, forced marriage, and honour-based crimes, further compounded by limited access to legal and support services and cultural barriers that discourage reporting and seeking help.

The CfN component of the Project targeted pregnant women, lactating mothers, and mothers with children under five, promoting gender equality and social inclusion. Moreover, the Project's engagement of women as educators and leaders enhances their skills, confidence, and community recognition. Such roles contribute to their personal growth and elevate their status within the community. The CfW component aimed to include men and women, with a minimum target of 30% for women. Physical tasks like road paving had lower women participation, while home gardens had higher women involvement. The Project's approach ensures equal opportunities for men and women while considering their abilities and the specific requirements of different subproject activities.

Women's task allocation was designed considering their physical capabilities and social acceptability, involving them in roles like afforestation, cooking, and delivering food to workers. The cash distribution process ensured women directly received their wages, although the lack of identification documents among rural women posed challenges. Looking ahead, it is advisable for future phases and similar projects to introduce a component that facilitates obtaining identification documents for women. Such a measure would streamline the cash distribution process and remove barriers to accessing entitlements, further empowering women beneficiaries.

Under Output 2, the PWP targeted at least 5% female participation in less labour-intensive roles among direct beneficiaries. Women were involved in consulting roles, and efforts were made to foster gender balance in sub-project stages. As KI from PWP highlighted, "Women are elected to community committees and have a role in monitoring, implementation, and maintenance processes." There are currently 365 women serving on these committees. Women are engaged in consulting roles, with 142 consultants comprising 23% of the total consultants. The PWP has a gender-promoting strategy and is committed to supporting women and fostering gender balance throughout sub-project stages, from planning to maintenance. KI at PWP emphasized this commitment: "The PWP

⁷⁴ Haneef., C. CARE Gender and Conflict Analysis Taiz and Aden Governorates, Republic of Yemen. CARE International. Switzerland. September 2019

is committed to hiring women as consultants and engineers, and they have recently encouraged women to apply for tenders as contractors in Shabwa."

Under Output 3, the interventions prioritized vulnerable groups and women, especially those heading families. The Project targeted female livestock breeders for training and improved their linkages with retailers.⁷⁵ A total of 269 female cattle breeders received training in various skills, including administrative, food processing, modern breeding techniques, disease diagnosis, marketing, and financial literacy. The fishery sector trained women in engine maintenance and fish handling, marking progress in traditionally male-dominated areas.

Although the Project made diverse and concerted efforts to support women and girls, it is behind in terms of meeting its gender-specific targets, except CfN, which is designed to benefit women. Some of the key indicators are presented below. The efforts to achieve the targets face a number of challenges that include social norms about gender roles and relations; the types of work opportunities offered to women are often insensitive to local cultural norms, leading to resistance or rejection from the community. The interviewed IPs are exploring various strategies to meet the gender-specific targets, considering supported communities' social and cultural norms.

Table 11. Project progress in meeting selected gender specific targets

Indicators	Total targets PF+AF	Progress to date (30 Dec 2023)	Percentage progress
Number of beneficiaries (female) benefitting from CfN	111,600	97,233	87.1%
Number of direct beneficiaries of wage employment, females	33,710	13,516	40.1%
Number of female-led SMEs supported by the Project	2,778	633	22.8%

Source: Project RRF reporting, January 2024

Despite the Project's extensive efforts to promote positive changes in gender equality, participation, and women empowerment that demonstrate progress, there is significant scope for more systemic and transformative efforts. While the Project has successfully targeted women as beneficiaries and reached commendable gender-specific outputs discussed above, there is a possibility to expand engaging women as agents of change to achieve transformative results in women empowerment. Although political and social norms conditions are not conducive to transformative changes, future project interventions may go beyond surface-level interventions to tackle deep-rooted cultural challenges and societal norms that perpetuate gender disparities. As the Project has a full-time gender specialist, more concerted systemic efforts focusing on gender equality can be pursued through innovative approaches and collaboration across various stakeholders to create lasting change. As the Project and IPs indicated in interviews, they are exploring various approaches how to advance gender empowerment⁷⁶ by conducting a thorough gender analysis, training IPs,⁷⁷ engaging communities in designing women-focused

⁷⁵ Under Output 3, the Project's strategic approach included setting specific criteria for selecting beneficiaries that prioritized vulnerable groups and women, especially those heading families. This was crucial given the societal customs and traditions that often restrict women from owning and managing agricultural lands and other real estate, particularly in rural areas. In the agriculture and fisheries sectors, women's ownership of land or boats is rare. Even when they do own such assets, the management typically falls to male family members. Despite women's significant contributions to agriculture from sowing to harvesting, their role is often limited to the background, with men handling farm management and product marketing. Similarly, in the fish sector, women's involvement is generally confined to preparatory tasks, with men taking charge of fishing, boat maintenance, and marketing. In the livestock sector, the scenario is different. Women are predominantly involved in all aspects of livestock rearing, from feeding and milking to marketing meat and dairy products.

⁷⁶ Institutional Capacity Development on Gender Mainstreaming & GBV/PSEA for UNDP Yemen Implementing Partners, Challenges of gender mainstreaming across sectors / project Consultation Workshop, June 13, 2023

⁷⁷ Simon Peter Opolot; Dr. Abdulwahab Yahya Abdulqader; Dr. Sabria Al-Thawr, Institutional Capacity Development On Gender Mainstreaming and GBV/PSEA For UNDP Yemen Implementing Partners, UNDP 2023

interventions that may prioritize indoor work alongside men while ensuring gender-sensitive infrastructure, and coordinating flexible working hours and care support, provide extra funding to women for obtaining IDs and bank accounts, and raising community awareness on social safeguard matters particularly with regard to GBV.

Finding 22. The Project's approach to inclusivity for people with disabilities (PWDs) has been inconsistent, with efforts to include them in various subprojects. The need for more tailored and impactful strategies to support PWDs amidst rising disability rates linked to conflict and displacement is widely recognized.

The Project's commitment to inclusivity and accessibility for PWDs has shown mixed results across different components. A few KIs indicated that the number of PWDs has increased in Yemen. According to the TPM report, 92% percent of the interviewed key informants and 62% of the interviewed community members stated that there were people with disabilities in their local communities.⁷⁸ In Yemen, the rising disability rates are linked to conflict-related injuries, malnutrition, and the displacement crisis, with IDPs facing heightened disability risks due to challenging conditions and limited medical care. Despite these increasing numbers, societal stigma and inadequate infrastructure contribute to the marginalization of PWDs from employment and social engagement.

Although the Project did not establish specific targets or quotas for PWDs in its RRF, there were concerted efforts to include them in various subprojects. By targeting mothers of children with disabilities aged 5-18, the Project ensured that this often-overlooked group received specific benefits. This decision to include a wide age range significantly broadened the Project's reach and improved its ability to target beneficiaries effectively. The Project's approach to educator recruitment was inclusive, considering candidates with disabilities as long as their condition did not impede their ability to perform their roles effectively. In other interventions, "PWDs can join as long as their disability does not prevent participation," a key informant noted. However, the physically demanding nature of some tasks limited the actual involvement of PWDs, and if hired, they were assigned light tasks that were suitable to their conditions. While all IPs interviewed recognized the need for greater inclusion, practical solutions were often lacking. Efforts were made to ensure accessibility for wheelchair users in some rehabilitated infrastructure and to involve PWDs in public consultations. In the agricultural and fishery sectors, the inclusion of PWDs remains limited. Interviews indicated the presence of a small number of individuals with mobility impairments and hearing disabilities in these sectors.

This situation underscores the need for more inclusive and targeted interventions, especially considering the unique demographic and societal characteristics of the communities served. A number of KIs confirmed a need to focus on supporting PWDs and providing them with employment opportunities that are better tailored to their strengths and needs.

6 CONCLUSIONS AND LESSONS LEARNED

6.1 Conclusions

The Project's short-term focus programming, such as enabling temporary employment, social infrastructure development and support of agriculture producers, form the basis for longer-term efforts conducive to local development. Many assisted people can help themselves now and not just depend on humanitarian aid. Capitalizing on these gains will require a strategic vision regarding the humanitarian-development nexus, a focus on effective collaboration with diverse partners, and advancing institutional capacity development models.

The Project design is highly relevant, pragmatic, realistic and designed for the conditions of Yemen that a lack of basic security, political instability, and poor governance can characterize. It is well-crafted, logical and evidence-

⁷⁸ Moore Yemen, 5th TPM Report, January – March 2023, 2023

based, focusing on urgent needs in a conflict environment. It employs a DIM for effective delivery, considering Yemen's fragmented governance and limited local capacities. The Project's ToC is grounded in realistic conditions, reflecting the expertise of UNDP and its IPs.

The Project is highly relevant and is entirely in line with UNDP's CDP and SDGs, addressing the country's diverse needs amidst its conflict-driven humanitarian crisis. It focuses on urgent food security, economic development, and inclusive social services, addressing UNDP's priorities. Beneficiaries and stakeholders unanimously acknowledge the Project's relevance, with interventions like road paving and nutrition initiatives directly addressing local priorities and needs. The Project support has been well structured, enabling communities to address the most urgent needs. The Project has shown fluidity, striking a balance between planned interventions and the room for maneuver to effectively respond to supported communities' needs. The Project's ToC reflects Yemen's challenging conditions, emphasizing short-term objectives in post-conflict environments. Engagement of experienced IPs that respond to local needs and circumstances ensures relevance and responsiveness of support. The Project's M&E system, while effective in tracking immediate outputs, lacks comprehensive indicators for long-term outcomes, and the absence of baseline studies limits its long-term performance assessment. Additionally, the Project's integration of HRBA principles is inconsistent, affecting its focus on the most vulnerable groups.

In terms of coherence, the Project demonstrates varying levels of coherence with its partners, primarily engaging in information sharing and cooperation. Still, it did not reach a stage of full collaboration. While the Project exchanges information and participates in partner meetings, it has not fully capitalized on deeper operational collaboration, particularly in areas like agriculture. The introduction of the geo-bundling model in 2023 shows promise for enhancing coherence among partners by integrating activities within targeted geographic areas. The model is still in its early stages, with the Project developing operational manuals and processes to support its implementation.

In terms of effectiveness, the Project is effective. The majority of targets will most likely be achieved by the end of the Project. Still, as additional significant funding has been provided, more funding has been committed, and targets revised, the ET makes its conclusions only for FF and AF components. The CfN sub-component successfully combined cash transfers with essential nutrition education, significantly improving at-risk households' health and financial well-being. The CfW sub-component provided temporary jobs and developed community assets, focusing on projects like agricultural land restoration and water access to enhance food security and climate resilience. The interventions under Output 2 effectively rehabilitated community assets, focusing on critical infrastructure and incorporating participatory planning and needs assessments. The Project minimized risk to effectiveness by not engaging in activities with less specific outcomes, such as governance improvements. Output 3 supported MSMEs, especially in agriculture, increasing crop yields and economic opportunities for diverse groups, including women. The support involved comprehensive training, flexible implementation, inclusive beneficiary selection, and stimulation of local markets. The Project implemented diverse effectiveness-optimizing strategies, reflecting the specificity of components, community, and beneficiaries.

In terms of efficiency, the Project was able to achieve results in an economical manner and with manageable transaction costs. Beneficiaries consider UNDP administrative and procurement procedures as efficient. The Project has been efficient, with UNDP and its IPs implementing strategies to improve efficiency. Despite the challenging conflict working environment, significant results were delivered with adherence to budget and schedule, except for some minor procurement delays. Fiduciary aspects were well supervised, with the Project demonstrating professional and efficient management, robust processes, and a commitment to new solutions. The Operations Manual and the MIS established by the Project streamlined management and decision-making, improving transparency and accountability. Targeted and comprehensive capacity building of IPs measurably enhanced their ability to lead sustainable development initiatives and comply with safeguards and other WB and UNDP standards. The Project's M&E system, focused on the output, has limited capacity to capture outcomes and intermediate results. The Project has commissioned a study on the impact of its geo-bundling activities, which should offer valuable insights to inform decision-making.

In terms of impact, the evidence to fully assess Project outcomes/impact is insufficient, but the anecdotal evidence is adequate to identify emerging long-term effects. Notable achievements include enhanced health and nutrition outcomes, particularly in treating malnutrition among children and mothers. The Project's infrastructure investments have improved livelihoods and created employment, particularly in rural areas. Economic impacts are evident through increased household incomes and greater economic independence, focusing on empowering women through cash assistance and skills training. Agricultural improvements include advanced irrigation and pest management techniques, increasing crop yields. In the fisheries sector, enhanced skills have improved fishing practices. Community empowerment is another significant impact, with the Project involving local communities in decision-making, leading to effective infrastructure development and a sense of ownership.

In terms of sustainability, the Project shows early signs of sustainability at the micro level. Still, its long-term viability faces challenges due to the ongoing conflict, which poses risks to physical infrastructure and local capacity for maintenance. The Project has implemented several strategies to enhance sustainability, including promoting financial management, continuous education on health and nutrition, vocational training, and support for value chains and product quality culture. Despite these efforts, the Project's sustainability varies across components. While some interventions, like support for private landowners and livestock and irrigation projects, show promise for sustained impact, broader infrastructural subprojects face sustainability challenges. The absence of long-term follow-up and maintenance regimes, coupled with limited local financial resources, poses risks to the durability of these investments.

In terms of cross-cutting issues, the Project has improved its adherence to environmental and social safeguards, focusing on climate-friendly solutions. Environmental and social standards from both the WB and UNDP have been effectively integrated, mitigating potential risks and promoting sustainable practices. The Project adopted a conflict-sensitive approach to various aspects of Project operations. Its neutrality and inclusive approach promoted equity and transparency and fostered community acceptance. However, the Project's efforts in gender equality and women empowerment, while comprehensive and implemented by all IPs, could be more transformative. The inclusion of people with disabilities has also been inconsistent, limited by a lack of accommodations and societal stigma.

6.2 Lessons learned

In transitioning from humanitarian to development-focused programming in challenging contexts like Yemen, several key lessons can be taken into account:

- **Assistance programs at the micro level designed with sustainability at their core can empower beneficiaries to become self-reliant and limit their dependence on aid.** This approach is pivotal for community development but should be complemented by strengthening local authorities, implementing partners and the institutional framework to be effective.
- **UNDP roles in Project operations in Yemen have become more complex, with increased importance placed on innovations and knowledge management.** UNDP provides effective fiduciary management and oversight of projects in complex environments, strengthens IPs' operational and programmatic capacities, promotes best practices and champions new collaboration models. As UNDP accumulates more experience in Yemen and its programs evolve to be more complex and development-focused, knowledge management and innovation become increasingly paramount.
- **Elaborate Operational Manuals that define uniform guidelines and procedures, well-elaborated environment and social safeguards, robust electronic real-time monitoring system and independent results verification mechanisms are critical elements to support effective Project management.** These tools are indispensable for overseeing large-scale projects that span diverse governorates of Yemen and involve numerous sub-projects, consultants, and contractors.

- **Participatory community-level livelihood support can significantly positively contribute to reducing the risks of conflict.** There is a poverty-conflict nexus as conflict exacerbating poverty leads to a vicious cycle if no assistance is provided. While rural development alone cannot alter the broader conflict environment in Yemen, inclusive and participatory approaches that incorporate socially vulnerable groups can foster peace. Although rural development interventions cannot change the broader environment in which they operate in Yemen, the improved local authorities-society relationship can help rebuild social cohesion. Even small-scale basic service improvements can contribute to peace if they are participatory and inclusive and foster local ownership.
- **Investing in creating or rehabilitating community assets is widely endorsed** for its immediate, tangible benefits that directly or indirectly support communities. While these interventions initially address urgent needs for cash and employment, they also yield valuable, long-term assets that lay the foundations for more comprehensive developmental efforts.
- **Practical results-focused capacity building is important in making humanitarian results more sustainable.** While focusing solely on capacity building can be less effective in post-conflict settings, adapting targeted capacity-building efforts to local realities and beneficiaries' needs can significantly enhance humanitarian support's impact and sustainability.
- **The importance of effective donor coordination is increasing as the focus shifts from humanitarian support to development.** As the issues addressed become more complex and include capacity building, economic development and governance improvements, proper alignment and sequencing of international partners' interventions become critical to achieving long-term sustainable results.

7 RECOMMENDATIONS

Yemen's economic situation is critically hampered by its prolonged conflict, which has led to severe repercussions on its economic stability and growth. As of 2023, nearly 80% of Yemen's population requires humanitarian assistance, and approximately 10 million people are on the brink of famine. Between January and May 2023, about one-third of the population, approximately 3.2 million people, were in a severe crisis of food insecurity⁷⁹ (IPC Phase 3 or above⁸⁰). Despite some improvements, malnutrition rates worsened in 2023 compared to the previous year, underscoring ongoing challenges in meeting nutritional needs. Over the next few years, Yemen's situation is likely to be further challenged by global security and political instability, continuing deterioration in food security and nutrition, partly due to global economic impacts, such as those from the war in Ukraine. Climate change poses a significant threat to Yemen's economic and human development. With climate change, by 2060, it is projected that a cumulative \$93 billion would be lost in GDP, and 3.8 million more people would suffer from malnutrition in Yemen.⁸¹

It is unlikely that in the short term, Yemen will have adequate fiscal space and the necessary governance mechanisms to mitigate the socioeconomic impacts of fragility and conflict, deliver public services, and improve the quality of living standards. Strategically, UNDP should avoid over-reliance on prolonged humanitarian support, including providing basic food security in rural areas through quasi and non-state actors.

⁷⁹ Yemen: Acute Food Insecurity Situation January - May 2023 and Projection for June – December 2023 (partial analysis), <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156365/>

⁸⁰ The Integrated Food Security Phase Classification (IPC) is a globally recognized system for classifying the severity of food insecurity into five distinct phases. Phase 1 (Minimal): Here, the majority of households are not facing significant food security challenges. Acute malnutrition rates are expected to be below 5 percent. Phase 2 (Stressed): In this phase, at least 20 percent of households are facing moderate food insecurity, with acute malnutrition rates between 5 and 10 percent. Phase 3 (Crisis): This phase indicates a serious level of food insecurity. At least 20 percent of households face severe food shortages, with acute malnutrition rates between 10 and 15 percent. People may have to sell assets or adopt other crisis strategies to meet minimal food needs. Phase 4 (Emergency): Here, extreme food shortages are observed. At least 20 percent of households are experiencing severe food insecurity, with acute malnutrition rates between 15 and 30 percent. There is a significant risk of mortality. Phase 5 (Famine): This is the most severe phase, where at least 20 percent of households face extreme food shortages, acute malnutrition levels exceed 30 percent, and more than 2 people per 10,000 die each day.

⁸¹ UNDP, The Impact of Climate Change on Human Development in Yemen, 2023

Although the engaged actors effectively address national and local authorities' capacity gaps and deliver the needed assistance to thousands of vulnerable residents, prolonging this approach might exacerbate existing legitimacy deficits and further erode public trust in national and local state institutions.

The ET believes that **defining medium- and long-term strategic goals in Yemen's volatile environment is crucial, even though these goals might seem distant and uncertain.** The current political and security context does not allow effective work at the national level and advance governance reform. The pre-conflict model of international support, involving funding through the Gulf Cooperation Council (GCC), EU, UN organizations, the US, and other financial institutions for national budget support and infrastructure projects, is unlikely to be feasible in the near future. It is also unlikely that in the next few years, Yemen will have adequate fiscal space to bolster the capacities of local governments to improve public services and enhance living standards. Instead, humanitarian initiatives like CfW or CfN are expected to dominate to address immediate needs. However, a collective stakeholders' effort to define outcomes that build resilience and adaptive capacities is necessary. This involves addressing the security, political, economic, environmental, social, and institutional risks contributing to fragility and conflict.

The following recommendations suggest a balanced dual approach: addressing immediate humanitarian needs while simultaneously adopting a community-driven development model suited for Yemen's fluid environment. These recommendations are based on the assumption of stable security and political conditions, but the Project is advised to monitor political and security development and be ready to take corrective actions if conditions deteriorate. The following specific recommendations are aligned with key evaluation findings.

Recommendation 1: Consider a range of operational improvements expressed by KIs and FGDs participants for all Project outputs (short-term, medium priority).

Implementing party: Project and implementing partners

Recommendation is informed by findings: 8, 9, 10, 11

Recognizing the volatile situation in Yemen, UNDP should remain flexible in its approach, ready to adjust its strategies and interventions in response to evolving circumstances and crises. The following are some of the suggestions collected by the ET in the MTE process that UNDP and the Project can consider.

Output 1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. Sub-component 1.1 Cash for nutrition

- Implement targeted, comprehensive agricultural development projects tailored to the specific livelihood activities of each area to complement the existing CfN interventions to address malnutrition more effectively and comprehensively. Such projects could include the provision of dairy cows, sheep, bees, and agricultural inputs. This approach combats malnutrition and bolsters local communities' reliance on livestock for daily sustenance. Additionally, utilizing livestock dung as a natural fertilizer can significantly enhance agricultural soil fertility, fostering a more sustainable and productive farming environment.
- Do not operate in communities where the UNICEF CHNV program operates to avoid potential duplication.
- Increase the cash assistance to align with the cost of essential items like a 50 KG bag of wheat flour to meet the basic dietary needs of the beneficiaries.
- Evaluate the feasibility of selecting educators who can guide the registration process for beneficiaries to streamline the registration process and ensure more comprehensive coverage.
- Broaden the scope of nutrition and health topics covered in educational sessions and increase the number of trainings provided to enhance the impact.
- Issue experience certificates to educators to formally recognize their contributions to help them secure future employment opportunities.

- Establish early contacts with healthcare facilities to prepare for efficient referrals during the initial phases of the CfN intervention.
- Ensure that the catering services during training sessions meet the quantity and quality expectations of the trainees, contributing to a more conducive learning environment.
- Assign educators to locations near their residences or provide adequate transportation allowances.
- Conduct Knowledge, Attitude, and Practice (KAP) studies before and after implementation to provide valuable insights into the effectiveness of education activities and highlight areas needing improvement.
- Advocate the authorities to streamline the acquisition of permits for program activities, ensuring smoother implementation.
- Assist beneficiaries in obtaining identification documents, contributing to their protection and empowerment.
- Ensure consistent and timely disbursement of payments to beneficiaries.

Output 1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. Sub-component 1.1 Cash for Work (CfW)

- Develop a streamlined process for conducting and approving environmental studies to minimize delays.
- Streamline ID acquisition for women to facilitate smoother cash distribution processes but also contribute to the empowerment and protection of women by easing access to their entitlements.
- Conduct quality reviews of sub-projects and engage community committees to identify the areas requiring improvement.
- Resolve liquidity issues to ensure timely payments to enhance the reliability and effectiveness of financial support provided to beneficiaries.

Output 2 Social and productive community assets rehabilitated

- Prioritize local engagement to ensure community committees play a more active role in developing requests, facilitating interventions, and ensuring necessary corrections to address local needs and priorities.
- Prioritize sub-projects that positively impact environmental and health results in target regions.
- Prioritize local employment and skill development to boost local jobs and ensure the relevance and effectiveness of interventions.
- Implement comprehensive communication strategies explaining beneficiary selection processes to manage sensitivities arising from decisions on communities chosen to be supported.
- Conduct comprehensive post-intervention training for community committees on managing and maintaining delivered sub-projects to support the long-term sustainability of these interventions.
- Increase efforts to engage women and PWDs in interventions, ensuring broader participation and inclusivity.
- Implement afforestation initiatives to contribute to environmental sustainability and climate change mitigation.

Output 3 – Yemeni businesses (including women) have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses

- Integrate sustainable energy solutions such as solar power systems to reduce dependence on non-renewable energy and advance environmentally friendly practices.
- Increase grant amounts for both the fishery and agricultural sectors to maximize the benefit for individuals and communities alike.
- Include an emergency budget for farmers affected by climate change as a safety net, providing compensation and support in the face of unpredictable environmental challenges.
- Enhance technical support, ensuring that agricultural engineers and experts are available to provide field education and address knowledge gaps, particularly those caused by climate change and its impact on farming practices.
- Focus on small producers and diverse crops and prioritize interventions in fruit and cash crops. Encouraging diversity in crop production can bolster food security and economic resilience.

- Promote collaboration with the private sector through contract farming that can provide significant opportunities for economic and social development. This approach can help restructure the cooperative sector, fostering a more collaborative and efficient farming ecosystem.
- Support production groups, ensuring they receive the necessary resources and training.
- Encourage farmers to engage in all value chain stages, including marketing and manufacturing. Allocate specific budgets for these activities.
- Explore some long-term capacity-building models, such as engaging vocational training agents from each targeted community. Vocational training agents may assist the communities in selecting suitable participants with a focus on youth and their desired vocations (e.g. agriculture, masonry, plumbing, electricians, tailoring) and provide hands-on training to them.

Recommendation 2: Invest in knowledge management and conduct pilots in selected governorates to explore feasible developmental approaches that can be scaled up in the new Project (long-term, high priority).

Implementing party: UNDP and the Project

Recommendation is informed by findings: 1, 15, 16, 17

As the Project transitions from a primarily humanitarian focus to a more development-oriented approach, the role of robust knowledge management (KM) becomes increasingly crucial. This shift calls for strategic support across all four stages of KM: creation, storage, transfer, and application of knowledge. Central to this process is fostering a culture that values and promotes knowledge sharing. As this MTE demonstrates, UNDP, IPs and other partners have developed effective practices and approaches that can be used to identify long-term sustainable development and job-creation solutions. By facilitating the exchange of insights and experiences, UNDP can harness the collective expertise of its partners. This can be effectively realized by establishing structured internal platforms and informal networks, both of which should be designed to encourage interactive dialogue and collaborative learning in developing strategic solutions for Yemen.

Communities supported by the Project are very diverse, and development approaches may need to be customized to reflect this uniqueness. Some groups of communities may have more capacity and willingness to embark on more comprehensive local development solutions, including agricultural, economic development and locally-led improvements to social infrastructure. In contrast, the others may be ready for less ambitious projects and should focus on the most pressing local needs, such as water supply and agricultural development.

As UNDP will most likely strengthen the development component over the following years, it is advisable to implement a few pilots over the remaining period to identify delivery modality and the most cost-effective solutions that can be implemented throughout Yemen. As many solutions are based on assumptions, piloting them can provide a reliable assessment of whether they will work in practice and achieve their objectives if scaled up. UNDP is advised to monitor security and political changes affecting the Project context and be able to scale up or reduce the extent of its involvement, prioritizing the most deprived communities or those communities where the risks to security and resilience are high. A few suggestions for piloting based on the findings of this MTE include:

Community development plans are the main development solutions delivery mechanism.

Building on UNDP and SFD experiences, selected communities can be supported by developing community development plans (CDPs) that will include some elements of the current Project interventions (e.g., CfN, CfW). Developing CDP guides and engaging all three main IPs in the CDP process may be beneficial, depending on their focus areas, to ensure they develop the necessary capacity. As communities mostly do not have the required capacity for intervention planning, prioritization and execution, and inclusion of vulnerable groups in decision-making, such as women and PWDs, limited capacity-building for local authorities on how to engage with residents

(women and men) to identify infrastructure investment, service improvements and local economic priorities effectively, fairly, and in response to the needs of residents can be implemented. In addition, training on technical aspects of preparation of CDPs, community mobilization, ownership, and social accountability, including community-level oversight, can be provided. Separate capacity building of CSOs, women, youth, and PWDs on how to engage in community CDP development, implementation, and oversight can also be conducted. If necessary, the Project may provide logistical assistance to enable participants with limited physical abilities and those with insufficient financial or limited transportation means to attend public meetings organized by the Project.

Building on IPs' experiences, the Project may develop infrastructure investment selection criteria and assessment tools, considering technical, financial, and socio-environment characteristics and conducting technical and safeguards due diligence on the proposed investments. The CDPs should promote local labour and the use of materials from local industries to support the economy and include monitoring frameworks with quantified targets. Participatory monitoring and oversight can be ensured, with direct involvement in oversight of CDPs implementation. Community facilitators can be recruited by the IPs and then deployed to closely assist and facilitate the development of CDPs until the procurement process is completed and the works contracts are awarded. The IPs will fund and manage the CDP implementation, but the Project can facilitate community involvement through all stages of CDPs.

Long-term scalable, cost-effective agricultural and other mass job creation solutions

The Project, relying on its extensive experience, may strategically explore solutions to create massive employment opportunities that channel financial resources into local economies, sparking multiple economic interactions. It should be well prepared to depart from the current scattered, short-term CfW schemes that do not make a lasting impact on models of comprehensive, large-scale support for livelihood restoration and economic development. Various job-creation modalities that generate significant numbers of sustainable jobs with minimal investments can be explored and piloted.

Building on SMEPs, SFD, FAO and other partners' experiences, scalable agricultural solutions addressing Yemen's unique circumstances, such as water scarcity, land salination and others and reflecting the impacts of ongoing conflict can be developed and tested. The Project may partner with agricultural research institutions, such as the Agricultural Research and Extension Authority, and enable bottom-up approaches to agricultural research and development. Such approaches will allow local farmers not only to participate in the execution of research trials but also to play a significant role in deciding the research topics. Some applied research topics may include drip irrigation and other water-saving technologies to maximize scarce water resources; developing and distributing drought-resistant and pest-resistant crop varieties to increase yield and resilience; using quality agrochemicals; small-scale livestock farming; small greenhouses management; and others. Demonstration plots could be established that would have simple information boards so that local residents would have the chance to see new technologies for themselves. In addition to agricultural solutions, models supporting market access and value chain development for agricultural products that can boost economic returns for farmers can be developed and tested. Engaging local community informal and formal leaders in planning and implementing agricultural projects can ensure relevance and sustainability and facilitate collaborations. Some pilots may include various training models such as Training of Trainers (ToT) to enhance the replication effect of the capacity building and enable long-term supports. For example, small greenhouses can significantly reduce water usage compared to traditional farming methods, enable farmers to grow crops throughout the year, and allow for the cultivation of a wider variety of crops, including high-value fruits and vegetables. The trainers trained by the Project may provide direct support to greenhouse operators on temperature, sunlight, and humidity control, selection of appropriate crops and seeds, soil preparation, use of drip irrigation, pest and weed control, and harvesting as without this training, greenhouses would not produce the expected results.

The lessons learned through piloting will inform the development of the next Project document. It is advisable to conduct a cost-benefit analysis and environmental sustainability assessments of previously used and newly piloted approaches to identify the most cost-effective approaches for nationwide implementation.

Recommendation 3: Improve collaboration among IPs, relevant UNDP projects and other international partners, including geo-bundling, to achieve synergies and increase impact. Dedicate at least one project staff member to support IPs and other partners with geo-bundling implementation (long-term, medium priority).

Implementing party: UNDP

Recommendation is informed by findings: 6, 7, 16

Given the diverse development issues and stakeholders working in Yemen, coordination is essential to ensure more consistent and high-impact actions. In addition, defining a clear coordination mechanism and implementation structure among different players can enhance complementarities and help contribute to efficient implementation. **Some unification of delivery modalities among key partners may be pursued as well.** For instance, food basket initiatives that directly address food insecurity by distributing essential food items to affected populations could have been an effective approach immediately in the conflict aftermath. CfW programs that provide temporary employment in public projects, enhancing participants' income and contributing to local economic development and community rebuilding may be considered by some development partners as an effective solution in the mid-term as the food basket model does not contribute to long-term economic recovery or skill development. Further benefits for all donors/development partners can be achieved by moving towards a harmonized approach to fiduciary controls, security rules, procurement policy, and monitoring and evaluation practices. **Compartmentalized responses from international partners would miss opportunities to address cross-cutting and intersecting elements that will become critical during the transition toward more developmental interventions.**

UNDP and the Project are advised to collaborate strategically with relevant partners to benefit from synergies with initiatives focusing on sustainable environmental management, social stability, local livelihoods, and economic development.⁸² To maximize future impacts, it is important to link upcoming interventions to the achievements of the current stage. For example, after rehabilitating irrigation channels in the Hajr district, subsequent interventions could focus on supporting farmers with resources to utilize the improved irrigation systems fully. This approach will ensure the sustainability and enhancement of agricultural projects, amplifying the Project's long-term benefits for the community. Some specific recommendations to improve coordination include:

- Foster collaboration with complementary projects like Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen (ERRY) and the Strengthening Institutional and Economic Resilience in Yemen (SIERY),⁸³ which focus on livelihood, economic empowerment, and local governance. Additionally, partner with the Sustainable Fishery Development in the Red Sea and Gulf of Aden (SFISH) project,⁸⁴ supported by the EU, and the Yemen Food Security Response and Resilience Project (FSRRP),⁸⁵ funded by the World Bank, both of which emphasize livelihood and economic empowerment in specific sectors like fisheries and food security.
- Prioritize geographic bundling efforts where similar interventions can be synergized for greater impact, with a focus on livelihood and economic empowerment.

⁸² A majority of key informants recommended improving collaboration with relevant partners and interventions, to develop more systemic and comprehensive solutions and achieve long-term sustainable impacts.

⁸³ The Strengthening Institutional and Economic Resilience in Yemen (SIERY), <https://www.undp.org/yemen/projects/strengthening-institutional-and-economic-resilience-yemen-siery>

⁸⁴ UNDP, Sustainable Fishery Development in Red Sea and Gulf of Aden, <https://www.undp.org/yemen/projects/sustainable-fishery-development-red-sea-and-gulf-aden-sfish>

⁸⁵ Yemen Food Security Response and Resilience Project, <https://www.undp.org/yemen/projects/yemen-food-security-response-and-resilience-project-fsrrp>

- Strengthen coordination with nutrition and livelihood actors like UNICEF, WFP, WHO, and FAO. Given that UNDP doesn't directly engage in nutrition activities, such partnerships can fill critical gaps and ensure a comprehensive approach to nutrition and health.
- Enhance integration with existing livelihood programs provided by UNDP and other agencies. Even though these projects are location-based, identifying overlapping objectives and shared regions can lead to effective coordination.
- As the advancement of scalable agricultural solutions will remain the Project's priority, it is strongly advised to actively collaborate with FAO⁸⁶ in all infrastructural and business components to maximize its impact on food security.

Recommendation 4: Develop outcome indicators for the ToC monitoring framework and practices to focus on results and sustainability. Conduct baseline studies for selected sub-projects of strategic importance (medium-term, high priority).

Implementing party: UNDP and Project

Recommendation is informed by findings: 1, 2, 3, 13

Projects with robust measurement mechanisms help UNDP advance its knowledge agenda to address evolving beneficiaries' needs. **UNDP is advised to develop key outcomes, impact targets, and indicators for its Project ToC and RRF. As the expected outcome results may take some time to materialize**, it is critically important to develop intermediate indicators representing a transition between outputs and outcomes that will capture the attribution of the Project interventions. The outcome/impact indicators will enhance focus on results and sustainability and provide additional information to support UNDP's and WB's decision-making. Engaging multiple stakeholders in the indicators' development may be beneficial to reflect their perspectives and support broader ownership.

Some outcome-focused indicators for UNDP projects aimed at local development could include:

- Household income in supported communities.
- Employment rates in supported communities.
- Nutrition outcomes for children, focusing on stunting and wasting rates.
- Rates of waterborne diseases and access to safe drinking water.
- Agricultural outputs.
- Institutionalization of participatory decision-making processes.

Intermediate indicators might include:

- Self-reported usage of acquired knowledge and skills.
- Number of individuals employed through the Project who continue to be employed one year after completing the task.
- Number of community residents benefitting from infrastructural improvements, disaggregated by gender and vulnerable groups.
- Beneficiary expertise and confidence in using provided equipment.
- Adoption of new agricultural and business approaches and techniques.
- Perceptions of peace and stability in supported communities.

⁸⁶ For more on FAO's activities in Yemen, see Yemen country profile, <https://www.fao.org/countryprofiles/index/en/?iso3=YEM>, last accessed on December 26, 2023

For sub-projects with scaling-up potential, conducting baseline and endline studies tailored to specific contexts and using consistent sampling and data collection methods is recommended. Baseline indicators should be benchmarked against end-line findings to evaluate achievements, effectiveness, and efficiency. Additional efforts in collecting qualitative data can be undertaken at the endline stage to identify reasons for observed outcomes and drivers of potential variation across different communities of Project implementation. The qualitative instruments may be used to explore behaviour changes and obtain rich evidence on more systemic changes in views, peacebuilding institutions and capacities of key partners.

ANNEXES

Annex 1 Evaluation Terms of Reference

Description of the Assignment:	International Consultant for Project Mid-Term Evaluation
Project Name:	Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP)
Contract Type:	Individual Contract
Duty Station:	Home-based
Period of Assignment/Services:	30 working days over a period of three months between August - October 2023
Expected Start Date:	Beginning of 2 nd Week of August 2023

1. **Background and context**

The conflict in Yemen has brought the economy to a near collapse and made Yemen one of the poorest and most food-insecure countries in the world. The high level of food poverty is of particular concern. The conflict has destroyed livelihoods, significantly affecting the affordability, accessibility, and availability of food. It has also caused major disruptions in the food supply chain and increases in the price of imported foods, which Yemen is heavily reliant on, resulting in substantial increases in food prices. Hunger, food insecurity, and malnutrition are among the most pressing and overwhelming challenges faced by the country at present, at a scale that is not being fully met by national authorities and the international development and humanitarian communities. The high dependence on food imports, for most households combined with high food prices and significantly, reduced income earning has resulted in low food access. Climate change is further exacerbating the existing challenges and negatively impacting all dimensions of food security. About two-thirds of the population are food insecure with 10 million at risk of famine, while 2 million children require treatment for acute malnutrition.

Most of the population also lacks access to basic services such as education, health services, water, and sanitation. This is compounded by the impact of climate-related shocks, including the desert locust plague and recent floods. COVID-19 has also negatively impacted food supply chains and food trade and contributed to the sharp food price increases in Yemen as well.

In response to the protracted conflict and crisis, a partnership has been established between UNDP and the World Bank to implement the **Yemen Social Protection Enhancement and COVID-19 Response Project (ESPECRP)**,⁸⁷ which aims to provide nutrition-sensitive cash transfers, temporary employment, and increased access to basic services and economic opportunities to food-insecure populations affected by COVID-19, Yemen's conflict, and climate-related shocks, as well as to strengthen the capacity of national service delivery institutions. The project interventions are being partly implemented by UNDP in partnership with local implementing partners, namely – the Social Fund for Development (SFD)⁸⁸, the

⁸⁷ <https://www.undp.org/yemen/projects/emergency-social-protection-enhancement-and-covid-19-response-project-especrp>

⁸⁸ <https://www.sfd-yemen.org/>

Small and Micro Enterprise Promotion Service (SMEPS)⁸⁹, and the Public Works Project (PWP)⁹⁰ across all the governorates of Yemen. The project interventions include Cash for Nutrition (CfN), providing cash transfers to poor and vulnerable households to protect them against food insecurity; Cash for Work (CfW), which finances labour-intensive community subprojects; and Small Community Infrastructure (SCI), focusing on the construction and rehabilitation of community assets that help improve access to local services. Other activities foster the creation of new Small and Micro Enterprises (SMEs) and extend technical assistance and financial support to existing SMEs, food cooperatives, business associations, and the Yemeni Private Sector Cluster to enhance their contribution to inclusive local food security and improved nutrition. Additionally, the project facilitates access to finance for SMEs and agri-food value chain actors by offering partial portfolio guarantees for MFIs. It also promotes financial inclusion through Village Savings and Loan Associations (VSLAs) in the most vulnerable rural communities.

The project is aligned with UNDP’s Country Gender Strategy (2022-2025), aiming to advance gender equality and women’s empowerment in UNDP programmes as a cross-cutting priority. Women’s capabilities are assessed and will be provided with more or longer trainings if needed to be able to improve their capacity and benefit from the temporary employment opportunities. The job opportunities provided are gender sensitive; matching women’s physical capabilities and are located at an acceptable distance.

Detailed background and context information (Project Document, Project Operations Manual, Safeguard Strategy, Theory of Change, Results Framework, and Monitoring Plan and Indicators) are included in annexes for further reference.

Basic Project information:

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Yemen Emergency Social Protection Enhancement and COVID-19 Response Project	
Project ID	00128217 (PF) 00141815 (AF)	
Corporate outcome and output	Outcome 2: Yemenis improve their livelihoods and access inclusive productive services	
	Output 2.1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support	
Country	Yemen	
Region	Middle East	
Date project document signed	December 23, 2020	
Project dates	Start date	Planned end date
	12 January 2021	31 December 2024
Project budget	US\$ 169.4 million	
Project expenditure at the time of evaluation	(Expected) US\$ 64 million (including commitment)	

⁸⁹ <https://smeps.org.ye/>

⁹⁰ www.pwpyemen.org

Funding source	World Bank (WB) International Development Association (IDA)
Implementing party	UNDP

2. Evaluation purpose, scope and objectives

The Purpose and Objectives of the Mid-Term Evaluation: The Mid-Term Evaluation (MTE) aims to inform UNDP Yemen and its national implementing partners of lessons learned, results achieved, and areas for improvements. The evaluation will draw out progress toward project deliverables, assess whether the project interventions are being implemented in the right direction to achieve its intended objectives and goals, conduct SWOT⁹¹ analysis to guide existing implementation arrangements and recommend course correction if necessary. The evaluation will produce a comprehensive report that provides a detailed assessment aligned with the purpose, objectives, and scope of this Mid-Term Evaluation (MTE). The report will be substantiated by evidence, incorporate best practices, and effectively capture and consolidate lessons learned. Responding to the Theory of Change (ToC) as described in the project document, the agreed Results Framework (RF) and the approved workplans, the Midterm Evaluation (MTE) shall examine the relevance of the project, quality of the project design, effectiveness, and efficiency of the implementation to date, sustainability of the overall project results, immediate effect of interventions, and forward-looking directions for the future. To meet these requirements, the Mid-Term Evaluation (MTE) will serve to the following:

- Assess project performance and progress against the expected outputs, targets, including indicators presented in the Results Framework (RF) and contribution to the expected outcomes and outputs.
- To examine the assumptions embedded in the Theory of Change of ESPECRP and assess the relevance, coherence, effectiveness, efficiency, and sustainability and likely impact of the projects drawn from its design and implementation.
- To assess the level of engagement with stakeholders and the satisfaction of beneficiaries and stakeholders with the project results thus far;
- To identify the positive, negative, foreseen, and unforeseen changes and effects driven by project-supported interventions;
- Review and document the success and draw lessons learned and good practices for replication and scaling up;
- Identify challenges and evaluate the efficacy of strategic approaches used to address previous challenges, including accessibility issues and the response to security threats and interference from authorities.
- Ascertain the relevance, effectiveness, efficiency, impact, and sustainability of the project activities;
- Provide forward-looking recommendations that contribute to enhancing the implementation process to achieve the project’s intended development objectives.

The Midterm Evaluation (MTE) will examine results at the outcome/outputs level with a focus on the overall implementation process and progress towards project targets at the time of the MTE, covering the period from project effectiveness (January 2021 to June 2023). This includes a review of allocated resources for the disbursed/planned outputs and identification of implementation issues under each Responsible Partner (RP) including bottle necks in implementation and suggesting course correction as

⁹¹ SWOT – Strengths, Weaknesses, Opportunities and Threats

needed. This will also cover the reassurance of the theory of change and results chain envisaged in the project document towards achieving the overall objectives.

The Scope of the Mid-Term Evaluation (MTE): This MTE will assess the progress results of the ESPECRP project including Parent Project and its Additional Financial (AF) interventions implemented by UNDP with the support of national Responsible Parties (RPs) against the Project Document and Project Operations Manual (POM), target indicators stipulated in the RF and the achieved results since inception to the implementation of MTE, and propose recommendations which will inform and help improve project implementation and in the design of future interventions. The evaluation will be based on a desk review of project related documents and in-depth interviews and surveys as outlined in the methodology section. The evaluation will also capture good practices, success cases, lessons learned wherever possible based on achievements to date. The evaluation will provide forward-looking programmatic and operational recommendations for the remaining duration of the project. The evaluation will apply OECD/DAC evaluation criteria on 1) Relevance; 2) Coherence; 3) Effectiveness; 4) Efficiency; 5) Impact; and 6) Sustainability.

The evaluation shall cover, but not limited to, the following cross-cutting themes: (a) Rights-Based Approach (RBA); (b) protection mainstreaming; (c) disability inclusion; (d) Gender and Gender Based Violence (GBV) mainstreaming; (e) environmental sensitivity, sustainability, and climate change; (f) accountability to affected populations (AAP); and (g) Social (including safeguards). All the above-mentioned themes have an equal priority to the UNDP that shall be considered in this evaluation and the data collection process should be able to address these cross-cutting themes equally and effectively.

The project covers 150 districts across 22 governorates. The MTE will cover a sample of districts with equal distribution of governorates in both northern and southern regions. A standard sampling technique shall be applied to select sample districts covering all types of interventions implemented under the project, taking into consideration the accessibility of the MTE team to the project locations. The evaluation will require field visits and Key Informant Interviews (KII)/stakeholder interviews with project beneficiaries, implementing partners, project staff, community members and TPM agency as well covering a representative where ESPECRP project has a footprint of delivering the project activities. Furthermore, it will also require household survey/interviews along with direct observation of project sites (Rehabilitated\Constructed subprojects) where ESPECRP supported families in livelihood restoration interventions or indirectly support the local communities through provision of temporary employment opportunities, improved basic community assets, and supported MFIs and MSMEs support. The methodology will include direct observations through on-ground visits, provides first-hand information about the project's effectiveness and its alignment with local needs and enables the collection of insights, experiences, and perceptions related to project implementation, impact, and challenges.

3. Evaluation criteria and key guiding questions

The below table details the evaluation criteria and list of questions that should serve as a guide. These should be adapted/supplemented by another set of detailed and specific sub-questions by the evaluator(s) in consultation with UNDP Evaluation Manager and M&E focal points before commissioning the evaluation. Evaluator(s) should provide credible, useful, evidence-based information that enables the timely incorporation of its findings, recommendations, and lessons learned into the decision-making processes of UNDP, RPs and the World Bank.

Table 2 - Criteria and Guiding Questions

Criteria	Guiding Questions
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Relevance	<ul style="list-style-type: none"> ▪ To what extent the project objectives attend to the different problems and needs of the beneficiaries: women and men, IDPs, other vulnerable groups and whether the methodology adopted by the intervention helps women, IDPs and the most vulnerable to perceive the limitations imposed on them and to overcome them? ▪ To what extent supported beneficiaries and communities through the different project's activities such as Cash-for-Work (CFW), Cash-for-Nutrition (CFN) and businesses including MSMEs, and MFIs make them resilient based on project support to cope with any critical situation in the future. ▪ To what extent were lessons learned from other relevant projects considered in the project's design of grants? ▪ Were the project activities and outputs consistent with the intended outcomes and objectives; contribute to its theory of change and to gender equality and women's empowerment? And in line with the national development priorities, the country programme's outputs and outcomes and the SDGs?
Coherence	<ul style="list-style-type: none"> ▪ Does the Bundling approach carried out by UNDP add value and strengthen beneficiaries' resilience? ▪ Do synergies exist with other interventions carried out by UNDP as well as responsible partners and stakeholders including the UN agencies? ▪ To what extent has the ESPECRP been appropriately responsive to political, legal, economic, institutional, etc., changes in Yemen?
Effectiveness	<ul style="list-style-type: none"> ▪ To what extent is ESPECRP making overall progress in the achievement of its objectives, with a focus on output delivery and pathway towards outcomes (as set out in the project documents)? What lessons and recommendations can be drawn from the evidence available on current level of achievement of results? ▪ To what extent did the project contribute to the achievement of the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? To what extent were the project outputs achieved? What were the achievements in terms of improving the livelihood of targeted most vulnerable beneficiary and community, both intended and unplanned? ▪ Did the capacity support services delivered by the ESPECRP address the beneficiaries and communities? Were the target beneficiaries reached as expected? (Are there significant differences between male and female beneficiaries?) Were they satisfied with the services provided? ▪ To what extent did ESPECRP promote best practices and lessons learned in transferring power to beneficiaries and local

	<p>stakeholders to ensure engagement, transparency, and accountability?</p> <ul style="list-style-type: none"> ▪ To what extent were the project activities delivered effectively in terms of quality, quantity, and timing? In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? ▪ What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partners have managed these factors? How can the project build on or expand these achievements? ▪ To what extent have UNDP partners been involved in project implementation? To what extent are project management and implementation participatory?
Efficiency	<ul style="list-style-type: none"> ▪ Are the processes of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? - What factors are contributing to implementation efficiency? How Value of Money cost-effective was the project? Were the financial resources used appropriately to achieve the intended results? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? ▪ To what extent the project implemented activities are being implemented as per the Project Operations Manual? To what extent is the existing project management structure appropriate and efficient in generating the expected results? ▪ To what extent have the UNDP and its RPs (SFD, SMEPs and PWP) project implementation strategy and execution been efficient and cost-effective? What system and tools were developed for monitoring the implementation of the ESPECRP project? What challenges were experienced in monitoring of the project implementation? ▪ To what extent, the inputs and strategies identified were realistic, appropriate, and adequate to achieve the results? ▪ Was the process of achieving results efficient? How effective were the strategies used in the implementation of the project? ▪ How effective is the design, implementation and utilization of the M&E system.
Impact	<ul style="list-style-type: none"> ▪ To what extent is the project likely to contribute to improved capacity at the different project components' \Outputs' individual and institutional levels? ▪ To what extent the ESPECRP project interventions generated benefit/created immediate effects, impacts, and sustainability for the targeted beneficiary and community and assess roles

	<p>and responsibilities of local authority and community during planning, implementation, monitoring, and sustainability of the interventions.</p> <ul style="list-style-type: none"> ▪ What positive and/or negative changes are the beneficiaries experiencing as a result of their participation in ESPECRP activities? ▪ Did the UNDP staff take timely measures for mitigating any unplanned negative impacts of the ESPECRP project? ▪ How significant will the changes to the beneficiaries under the project outputs, be as a result of the ESPECRP project?
Sustainability	<ul style="list-style-type: none"> ▪ What exit strategies are in place and how effective are they in ensuring the sustainability beyond the project life cycle? ▪ Did the ESPECRP activities take specific measures to guarantee sustainability? Are ESPECRP activities supported by the local stakeholders and communities and well-integrated into local social and economic structures? Are structures, resources, and processes in place to ensure the benefits generated by ESPECRP are continued after the World Bank funding ceases? ▪ How do beneficiaries at the individual and institutional levels perceive sustainability of ESPECRP, for capacity building support? Do they plan to continue making use of the services/products produced? ▪ Describe key factors that will require attention to improve the prospects of sustainability of Project outcomes and the potential for replication of the approach? ▪ To what extent do UNDP responsible partners support the project's long-term objectives? And to bundling objectives? ▪ To what extent will financial and economic resources as well as political wills be available to sustain the benefits achieved by the project? ▪ Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programs and WB projects outputs and outcomes?
<p>Cross-cutting themes: Environmental, Climate Change and Social Safeguard</p>	<ul style="list-style-type: none"> ▪ To what extent have the responsible partners been compliant with safeguards measures? To what extent have they applied environmental and social safeguard instruments at the field level? ▪ How satisfied are beneficiaries with the GRM process and timelines in responding to complaints. ▪ To what extent do the RPs apply the potential impact of climate change, adaptation and mitigation measures to protect most vulnerable communities during the design and implementation of the subprojects to deliver the project intended support to the selected communities including gender equality and conflict sensitivity? ▪ How can the project reconsider its approach to contribute to

	enhancing diversity and inclusion?
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? ▪ What are the constraints and challenges that the project has faced in ensuring gender equality and sensitivity to the project activities? ▪ To what extent has the project promoted positive changes in gender equality, participation, and the empowerment of women? Were there any unintended effects? ▪ To what extent have local communities, women, youth, people with disabilities and other disadvantaged groups benefited from the project either direct or indirectly?
Disability	<ul style="list-style-type: none"> ▪ Were persons with disabilities consulted and meaningfully involved in programme planning and implementation? If so, how? ▪ How has the RP ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons? ▪ What proportion of the beneficiaries of the project were persons with disabilities? ▪ What are the specific needs of persons with disabilities in humanitarian crises, and how can the project address these needs in a comprehensive and inclusive manner? ▪ What barriers do persons with disabilities face in accessing project services, and does the project have an action plan in place to mitigate and address these barriers? ▪ How can the participation of persons with disabilities in the design, implementation, and monitoring of humanitarian interventions be better promoted?

4. Methodology

The Mid-Term Evaluation (MTE) will apply the standard OECD/DAC criteria using a mixed-methods approach, i.e., qualitative, and quantitative data collection. This should be further developed by the evaluator(s) and approved by the evaluation manager during the inception phase of the evaluation. This document therefore envisages a general approach for conducting the evaluation, as well as data sources and tools that will likely yield the most reliable and valid answers to the evaluation questions within the limits of resources. However, final decisions about the specific design and methods for the evaluation should emerge from consultations among the UNDP ESPECRP project team the evaluators about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, considering the limitations of budget, time, and data.

Methodological approaches will include some or all of the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- **Document review of all relevant documentation.** This would include a review of inter alia.
 - Project Appraisal document.

- Project Document (Prepared in line with PAD to meet UNDP's corporate requirement)
- Project Operations Manual (POM)
- Theory of change and Results Framework (RF).
- Annual Work Plan & Budget (AWP&B).
- TPMA Reports.
- Quarterly, Bi-annual and Annual progress reports.
- Implementation Support Mission (ISM) Aide Memoires of the World Bank
- Technical/financial monitoring reports.
- Subproject list/MIS with implementation progress status
- Beneficiary list of the subprojects
- Subproject Background Documents
 - a. Selection process of intervention location/selection of community
 - b. Socio-economic study report/PRA report for the selection of subproject
 - c. Selection process of beneficiaries
 - d. subproject design/planning/technical document
 - e. subproject completion reports if the subproject is completed and handed over to the community/local authority.
 - f. List of community committee members, and ToRs/concept notes of the committee if available
 - g. Procurement plan for each subproject if available and its implementation progress status
 - h. Financial plan/budget/disbursement for each subproject if available and its implementation progress status
- Other relevant available documents/reports
- **Interviews and Meetings**
 - Semi-structured interviews, based on questions designed for different stakeholders and also evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability, human rights, and gender equality and women's empowerment.
 - Key informant and focus group discussions with beneficiaries, communities and stakeholders with gender balanced.
 - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- **Surveys⁹² and questionnaires** including direct and indirect beneficiaries, respective communities with gender balanced (at least 30% female to be engaged during the evaluation survey), and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels (if necessary).
- **Field visits and on-site validation** of key outputs and interventions. The evaluation team is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation manager, project team, implementing partners and direct beneficiaries.
- Other methods such as outcome mapping, cash study approach, stakeholder analysis/consultations, observational visits, group discussions, etc.

⁹² The evaluation will ensure to interview at least 30% women respondents including the project and its IPs gender capacities/FPs. Separate women and men interview and FGDs will be conducted to enable both sexes to participate freely. Inclusion of PWDs, IDPs, and other vulnerabilities will be taken into considerations while selecting the respondents.

- **Data review and analysis** of monitoring data and other data sources and methods. Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.
- **Gender and human rights lens.** The evaluation process and products need to address gender, and disability issues.
- **Quantitative impact including cost-benefit analysis**

Quantitative Evaluation:

Building on project M&E data of production volumes and income levels of beneficiaries of agricultural, livestock rearing and fishing activities over a period of around two years, the evaluation will collect up-to-date data on productivity and income gains for a purposive sample of earlier beneficiaries, for an assessment of the sustainability of project benefits beyond project support. Current productivity and 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 and income data for both the treated group and the nontreated control group will be collected through household/beneficiary interviews using structured questionnaires. A discount rate of 10% annually will be used for estimation of net present value of presumed future income increases. Data (from both treatment and control groups) will be collected from households in the sample governorates. Project impact will be assessed against both the control group counterfactual and baseline data for project beneficiaries insofar as such data is available through the project M&E system. As no baseline exists for a nontreated control group, difference-in-difference methods cannot be applied. Cost information will be collected from M&E records of grants and other support given to the respective beneficiary farmers, livestock producers and fishermen, from cost information in project progress reports and, if required, from itemized accounts of UNDP, SFD, PWP, and SMEPS.

Benefits of cash-for-work, cash-for-nutrition services and restoration/reconstruction of community infrastructure interventions need to be assessed not only from the volume of temporary employment generated, but with a focus on the benefits reaped by local communities from improved infrastructure and basic services. Completed sub-projects representing all the various types of infrastructure created will be sampled from the project governorates. Ascertaining project attribution by means of a control group counterfactual is problematic in case of community infrastructure since random assignment for all factors except the treatment assignment cannot be ensured in case of communities that are too heterogenous to allow such comparison. Instead, quantified project impact will be compared with the situation in each respective community before, and for parameters as related to, implementation of the sub-project. In the absence of project collected baseline data or other available historical records, the pre-project status will be construed through recall interviews with key informants.

To enable cost-benefit analysis, it will be important to quantify, and as far as possible monetize, the benefits. Quantified benefit measures can be generated from surveys of farmers' improved crop yield as a result of improved irrigation facilities, number of people benefitting from investments in improved drinking water (gender disaggregated) in restored/rehabilitated water facilities, traffic counts on improved roads (both pedestrian and vehicular, by type of vehicle) and so forth. M&E records will be used to source as much information as possible; missing data will be collected through simple surveys (such as traffic counts and interviews with communities) and key informant interviews. Cost information will be collected from project progress reports and SFD and PWP sub-project accounts as primary data sources.

Qualitative evaluation:

Qualitative evaluation will unpack mechanisms through which impacts occurs, identify barriers faced and explore how these can be mitigated. It will also be used to document and compare subjective experiences of beneficiaries and non-beneficiaries (control group). Qualitative data collection will include semi-structured focus group discussions (FGD) and in-depth interviews with intervention participants and non-participants. The qualitative sample will include FGDs with reasonable respondents in 1 control and 2 treatment districts. FGDs will consist of participants from beneficiary and non-beneficiary households, in separate FGDs for women and men. Based on the FGDs a small sample of respondents may be selected for in-depth case studies indicative of heterogeneity of experiences of beneficiaries and non-beneficiaries. In each community, community leaders will be interviewed as key informants to understand the role of community level factors in project performance. Social return on investment methods and principles of stakeholder participation will be applied in case studies of community benefits generated from improved infrastructure. In case of cash-for-work and cash-for-nutrition services/community health workers, former participants will to the extent possible be traced for a sample survey of their current livelihood status and a probe into how the episode of temporary project employment has in retrospect mitigated their distress.

- **Benchmarking Value-for-Money (VfM) Analysis**

Assessing the efficiency of the implementation process of the project needs to include an appraisal of the cost of the interventions as compared to the cost being incurred by other similar interventions in Yemen as part of a benchmarking value-for-money analysis. The project cost information will be taken from project progress reports and accounts of RPs (SFD, PWP, and SMEPS). An important element in project implementation is the administrative cost of implementing the project. Understanding administrative costs is important for assessing efficiency. The obvious desire is to minimize administrative costs. At the same time, delivering project inputs is like any production process: to reach the intended beneficiaries with the desired services, projects have to finance a set of critical functions, such as receiving and processing applications, dealing with appeals, processing payments, distributing in-kind inputs, undertaking monitoring and evaluation and exercising oversight over how project resources are used. Projects that allocate insufficient resources to perform these functions tend to perform poorly. The administrative cost of the project will be analysed in view of its efficiency to perform critical functions, benchmarked against desirable administrative rates for the various types of interventions that constitute the project. The administrative cost specification will be derived from the accounts of UNDP, SFD, PWP, and SMEPS.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between UNDP, national responsible implementing partners (RPs), and the evaluators.

5. Evaluation products (deliverables)

The MTE will be expected to deliver the following:

- a) Evaluation Inception report (maximum 15 pages excluding annexes). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and 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 and reporting.
- b) Evaluation debriefings. Immediately following an evaluation, the evaluation team will conduct a preliminary debriefing of findings and key critical observations including gender issues.
 - c) Draft evaluation report (maximum 60 pages including 4-5 pages executive summary). UNDP and stakeholders will review the draft evaluation report and provide an amalgamated set of comments to the evaluation team within 10 days, addressing the content required (as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.
 - d) Evaluation report audit trail. Comments and changes by the evaluation team in response to the draft report should be retained by the evaluators to show how they have addressed comments.
 - e) Final evaluation report.
 - f) Presentations to stakeholders and the evaluation reference group (ERG).
 - g) Evaluation brief and other knowledge products/impact case studies (potentially, focusing on project components/sub-components/intervention sectors (Cash-for-Work, Cash for Nutrition Intervention, Community Assets, or livelihood impact of beneficiaries and communities, sustainability of rehabilitated assets and benefits, gender/women empowerment) agreed in the inception report.

6. Implementation Arrangements:

The UNDP Yemen Country Office will select the consultants through a competitive process in line with UNDP's rules and regulations. UNDP will be responsible for the management of the evaluation team and will in this regard designate an evaluation manager and focal point. Project Manager with the support of project M&E team will assist in facilitating the whole evaluation process - providing relevant documentation, constituting the evaluation reference group, support to conduct selected project site visits/interviews with key informants, reviewing evaluation products stated above etc.

The evaluation commissioner will oversee and safeguard the independence of this evaluation and ensure its quality throughout the process. The evaluation manager will convene an evaluation reference group comprising of technical experts from partners and UNDP with gender balanced to enhance the quality of the evaluation. The reference group will review the inception and the draft evaluation reports, providing detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of the evaluation process to UNDP and UNEG standards.

7. Evaluation team composition and required competencies

The MTE Team will consist of experienced multi-disciplinary team of consultants (one international lead consultant and three national consultants-Employment and Livelihood Specialist; Community and Social Services Specialist; and Enterprise Development Specialist) with experience in designing and conducting evaluation for social safety net project/programme and humanitarian and development responses/actions in emergency contexts.

- The **International Consultant** will be the **Team Leader** and take a lead role during all phases of the evaluation and coordinate the work of all the three national consultants. He/she will ensure the quality of the evaluation process, outputs, methodology and timely delivery of all products. The Team Leader, in close collaboration with the other evaluation team members, leads the conceptualization and design the evaluation and plays a lead role in shaping the findings, conclusions, and recommendations of the report.

- **A pool of National Consultant** will be comprised of three multidimensional professionals⁹³ in accordance with the nature and structure of the project interventions and will be recruited to work under the leadership of the international lead consultant, be responsible for the overall assistance to the Team Leader to implement the evaluation inception guideline including application of all agreed evaluation methodologies to collect, analysis, and draft report (plus drafting case studies/knowledge products) in line with field findings covering all agreed approaches such as consultations and meetings with selected different stakeholders, FGDs, etc. The national consultants will contribute substantively to the work of the Team Leader, providing substantive inputs and context in the drafting and finalizing the inception and final evaluation reports. Both the international and national consultants should have M&E technical knowledge and experience in key critical cross-cutting areas such as gender equality, empowerment, disability issues, rights-based approach and capacity development.

8. Key Qualification and Experience of the Consultants

The International consultant should have the following qualifications:

- a) The candidate should have at least a master's degree in Economics/Development Study/Social Sciences/or related field especially advanced academic certificate/diploma courses on International Humanitarian and Emergency Action and Social Safety Net Programme will be added value.
- b) At least 10 years for international consultant with relevant work experience and must have completed at least two high quality evaluations in the areas of social safety net programme, humanitarian response or actions, at least one of them being related to emergency crisis response support in any war/conflict country. Provision of sample work is required. Team leadership skills and experience to be considered as one of key technical competencies for the international consultant.

9. Key Competencies expected of the Consultants for the successful delivery of the milestones:

- a) Extensive international experience in assessing social safety net programmes, humanitarian emergency responses and support.
- b) Extensive experience on gender equality and women's empowerment and in conducting relevant studies/ research.
- c) Expertise in applying results and human rights-based approaches for assessing social safety net, humanitarian response actions/programmes.
- d) Proven experience in applying a variety of mixed-methods evaluation approaches.
- e) Strong familiarity with the international literature and issues related to humanitarian contexts. Solid knowledge and skill on UNDP work in social safety net, emergencies, and work experience with UNDP is an advantage.
- f) Experience using range of quantitative and qualitative data gathering techniques to assess programme/project results.
- g) Familiarity with the socio-cultural context of Middle East and the cultural, political and religious sensitivities relevant to the Yemen crisis.

⁹³ Employment and Livelihood Specialist; Community and Social Services Specialist; and Enterprise Development Specialist

- h) Excellent writing and communication skills in English, with sufficient experience in applying all required tools and methods for conducting project evaluation in crisis settings including participatory appraisal techniques in data collection, sensitive to gender issues etc.

10. 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 and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultants must also 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. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

11. Timeframe for the evaluation process

A tentative time frame for the evaluation is provided below. The evaluation is expected to be completed by 30 workdays within three months. This might be subject to change depending on the prevailing situation on ground at the time of the evaluation. However, the evaluation team should propose a timeline to submit the deliverables in their proposals. Necessary and adequate time (at least two weeks) should be allocated for review and quality assurance processes of the deliverables by the UNDP Team and Partners.

Tentative Timeline for the Evaluation: Working day allocation and schedule for the evaluation

Milestone/Activity	Number of Days (Est.)	Date of Completion	Place	Responsible Party	Approving Officer accepting the milestone	% of Payment
Phase One: Desk review and inception report						
Meeting briefing with UNDP (Team leaders (OST, Programme Unit) Project manager and project staff as needed)		At the time of contract signing	UNDP Yemen Office or Remote	Evaluation manager and commissioner	Team Leader a.i. OST	10%
Sharing of the relevant documentation with the evaluation team		At the time of contract signing	Vie email	Evaluation manager and focal point		
Desk review, evaluation design, methodology and updated workplan including the list of	6 days	Within two weeks of contract signing	Home-based	Evaluation Team		

Milestone/Activity	Number of Days (Est.)	Date of Completion	Place	Responsible Party	Approving Officer accepting the milestone	% of Payment
stakeholders to be interviewed						
Submission of the inception report (15 pages maximum)		Within two weeks of contract signing	Vie email	Evaluation Team		
Comments and approval of inception report		Within one week of submission of the inception report	UNDP Yemen Office	Evaluation Manager		
Phase Two: Field Mission and Data Collection						
Consultations and field visits, in-depth interviews and focus group discussion, stakeholder consultants, case studies according to agreed methodologies incorporated in the evaluation inception report	12 days	Within five weeks of contract signing	In the sample subproject sites in both northern and southern governorates of Yemen	National consultants in consultation with the evaluation team leader along with required support from UNDP PMT, RPs and other relevant stakeholders	Team Leader a.i. OST	40%
Debriefing to UNDP and key project stakeholders	1 day	Within six weeks of contract signing	Remotely/In person	Evaluation Team		
Phase Three: Evaluation Report Writing						
Preparation of draft evaluation report (60 pages maximum excluding annexes), executive summary (4-5 pages)	7 days	Within three weeks of the completion of the field mission	Home-based	Evaluation Team	Team Leader a.i. OST	50%
Draft Report Submission		Immediately after	Vie email	Evaluation Team		

Milestone/Activity	Number of Days (Est.)	Date of Completion	Place	Responsible Party	Approving Officer accepting the milestone	% of Payment
		drafting the first evaluation report				
Consolidated UNDP and stakeholder comments to the draft report		Within one week of submission of the draft evaluation report	UNDP	Evaluation Manager & ERG members		
Debriefing with UNDP	1 day	Within one week of receipt of comments	Remotely/In person	UNDP, evaluation reference group, stakeholder, and evaluation team		
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	3 days	Within one week of final debriefing	Home-based	Evaluation Team		
Submission of the final evaluation report to UNDP Yemen country office (60 pages maximum excluding executive summary and annexes)		Within one week of final debriefing	Home-based	Evaluation Team		
Estimated total days for the evaluation	30 days					

12. Method of Payment:

Payment is contingent on approval by the Team Leader of OST and ESPECRP Project Manager upon satisfactory dispensing of the milestones and it will be paid in the instalments as stated in the deliverable table above.

13. Institutional Arrangements:

The consultants will take responsibility, with assistance from the project manager, for setting up meetings and conducting the evaluation, subject to advance approval of the methodology submitted in the inception report. The consultants will report directly to the designated evaluation manager (Team Leader, OST) and focal point and work closely with the project manager and project M&E team. Project manager/staff and RP's staff will not participate in the meetings between evaluation team/evaluators and project beneficiaries/stakeholders. The evaluation team/evaluators will work full time and will be required to travel to the project sites as part of the evaluation (unless the situation dictates otherwise). The international consultant/evaluator (Team Leader) will work remotely due to access difficulties in Yemen from outside and the national consultants will work with their own logistical support in Yemen along with capacity to access to the project sites. The consultant/evaluation team/evaluators will use their own laptops and cell phone. UNDP will develop a management response to the evaluation within two weeks of report finalization.

14. Assessment and Weighting Criteria of the Proposals

Required mentioned documents to be included when submitting the Proposal: Interested individual consultant must submit the following documents/information to demonstrate his/her qualifications and interest: (i) Letter of Confirmation of Interest and Availability using the template provided by UNDP; (ii) Personal detailed CV including past experience in similar assignment and at least 3 references; (iii) UN P11 Form ("CV Form"); (iv) A detailed Methodology on how the candidate will approach and conduct the work .

The proposals will be weighed according to the technical (70%) and financial considerations (30%). Submitted proposals will be assessed using Cumulative Analysis Method. Technical proposals should attain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that attained 70 or above. Below are the criteria and points for technical and financial proposals.

a) Technical proposals (total score: 70 points)

Maximum Score in the Technical Evaluation = 70 Points			Points obtained by Candidates		
Minimum points for passing = 49 points			A	B	C
Evaluation Criteria	Maximum Obtainable points	Weightage			
1 Overall Presentation: - Clarity of presentation and general adherence to Terms of Reference	5	7%			
2 Proposed methodology and approach - Understanding of scope, objectives and completeness and coherence of response	40	57%			

<ul style="list-style-type: none"> - Proposed evaluation approach, methodology - Proposed Implementation Plan – whether the evaluators will complete work within the prescribed timeframes, - Deliverables are addressed as per TOR 					
2 Technical capacity of the applicant: Qualifications, competencies, experience and skills as per the ToRs.	25	36%			
TOTAL	70	100%			

b) Financial Proposal (total score: 30 points)

Price proposal shall be fixed lump-sum, all-inclusive price.

Financial proposal will be assessed based on the completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 70 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price applying the formula:

Marks Obtained = Lowest Priced Offer (Amount) / Offer being considered (Amount) X 30 (Full Marks)

15. Document To be provided by

The list of available documents to be provided to the evaluation team immediately upon signing the contract. The list of documents is Approved Project Document; Letter of Agreement (LOA) between UNDP and National Implementing Partner; Approved AWP; Final Project Progress Reports; Third Party Monitoring Reports; PMU Field Visit Reports; Lessons Learned Study/Assessment Report; and any other required documents to be provided as per request of evaluation team

Annexes:

1. [Inception report](#)
2. [Evaluation report](#)
3. [Audit trail](#)
4. [UNEG Code of Conduct for Evaluation in the UN system](#)
5. [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)
6. [UNDP Evaluation Guidelines](#)
7. [Evaluation Quality Assessment](#)
8. [UNEG Quality Checklist for Evaluation Reports](#)
9. [Project Theory of Change and Results Framework](#)

10. [List of project stakeholders and partners](#)
11. [Letter of Agreement between UNDP and National Implementing Partners](#)
12. [List of project documents](#)
13. [Evaluation Matrix](#)
14. [Pledge of ethical conduct in evaluation](#). The evaluator needs to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.

Annex 2 Evaluation Matrix for the Project Evaluation

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
RELEVANCE:			
<p>To what extent the project objectives attend to the different problems and needs of the beneficiaries: women and men, IDPs, other vulnerable groups and whether the methodology adopted by the intervention helps women, IDPs and the most vulnerable to perceive the limitations imposed on them and to overcome them?</p> <p>To what extent supported beneficiaries and communities through the different project's activities such as Cash-for-Work (CFW), Cash-for-Nutrition (CFN) and businesses including MSMEs, and MFIs make them resilient based on project support to cope with any critical situation in the future.</p> <p>To what extent were lessons learned from other relevant projects considered in the project's design of grants?</p> <p>Were the project activities and outputs consistent with the intended outcomes and objectives; contribute to its theory of change and to gender equality and women's empowerment? And in line with the national development priorities, the country programme's outputs and outcomes and the SDGs?</p> <p>How is the Project perceived among Yemeni partners and stakeholders?</p>	<p>Stakeholder mapping</p> <p>In-depth analysis of political, economic and social development in Yemen</p> <p>Systematic documentary review, with particular focus at IPs sub-projects implementation</p> <p>Semi-structured interviews</p> <p>FGDs</p> <p>Site visits</p>	<p>Extent to which the Prodoc and other documentation are aligned with the international commitments (e.g., SDGs), and UNDP priorities</p> <p>Extent to which the Prodoc and other documentation are based on HRBA and gender mainstreaming principles and included PWDs</p> <p>Extent to which the Prodoc and the UNDP CPD are aligned in terms of priorities, approaches, and indicators</p> <p>Evidence from multiple sources, supported with data, on the needs of supported groups of individuals communities</p> <p>Evidence that the Project design and implementation were supported with robust evidence and customized to local communities/groups of individuals needs</p> <p>Evidence of collaborative nature of Project development, implementation and monitoring</p> <p>Changes in programming in response to changing external circumstance, including security and political environment and beneficiaries needs</p>	<p>Key UN and national strategies and plans</p> <p>Key national data and analysis</p> <p>Key UNDP, Project and Implementing partners documentation</p> <p>Documents from other UNDP and UN and other international partners interventions</p> <p>Project documentation, including on the process of Project development, implementation and monitoring</p>
COHERENCE:			
<p>Does the Bundling approach carried out by UNDP add value and strengthen beneficiaries' resilience?</p>	<p>Structured desk analysis of other relevant Projects</p>	<p>Evidence of partners, including UN agencies, donors, developmental partners and national authorities</p>	<p>Key partners' documentation such as project documents,</p>

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>Do synergies exist with other interventions carried out by UNDP as well as responsible partners and stakeholders including the UN agencies?</p> <p>To what extent has the ESPECRP been appropriately responsive to political, legal, economic, institutional, etc., changes in Yemen?</p>	Semi-structured interviews	<p>involvement into the Project design, implementation and evaluation</p> <p>Evidence of collaboration among relevant partners</p> <p>Mapping and analysis of key partners' involvement</p>	annual reports, meetings minutes
EFFECTIVENESS			
<p>To what extent is ESPECRP making overall progress in the achievement of its objectives, with a focus on output delivery and pathway towards outcomes (as set out in the project documents)?</p> <p>What lessons and recommendations can be drawn from the evidence available on current level of achievement of results?</p> <p>To what extent did the project contribute to the achievement of the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? To what extent were the project outputs achieved? What were the achievements in terms of improving the livelihood of targeted most vulnerable beneficiary and community, both intended and unplanned?</p> <p>Did the capacity support services delivered by the ESPECRP address the beneficiaries and communities? Were the target beneficiaries reached as expected? (Are there significant differences between male and female beneficiaries?) Were they satisfied with the services provided?</p> <p>To what extent did ESPECRP promote best practices and</p>	<p>Technical analysis of Theory of Change / IPs' strategies</p> <p>Analysis of results data from Project M&E and MIS system</p> <p>Mapping of risk analyses undertaken/ mitigation measures implemented</p> <p>Systematic documentary / data review</p> <p>Structured desk analysis of 3 Project components and sub-projects selected</p> <p>Semi-structured interviews</p> <p>FGDs</p> <p>Site visits</p> <p>Case studies</p> <p>Partial contribution analysis to determine progress against intended results</p>	<p>Extent of targets achievement, disaggregated by output</p> <p>Explanations for performance/under-performance</p> <p>Extent of system level outcomes</p> <p>Evidence of changes in the lives and wellbeing of Project beneficiaries and their children</p> <p>Number of beneficiaries affected</p> <p>Explanations for results achieved</p> <p>Degree of satisfaction of the target group representatives from the project outputs (selection was as representative as possible).</p> <p>Evidence of changes in knowledge, views and skills of Project beneficiaries who participated in its infrastructure projects or capacity building activities</p> <p>Evidence of M&E mechanism in place and dedicated M&E staff</p> <p>Assessment of availability/quality of evidence and data collected</p> <p>Evidence of external factors' influence on Project results, disaggregated by factor</p> <p>Evidence of the Project adjustment to changing political and security context and needs of beneficiaries</p>	Key Project/Implementing partner documentation for relevant components including results frameworks, annual reports and other assessments, determinant analyses, donor reports, monitoring reports, including the TPM reports, evaluation reports/reviews, meeting minutes, project reports/analyses

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>lessons learned in transferring power to beneficiaries and local stakeholders to ensure engagement, transparency, and accountability?</p> <p>To what extent were the project activities delivered effectively in terms of quality, quantity, and timing? In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</p> <p>What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partners have managed these factors? How can the project build on or expand these achievements?</p> <p>To what extent have UNDP partners been involved in project implementation? To what extent are project management and implementation participatory?</p>		<p>Mapping and analysis of key partners' involvement</p> <p>Evidence of long-term systemic changes influenced by Project</p>	
EFFICIENCY:			
<p>Are the processes of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? - What factors are contributing to implementation efficiency? Were the financial resources used appropriately to achieve the intended results? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</p> <p>To what extent the project implemented activities are being implemented as per the Project</p>	<p>Systems analysis of management strategies</p> <p>Financial analysis</p> <p>Systematic documentary / data review, particularly of Project M&E systems and data</p> <p>Semi-structured interviews with Project staff and IPs</p>	<p>Timeliness of delivery of Project components compared to anticipated timelines</p> <p>Extent of any delays incurred, and reasons for this</p> <p>Evidence of Project processes improvements</p> <p>Evidence of IPs capacity enhancements</p> <p>Extent to which a value for money balance of engaging national and international consultants was found and maintained</p> <p>Extent to which</p>	<p>Key Project /Implementing partner documentation, by output</p> <p>Strategy reports, analyses, monitoring reports, evaluation reports/reviews, cooperation agreements financial documentation including budgets, M&E systems reports/data</p>

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>Operations Manual? To what extent is the existing project management structure appropriate and efficient in generating the expected results?</p> <p>To what extent have the UNDP and its RPs (SFD, SMEPs and PWP) project implementation strategy and execution been efficient and cost-effective? What system and tools were developed for monitoring the implementation of the ESPECRP project? What challenges were experienced in monitoring of the project implementation?</p> <p>To what extent, the inputs and strategies identified were realistic, appropriate, and adequate to achieve the results?</p> <p>Was the process of achieving results efficient? How effective were the strategies used in the implementation of the project?</p> <p>How effective is the design, implementation and utilization of the M&E system.</p>		<p>instruments/modalities/delivery mechanisms and M&E processes delivered against their stated intentions, at the Project output level</p> <p>Extent of use of M&E systems by Project staff</p> <p>Evidence of systems and strategies in place to achieve efficiency gains and savings in Project operations</p> <p>Evidence of innovative management solutions developed by the Project</p>	
SUSTAINABILITY:			
<p>What exit strategies are in place and how effective are they in ensuring the sustainability beyond the project life cycle?</p> <p>Did the ESPECRP activities take specific measures to guarantee sustainability? Are ESPECRP activities supported by the local stakeholders and communities and well-integrated into local social and economic structures? Are structures, resources, and processes in place to ensure the benefits generated by ESPECRP are continued after the World Bank funding ceases? How do beneficiaries at the individual and institutional levels</p>	<p>Systematic documentary review, applying structured tools</p> <p>Semi-structured interviews with Project staff, beneficiaries and partners</p> <p>FGDs</p> <p>Site visits</p> <p>Case studies</p>	<p>Extent to which any benefits of the Project's investment have continued / are likely to continue should funding cease or be reduced</p> <p>Evidence of partners, including UN agencies, donors, developmental partners and national authorities involvement into the Project design, implementation and evaluation</p> <p>Evidence of continuous use of infrastructure and other improvements made by the project</p> <p>Evidence of social norms, skills change</p>	<p>Key Project and Implementing partner documentation for relevant strategies and interventions.</p> <p>Interviews and FGDs notes</p>

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>perceive sustainability of ESPECRP, for capacity building support? Do they plan to continue making use of the services/products produced?</p> <p>Describe key factors that will require attention to improve the prospects of sustainability of Project outcomes and the potential for replication of the approach?</p> <p>To what extent do UNDP responsible partners support the project's long-term objectives? And to bundling objectives?</p> <p>To what extent will financial and economic resources as well as political will be available to sustain the benefits achieved by the project?</p> <p>Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programs and WB projects outputs and outcomes?</p>		<p>Mapping of diverse risks and opportunities, and expert assessment of their probabilities.</p>	
IMPACT:			
<p>To what extent is the project likely to contribute to improved capacity at the different project components\Outputs' individual and institutional levels?</p> <p>To what extent the ESPECRP project interventions generated benefit/created immediate effects, impacts, and sustainability for the targeted beneficiary and community and assess roles and responsibilities of local authority and community during planning, implementation, monitoring, and sustainability of the interventions.</p> <p>What positive and/or negative changes are the beneficiaries experiencing as a result of their</p>	<p>Systematic documentary review, applying structured tools</p> <p>Semi-structured interviews with Project staff, beneficiaries and partners</p> <p>FGDs</p> <p>Site visits</p> <p>Case studies</p>	<p>Extent to which any benefits of the Project's investment have contributed to long-term changes (e.g., improvements in health outcomes, reduction of poverty, social cohesion)</p>	<p>Key Project and Implementing partner documentation for relevant strategies and interventions</p> <p>Interviews and FGDs notes</p>

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>participation in ESPECRP activities?</p> <p>Did the UNDP staff take timely measures for mitigating any unplanned negative impacts of the ESPECRP project?</p> <p>How significant will the changes to the beneficiaries under the project outputs, be as a result of the ESPECRP project?</p>			
CROSS-CUTTING ISSUES: Qualitative data analysis approach used: Thematic analysis			
<p>To what extent have the responsible partners been compliant with safeguards measures? To what extent have they applied environmental and social safeguard instruments at the field level?</p> <p>How satisfied are beneficiaries with the GRM process and timelines in responding to complaints.</p> <p>To what extent do the RPs apply the potential impact of climate change, adaptation and mitigation measures to protect most vulnerable communities during the design and implementation of the subprojects to deliver the project intended support to the selected communities including gender equality and conflict sensitivity?</p> <p>How can the project reconsider its approach to contribute to enhancing diversity and inclusion?</p> <p>To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</p> <p>What are the constraints and challenges that the project has</p>	<p>Systematic documentary review, applying structured tools</p> <p>KIIs with Project staff, beneficiaries and partners</p> <p>FGDs</p> <p>Site visits</p>	<p>Evidence of improved compliance with safeguards</p> <p>Evidence of implementation of GRM</p> <p>Evidence of clear approaches of targeting women as beneficiaries</p> <p>Evidence of clear approaches of targeting PWDs as beneficiaries</p> <p>Evidence of operationalization of conflict-sensitive approach</p>	<p>Key Project and Implementing partner documentation for relevant strategies and interventions</p>

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
<p>faced in ensuring gender equality and sensitivity to the project activities?</p> <p>To what extent has the project promoted positive changes in gender equality, participation, and the empowerment of women? Were there any unintended effects?</p> <p>To what extent have local communities, women, youth, people with disabilities and other disadvantaged groups benefited from the project either direct or indirectly?</p> <p>Were persons with disabilities consulted and meaningfully involved in programme planning and implementation? If so, how?</p> <p>How has the RP ensured that persons with disabilities are included in project activities? To what extent are activities designed to engage such persons?</p> <p>What proportion of the beneficiaries of the project were persons with disabilities?</p> <p>What are the specific needs of persons with disabilities in humanitarian crises, and how can the project address these needs in a comprehensive and inclusive manner?</p> <p>What barriers do persons with disabilities face in accessing project services, and does the project have an action plan in place to mitigate and address these barriers?</p> <p>How can the participation of persons with disabilities in the design, implementation, and</p>			

Evaluation indicators and corresponding questions in the instruments	Methods	Judgement criteria	Documentary data sources
monitoring of humanitarian interventions be better promoted?			

Annex 3 Data Collection Methods

Relevance	<ul style="list-style-type: none"> Stakeholder mapping Systematic documentary review, applying structured tools. Mapping of available contextual analyses Technical analysis of Theory of Change Semi-structured interviews (Project staff and partners) FGDs of beneficiaries and partners (separate FGDs for men and women have been organized, as needed)
Effectiveness	<ul style="list-style-type: none"> Analysis of results data from Project and partners' M&E and financial system Mapping of risk analyses undertaken/ mitigation measures implemented. Systematic documentary/data review, particularly of Project/intervention level data Semi-structured interviews with UNDP staff and partners Reconstruction of the logical chain of Project results/indicators, with a focus on intermediate indicators and outcomes Contribution/attribution analysis to determine progress against intended results and pathways generated Verification methods includes site visits, KIIs, FGDs, and primary and secondary data and information review. The data and evidence collected was verified with the Project staff. All methods allowed triangulation, and where any outliers were identified, they were investigated.
Coherence	<ul style="list-style-type: none"> Semi-structured interviews with relevant partners operating in the same governorates or similar areas. Documentation review of the Project's reports and other relevant partners' reports to assess levels of synergy/coherence. Document any strategies aimed at improving coherence
Efficiency	<ul style="list-style-type: none"> Financial analysis of Project expenditures Systematic documentary/data review of Project and partners' financial documentation Comparative financial analysis with relevant interventions implemented by other UNDP Projects and UN agencies. Financial analysis – spend per component and intervention. Systematically selected sub-projects financial documentation review will apply cost cost-effectiveness lens. Semi-structured interviews with Project staff and partners and selected sub-projects and control groups
Impact	<ul style="list-style-type: none"> Systematic documentary review, applying structured tools. Semi-structured interviews with the Project staff, partners, and beneficiaries FGDs with ultimate beneficiaries
Sustainability	<ul style="list-style-type: none"> Systematic documentary review using structured tools. Semi-structured interviews with the Project staff, partners, and beneficiaries Interviews with key informants, particularly at the level of targeted governorates FGDs

Annex 4 Bibliography

- Project Appraisal document.
Project Document (Prepared in line with PAD to meet UNDP's corporate requirement)
Project Operations Manual (POM)
Theory of Change and Results Framework (RF).
Annual Work Plan & Budget (AWP&B).
TPMA Reports (e.g., Moore Yemen, UNDP Micro Assessment Small and Micro Enterprise Promotion Service (SMEPS) 2020; Moore – Yemen, UNDP Micro Assessment Social Fund for Development (SFD) 2020, and Moore Yemen, UNDP Micro Assessment Public Works Project (PWP), 2020
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UNDP, Sustainable Fishery Development in Red Sea and Gulf of Aden,
UNICEF, Community health volunteers
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World Bank, Yemen
World Bank, Yemen Food Security Response and Resilience Project
World Bank, Implementation Status & Results Report Yemen Restoring Education and Learning Emergency Project (P175036), November 2023

WFP, Conflict and economic crisis drive food insecurity and malnutrition in Yemen

World Resources Institute, Aqueduct

Yemen: Acute Food Insecurity Situation January - May 2023 and Projection for June – December 2023 (partial analysis),

Subproject Background Documents

- a. Selection process of intervention location/selection of community
- b. Socio-economic study report/PRA report for the selection of subproject
- c. The selection process of beneficiaries
- d. subproject design/planning/technical document
- e., subproject completion reports if the subproject is completed and handed over to the community/local authority.
- f. List of community committee members and ToRs/concept notes of the committee if available
- g. Procurement plan for each subproject if available and its implementation progress status
- h. financial plan/budget/disbursement for each subproject if available and its implementation progress status

Other relevant available documents/reports

Annex 5 Key informants interviews methodology and a list of interviewees

- UNDP management and staff
- Project management and staff
- Implementing partners
- WB as the donor
- Final Beneficiary, e.g., members of supported communities, supported business owners
- Non-beneficiaries, residents of communities not supported by the Project
- UNDP relevant projects

In total, more than 80 individuals were identified for semi-structured interviews. Individuals have been selected by the ET from a list provided by the Project and implementing partners and independently identified by the ET. The number is intentionally high to reflect the complexity and the scope of the evaluation, the resources available, and to increase confidence in the results. Interviews were conducted in English or Yemeni Arabic by the international and national consultants (jointly or separately).

Protection, data and information collection and storage protocols for semi-structured interviews

Written protocols to ensure human subjects' safety and identities.

To meet the standards as set in the UNDP Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis and ensure effective processes and accountability for ethical oversight of these processes; to ensure the protection of, and respect for, human rights within all research, evaluation, and data collection processes undertaken or commissioned by UNDP, the ET will undertake the following steps:

- Consent forms will not be collected. Oral consent to participate will be obtained.
- The consultants will describe in detail the purpose of the interviews and the benefits for the subjects. Participants will give voluntary and informed consent.
- The consultants will advise key informants that they may choose not to participate or to stop participating in interviews at any time.
- The consultants will advise key informants to contact UNDP Yemen directly if they have any complaints.
- Some interviews will be conducted in MS Teams. Prior oral consent of key informants will be obtained.

Semi-structured interviews guide

Informant Oral Consent

Dear colleague! UNDP has commissioned an evaluation of its Yemen Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP). We would appreciate getting your feedback about the Project.

We are requesting your consent to participate in the semi-structured interview. The information you provide will help UNDP and its partners to assess UNDP and its partners' performance.

The interview may take up to 60 minutes, depending on your available time and how much discussion the questions generate. I will record our interview with your permission. The records will be deleted once the interview data is processed.

Should you agree to participate in the interview, you can change your mind anytime. It means that you may choose to terminate the interview even after it has started. If you do not want to participate in this event, it will not affect your relationship with UNDP or its partners. This is true even if you change your mind after the focus group discussion has started.

If you have questions, please contact the UNDP focal point at the following phone number and email address: XX.

Name	Position	Organization
UNDP		
Abdo Seif	Head Management Support Unit	UNDP
Michele Dibenedetto	Team Leader, Economic Resilience and Recovery	UNDP
Fuad Ali	Deputy Team Leader, Economic Resilience and Recovery	UNDP
		UNDP
Project staff		
Tracy Vienings	Project Manager	Project
Edrees Al-Qadasi	National Coordinator	Project
Abeer AlBaridi	Gender Officer	Project
Abdulrahman AlAhadal	Finance Officer	Project
Ibrahim Naji	Communication Officer	Project
Eman Awadh	Admin and Finance Associate	Project
Kazi Hossain	M&E Specialist - WB	Project
Adeeb Al Sharjaby	M&E Officer	Project
Kadia F. Alqershi	Social & Environmental Safeguard Officer	Project
Ahmed Al Hadi	Information Management Officer - WB	Project
Ahmed Shohra	Information Management Officer - WB	Project
Implementing partners and beneficiaries supported		
SFD		
Abdullah Al-Dailami	Director	
Mohammed Taher Al Magthoob	Donor Reporting	SFD
Wesam Qaid	Deputy MD	SFD
Osama AlShami	SMED Director	SFD
Inas Al Hebsi		
Ghaida Ameen		
Abduljalil Alshamere		
PWP		
Saeed Ahmed	Director	PWP
Ibtihal Foad	Head of Unit	PWP
Abdulrahman Al Maswarie	M&E	PWP
Small and Micro Enterprises Promotion Service (SMEPS)		
Safiya Aljabry	Head of SMEPS	SMEPS
Yusra AlHada	Reporting	
Bothainah Alsabahi		
Manal Al-Marwani'		
Adnan Alqasus		
World Bank as Donor		
Randa G. El-Rashidi		World Bank

Third Party Monitoring Agency		
Mohammed Al-Qubati	Managing Partner	TPM
Hussein Almaqdami	Head of Field	TPM
Ezzaddin Abdulla	TPM Project Coordinator	TPM

Questionnaires for overall Project Operations:

UNDP and Project

Relevance

1. Are there clearly formulated national priorities related to Project areas of focus? How did the unstable political environment affect development efforts?
2. To what extent was the design of the Project relevant to the needs and priorities of the beneficiaries – local and national authorities and municipalities’ residents including the most vulnerable groups?
3. What is Yemen’s authorities views on SDGs? How is Project’s work supporting SDGs achievement? What are the main changes that happened over the last 5 years?

Coherence

1. How is the Project aligned with other UNDP and other relevant projects implemented by other partners?

Effectiveness

1. Who was involved in the Project design? How was the process arranged? Did the Project design involve targeted vulnerable groups such as PWDs and women? How did you operationalize HRBA in Project design? To what extent did the project contribute to the achievement of the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? What is the evidence? What progress has been made towards achievement of the expected outputs and outcomes?
2. How effective have the selected Project strategies and approaches been in progressing towards achieving Project results?
3. To what extent have capacities of relevant duty-bearers and rights-holders been strengthened through Project implementation? What tools were used to measure results of capacity building interventions? What is the evidence that the knowledge/skills acquired are used by the beneficiaries?
4. Did the Project explicitly support the most vulnerable groups and apply LNOB principle in practice?
5. How would you assess the Project effectiveness?
6. What factors influenced the Project effectiveness?
7. Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the Project outputs and outcomes?
8. Does the Project have effective monitoring mechanisms and adequate resources in place to measure progress towards results?
9. What are the roadblock/risks to realization of the Project’s objectives?
10. How was the Project document informed by previous UNDP and other partners experiences?
11. Looking forward, what are the most important areas related to local development and resilience and peacebuilding that the Government, UNDP and other partners should focus on in the short and long term

Efficiency

1. What is your budget utilization? Did you meet your funds utilization targets?
2. What strategies did you use to improve efficiency of your operations?
3. Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
4. Did you conduct cost benefit analysis in selecting delivery modalities?
5. Did you coordinate with relevant partners interventions to minimize costs?

6. What is the Project organizational structure? Why and how has it come to its current design? Can you demonstrate that it is necessary to deliver the expected results efficiently?
7. How did you perform M&E function? Did you make any Project adjustments based on results of M&E data obtained to optimize Project performance?

Impact

1. In which areas does the Project have the greatest impacts? Why and what have been the supporting factors? How can the Project build on or expand these achievements?
2. In which areas does the Project have the fewest impacts? What have been the constraining factors and why? How can or could they be overcome?
3. How have different stakeholders been involved in Project implementation? To what extent are Project management and implementation participatory?
4. To what extent did the targeted population, especially the vulnerable groups make the local interventions their own, taking an active role in them? What models of participation have driven the process?
5. Were there any positive or negative unintended effects of the Project?

Sustainability

1. How do you assess your Project sustainability? What indicators do you use?
2. Did the Project design include appropriate sustainability strategies such as promoting national/local ownership and using of local capacity, etc.? Did these strategies work?
3. What is the probability that the national and local stakeholders and actors supported by the Project will continue championing Project activities?
4. Are some of the Project results at high risk of being discontinued/abandoned after the Project's ending? What are they?

Cross-cutting themes: Environmental, Climate Change and Social Safeguard

1. Please describe how you ensured cross-cutting themes are properly addressed? Please provide evidence Did you follow UNDP or WB guidelines?

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. What are the objectives of your Gender Action Plan? To what extent has the Project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Disability

1. How did you involve Persons with disabilities into interventions design, implementation and monitoring? How do you address the barriers PWDs face? What are the main results achieved in inclusion and empowerment of persons with disabilities? What can the Project do better?

Donor

1. How would you assess the Project relevance in the broader national context? What is the evidence?
2. Are you satisfied with Project effectiveness? Does it deliver what is expected on time? Please compare UNDP performance with other partners you work with on Yemen. How effective have the selected Project strategies and approaches been in progressing towards achieving Project results?
3. Does the Project have effective monitoring mechanisms and adequate resources in place to measure progress towards results?
4. What do you think about Project efficiency? Have resources (financial, human, technical support, etc.) been allocated appropriately to progress towards the achievement of the Project outputs and outcomes?
5. How does the Project perform in terms of efficiency vs other partners you work with in Yemen?

6. Has the Project achieved all its intended results? If no, why?
7. How would you assess the Project contribution to more system level changes?
8. Did the Project explicitly support the most vulnerable groups such as PWDs and apply LNOB principle?
9. Are you satisfied with the Project sustainability prospects? Please provide a few examples.
10. What can the Project do different and better in the future? If you intend to continue funding, what the Project can do better?
11. What was the expectations from WB in terms of cross cutting themes? How would you assess the Project's performance in terms of cross-cutting themes?
12. What is your assessment of project results in gender equality and empowerment? What the Project can do better based on WB experiences?
13. Would is your assessment on the Project's role in advancing inclusion of persons with disabilities?

IPs

1. To what extent was the design of your interventions relevant to the needs and priorities of the beneficiaries, including the most vulnerable groups? Process of ensuring relevance of interventions. Consultations? How was the process arranged? Did the Project design involve targeted vulnerable groups such as PWDs and women? How did you operationalize HRBA in Project design? Technical discussions How do you work with the local authorities – do you have a standard process of adjust to local needs, depending on needs and circumstances?
2. What is your experience with geo-bundling? How do you currently collaborate with other UNDP IPs and other international partners?
3. Please describe your day to day work with UNDP. What types of trainings did you receive? Are you satisfied with them?
4. Please describe your relations with the private sector.
5. How do you perform ME functions?
6. Please describe how you ensure compliance with the safeguards?
7. How would you assess your work effectiveness? Do you plan to achieve all the targets?
8. To what extent did ESPECRP promote best practices and lessons learned in transferring power to beneficiaries and local stakeholders to ensure engagement, transparency, and accountability?
9. What are the key internal and external factors (success & failure factors) that have contributed, affected, or impeded the achievements, and how you have managed these factors?
10. What are the roadblock/risks to realization of the Project's objectives?
11. What strategies did you use to improve efficiency of your operations?
12. Were the deliverables implemented according to the initial timeline? Were there any delays in implementation and what were the reasons for that?
13. Did you conduct cost benefit analysis in selecting delivery modalities?
14. Did you coordinate with relevant partners interventions to minimize costs?
15. In which areas does the Project have the greatest impacts? Why and what have been the supporting factors? How can the Project build on or expand these achievements?
16. How do you assess your Project sustainability? What indicators do you use?
17. Did the Project design include appropriate sustainability strategies such as promoting local ownership and using of local capacity, etc.? Did these strategies work?
18. Did the ESPECRP activities take specific measures to guarantee sustainability? Are ESPECRP activities supported by the local stakeholders and communities and well-integrated into local social and economic structures? Are structures, resources, and processes in place to ensure the benefits generated by ESPECRP are continued after the World Bank funding ceases?
19. To what extent have the responsible partners been compliant with safeguards measures? To what extent have they applied environmental and social safeguard instruments at the field level?
20. How satisfied are beneficiaries with the GRM process and timelines in responding to complaints?

TPM

1. Could you please share the ToR for your monitoring work?
2. Is it possible to extract the consolidated monitoring report for the UNDP project Emergency Social Protection Enhancement and COVID-19 Response Project (ESPECRP), funded by the World Bank from your internal system?
3. What are your overall impressions about the Project effectiveness?
4. What factors influenced the Project effectiveness?
5. Did you address sustainability issues?
6. Please share your impressions on geo-bundling.
7. Did the Project explicitly support the most vulnerable groups and apply LNOB principle in practice?
8. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the Project?
9. Please describe how you ensured cross-cutting themes are properly addressed? Please provide evidence
10. To what extent have the responsible partners been compliant with safeguards measures? To what extent have they applied environmental and social safeguard instruments at the field level?
11. How satisfied are beneficiaries with the GRM process and timelines in responding to complaints.
12. Could you please assess ME systems of UNDP and IPs (SFD, SMEPs and PWP) project implementation strategy and execution been efficient and cost-effective? What system and tools were developed for monitoring the implementation of the ESPECRP project? What challenges were experienced in monitoring of the project implementation?
13. In which areas does the Project have the greatest impacts? Why and what have been the supporting factors? How can the Project build on or expand these achievements?
14. Looking forward, what UNDP and other partners can do better and differently?

Output 1

List of KIs for CfN and CfW components. Names of KIs are not disclosed for privacy and confidentiality considerations.

Number	Position	Location
1	Health and social protection program director	Sanaa HQ
2	Health and social protection program assistant	Sanaa HQ
3	M&E officer	Sanaa HQ
4	Labour intensive program director	Sanaa HQ
5	Labour intensive program assistant	Sanaa HQ
6	Nutrition officer	Sanaa governorate
7	M&E officer	Sanaa governorate
8	project officer	Sanaa governorate
9	project officer	Amran
10	project officer	Amran
11	Labour intensive program officer	Amran
12	M&E officer	Amran
13	Nutrition officer	Amran
14	environment, occupational safety officer	Amran
15	Labour intensive program officer	Taiz
16	Community officer	Taiz
17	Roads officer	Taiz

18	project officer	Taiz
19	Nutrition officer	Taiz
20	CFW program officer assistant	Aden
21	M&E officer	Aden
22	Marib Al wadi district director	Marib
23	Vaccination assistant Health office	AlAqrodh district - Taiz
24	school principal	Ash Shamitain district - Taiz
25	Local council member and community committee meber	Al Mudhar district - Taiz
26	Depty DHO	Hadhramout
27	Community committee member	Hadhramout Tareem
28	Agriculture office director	Hajr district
29	CFW project officer	Dhamar
30	CFN project officer	Dhamar
31	CFN project officer	lbb

Interview with the director of the health office

Part 1: Introduction and consent (10-15 minutes)

Good morning

My name is [Name.....], and helping me with the session today is [Name....].

The Social Fund for Development implemented the cash-for-nutrition project in the directorate on behalf of the United Nations Development Programme, and I am currently carrying out the midterm evaluation of the project. As one of the parties associated with the project, we would like to hear from you about some aspects related to the progress of the project. I hope you feel comfortable and free to share your ideas, we guarantee the confidentiality of the information and that it will not be used. Your name will not be mentioned in the report

With your permission, we will record this session to ensure no answers are missed. Our discussion will last about an hour or less.

With your permission, I can begin the discussion.

Check questions before starting.

What was the nature of your relationship with the project? How long did the project last? What did the project provide? And other verification questions to ensure that the participants are actually part of the project

Relevance

1. To what extent was the service provided by the project relevant to your community's priority needs? (1-5) If your answer is 3 or less, what are your other immediate needs?
2. What changes in goals and design would you recommend for a similar intervention in the future?
3. Does the project target special groups in society, such as the marginalized and the displaced? how?
4. Were you informed/consulted about the project in advance? (No Yes) If yes, how? If no, why do you think you were not consulted?
5. How did you find out about the project?
6. To what extent were the project goals, design, and implementation methods welcomed by your community? 1-5 and why?

Coherence

1. Is there an implemented project similar to this one? If yes, who does it? What are the similarities? Why do you think the project should be repeated?

2. To what extent do you find the project responsive to the needs of your community? 1-5 If more than 3, how? If less than 3 why?
3. What is the status of the project now? Running or finished? If operating, is it running smoothly? If completed, did it achieve its goal? how?
4. If we replicated the project here or elsewhere, what lessons and recommendations could be drawn from this project?

Effectiveness

1. How did the project outcomes meet the needs of your community?
2. Have cases been referred to health centres to treat malnutrition? How was the referral made? How did the centre receive you? What procedures did the centre teach about the case? What materials did he spend? Was it available?
3. Have cases of malnutrition improved? how?
4. How well are project activities implemented in terms of quality, quantity and timing?
5. In which areas did the project achieve the least achievements? What factors have hindered progress and why? How can these obstacles be overcome or addressed?
6. In which areas did the project achieve the greatest achievements? Why and what are the supporting factors? How can the project build on or expand these achievements?
7. To what extent do the project objectives and outcomes address women and vulnerable groups?
8. Who are the stakeholders associated with the project? How did each of them participate?

Efficiency

1. To what extent was the project implemented on schedule and agreed upon? If you experience some delay, why?
2. How do you evaluate the training activity that was held for female intellectuals?
3. To what extent do you find that resources are being used optimally?
4. Is the coverage objective right for you? how?
5. What are the procedures for paying dues? How is it done? Are there problems related to payment?
6. What about payment to beneficiary mothers?
7. Are payments distributed at regular intervals? (no Yes)
8. Were you consulted during project implementation? from? What was the matter?

Impact

1. What positive and/or negative changes have the female intellectual/mother beneficiaries experienced as a result of their participation in cash-for-nutrition activities?
2. Have timely measures been taken by project management to mitigate any unplanned negative impacts of the cash-for-nutrition project?

Sustainability

1. What is the amount of benefit and direct impact achieved by the cash-for-nutrition project interventions for the beneficiaries and target communities? How sustainable are these effects?
2. What are the roles and responsibilities of the local authority and community during project planning, implementation, monitoring and sustainability?
3. What are the positive and/or negative changes for the beneficiaries, intellectuals and mothers, as a result of their participation in the project?
4. What will you do after the project ends?
5. How sustainable do you think the project is? how?
6. Who are the relevant stakeholders who can contribute to the sustainability of the project outcomes? How can they contribute?
7. Did the project contribute to building capacity at the individual and institutional levels? how?

8. Are there any risks that might jeopardize the sustainability of the project outcomes?

Cross-cutting themes: environment, climate change and social protection

1. Did you contact the project management to inform them of any complaints and comments about this project? How was communication done? What is the problem? What response did you get? Was the response satisfactory to you?
2. How has climate change, including unstable rainy seasons, drought, floods, and increased heat, affected the nutrition situation in your community? Did the Social Fund take this influence into account in designing this project to mitigate and protect the most vulnerable communities?
3. If we were to replicate the project, what measures could be considered to enhance the intervention and diversity and inclusion?

Gender equality

1. Were there female employees in the project to register and train nutrition educators, consult, and address beneficiaries' issues? If yes, what were their roles? If not, why is it not available?
2. To what extent did the project promote positive changes in women's and children's health?
3. Were there any unintended effects? Whether negative or positive
4. How did the project contribute to empowering women and reducing gender inequality (keeping women in poverty, accelerating transitions for sustainable development, and reducing structural vulnerabilities to shocks and crises)?
5. What obstacles and challenges did the project face?
6. To what extent have local communities, women, youth, persons with disabilities and other disadvantaged groups benefited from the project directly or indirectly?

Disability

1. Did the project employ females with disabilities disabilities?
2. Did the project target people with disabilities/marginalized/displaced people? how?
3. What obstacles did the project face in integrating people with disabilities/marginalized/displaced people? How do you suggest to overcome it?

Final notes

What are your general comments about the project? About his performance? Its effectiveness? Its negatives? Its positives? How can it be improved?

Output 2

#	Name	Position	Location
1	Mr. Ahmed Rajeh	a Head Secretariat of Al Buraiqah Local Council	Aden, Al Buraiqah
2	Mr. Abdulkareem Al Jawi	Head of the Local Council	Aden, Mualla
3	Mr. Abdullelah Saleh	Head of the Community Committee	Aden, Basteen
4	Mr. Anwar Mohammed,	Neighborhood Leader	Lahj, Houta
5	Mr. Mokhtar Abdullah	Head of Neighborhood Leader Committee	Lahj, Houta
6	Mr. Abdulghani Shmsan	Relation Officer in the Local Council	Sana'a the Capital, Maain
7	Mr. Masood Aljamrah	Services Officer in the Local Council	Sana'a, Bani Hoshaiish
8	Mr. Moneer Thabet	PWP Sana'a Area Manager	Sana'a the Capital and Sana'a Governorate
9	Mr. Fawaz Ismail	PWP- Safeguarding Project Officer	Aden Office
10	Mr. Awsan Mohammed	PWP- Safeguarding Project Officer	Lahj Office
11	Mr. Mohammed Jamal	PWP Dhamar Area Manager	Dhamar Office

12	Mr. Abdulrahman Al Maswari	M&E Officer	PWP Head Office
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1. PWP- KII

Relevance

1. What were the strategies and mechanisms followed to select such intervention? Would you please provide examples?
2. To what extent did you design your interventions based on previous relevant projects? What were the lessons learned? And how were reflected in the designed interventions?
3. What were the strategies and mechanisms followed to select such intervention? Would you please provide examples?
4. To what extent did you design your interventions based on previous relevant projects? What were the lessons learned? And how were reflected in the designed interventions?
5. In your opinion, to what extent the designed project had mainstreamed the different social groups? Would you please provide examples?
6. In your opinion, to what extent do you think the designed project was aligned with the SDGs and national development priorities? Would you please provide examples?

Coherence

1. To what extent there was any possibility for such a project to create conflict among community members?
2. Would you please describe the level of coordination with related authorities to plan and design the project?
3. What are the strategies that you have to ensure that the designed project responds to a political, legal, economic, and institutional situation in Yemen?
4. In your opinion, what should be reconsidered in terms of achieving more rationality for the project?
5. Up to this level, to what extent do you think the project is aligned with the planned outputs and outcomes? What needed to be reviewed or reconsidered? And why?
6. What are the challenges you faced and may face during the implementation of the project? And what is needed to be overcome?

Effectiveness

1. To what extent the actual targeted beneficiaries are aligned with the project plan? In case of any changes, why?
2. What is the level of community members' engagement within the project?
3. What can hinder more engagement for community members in the project?
4. What are the strategies you have done or planning to do in terms of engaging community members in the project now and in the future?
5. To what extent the implemented sub-project was aligned with the ToR? In case of occurred variance, what is the justification?
6. What were the main challenges faced in the implementation of the sub-project? How were they tackled?
7. What are the factors of success opportunities and challenges that may affect the delivery of project objectives?
8. Would you please describe the communication mechanism with other partners and UNDP in terms of overcoming any challenges and strengthening any success opportunities? Would you please describe the level of responsiveness? Please provide examples.
9. What are the mitigation strategies you follow to overcome challenges and expand success? Please provide examples.

10. Would you please explain the mechanism you are following to manage the project implementation? To what extent do you do it directly? And if you are not doing it directly, who are the other actors you rely on to deliver the project activities? How does this affect the budget and the timeline?

Efficiency

1. To what extent there was a delay in implementing the activities according to the approved timeline?
2. In case of delays, what are the reasons behind that? And how did you act accordingly? To what extent does that affect the budget and the annual plan?
3. What is the number of staff assigned for this project? To what extent do you think this number is sufficient? Why?
4. To what extent the project management is aligned with the agreed project manual? Did you find it easy to comply? Or you were applying methods to manage the project?
5. What is the rationality behind the project costs (administrative and execution) compared with the number of direct and indirect beneficiaries and the overall benefit on the community level?
6. In terms of time and resources, to what extent the planned M&E activities were aligned with the timeline and budget of the project? In case of delays or overspending, what are the reasons behind that?

Sustainability

1. Would you please describe your strategies to exit smoothly from the project? To what extent do you engage the community in this strategy?
2. What is the mechanism you are following to ensure sustainable service delivery of the sub-project? How is the local community engaged in managing and sustaining the project?
3. In the case of delivering the sub-project to the community or local authority, what have you done to ensure the sufficient capacity of the beneficiaries to sustain the sub-project?
4. What is needed to be improved in terms of maintaining the sustainability of the sub-project?

Cross-cutting themes: Environmental, Climate Change and Social Safeguard

1. Would you please describe what are the social and environmental safeguarding measures you follow during the project? To what extent they are aligned with UNDP and other partners' measures? Kindly provide examples.
2. Would you please describe how you deal with grievances?
3. In designing the project, what are the measures you follow to ensure that the delivered assets and infrastructure will respond to climate change?
4. Would you please describe how the community members will be secured and protected using the delivered assets? What were the protection measures you followed to ensure community members' safety?
5. How would you be able to ensure more diversity in delivering the project activities and achieve more inclusion for the different social groups?
6. What are the measures you follow to select the targeted communities and locations? What could be done to avoid conflict sensitivity in delivering the project activities and assets?

Gender equality

1. Is there a gender balance in the project staff, field teams, and beneficiaries? If yes, kindly indicate the % of male and female representation.
2. What were the criteria and strategies followed to achieve a gender balance in the project? Please provide examples.
3. What had been done to ensure gender equality and sensitivity in the project activities?
4. What are the challenges that occurred in this regard? How do you manage these challenges?
5. Would you please explain how such project will impact different groups (women, men, boys, girls,..etc)?

Disability

1. Did the project involve meaningful engagement of PWDs in the project design and implementation?
2. What barriers did the project face in including PWDs, and how can these barriers be overcome?
3. What is the impact of the project on the lives of PWDs? Have positive changes been observed?
4. What specific measures has the project taken to ensure the inclusion of PWDs in project activities?
5. What steps has the project taken to address the barriers faced by PWDs in accessing project services, and is there an action plan in place for mitigating and addressing these barriers?

2. Community committees/community leaders- KII

Relevance

1. Would you please describe how this project (name of sub-project) was related to your daily needs for the different social groups and members? In case you think it is not related, what other similar related needs do you think it has more priority?
2. In your opinion, who is the most benefited from such a project? How, would please provide examples?
3. To what extent do you think that the implemented project has improved or will improve the community's livelihood? Would you please provide examples?

Coherence

1. Are there other similar or related projects done by other actors? To what extent do you think there was a synergy between them?
2. To what extent there was any possibility for such a project to create conflict among community members?

Effectiveness

1. To what extent do the project outputs and outcomes respond to the direct and indirect beneficiaries' needs?
2. To what extent the beneficiaries are satisfied with the delivered services?
3. What are the issues that the sub-project has resolved?
4. To what extent the community was engaged in planning for the activities?
5. What can hinder more engagement for community members in the project?

Impact

1. How has the sub-project impacted the community in terms of smoothing their lives? Kindly provide examples.
2. In your opinion, how does the sub-project achieve immediate benefits or effects? In case you think there are no immediate effects, to what extent do you think the sub-project will affect the community's livelihood in the long term? Kindly provide examples.
3. Would you please describe the changes that occurred as a result of the sub-project on the social and economic level? To what extent do you think these changes are positive or negative? Kindly provide examples.

Output 3

List of KIIs

#	Name	Sector	Position	Location
1	Basheer Alozeeb	Agriculture	SMEPS – Agriculture Sector Responsible	Sana'a
2	Ahmed Mojamal	Agriculture	SMEPS - SMEs Responsible	Sana'a
3	Mohammed AlZorqa	Agriculture	SMEPS – Supply chain Responsible	Sana'a
4	Dr. Mohammed AlQarmah	Agriculture	SMEPS - Livestock Responsible	Sana'a

#	Name	Sector	Position	Location
5	Nashwan AISayd	Agriculture	SMEPS - Fish Responsible	Sana'a
6	Waseem AIAbsi	Agriculture	SMED- Project Officer	Sana'a
7	Abeer Basalama	Agriculture	Azal Microfinance Program – project Responsible (Business Association)	Sana'a
8	Awraq Abdullah Shajrah	Agriculture	Al-Athar Agricultural Cooperative Association (Business Association)	Sana'a
9	Hameed AIDari	Livestock	Queen Balqis Farms for dairy production and fattening calves (SMEs)	Sana'a
10	Ayth Gaydan	Agriculture	AlMahla Village - Community committee	Dhamar
11	Mohammed AIGamal	Agriculture	Ofaq Village - Community committee	Dhamar- Jahran
12	Ali Almaqwali	Agriculture	SMEPS- Supply chain Supervisor	Dhamar
13	Abdullah Alyaeesh	Agriculture	SMEPS- Agriculture Supervisor	Dhamar
14	Mohsenah Mohammed Naser	Agriculture	Small Producer	Dhamar - Almahla
15	Amal Ali Saleh	Agriculture	Small Producer	Dhamar- Jahran- Rusabah
16	Fatemah Ali Ahmed	Agriculture	Small Producer	Dhamar- Jahran- Alqoba
17	Ahmed Ali Ahmed	Agriculture	Small Producer	Dhamar - Almahla
18	Ali Bureek	Agriculture	SMEPS – Agriculture Officer	Hadramout
19	Abdulhakeem AINabhi	Agriculture	SMEPS – Supply chain Officer	Hadramout
20	Mabruk AIZuberi	Agriculture	SMEPS – Supervisor	
21	Rabeea Salemeen Barabaa	Agriculture	Director of the Agriculture Office, and the local authority representative in the project	Hadramout Wady Alayeen & Hurah
22	Faraj Saeed Mohammed	Agriculture	Small Producer	Hadramout Wady Alayeen & Hurah
23	Ahmed Habash Mahfuz	Agriculture	Small Producer	Hadramout Wady Alayeen & Hurah
24	Mohammed Salemeen	Agriculture	Small Producer	Hadramout Wady Alayeen & Hurah
25	Ahmed AIHebshi	Agriculture	Be farm Agricultural Development Company (Supply Chain Enablers)	Hadramout- Sayun
26	Abdulrahman Yaslam	Agriculture	Retailer	Hadramout- Sayun
27	Anwar Ali Zemah	Agriculture	Retailer	Hadramout- Sayun
28	Aref Saleh Mabruk	Agriculture	Retailer	Hadramout- Sayun
29	Abdullah Awad Abdllah	Agriculture	Retailer	Hadramout- Sayun
30	Huseen Saleh	Agriculture	Supply Chain Enablers	Hadramout- Shibam
31	Ayda Barak	Agriculture	Sayun Agricultural Cooperative Association (Business Association)	Hadramout- Shibam
32	Abdulghleq Bahshwan	Agriculture	Bahshwan Farm (SMEs)	Hadramout

#	Name	Sector	Position	Location
				Wady Alayeen & Hurah
33	Rabeea Saleh Ahmed	Agriculture	Bin Rabaa Farm refrigerator for palms and citrus fruits (SMEs)	Hadramout Wady Alayeen & Hurah
34	Ahmed Badawi	Agriculture	Peasant nurseries (SMEs)	Hadramout- Shibam
35	Saree Aysh Ali Shomi	Fish	Alardi Village - Community committee	Taiz - Bab Almandab - Dhubab
36	Mostafa Saeed Awad	Fish	Dhubab Village - Community committee	Taiz - Bab Almandab - Dhubab
37	Fekriah Salem Abdullah	Fish	Small Producer	Taiz - Bab Almandab - Dhubab
38	Mohammed Magbul	Fish	SMEPS Fish Supervisor team leader	Taiz - Bab Almandab - Dhubab
39	Arafat Mohammed	Fish	SMEPS Fish Supervisor	Taiz - Bab Almandab - Dhubab

1. SMEPS- KII

Relevance:

1. Were you involved in the project's design? If yes, kindly elaborate on your participation and how you incorporated lessons learned from prior initiatives?
2. Did the project specifically address marginalized groups, such as women, youth, persons with disabilities, and internally displaced persons?
3. In what ways has the project supported the SMEPS/SMED program objectives?
4. Prior to launching the project, did you perform a disaggregated needs assessment? If yes, please explain how the results influenced the project design?
5. How has the project responded to the current situation in Yemen?
6. Could you provide the proportion of male-to-female beneficiaries of the project?

Coherence:

1. In what ways does UNDP's Bundling approach contribute to the enhancement of beneficiaries' resilience and add value to their well-being?
2. Could you provide examples of collaborative efforts and synergies between UNDP's interventions and other relevant stakeholders, including UN agencies?
3. How effectively has the ESPECRP adapted to political, economic, and other contextual changes in Yemen?
4. What is the overall progress of ESPECRP in achieving its objectives, particularly in terms of delivering outputs and progressing towards desired outcomes?
5. Based on the available evidence regarding the current level of results achieved, what lessons and recommendations can be derived?

Effectiveness:

1. What degree of success was achieved in fulfilling the objectives, outcomes, and outputs of the projects?

2. Were there any unintentional or unforeseen outcomes? If so, what were they?
3. How effectively were the project activities executed in terms of quality, quantity, and timing?
4. What factors influenced the achievement or non-achievement of project goals? Were these factors considered during the risk analysis?
5. In which areas has the ESPCRP project achieved the greatest success? What factors have contributed to this success and how can the project capitalize on or expand upon these achievements?
6. In which areas has the project had the fewest successes? What factors have limited progress in these areas and how can they be addressed?
7. Are the project objectives and outputs well-defined, practical, and feasible within the project's framework? Do they adequately address the needs of women, men, disabled and vulnerable groups?
8. How effective was the project in addressing cross-cutting issues, such as gender mainstreaming and women's empowerment?
9. To what extent have different stakeholders been involved in the implementation of the project?

Efficiency:

1. To what extent did the project management structure contribute to achieving the intended results?
2. What were the allocated resources for addressing gender issues and inequities, and how were they utilized?
3. How effective was the project implementation strategy and its execution?
4. What measures were put in place by the project management team to ensure cost-effectiveness?
5. Did any project activities overlap or duplicate other similar interventions funded by national or other donors?
6. How efficiently were the resources utilized during the project implementation?
7. Have the activities carried out in support of the strategy yielded positive outcomes?
8. To what extent was the project implemented within the agreed timeline, and if there were any delays, what were the reasons?
9. How reliable and effective are your Monitoring and Evaluation systems in guaranteeing successful project management?

Impact:

1. What is the magnitude of benefits, immediate effects, and impacts, achieved by the ESPECRP project interventions for the targeted beneficiaries and community, and how can the roles and responsibilities of the local authority and community be evaluated during the planning, implementation, and monitoring, of the interventions?
2. What are the favorable and/or unfavorable changes observed among the beneficiaries due to their involvement in ESPECRP activities?
3. Were the SMEPS/ SMED staff prompt in taking appropriate measures to address unexpected negative impacts of the ESPECRP project?

Sustainability:

1. What measures have been taken to ensure the sustainability of project benefits once the project is completed?
2. Have sufficient resources been allocated to maintain the project outputs in the long term?
3. What exit strategies were developed prior to the project's conclusion? How effective have these strategies been thus far?
4. What strategies have been implemented to foster a sense of ownership among stakeholders and facilitate the sustainability of project benefits?
5. To what extent do key stakeholders (including men, women, and vulnerable groups) support the long-term objectives of the project?

Cross-cutting themes: Environmental, Climate Change and Social Safeguard:

1. Has the project resulted in any adverse environmental consequences? If so, could you please specify?

2. To what extent does the Small and Medium Enterprise Promotion Service (SMEPS) take into account the potential effects of climate change and implement adaptation and mitigation measures to safeguard the most vulnerable communities during the planning and execution of subprojects?
3. If there is a plan to replicate the project, what strategies could be employed to promote diversity and inclusivity?

Gender equality:

1. Does this project show adequate representation of women in project management, community committees, and among beneficiaries? If not, what are the reasons behind this imbalance?
2. To what extent has this project successfully facilitated positive changes in gender equality and the empowerment of women? Have there been any unintended effects?
3. How has this project played a role in empowering women and reducing gender inequalities, particularly in addressing poverty, promoting sustainable development, and mitigating vulnerabilities to shocks and crises?
4. What challenges and limitations have this project encountered in its efforts to ensure gender equality and sensitivity to project activities?

Disability:

1. Were IDPs and PWDs actively engaged by the project community committees?
2. Did the project management seek input from IDPs and PWDs during the design and implementation phases?
3. Was there appropriate representation of PWDs and IDPs among project beneficiaries?
4. What challenges did the project encounter in including PWDs/IDPs, and what suggestions do you recommend for overcoming these barriers?
5. What is the impact of the project on the lives of individuals with PWDs and IDPs? Have any positive changes been observed?
6. What obstacles do persons with disabilities face when accessing project services, and does the project have a concrete plan to mitigate and address these challenges?

2. Community committees/community leaders- KII

Relevance:

1. Was the project developed based on a comprehensive needs assessment that took into account the diverse needs of different community groups?
2. Were you involved in the pre-implementation planning of project activities and services? If so, how?
3. How did the project ensure equitable targeting of men and women in the selected communities?
4. How has the project responded to the prevailing situation in your area and in Yemen as a whole?

Coherence:

1. What are the additional interventions currently being implemented in your area and who are the responsible implementers for these interventions?
2. To what extent do UNDP interventions demonstrate effective collaboration and synergy, both within UNDP and with other organizations, including UN agencies?
3. What valuable lessons can be gleaned from the implementation of ESPECRP thus far and what recommendations can be put forward for its improvement?

Effectiveness:

1. What were the achievements of the project and how did it improve the community, both in planned and unplanned ways?
2. How well were the project activities executed? In which areas did the project face the most challenges in achieving progress? What were the factors that hindered progress and how can these obstacles be addressed in future projects?

3. What were the internal and external factors that influenced the project's success and failures? How did UNDP and its partners manage these factors? How can we capitalize on the project's successes and extend its impact?

Efficiency:

1. Were the processes and resource utilization optimized? Did the outcomes adequately justify the incurred costs? Were resources allocated strategically?
2. In what ways has the project contributed to enhancing resilience within your community? To what degree was the project implemented within the agreed-upon timeframe? If there were delays, what were the causes?

Impact:

1. To what extent did the project interventions generate benefits and create immediate impacts, for the targeted beneficiaries and the community? Additionally, how were the roles and responsibilities of the local authority and community assessed during the planning, implementation, and monitoring, of these interventions?
2. What positive and/or negative changes are being observed among the beneficiaries as a result of their participation in ESPECRP activities?

Sustainability:

1. Did the project take specific measures to guarantee sustainability? Are Project activities supported by the local stakeholders and communities and well-integrated into local social and economic structures?
2. Are structures, resources, and processes in place to ensure the benefits generated by the project are continued after the funding ceases?
3. Are there any social or political risks that may jeopardize the sustainability of project outputs?
4. In which areas did the project attain significant progress, and in which areas did it have limited accomplishments? What were the underlying reasons for these outcomes, including both facilitative and constraining factors? How can the project capitalize on and extend its achievements? What strategies can be employed to overcome these challenges?

Cross-cutting themes: Environmental, Climate Change and Social Safeguard:

1. To what extent have the responsible partners adhered to the safety regulations?
2. How effectively have the responsible partners implemented the field-level environmental and social safety protocols?
3. What is the level of satisfaction among beneficiaries regarding the complaint handling process and its timeliness in resolution?
4. How thoroughly do the responsible partners take into account the potential consequences of climate change and integrate adaptation and mitigation measures to safeguard the most vulnerable communities during the design and execution of subprojects?
5. What measures can be implemented to enhance the project's approach to promoting diversity and inclusion? Did the project have any adverse environmental impacts? If so, what were they?

Gender equality:

1. To what extent has the project incorporated gender equality and women's empowerment in its design, implementation, and monitoring?
2. What difficulties has the project encountered in ensuring gender equality and sensitivity in its activities?
3. How well has the project been in promoting positive transformations in gender equality, participation, and women's empowerment? Were there any unforeseen outcomes?
4. In what ways have local communities, women, youth, individuals with disabilities, and other marginalized groups benefited from the project, either directly or indirectly?

Disability:

1. What proportion of the program beneficiaries consist of individuals with disabilities?
2. How were individuals with disabilities consulted and involved during the project's planning and implementation phases? What specific measures have been put in place to ensure their inclusion?
3. How effective are the project activities in engaging individuals with disabilities?
4. What are the specific needs of individuals with disabilities during humanitarian crises, and how has the project addressed these needs in an inclusive manner?
5. What obstacles do individuals with disabilities face while accessing project services, and what actions has the community leader taken to overcome and address these challenges?

Annex 6 Focus Groups Methodology and a List of FGDs conducted, by component

General methodological notes

- Sites of the study: 19 FGDs in selected governorates were conducted face-to-face by the national consultants.
- Gender-sensitive approach: focus groups were conducted separately for men and women.
- Selection of the respondents: ET, UNDP and implementing partners
- Number of observations: one-time observation, no future contact with subjects planned.
- Sample size: participants in community consultations – 8-12 individuals per FGD
- Language: Yemeni Arabic

Protection, data and information collection and storage protocols for FGDs

Written protocols to ensure human subjects' safety and identities.

To meet the standards as set in the UNDP Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis and ensure effective processes and accountability for ethical oversight of these processes; to ensure the protection of, and respect for, human rights within all research, evaluation, and data collection processes undertaken or commissioned by UNDP, the ET undertook the following steps:

- Consent forms were collected.
- The national consultants described the purpose of FGDs and the benefits for the subjects. Participants provided voluntary and informed consent.
- The national consultants advised subjects that they could choose not to participate or stop participating in FGDs at any time.
- Subjects were instructed not to share any personal and confidential information.
- The national consultants knew only the first names of the subjects participating; no last names or addresses of subjects participating were shared with the ET.
- UNDP Project staff supported FGDs and provided additional guidance to ensure compliance with the UNDP human subjects' safety rules.
- The national consultants were prepared to stop the FGDs if risks for subjects arise, such as disclosure of personal or confidential data.
- The national consultants advised the subjects to contact UNDP Yemen directly if they have any complaints.
- Once FGD data was processed, the recordings were deleted.

Focus Group Discussions

Informant Consent Form

Dear participants! UNDP is evaluating its Yemen Emergency Social Protection Enhancement and

COVID-19 Response Project (ESPECRP). As a Project partner/beneficiary, we would appreciate your feedback about the Project and how it affected your family and the community.

We are requesting your consent to participate in the focus group discussion. The information you provide will help UNDP to assess its performance.

The focus group discussion may take 60 minutes, depending on your available time and how much discussion the questions generate.

The moderator will lead the discussion and take notes during the discussion. To accurately capture the information provided, we request your permission to make an audio recording of the focus group discussion. We will produce a report describing what we have found regarding the main themes that you and the other focus group participants tell us about. When we write about our findings, we might use direct quotes from this focus group, but we will not identify you individually. All information you provide will be treated as confidential. This means that it will not be passed on to anyone else in any way that could identify you. Your personal information will not be documented. Please keep the data from the discussion confidential afterwards.

Should you agree to participate in the focus group discussion, you can change your mind anytime. You may leave the activities and withdraw from the focus group discussion even after it starts. If you do not want to participate in this event, it will not affect your relationship with UNDP or its partners. This is true even if you change your mind after the focus group discussion has started.

If you have questions, please contact the UNDP focal point at the following phone number and email address: XX. A copy of this consent form will be left with you so that you have access to this information.

FGD Facilitator Obtaining Consent:

I discussed this study with the participants and answered all their questions in a language they understood. The participants understood this explanation and voluntarily agreed to participate in this study.

Name of facilitator:

Signature:

Date and time of FGD discussion:

Number of participants:

Output 1

Region	Target group	M	Female
Shamitain - Bani Omar	indirect beneficiaries	9	
Al Mudhafar	direct beneficiaries		8
Shamitain -Jabal gerdad	direct beneficiaries	8	
Shamitain - Bani Omar	Indirect beneficiaries	8	
Saber Al Mawadem	indirect beneficiaries		10
Saber Al Mawadem	direct beneficiaries	8	
Al Ghujlah - Marib	direct beneficiaries	10	
Al Mesrakh - Aqroodh	Mothers		11
Al Mesrakh - Aqroodh	educators		11
Broom - Hadhramout	Mothers		11
Broom - Hadhramout	educators		11

Tuban - Alwaht	Mothers		10
Tuban - Alwaht	educators		10

Questionnaires:

Community leaders or local authorities FGD

Part One: Introduction and Approval

Good morning/and welcome all.

My name is [Name.....], and helping me with the session today is [Name....].

The Social Fund for Development implemented the cash-for-work project in the directorate on behalf of the United Nations Development Programme, and I am currently carrying out the midterm evaluation of the project. As one of the parties associated with the project, we would like to hear from you about some aspects related to the progress of the project. I hope you feel comfortable and free to share your ideas, and we guarantee the confidentiality of the information and that it will not be used. Your name in the report

With your permission, we will record this session to ensure no answers are missed. Our discussion will last about an hour or less.

With your permission, I can begin the discussion.

Check questions before starting

What was the nature of your relationship with the project? How long did the project last? What did the project provide?

And other verification questions to ensure that the participants are actually part of the project

Relevance

1. Did the project rely on an assessment of the needs of the region and different community groups? If not, why? If yes, how was this reflected in the project design?
2. Did the project fairly target men and women in the target communities?
3. How did the project respond to the current situation in your area?
4. Are such projects implemented by the Fund considered appropriate for the situation in Yemen in general? how?

Coherence

1. What other interventions is your area currently witnessing? Who are the implementers? What are the similarities? How do you compare?
2. What similar interventions has your area witnessed previously? Who are the implementers? What are the similarities? How do you compare?
3. Are UNDP interventions working effectively? Do you work well with other organizations, including UN agencies?
4. What lessons can we learn from the project so far? What recommendations can we make for improvement?

Effectiveness

1. What did the project achieve?
2. How did the project improve the lives of people in your community, whether in planned or unplanned ways?
3. How well are project activities implemented?
4. In which areas has the project achieved the least progress? What made it difficult for the project to progress, and how can we overcome these challenges in the future?
5. In which areas has the project achieved the greatest progress? What enabled the project to achieve progress, and how can we build on these factors in the future?
6. What factors, inside and outside the project, influenced its success and failure?
7. How did UNDP and its partners manage these factors?

Efficiency

1. Were operations and resource use cost-effective?
2. Do you think the results justify the costs?
3. Have resources been allocated effectively? Was there a shortage of manpower, tools or capabilities? How was this faced?
4. How did the project help your community become more resilient?

Impact

1. How likely are the benefits of the project to continue after completion?
2. Has the project caused some type of environmental or other damage that would affect the long-term sustainability of project outcomes and beneficiaries? If yes, what corrective/preventive actions are you taking?
3. What arrangements has the project made to ensure a sense of ownership is created among stakeholders and how will these arrangements allow the benefits of the project to be sustained?
4. What results can be achieved in terms of gender equality, women's empowerment, human rights and human development? Are there appropriate mechanisms, procedures and policies in place to allow key stakeholders to sustain these results?
5. To what extent do stakeholders (men, women, vulnerable groups) support the project's long-term goals?
6. What exit strategies did you develop before the project ended? How do you find it effective?

Cross cutting issues

1. Have there been any injuries or accidents while working? What was her nature like?
2. How successful are the responsible partners in implementing environmental and social safety rules at the field level?
3. How satisfied are beneficiaries with the complaints handling process and the time taken to resolve them?
4. To what extent do responsible partners take into account the potential impact of climate change, adaptation and mitigation measures to protect the most vulnerable communities when designing and implementing subprojects?
5. How can the project improve its approach to promoting diversity and inclusion in the future?

Gender equality

1. Did the project target women as targets? What was the nature of their work? To what extent does the project address gender equality and women's empowerment in its design, implementation and monitoring?
2. What challenges did the project face in ensuring gender equality and sensitivity in its activities?
3. How successful has the project been in promoting positive changes in gender equality, participation and women's empowerment? Were there any unexpected consequences?
4. How did local communities, women, youth, persons with disabilities and other disadvantaged groups benefit from the project, either directly or indirectly?

Disability

1. Did people with disabilities participate in the activities of this project? How many are there? Their percentage? How appropriate are project activities designed to engage people with disabilities?
2. Are people with disabilities consulted and involved in the planning and implementation of project services?
3. What specific measures should be taken to ensure the inclusion of persons with disabilities?
4. What are the specific needs of people with disabilities in humanitarian crises, and how did the project address these needs in a comprehensive and comprehensive manner?
5. What barriers do people with disabilities face in accessing project services, and what steps has the community leader taken to reduce and address these barriers?
6. How can people with disabilities participate in project design, implementation and monitoring to ensure their voices are heard and their needs are met?

FGD with cash-for-nutrition educators

Part 1: Introduction and consent (10-15 minutes)

Good morning

Firstly thank you all for taking the time to participate in this focus group discussion.

My name is [Name.....], and helping me with the session today is [Name....].

You have been invited to participate in this focus group discussion to share your views on your involvement within the CFN project.

We want you to

- Feel comfortable and free to share your ideas, even if they are different from the ideas of others. There are no right or wrong answers;

We want you to speak from your experiences.

- It would be very helpful for our discussion today if only one person spoke at a time as this would make it easier to hear each idea.

We also ask you to keep your mobile phones off or in silent mode.

Please also keep in mind that some of the topics we discuss today may be sensitive to some participants. As such, we ask that you be respectful of others and their views during the discussion.

Our discussions today will be by first name; However, your names will not be disclosed or used in any reports. To ensure the anonymity and confidentiality of our discussion today, we will only refer to "Participant 1," "Participant 5," and so on. Again, please be assured that your identity will remain completely confidential and that any data shared is anonymous and kept confidential and secure. Our discussion today will be used solely for this study.

With your permission, we will record this session to ensure that no one's comments are missed. This is necessary so that we can fully capture everyone's thoughts. Please note that you can choose not to participate at any time.

Our discussion will last approximately 90 - 120 minutes.

With your permission, I can begin the discussion. Do you agree to participate in this discussion? Can we move on with the questions?

(If clear consent is obtained from all participants, proceed to the first question. If one (or more) of the participants do not agree, please ask them to leave the room and do not begin the discussion until they do.

Do you have any questions before we continue?

Check questions before starting

What was your work on the project? How long did it last? What was your job or what were your activities? And other verification questions to ensure that the participants are part of the project

Relevance

1. To what extent was the service provided by the project relevant to your community's priority needs? (1-5) If your answer is 3 or less, what are your other immediate needs?
2. What changes in goals and design would you recommend for a similar intervention in the future?
3. Does the project target special groups in society, such as the marginalized and the displaced? how?
4. Were you informed/consulted about the project in advance? (No Yes) If yes, how? If not, why do you think you were not consulted?
5. How did you find out about the project? How did you register for the project?
6. To what extent were the project goals, design, and implementation methods welcomed by your community? 1-5 and why?

Coherence

1. Is there an implemented project similar to this one? If yes, who does it? What are the similarities? Why do you think the project should be repeated?
2. To what extent do you find the project responsive to the needs of your community? 1-5 If more than 3, how? If less than 3 why?

3. What is the status of the project now? Running or finished? If operating, is it running smoothly? If completed, did it achieve its goal? how?
4. If we replicated the project here or elsewhere, what lessons and recommendations could be drawn from this project?

Effectiveness

1. How did the project outcomes meet the needs of your community?
2. How much did you receive? What did you buy with the amounts disbursed to you from the project?
3. How did the beneficiaries evaluate the quality of the counselling/sessions you provided?
4. How long did you remain registered for the project?
5. Have cases been referred to health centres to treat malnutrition? How was the referral made? How did the centre receive you? What procedures did the centre teach about the case? What materials did he spend? Was it available?
6. Have cases of malnutrition improved? how?
7. Did you have a bad experience/abuse while participating in the project? If yes, how did it affect you? Did you report? What response did you get? Was it a disease for you?
8. How well are project activities implemented in terms of quality, quantity and timing?
9. In which areas did the project achieve the least achievements? What factors have hindered progress and why? How can these obstacles be overcome or addressed?
10. In which areas did the project achieve the greatest achievements? Why and what are the supporting factors? How can the project build on or expand these achievements?
11. To what extent do the project objectives and outcomes address women and vulnerable groups?
12. Who are the stakeholders associated with the project? How did each of them participate?

Efficiency

1. To what extent was the project implemented on schedule and agreed upon? If you experience some delay, why?
2. How do you evaluate your training experience?
3. To what extent do you find that resources are being used optimally?
4. Is the coverage objective suitable for you? how?
5. What are the procedures for paying dues? How is it done?
6. How long did it take to transport you to the distribution points? (less than 30, 30 - 60, more than 60) minutes.
7. How much did you pay for transportation from the centre to your home?
8. How long did you wait at the distribution point to receive assistance? (less than 30, 30 – 60, more than 60) minutes.
9. How appropriate were the timing of distributions? (1-5) If the answer is less than 3, why?
10. What about payment to beneficiary mothers?
11. Are payments distributed at regular intervals? (no Yes)
12. Were you consulted during project implementation? from? What was the matter?

Impact

1. What positive and/or negative changes have the female intellectual/mother beneficiaries experienced as a result of their participation in cash-for-nutrition activities?
2. Have timely measures been taken by project management to mitigate any unplanned negative impacts of the cash-for-nutrition project?

Sustainability

1. What is the amount of benefit and direct impact achieved by the cash-for-nutrition project interventions for the beneficiaries and target communities? How sustainable are these effects?

2. What are the roles and responsibilities of the local authority and community during project planning, implementation, monitoring and sustainability?
3. What are the positive and/or negative changes for the beneficiaries, educators and mothers, as a result of their participation in the project?
4. What will you do after the project ends?
5. How sustainable do you think the project is? how?
6. Who are the relevant stakeholders who can contribute to the sustainability of the project outcomes? How can they contribute?
7. Did the project contribute to building capacity at the individual and institutional levels? how?
8. Are there any risks that might jeopardize the sustainability of the project outcomes?

Cross-cutting themes: environment, climate change and social protection

1. What do you know about the mechanism for submitting complaints and comments about this project? Have you filed any complaints? If yes, what is the problem? What response did you get? Was the response satisfactory to you?
2. How has climate change, including unstable rainy seasons, drought, floods, and increased heat, affected the nutrition situation in your community? Did the Social Fund take this influence into account in designing this project to mitigate and protect the most vulnerable communities?
3. If we were to replicate the project, what measures could be considered to enhance the intervention and diversity and inclusion?

Gender equality

1. Were there female employees in the project to register and train nutrition educators, consult, and address beneficiaries' issues? If yes, what were their roles? If not, why is it not available? Have you had any problems dealing with men in registration/training?
2. To what extent did the project promote positive changes in women's and children's health?
3. Were there any unintended effects? Whether negative or positive
4. How did the project contribute to empowering women and reducing gender inequality (keeping women in poverty, accelerating transitions for sustainable development, and reducing structural vulnerabilities to shocks and crises)?
5. What obstacles and challenges did the project face?
6. To what extent have local communities, women, youth, persons with disabilities and other disadvantaged groups benefited from the project directly or indirectly?

Disability

1. Does the project employ female educators with disabilities?
2. Did the project target people with disabilities/marginalized/displaced people? how?
3. What obstacles did the project face in integrating people with disabilities/marginalized/displaced people? How do you suggest to overcome it?
4. What is the impact of the project on the lives of people with disabilities and displaced people? Have any positive changes been added?
5. What obstacles do people with disabilities face in accessing project services, and does the project have an action plan to mitigate and address these obstacles?

Final notes

- What are your general comments about the project? About his performance? Its effectiveness? Its negative sides? Its positive sides? How can it be improved?

FGD with Direct beneficiaries of the CFW subprojects

Part 1: Introduction and Approval (10-15 minutes)

Good morning/and welcome all.

Firstly thank you all for taking the time to participate in this focus group discussion.

My name is [Name.....], and helping me with the session today is [Name.....].

You have been invited to participate in this focus group discussion to share your views on your involvement within the project, the focus of which was cash for work.

Objective of the discussions

The goal of the target group discussions is to evaluate the project submitted by the United Nations Development Programme, financed through the World Bank and implemented by the Social Fund for Development, and to study the successes and failures of the project and learn.

We want you to

- Feel comfortable and free to share your ideas, even if they are different from the ideas of others. There are no right or wrong answers;

We want you to speak from your experiences.

- It would be very helpful for our discussion today if only one person spoke at a time as this would make it easier to hear each idea.

We also ask you to keep your mobile phones off or in silent mode.

Please also keep in mind that some of the topics we discuss today may be sensitive to some participants. As such, we ask that you be respectful of others and their views during the discussion.

Our discussions today will be by first name; However, your names will not be disclosed or used in any reports. To ensure the anonymity and confidentiality of our discussion today, we will only refer to "Participant 1," "Participant 5," and so on. Again, please be assured that your identity will remain completely confidential and that any data shared is anonymous and kept confidential and secure. Our discussion today will be used solely for this study.

With your permission, we will record this session to ensure that no one's comments are missed. This is necessary so that we can fully capture everyone's thoughts. Please note that you can choose not to participate at any time.

Our discussion will last approximately 90 - 120 minutes.

With your permission, I can begin the discussion. Do you agree to participate in this discussion? Can we move on with the questions?

(If clear consents are obtained from all participants, proceed to the first question. If one (or more) of the participants do not agree, please ask them to leave the room and do not begin the discussion until they do.

Do you have any questions before we continue?

Relevance

1. To what extent was the project relevant to your priority needs? On a scale of 1-5 - If your answer is 3 or less, what are your other pressing needs?
2. What changes in goals and design would you recommend for similar interventions in the future?
3. Did the project target special groups in society such as youth, women and displaced people? how?
4. Were you informed/consulted about the project in advance? (no Yes)
 1. If yes, how? If not, why do you think you were not consulted?
5. How did you find out about the project? How did you register for the project?
6. What activity did you participate in? Did you choose the type of activity you participated in? If not, who decides what type of activity you engage in?
7. Did the project target women fairly? If not why? If yes, how? Was it acceptable? What roles are assigned to women? If not, what aspects of the project would have benefited women better?
8. To what extent were the project objectives welcomed by your community? 1-5 and why?
9. To what extent have the project design and implementation methods been welcomed by your community? 1-5 and why?

Coherence

1. Have you or your community participated in any similar project in the past? If yes, what was the project? Who implemented it? How do you find it similar?
2. Are you or your community involved in a similar current project? If yes, what is the project? Who implements it? How do you find it similar to this project?
3. To what extent do you find the project responsive to the needs of your community? From 1 – 5 if more than 3 how? If less than 3 why?
4. What is the status of the project now? In progress or finished? If it is in progress, is it running smoothly? If completed, did it achieve its goal?
5. If we replicated the project here or elsewhere, what lessons and recommendations could be drawn from this project?

Effectiveness

1. How did the project meet your needs?
2. How much did you receive?
3. What did you do with it?
4. Did you have a bad experience/abuse due to your participation in the project? If yes, how did it affect you? How did you react? Did you report? Who? What response did you get?
5. How well are project activities being implemented in terms of quality, quantity and timing? In which areas did the project achieve the least? What factors have hindered progress and why? How can these obstacles be overcome or addressed?
6. In which areas did the project achieve the greatest achievements? Why and what are the supporting factors? How can the project build on or expand these achievements?
7. In which areas did the project achieve the least number of achievements? What are the hindering factors and why? How can or can it be overcome?
8. To what extent do the project objectives and outcomes address women, men and vulnerable groups?
9. Who are the stakeholders associated with the project? How was their participation?

Efficiency

1. Was the project implemented on the specified and agreed-upon date? If there is some delay, why?
2. . To what extent did you find that resources were optimally used?
3. How appropriate was your period of activity? Explain
4. What was the mechanism for paying dues? How long did it take you to the distribution points? (less than 30, 30 - 60, more than 60) minutes.
5. How much did you pay for transportation from the centre to your home?
6. How long did you have to wait at the distribution point to receive assistance? (less than 30, 30 – 60, more than 60) minutes
7. How appropriate were the distribution times? (1-5) If the answer is less than 3, why?
8. Were the distributions at regular intervals? (no Yes)
9. What are your general comments about the payment mechanism?
10. Were you consulted during project implementation? from? What was it about?

Impact

1. What positive and/or negative changes did beneficiaries experience as a result of their participation in project activities?
2. Did project management take appropriate measures in a timely manner to mitigate any unplanned negative impacts within the project?

Sustainability

1. What is the amount of benefit and direct impact achieved by the cash-for-work project interventions for the beneficiaries and target communities?

2. How sustainable are these effects?
3. What are the roles and responsibilities of the local authority and community during planning, implementation, monitoring and sustainability of interventions?
4. What positive and/or negative changes did beneficiaries experience as a result of their participation in project activities? Did you learn something new?
5. Have timely measures been taken by the development project leadership to mitigate any unplanned negative impacts?
6. What will you do after completing the project?
7. How sustainable do you think the project is? how?
8. Who are the relevant stakeholders who can contribute to the sustainability of the project outcomes? How can they contribute?
9. Did the project contribute to capacity building? how?
10. Are there any risks that might jeopardize the sustainability of project outcomes?

Cross-cutting themes: environment, climate change and social protection

1. Did the project cause any harm to the environment? If yes, explain.
2. What do you know about the mechanism for submitting complaints and comments about this project? Have you filed any complaints? If yes, what is the problem? What response did you get? Was the response satisfactory to you?
3. To what extent does the Social Fund for Development take into account the potential impact of climate change and apply adaptation and mitigation measures to protect the most vulnerable communities when designing and implementing subprojects?
4. If we were to replicate the project, what measures could be considered to promote diversity and inclusion?

Gender equality

1. Were there female employees in the project to register, consult and deal with the beneficiaries?
2. Are women well represented in this project in terms of beneficiaries? If not, why?
3. To what extent did the project promote positive changes in gender equality and women's empowerment? Were there any unintended effects? How did the project contribute to empowering women and reducing gender inequality (keeping women in poverty, accelerating transitions for sustainable development, reducing structural vulnerabilities to shocks and crises)?
4. What constraints and challenges did the project face in ensuring gender equality and sensitivity to project activities?
5. To what extent have local communities, women, youth, people with disabilities and other disadvantaged groups benefited from the project directly or indirectly?

Disability

1. Did the project community committees involve people with disabilities?
2. Did the project ensure good representation of persons with disabilities/internally displaced persons in terms of beneficiaries?
3. What barriers did the project face in integrating persons with disabilities/internally displaced persons? How do you propose to overcome it?
4. What is the impact of the project on the lives of people with disabilities and displaced people? Have any positive changes been added?
5. What obstacles do people with disabilities face in accessing project services, and does the project have an action plan to mitigate and address these obstacles?

Final notes

1. What are the general observations about the progress of the project? Negative sides/ positive sides?

FGD with mothers who benefited from the cash-for-nutrition subprojects

Part 1: Introduction and Approval (10-15 minutes)

Good morning/and welcome all.

Firstly thank you all for taking the time to participate in this focus group discussion.

My name is [Name.....], and helping me with the session today is [Name.....].

You have been invited to participate in this focus group discussion to share your views on your involvement within the project, the focus of which is cash for nutrition.

We want you to

- Feel comfortable and free to share your ideas, even if they are different from the ideas of others. There are no right or wrong answers;

We want you to speak from your experiences.

- It would be very helpful for our discussion today if only one person spoke at a time as this would make it easier to hear each idea.

We also ask you to keep your mobile phones off or in silent mode.

Please also keep in mind that some of the topics we discuss today may be sensitive to some participants. As such, we ask that you be respectful of others and their views during the discussion.

Our discussions today will be by first name; However, your names will not be disclosed or used in any reports. To ensure the anonymity and confidentiality of our discussion today, we will only refer to "Participant 1," "Participant 5," and so on. Again, please be assured that your identity will remain completely confidential and that any data shared is anonymous and kept confidential and secure. Our discussion today will be used solely for this study.

With your permission, we will record this session to ensure that no one's comments are missed. This is necessary so that we can fully capture everyone's thoughts. Please note that you can choose not to participate at any time.

Our discussion will last approximately 90 - 120 minutes.

With your permission, I can begin the discussion. Do you agree to participate in this discussion? Can we move on with the questions?

(If clear consent is obtained from all participants, proceed to the first question. If one (or more) of the participants do not agree, please ask them to leave the room and do not begin the discussion until they do.

Do you have any questions before we continue?

Check questions before starting

What was your work on the project? How long did it last? What did the project offer you? And other verification questions to ensure that the participants are part of the project

Relevance

1. To what extent were the services provided by the project relevant to your priority needs? 1-5 If your answer is 3 or less, what are your other immediate needs?
2. Who is the project targeting? Does the project target special groups in society, such as the marginalized and the displaced? how?
3. Were you informed/consulted about the project in advance? (No/Yes) If yes, how? If not, why do you think you were not consulted?
4. How did you find out about the project? How did you register for the project?
5. To what extent was the project, in terms of its design and implementation methods, welcomed by your community? 1-5 and why?

Coherence

1. Have you/your community previously or currently participated in or benefited from a similar project? If yes, which project? From the port? What are the similarities?

2. To what extent do you find the project responsive to the needs of your community? 1-5 If more than 3, how? If less than 3 why?
3. If we replicated the project here or elsewhere, what lessons and recommendations could be drawn from this project?

Effectiveness

1. How did the project meet your needs?
2. How much did you receive? What did you buy with the amounts disbursed to you from the project?
3. Did you have a bad experience/abuse while participating in the project? If yes, how did it affect you? How did you react? What response did you get? Was it a disease for you?
4. How well are project activities implemented in terms of quality, quantity and timing?
5. In which areas did the project achieve the least achievements? What factors have hindered progress and why? How can these obstacles be overcome or addressed?
6. In which areas did the project achieve the greatest achievements? What factors helped progress and why?

Efficiency

1. Did the project adhere to its time plan? If you experience some delay, why?
2. How do you evaluate the consultation/sessions provided by the health educator?
3. How long did you remain registered for the project?
4. Have you/your children been referred to health centres to treat malnutrition? How was the referral made? How did the centre receive you? What procedures did the centre teach about the case? What materials did he spend? Was it available?
5. Have cases of malnutrition improved? how?
6. To what extent do you find that resources are being used optimally?
7. What were the procedures for disbursing aid? Did you have to move to distribution points? If yes, how long did it take (less than 30, 30 - 60, more than 60) minutes? How much did you pay for transportation from the centre to your home? How long did you wait at the distribution point to receive assistance? (Less than 30, 30 – 60, more than 60) minutes.? How appropriate were the timing of distributions? (1-5) If the answer is less than 3, why?
8. Are payments distributed at regular intervals? (no Yes)
9. Were you consulted during project implementation? from? What was the matter?
10. What positive and/or negative changes have the beneficiaries experienced as a result of their participation in cash-for-nutrition activities?
11. Have timely measures been taken by project management to mitigate any unplanned negative impacts of the cash-for-nutrition project?

Sustainability

1. How did you benefit from the project?
2. To what extent do you think this benefit will last? (The educational information you obtained in the sessions)
3. What are the positive and/or negative changes that you and the other beneficiaries of the project achieved?
4. What are you/will you do after the project is finished? (If the project is finished, there is no need to ask)
5. Who are the relevant stakeholders who can contribute to the sustainability of the project outcomes? How can they contribute?
6. Are there any risks that may jeopardize the sustainability of the project outcomes?

Cross-cutting themes: environment, social protection

1. What do you know about the mechanism for submitting complaints and comments about this project? Have you filed any complaints? If yes, what was it about? What response did you get? Was it satisfactory?
2. If we replicated the project, what tips would you suggest to promote diversity and inclusion?

Gender equality

1. To what extent did the project promote positive changes in women's and children's health? Were there any unintended effects?
2. What obstacles and challenges did the project face?
3. To what extent did local communities, women, persons with disabilities and other disadvantaged groups benefit directly or indirectly from the project?

Disability

1. Did the project include displaced/marginalized people and people with disabilities?
2. What obstacles did the project face in integrating people with disabilities/marginalized/displaced people? How do you suggest to overcome it?
3. What is the impact of the project on the lives of people with disabilities and displaced people? Have any positive changes been added?
4. What obstacles do people with disabilities face in accessing project services, and does the project have an action plan to mitigate and address these obstacles?

Indirect Beneficiaries FGD– Cash for Work

Part 1: Introduction and Approval (10-15 minutes)

Good morning/and welcome all.

Firstly thank you all for taking the time to participate in this focus group discussion.

My name is [Name.....], and helping me with the session today is [Name....].

You have been invited to participate in this focus group discussion to share your views on your involvement within the project, the focus of which was cash for work.

Objective of the discussions

The goal of the target group discussions is to evaluate the project submitted by the United Nations Development Programme, financed through the World Bank and implemented by the Social Fund for Development, and to study the successes and failures of the project and learn.

We want you to

- Feel comfortable and free to share your ideas, even if they are different from the ideas of others. There are no right or wrong answers;

We want you to speak from your experiences.

- It would be very helpful for our discussion today if only one person spoke at a time as this would make it easier to hear each idea.

We also ask you to keep your mobile phones off or on silent mode.

Please also keep in mind that some of the topics we discuss today may be sensitive to some participants. As such, we ask that you be respectful of others and their views during the discussion.

Our discussions today will be by first name; However, your names will not be disclosed or used in any reports. To ensure the anonymity and confidentiality of our discussion today, we will only refer to "Participant 1," "Participant 5," and so on. Again, please be assured that your identity will remain completely confidential and that any and all data shared is anonymous and kept confidential and secure. Our discussion today will be used solely for the purpose of this study.

With your permission, we will record this session to ensure that no one's comments are missed. This is necessary so that we can fully capture everyone's thoughts. Please note that you can choose not to participate at any time.

Our discussion will last approximately 90 - 120 minutes.

With your permission, I can begin the discussion. Do you agree to participate in this discussion? Can we move on with the questions?

(If clear consents are obtained from all participants, proceed to the first question. If one (or more) of the participants do not agree, please ask them to leave the room and do not begin the discussion until they do.

Relevance

1. To what extent was the project relevant to your community's priority needs? 1-5
2. If your answer is 3 or less, what are your other immediate needs? What changes in goals and design would you recommend for similar interventions in the future?
3. Does the project target special groups in society such as youth, women and displaced people? how?
4. Were you informed/consulted about the project in advance? (No, Yes) If yes, how? If no, why do you think you were not consulted?
5. Did the project target women fairly? If not why? If yes, how? Was it acceptable? What roles are assigned to women? If not, what aspects of the project would have benefited women better?
6. To what extent were the project objectives welcomed by your community? 1-5 and why? To what extent have the project design and implementation methods been welcomed by your community? 1-5 and why?

Coherence

1. Have you or your community participated in any similar project in the past? If yes, what was the project? Who implemented it? How do you find it similar?
2. Are you or your community involved in a similar current project? If yes, what is the project? Who implements it? How do you find it similar to this project?
3. To what extent do you find the project responsive to the needs of your community? From 1 – 5 if more than 3 how? If less than 3 why?
4. What is the status of the project now? In progress or finished? If it is in progress, is it running smoothly? If completed, did it achieve its goal?
5. If we replicated the project here or elsewhere, what lessons and recommendations could be drawn from this project?

Effectiveness

1. How did the project deliverables meet your/your community's needs?
2. Did you have a bad experience/abuse while participating in the project? If yes, how did it affect you? Did you report what the response was? Was it a disease for you?
3. How well are project activities being implemented in terms of quality, quantity and timing?
4. In which areas did the project achieve the least achievements? What factors have hindered progress and why? How can these obstacles be overcome or addressed?
5. In which areas did the project achieve the greatest achievements? Why and what are the supporting factors? How can the project build on or expand these achievements?
6. To what extent do the project objectives and outcomes address women, men and vulnerable groups?
7. Who are the stakeholders associated with the project? How was their participation?

Efficiency

1. To what extent was the project implemented on schedule and agreed upon? If you experience some delay, why?
2. To what extent do you find that resources are being used optimally?
3. Were you consulted during project implementation? from? how?

Impact

1. What positive and/or negative changes did participating beneficiaries experience as a result of their participation in project activities?
2. What are the positive and/or negative changes to the people of the area as a result of the project activities?
3. Did project management take appropriate measures in a timely manner to mitigate any unplanned negative impacts within the project?

Sustainability

1. What is the amount of benefit and direct impact achieved by the cash-for-work project interventions for the beneficiaries and target communities?
2. How sustainable are these effects?
3. What are the roles and responsibilities of the local authority and community during planning, implementation, monitoring and sustainability of interventions?
4. What positive and/or negative changes did beneficiaries experience as a result of their participation in project activities?
5. Were timely measures taken by project leadership to mitigate any unplanned negative impacts?
6. How sustainable do you think the project is? How can it be sustained?
7. Who are the relevant stakeholders who can contribute to the sustainability of the project outcomes? How can they contribute?
8. Did the project contribute to capacity building? how?
9. Are there any risks that might jeopardize the sustainability of project outcomes?

Cross-cutting themes: environment, climate change and social protection

1. Did the project cause any harm to the environment? If yes, explain?
2. What do you know about the mechanism for submitting complaints and comments about this project? Have you filed any complaints? If yes, what is the problem? What response did you get? Was the response satisfactory to you?
3. To what extent does the Social Fund for Development take into account the potential impact of climate change and apply adaptation and mitigation measures to protect the most vulnerable communities when designing and implementing subprojects?
4. If we were to replicate the project, what measures could be considered to promote diversity and inclusion?

Gender equality

1. Were there female employees in the project to register, consult and deal with the beneficiaries?
2. To what extent did the project promote positive changes in gender equality and women's empowerment? Were there any unintended effects? How did the project contribute to empowering women and reducing gender inequality (keeping women in poverty, accelerating transitions for sustainable development, reducing structural vulnerabilities to shocks and crises)?
3. What constraints and challenges did the project face in ensuring gender equality and sensitivity to project activities?
4. To what extent have local communities, women, youth, persons with disabilities and other disadvantaged groups benefited from the project directly or indirectly?

Disability

1. Did the project community committees involve people with disabilities?
2. Did the project management consult people with disabilities about the project design and implementation?
3. Did the project ensure good representation of persons with disabilities/internally displaced persons in terms of beneficiaries?
4. What barriers did the project face in integrating persons with disabilities/internally displaced persons? How do you propose to overcome it?
5. What is the impact of the project on the lives of people with disabilities and displaced people? Have any positive changes been added?
6. What are the obstacles that people with disabilities face in accessing project services, and does the project have an action plan to mitigate and address these obstacles?

Output 2

Region	Number of FGDs	Number of participants
Aden	3	18
Lahj	1	6
Sana's		
Sana'a the Capital		
Dhamar		
PWP HQ		
Total	4	24

Beneficiaries' FGD Tool

Relevance

1. Would you please describe how this project (name of sub-project) was related to your daily needs for the different social groups and members? In case you think it is not related, what other similar related needs do you think it has more priority?
2. In your opinion, who is the most benefited from such a project? How, would please provide examples?
3. To what extent do you think that the implemented project has improved or will improve your livelihood? Would you please provide examples?

Coherence

1. Would you please describe how this project affects your resilience? Kindly provide examples.
2. Are there other similar or related projects done by other actors? To what extent do you think there was a synergy between them?
3. To what extent there was any possibility for such a project to create conflict among community members?

Effectiveness

1. To what extent do the project outputs and outcomes respond to the direct and indirect beneficiaries' needs?
2. To what extent the beneficiaries are satisfied with the delivered services?
3. What are the issues that the sub-project has resolved?

Impact

1. To what extent does the sub-project improve your daily activities? Kindly provide examples.
2. How does the sub-project impact your livelihood in terms of accessibility to services? Kindly provide examples.
3. In your opinion, how does the sub-project achieve immediate benefits or effects? In case you think there are no immediate effects, to what extent do you think the sub-project will affect the community's livelihood in the long term? Kindly provide examples.
4. Would you please describe the changes that occurred as a result of the sub-project on the social and economic level? To what extent do you think these changes are positive or negative? Kindly provide examples.

Cross-cutting themes: Environmental, Climate Change and Social Safeguard

1. In case you have complaints or suggestions, what is the mechanism you follow to provide to the project management?
2. In the case of the Grievances Response Mechanism system existence, how many times have you used it to deliver your complaints and suggestions? How would you describe the level of project management responsiveness?

Output 3

Region	Number of FGDs	Number of participants
Sana's		
Dhamar		
Hadramout	2	12
PWP HQ		
Total	2	12

Beneficiaries' FGD Tool

Relevance:

1. To what extent do the project services cater to the priority needs of your community? Please rate from 1-5.

1. Very low satisfaction 2. Low satisfaction 3. Moderate satisfaction
 4. High satisfaction 5. Very High satisfaction

If your response is 3 or lower, please specify additional immediate requirements.

2. What objectives and activities do you suggest for crafting future similar projects' services and interventions?
 3. Did the project specifically target women, youth, displaced persons, or individuals with disabilities? If yes, please detail how?
 4. Did you play a role in planning the activities and services of the project in advance? If yes, kindly describe how. If not, what could be the reason for not involving you?
 5. Were women among the population targeted by the project? Was their representation sufficient? If not, please elaborate on the shortcomings. What aspects of the project could benefit women the most?
 6. To what extent is your community content with the project's objectives? Please rate from 1-5, and provide insight into why?

1. Very low satisfaction 2. Low satisfaction 3. Moderate satisfaction
 4. High satisfaction 5. Very High satisfaction

Why?

7. How content is your community with the methods of project design and implementation? Please rate from 1-5, and provide insight into why?

1. Very low satisfaction 2. Low satisfaction 3. Moderate satisfaction
 4. High satisfaction 5. Very High satisfaction

Why?

Coherence:

1. Have you or your community been involved in any comparable projects in the past? If so, what were the projects specifically about? Who delivered it? To what extent were they similar to the current project?
 2. Are you or your community currently participating in any similar projects? If so, what is the nature of these projects? Who delivered it? How do they compare to the current project?
 3. On a scale of 1 to 5, to what degree do you feel that the project adequately addresses the needs of your community?

1. Very low 2. Low 3. Moderate

4. High

5. Very High

4. If your rating is higher than 3, could you elaborate on the factors that contributed to your opinion? If your rating is lower than 3, what factors led you to that conclusion?
5. Is the project currently ongoing or has it been completed? If it is ongoing, is it progressing as planned? If it has been completed, to what extent did it achieve its objectives?
6. If the project were to be replicated elsewhere, what are some key takeaways and recommendations that could be inferred from this project?

Effectiveness:

1. To what extent have the project deliverables met your requirements?
2. Have you experienced any negative incidents or mistreatment as a result of your participation in the project? If so, how did it impact you how did you respond, and what remedial actions were taken?
3. How well were the project activities executed in terms of quality, quantity, and timeliness? Where did the project encounter the greatest challenges, and what were the factors that contributed to this?
4. What measures can be implemented to address or overcome these challenges?
5. In what areas has the project achieved the most success, and what factors have contributed to this success? How can the project leverage these accomplishments to advance its objectives and expand its impact?
6. In what areas has the project struggled to achieve its objectives, and what factors have contributed to these difficulties? What steps can be taken to address these challenges?
7. To what extent do the project aim and outcomes benefit women, men, disabled, and marginalized groups?
8. Which project stakeholders were involved, and how was their participation managed?

Efficiency:

1. To what degree was the project implemented within the agreed-upon timeframe? If there were delays, what were the causes?
2. How effectively were resources utilized during the project?
3. To what extent was the duration of the project appropriate? Please elaborate.
4. How long did it take to travel to the project location or training venue? (Less than 30 minutes,
5. between 30 and 60 minutes, more than 60 minutes)
6. What were the transportation expenses incurred traveling from the project location or training venue to your home?
7. How favorable were the training times on a scale of 1-5? If your rating is below 3, kindly explain the reasons.
8. Were the training sessions held at regular intervals? (Yes or No)
9. Were you consulted during any stage of the project implementation? If so, who approached you and what was the nature of the consultations?

Impact:

1. Did the project contribute to the development of capacities at both individual and institutional levels? If so, how?
2. From your point of view, what positive/negative changes do beneficiaries experience as a result of their participation in project activities?
3. Did SMPES/SMED staff implement timely measures to address any unforeseen negative impacts of the project?
4. How does the sub-project impact your livelihood in terms of accessibility to services? Kindly provide examples?

Sustainability:

1. To what extent can the positive effects of the Finance of (MSMEs) interventions be sustainable? What are the roles and responsibilities of the local authority and community while planning, implementing, monitoring and sustaining interventions?
2. What post-project plans and actions will be taken once the project is completed?
3. To what extent do you perceive the project as sustainable? What stakeholders are involved in ensuring the sustainability of project outputs? How can these stakeholders contribute?
4. Are there any identified risks that may pose challenges to the sustainability of the Project and its outputs?

Cross-cutting themes: Environmental, Climate Change and Social Safeguard:

1. Did the project have any adverse environmental impacts? If so, what were they?
2. Could you provide information on the project's complaint and feedback system? Were any concerns raised during this process? If so, what were they, and how satisfactory was the response received?
3. To what extent does the (SMEPS/ SMED) prioritize the assessment of climate change impacts and the implementation of adaptation and mitigation measures to safeguard vulnerable communities during the design and execution of subprojects?
4. In the event of replicating the project, what measures should be taken into account to promote diversity and inclusivity?

Gender equality:

1. Were any female project employees or trainers involved in providing beneficiary training or consultations in conjunction with the grants?
2. Is there equal gender representation among project beneficiaries, including individual grants and associations? If not, what factors contributed to this?
3. What are the project's efforts towards promoting gender equality and women's empowerment? Have there been any unintended effects?
4. How has the project contributed to women's empowerment and the reduction of gender inequality, with specific attention to poverty reduction, sustainable development, and vulnerability to shocks?
5. What challenges and obstacles has the project encountered in ensuring a gender-sensitive approach to project activities?
6. To what degree have local communities, women, youth, individuals with disabilities, and other marginalized groups directly or indirectly benefited from the project?

Disability:

1. Were IDPs and PWDs actively engaged by the project community committees?
2. Did the project management seek input from IDPs and PWDs during the design and implementation phases?
3. Was there appropriate representation of PWDs and IDPs among project beneficiaries?
4. What challenges did the project encounter in including PWDs/IDPs, and what suggestions do you recommend for overcoming these barriers?
5. What is the impact of the project on the lives of individuals with PWDs and IDPs? Have any positive changes been observed?

Annex 7 A list of sub-projects selected for evaluation, by output

Output 1 supports vulnerable Yemenis through short and medium-term livelihoods and recovery assistance.

CFW sub-project selection criteria

The selection criteria developed to select sample sub-projects of a pool of 113 sub-projects considered several key factors, including:

Sector Focus: Projects were chosen based on their alignment with the sectors of CFW and roads.

Project Timeline: Sub-projects initiated between 2021 and 2023 were considered.

Status: The criteria encompassed all subprojects, including those in various stages of completion, such as 'Closed Project,' 'Completed Projects,' 'Projects Under Implementation,' and those with a 'Branch Manager for Closing.'

Geographic Spread: Particular emphasis was placed on ensuring geographic diversity across all 23 governorates of Yemen.

Budget: The list was thoughtfully sorted based on budgetary considerations to ensure a balanced representation of projects with varying budgets. This approach encompasses various project sizes, including large, medium, and small budgets.

The selection process produced 11 sub-projects across 11 districts, thoughtfully distributed across seven governorates, as illustrated in Table below. The 11 selected subprojects, accounting for 10% of the total 113 subprojects, are representative of the entire project portfolio. The selection criteria took into account the time scope of the Project (2021-2023), including both completed and active projects. Budgetary considerations were also considered to ensure a diverse representation of project sizes, encompassing those with large, medium, and small budgets. Additionally, the selection aimed to achieve geographic distribution and access across the South and North regions.

Methodology

The data collection strategies proposed for each Project encompass:

- KIIs with project leadership in specific governorates,
- Interviews with relevant community leaders and local authorities.
- FGDs with direct and indirect beneficiaries.
- Consultation with non BNFs⁹⁴.
- Finally, field observations will be considered where the national consultants will be assigned to visit the project sites and closely assess the progress and impact of the fieldwork.

#	PROJ_ID	PROJ_E_NAME	Status	Governorate	District	sector	SFD branch manager KII	local authorities/community leaders interviews	FGD BNFs	FGDs non-BNF	field observation
1	910-13048	Implementation of several components (sanitary drainage + restoration of ponds + harvesting tanks)Marhaba - Dhibin - Imran	completed projects	Amran	Thaibain	Cash for Work	Yes				

⁹⁴ To ensure a comprehensive analysis and avoid leaving non-beneficiaries behind, special attention will be given to including their perspectives. National consultants will arrange interviews with selected groups in specific areas, whenever possible considering potential conflict sensitivity that may arise from their exclusion, as non-beneficiaries may feel resentment or marginalized.

2	800-13238	Jardad Road (Al-Qari'a) - Bani Omar - Al-Shamayatayn - Taiz (Phase II)	completed projects	Taiz	Ashamai atien	Roads			yes	yes		yes
3	200-13483	Improving the environmental and health status of the village of Al-Ghajla Al-Rashid Munif-Marib-Marib	completed projects	Maareb	Ma'areb	Cash for Work			yes			yes
4	300-14305	Improving the yards and sidewalks of the road from Al-Kamsari corner to Al-Mashtal Gate - Dar Saad District - Aden	projects under implementation	Aden	Dar sa'ad	Cash for Work		Yes				yes
5	600-13322	Maintenance and rehabilitation of irrigation channels and open ponds for the village of Gul, Bamiah and its vicinity - Hajar - Hadramout	completed projects	Hadhramout	Hajr	Cash for Work		Yes				yes
6	600-13318	Protection and paving of flood drains affected by the rains of May 2021 in the regions of (Ata' and Khaila) - Tarim - Hadramout	completed projects	Hadhramout	Tarim	Cash for Work		Yes				yes
7	800-13196	The Project of employing the displaced and the unemployed in work (construction of harvesting tanks - painting - afforestation) in the Mudhaffar distr	completed projects	Taiz	Al Mudhaffar	Cash for Work			yes			yes
8	911-13681	improving the health and environmental situation and building roads for the village of Al-Musta	Closed Project	Dhamar	Autmah	Cash for Work	Yes					
9	200-13479	Protection and rehabilitation walls for the flood irrigation channels of the village of Rahob - Rahob - Burt Al Anan - Al Jawf	completed projects	Al-Jawf	Barat EL-Enan	Cash for Work	Yes					
10	800-13178	HODA ASSWAIL-ALMWADM -SABER ALMWADM - TAIZ	completed projects	Taiz	Saber EL-Mawadem	Roads		Yes	yes			yes
11	910-12880	IMPROVEMENT AND PAVEMENT OF BANI HASEN-WADI DHARHAAN ROAD PROJECT-BANI MANSOUR-AL SUWDA-AMRAN(SECOND PHASE)	completed projects	Amran	AL-Sawdah	Roads	Yes **					
							3	5	3	1		7

Cash for Nutrition

Eight subprojects have been strategically chosen to ensure geographic diversity, spanning eight districts within five northern and three southern governorates. A comprehensive array of data collection strategies has been meticulously planned to gather valuable insights. These strategies encompass FGDs with Benefiting Mothers, Interviews with Nutrition Educators, Consultations with Health Authorities and Interviews with Project Management.

The table below visually represents the planned data collection strategies, showcasing the comprehensive approach taken to gather data and insights essential for the MTE.

The selection criteria developed to select sample sub-projects ensured the representation of 8 different governorates and the status of the projects to provide a balanced representation of ongoing and completed projects. Different data sources will be used to cover projects management (5 locations) and health officials (3) through KIIs. Mothers and educators will be consulted in 6 FGDs

#	ID	PROJ_E_NAME	Status	Governorate	District	SFD branch manager KII			
							DHO	Mothers	Educators
1	900-13486	Conditional Cash Transfers (CCT) in Nutrition in alawzeerh, far alOdain District,- ibb Governorate	projects under implementation	Ibb	Fara-Audain	yes			yes
2	800-13278	Conditional Cash Transfers (CCT) in Al Aqroudh Al Misrakh District - Taiz	projects under implementation	Taiz	AL-Mesrakh		yes	yes	
3	911-13783	Conditional Cash Transfers (CCT) in Nutrition in -Sabah , Sabah District - Albayda gov.	projects under implementation	Baidhaa	Sabah	yes **			
4	200-13543	Conditional Cash Transfers (CCT) in Nutrition in Al Kharab sub-district, Kharab Al Marashi District - Al Jawf	projects under implementation	Al-Jawf	Kharab AL-Marashi	yes **			
5	600-13311	Conditional Cash Transfers (CCT) in Nutrition in - Brom Mayfa' District	completed projects	Hadramout	Broom		yes	yes	yes
6	300-14358	Conditional Cash Transfers (CCT) in Nutrition in Toban District, Lahj Governorate	completed projects	Lahj	Tuban		yes	yes	yes
7	200-13443	Conditional Cash Transfer in Nutrition (CCTN) Bani Sa'd AL-Mahwit Governorate	projects under implementation	Mahweet	Bani Saad	yes **			
8	910-13258	Conditional Cash Transfers (CCT) in Nutrition - Althuluth sub-district -Jabal Eyal Yazid -Amran governorate.	projects under implementation	Amran	Gabal Eyal Yazid	yes **			
						5	3	3	3

Output 2

Sub-project	Location
1. Gasket bumpers and water tank protection walls	Al Buraiqah, Aden
2. Rehabilitation of the back corridors	Al-Mualla, Aden
3. Paving streets with stones	Block 24 Basateen - Dar Saad district, Aden
4. Completion of paving the streets and alleys	tourism neighborhood-Al-Houta district, Lahj
5. Rehabilitation of the water network	eastern side of the city of Al-Houta district, Lahj
6. Paving with stones	Al-Ihsan neighborhood – Maeen district, Sana'a the Capital
7. Making surface barriers to raise the level of the valley	Al-Shorfa, Bani Hushaish district, Sana'a
8. Agricultural land protection wall for Wadi Thrones	Wesab Aali district, Dhamar
9. Paving streets with stones	Almaf, Zughiri and Hasra- Wesab Al-Safil district, Dhamar

Output 3

Gov	KIIs	FGD	# Participants	Location	Sub-component
Sana'a	9	0	0	Sana'a	Supply Chain Enablers, Business Association, SMEs, Agriculture
Dhamar	8	0	0	Dhamar, Jahran	Small Producer, Supply Chain Enablers
Hadramout	17	2	12	Sayun, Wady Alayeen & Hurah, Shibam, AlQatn	Small Producer, Supply Chain Enablers, Business Association, SMEs, Retailer
Taiz	5	0	0	Bab Almandab - Dhubab	Small Producer
Total	39	2	12		



Annex 6. 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:

Arkadi Toritsyn

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

Signed at Concord, Ontario, Canada on December 14, 2023

Signature:

A handwritten signature in black ink, appearing to read 'Arkadi Toritsyn', written over a horizontal line.



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

Ahmed Noor Aldeen Mohammed

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

Signed at Sana'a, Yemen on December 14, 2023

Signature:

A handwritten signature in black ink, appearing to read 'Ahmed', is written below the 'Signature:' label.



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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:

Mohammed Almussaabi

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

Sana'a, Yemen on December 14, 2023

Signature:
Mohammed Almussaabi

A handwritten signature in blue ink, appearing to be 'M. Almussaabi', written over a horizontal line.



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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:

Essam Ali Shaif

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

Signed at Sana'a, Yemen on December 14, 2023

Signature:

A handwritten signature in blue ink is written over a light blue rectangular background. The signature is stylized and appears to be 'Essam Ali Shaif'.