

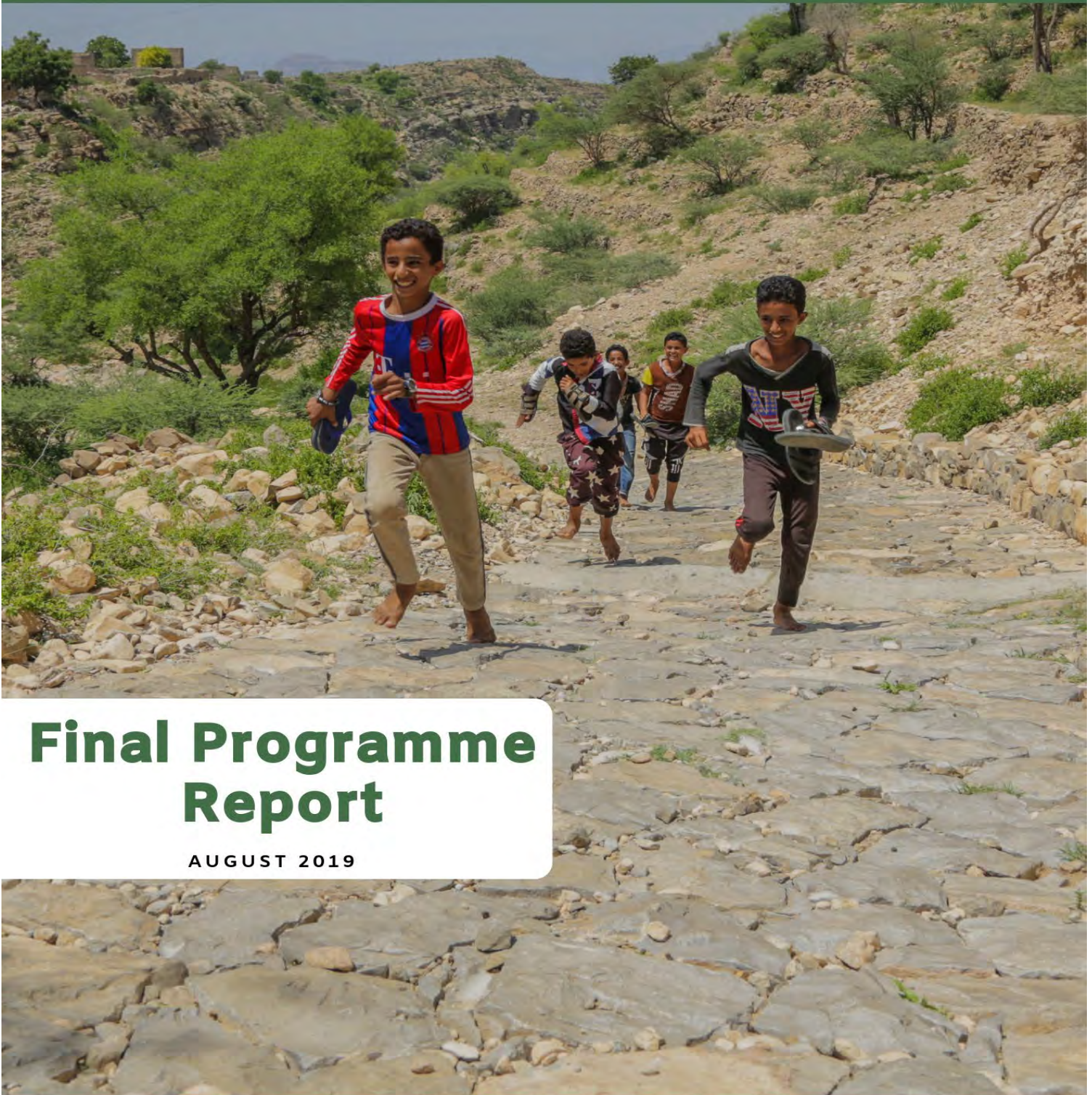


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Enhanced Rural Resilience in Yemen - Joint Programme (ERRY JP)



Final Programme Report

AUGUST 2019

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List of Acronyms

CBT	Competency-Based Training
CFW	Cash for Work
ERRY JP	Enhanced Resilience of Rural - Joint Programme
EU	European Union
FAF	For All Foundation
FAO	Food & Agriculture Organization
FFS	Farmers' Field School
FFA	Food assistance For Assets (also known as cash for work)
ILO	International Labor Organization
IP	Implementing Partner
IPC	Integrated Phase Classification
IRY	Islamic Relief Yemen
JCU	Joint-Coordination Unit
MoAI	Ministry of Agriculture & Irrigation
MoPIC	Ministry of Planning & International Cooperation
MTR	Mid-Term Review
OCHA	(UN) Office for the Coordination of Humanitarian Affairs
OSH	Occupational Safety and Health
PUNO	Partnering United Nations Agencies
PY	Partners Yemen
SCG	Search for Common Ground
SDF	Social Fund for Development
SFD	Sustainable Development Foundation
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
VAPG's	Village Agricultural Producers' Groups
VCC	Village Cooperation Council
VHI	Vision Hope International
WFP	World Food Programme
WUA	Water-Users Association
YLDF	Youth Leadership Development Foundation

1. Programme's Description

Project Title	Enhanced Rural Resilience in Yemen (ERRY)
Contract No.	DCI-MED/2015/368-334
Implementation Period	1 March 2016 to 28 Feb 2019
Total Contracted amount	Euro 34,799,329
Donor	European Union
Participating UN Organization (PUNO)	UNDP WFP FAO ILO
Administrative Agent (AA)	Multi Partners Trust Fund (MPTF)
Convening Agent	UNDP
Programme Implementing Partners for PUNOs	For All Foundation (FAF) Search for Common Ground (SCG) Social fund for Development (SFD) Partners Yemen (PY) Sustainable Development Foundation (SDF) Vision Hope International (VHI) Islamic Relief Yemen (IRY) CARE International Ministry of Agriculture and Irrigation (MoAI) Tahama Development Authority Youth Leadership Development Foundation (YLDF) (SOS)
National Counterpart	Ministry of Planning and International Cooperation (MoPIC), Yemen

2. Summary of the Progress and Context of the Action

2.1 Introduction

The EU-funded Enhanced Rural Resilience in Yemen (ERRY) is a UN Joint Programme implemented by FAO, ILO, UNDP and WFP in four governorates in Yemen: Hajjah, Hudaydah, Lahj and Abyan. The three-year programme aims to enhance the self-reliance of rural people and communities in Yemen to better cope with crises, risks and shocks through support to livelihoods stabilization and recovery, local governance and improved access to sustainable energy. ERRY focuses on the most vulnerable such as women, the unemployed, youth, the Muhamasheen (marginalized), internally displaced persons (IDPs) and stressed host communities, using inclusive, participatory and conflict-sensitive tools to mobilize and involve them in the proposed activities. Active partnership with local authorities, the private sector, communities, the Social Fund for Development (SFD) and NGOs is sought for the successful implementation of the programme.

To contribute to the achievement of the overall objective, the ERRY joint programme has two expected outcomes to contribute to:

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

This final Report outlines the key activities implemented and achievements in the period from March 2016 to Feb 2019, as well as the progress towards contributing the programme's outputs and outcomes. The final report also identifies major achievements of the project based on the commutative three years' work plan and against objectively verifiable indicators (OVIs) of the log-frame, as well as risks & challenges and lessons learned. The summary of impact assessments and final evaluation of the programme will also be included in the report.

2.2 ERRY JP Operating Context

ERRY JP was implemented while Yemen was undergoing the worst humanitarian crisis in the world. Even before March 25, 2015, when the conflict in Yemen escalated, the country faced high levels of poverty, under-development, food insecurity, vulnerability and environmental decline. The number of people in need of humanitarian assistance rose consistently from 2012 to 2014. Since the escalation of the conflict, the humanitarian crisis worsened pre-existing low levels of development, economic decline, weak governance and structural vulnerabilities. It drove up poverty and food insecurity levels, decimated livelihoods, and reduced the availability and access to health care, education, water and sanitation and other social services.

The current political situation in Yemen can be summarized as follows: "The map of Yemen is now a political patchwork. In the South, there is the Saudi-led supported administration which is partly based in Riyadh and partly in Aden, and which is internationally recognized as the official Government of Yemen. On the other hand, there is the Sana'a-based administration, with its own apparatus of Ministries and authorities. They control much of the Northwest of the country. There are also many other groups and tribal formations competing for dominance within and outside these two areas". Terrorist activities continue to be of concern. All core government functions have been severely compromised at both central and local levels.

Economic decline and import restrictions are impacting the availability and high price volatility of basic goods in the market, driven in large part by the increase of transportation cost and the ongoing liquidity crisis. The exchange rate which had some wild swings in the last quarter of 2018 is now around YER 500 to 1 USD. The inflation rate was estimated at 20.7% in 2018. The formal economy is almost non-existent. Many public servants have not been paid for more than two years including

health workers. Half of the population lived on less than USD 2 per day in 2017 (IMF, 2017). The hardest hits are Internally Displaced People (IDP), women, youth and children, and those who were already at the bottom of society before the war which included minority groups. About 30% of IDPs are women. Since 2015, Yemen's economy has contracted by nearly 50%. Cumulative losses in real Gross Domestic Product are estimated at USD 49.9 billion and at least 600,000 jobs have been lost. Agricultural production and fishing, employing nearly 70% of the workforce, have shrunk by a third. More than 65% of Yemenis now live below the poverty line, an increase of one-third since the conflict began, and a 10% increase over 2017.

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

2.3 Programme Contributions towards the outcomes:

The various impact assessments conducted under the different components of the joint Enhanced Rural Resilience Programme (ERRY) showed the significance contribution that ERRY has made to enhance the resilience and capacity of the targeted communities, households and individuals. ERRY has also contributed towards creating opportunities for livelihoods, income generation, food security, access to solar energy, and promoting social cohesion in local communities.

Community Resilience Capacity

ERRY joint programme demonstrated a scalable and all-inclusive local governance model for bottom-up planning and actions for an integrated preparedness, resilience, conflict resolution, and humanitarian response to the needs of vulnerable people. It was observed that there is a momentum related to people's tendency to organize themselves in an effort to improve their resilience, culture of solidarity and indigenous informal organization practices; as well as a significant diversity of stakeholders, including the well-experienced ERRY and others, that can build on this momentum.

Overall, the formation of the VCCs/LCCs was a key step towards enhancing local governance and social cohesion. Resilience plans and availability of small grants have improved community attitudes towards organizing themselves with the aim of mobilizing resources and building linkages with various actors to implement community resilience initiatives, instead of waiting for external support.

The hybrid local governance model with the composition of bottom up and top down approach indicated that the formal local governance structure has potentials to continue to function with the support of community level institutions, primarily community cooperation committees and conflict resolution committees. Current small grant system succeeded in triggering communities to allocate more resources for their resilience and recovery plans. ERRY's creation and support for the DMTs in the development of the district recovery plans was a milestone in enhancing the role of the current local authorities. Community structures stated that they have benefited from the programme in one way or another in terms of building their capacities to plan, organize, resolve conflicts, and manage community resilience plans.

Community initiatives supported by the project operated in areas of needs that are consistent with the humanitarian response plan. Partners had prior presence and experience in the targeted areas. This review revealed significant contribution of the project in addressing core limitations faced by

vulnerable people and communities to enhance their resilience and ability to cope with shock and effects of the conflict.

Improved Food Security Level

Food Consumption Score (FCS)¹

Overall, 70% of the targeted Food Assistance of Assets beneficiaries reported an acceptable food consumption score, 21% at borderline and 9% poor food consumption score. Comparing the food consumption score against a proxy pre-assistance baseline², ERRY beneficiaries across the targeted governorates reported consistently higher acceptable FCS in February 2019 than the pre-assistance baseline conducted in May 2017.

Moreover, the Food consumption score (FCS) of the Agriculture Value Chain beneficiaries revealed 72% to be at the acceptable level with 11% at the borderline and the remained 17% as poor. The assessment also measured households dietary diversity score (HDDS) and revealed that 39% of consuming food items belonging to six or more food groups (high dietary diversity), the same share consuming food items from four to five food groups (medium dietary diversity) and almost every fifth households having access to food items belonging to three or less food groups. Therefore, beneficiaries' dietary intake has improved after ERRY support. This is attributed to the fact that households used part of animal and crop products for their own consumption. The project support contributed to the improvement in three key food groups of beneficiaries' diets, namely milk/derivatives, oil/fat and cereals.

Livelihood based coping strategy:

The coping strategy index was used to envisage both the consumption-based mechanisms as well as the livelihood strategies used by beneficiaries to overcome food security challenges. According to the assessment, 90% of participants reported using stress coping strategies during the past 30 days, while 76% used crises strategies and 52% used emergency strategies, given that some beneficiaries would use more than one coping strategy. As the intervention is in an emergency context, it is well-understood that the assets may not be able to boost this index highly.

Improved Income and livelihoods

The agricultural value chain interventions reported improvements in the crop and livestock production, as well as in the production of dairy products, which resulted in the income increase of targeted farmers. Farmer beneficiaries were able to generate significant household cash income through sales of dairy products and animals. The programme enhanced animal and milk productivity through feeding supplements (blocks and sugar molasses), around 89% of the beneficiaries reported an increase in animal weights. The improvement in dairy production has boosted the productivity and returns of households working in dairy production.

60% of Agriculture Value Chain female beneficiaries reported that due to their improved skills and knowledge, as well as dairy equipment received, they were able to increase their income by processing milk and producing dairy products such as sour milk (56%), yoghurt (11%), ghee (53%), butter (9%) and cheese (4%).

Both the beneficiaries of dairy component and animal health/livestock fattening confirmed an increase in their income. In particular, farmers reported that as a result of vaccination and feeding

¹ The FCS aggregates household-level data on the diversity and frequency of food groups consumed over the previous seven days, which is then weighted according to the relative nutritional value of the consumed food groups. For instance, food groups containing nutritionally-dense foods, such as animal products, are given greater weight than those containing less nutritionally dense foods, such as tubers. Based on this score, a household's food consumption can be further classified into one of three categories: poor, borderline, or acceptable. The food consumption score is a proxy indicator of household caloric availability.

² Source: mVam May 2017

their livestock with feed blocks, mineral, concentrated feed and molasses, the appetite of their livestock improved, which in turn led to the increase in the weight of livestock and milk production both in terms of quality and quantity. The level of income of women engaged in the production of dairy has also improved, who used to deliver and sell their produced milk to small traders and plants.

Entrepreneurship Skills development enabled the micro-business owners to obtain essential skills to enter the market and to sustain the businesses. More than 80% of the micro-businesses are stable, and a large portion (about 70%) of them are making profit. Most of the targeted beneficiaries make average profit up to YER50,000/month. Female micro-business owners were able to breakeven more than male owners. This project has created a substantial source of income for the business owners. It also helped generate incomes for families and created new jobs for hired people through small businesses.

58% of participants confirmed an improvement of their employment status due to apprenticeship skill development. When it comes to income generation, only 16% do not have wage now compared with their status before joining the skill development training programme. 100% of those who used to receive wage are still getting wages now. The average wages range from over 15,000 YR/month and reached 27,000 in some cases.

Improved Access to Solar Energy

The Enhanced Rural Resilience in Yemen (ERRY) solar project has enabled communities to rely on themselves and improve their livelihood through better access to solar energy. Local health centers have reopened, and lives have been saved because of lab services are now powered by solar photovoltaic (PV)

systems. Children in the community can now be vaccinated and immunized at the local health facility since it has a refrigerator that can store adequate supplies for two months. Children, who are now vaccinated, can enjoy their education at schools and can even study at night. Drinking water is now available within 20 minutes instead of having to wait for one-and a-half hours. Everyone in the targeted rural areas has access to water; people can protect themselves against cholera and other deadly water-borne diseases because clean water is pumped by solar energy. Farmers are paying attention to their crops and harvesting food instead of having to worry about how much money they have to spend on black market diesel prices to pump water.

Communities are stronger when they can look after their common productive assets such as their farms and solar pumps, instead of having to cut forests and trees. They enjoy the fruits of their work instead of starving to death. New jobs have been created during this process.

Today's market includes many service providers for the solar energy systems – from those who clean the solar panels, to the mega importers of large solar solutions. Technicians these systems into consideration. The need for more systems seems to be a common theme in solar energy.

Solar energy has not only brought light into darkness, it has enlightened people's hearts and minds as individuals and communities. It has provided food, clean water, and a chance at a dignified life to many rural communities in Yemen, while also limiting carbon emissions. are in high demand, and people are aware of the idea of renewable energy.

Women Participation and Economic Empowerment

ERRY's interventions have been able to create an enabling environment for women's empowerment. Women reported impact in several aspects such as economic empowerment, social and institutional norms, and more representation in decision making (power and agency indicators). The main area of impact was increased income to meet basic needs. This was followed by increased access to improved community services and assets, increased participation of women in the local governance structures, enhanced personal skills, and women's economic advancement.

Women valued the role of the project in enhancing their access to different resources. Most common examples of improved access to services are roads, water, sanitation, education, and health services. Women highly praised the impact of rehabilitated roads in reducing hardship to reach health services for urgent medical care as well as childbirth. Women from vulnerable groups highly appreciated the income earned when participating in the community services and rehabilitation activities, enabling them to purchase food for their families. Access to vocational training, setting up micro businesses, life and business skills, and productive assets (materials, livestock) were other key improvements reported by women and key informants at the local level. Community services and rehabilitation of community assets created access to work and income generation opportunities.

Significant change in communities' perspectives on women's participation in the community governance structures and their ability to influence what they consider priorities of community initiatives. Women representation reached 50% in the local governance structures (VCCs), 30% in the insider mediators, and about 30% in all committees established by the other interventions (water projects, school parents' committees, Cash for Work (CfW) committees, etc.). Several examples of successful micro businesses including dairy processing set up by women were reported which increased income and empowered women socio-economic situation.

2.4 Summary of the programme's progress towards the outputs:

The table in annex 1 provides a high-level summary of the programme's progress towards achieving its overall delivery targets towards outputs throughout the programme's implementation period.

3. Baseline Study of ERRY JP

ERRY JP baseline study was conducted to establish a starting point against which the programme can measure the impact of the various activities.

The study gathered and assessed quantitative and qualitative data 178 key informant interview (KII), 48 Focus Group Discussion (FGD) with 544 participants, and 1,508 surveys in 16 districts distributed among four targeted governorates of Lahj, Abyan, Hajjah and Hodeidah during the period of May-June 2017. Participants were pre-defined as per target groups, and cluster sampling approach applied. Data was aggregated to provide insights about rural communities. Four main community characteristics (resilience, livelihood, social cohesion, and local authority capacity) were measured to address two outcomes as per the monitoring & evaluation (M&E) logic frame.

Baseline Findings

Community resilience findings highlights on the three main hazards including low levels of food security, access to water and electricity, and employment. Job creation and poverty reductions would be the most needed interventions to increase resilience level. Greater community integration is needed to improve local capacity to adapt and improve local livelihood.

Livelihood level is very low. Communities' access to human, financial, physical, social, and natural capital is very low. People have very limited access to land, alternative sources of energy, education, employment, health services, other basic human needs. Civil employees have not received their salaries for over 10 months in areas in Hajjah and Hodeidah. Public services have been degraded accordingly. Very limited public services are still provided, yet the current crisis has increased the cost of living. While men had very limited chances, women struggled to cope with their lives. Much help is needed to create jobs and opportunities for youth and other vulnerable groups.

Social cohesion is another characteristic of rural communities that is very low. There is no mechanism for individuals to participate in the local administration. Tolerance and solidarity among members of the communities varied from one place to the other.

Local authorities have not been able to generate their local resources. High dependency on the central government at times when central government support is highly interrupted. This led to major deficiencies in local public services. While very limited local administration capacity exists for planning and budgeting, much help is needed to develop resilience that can help the livelihood of the communities.

The assessment makes use of existing tools of measurement and data collection techniques that have been implemented in similar studies by UN agencies. The report provides a description of the methodology and analysis. The findings include index levels for each of the community characteristics along with the program outcomes and outputs. The findings should be interpreted with caution, study limitations were identified and discussed with project evaluation team.

Baseline Recommendations

The baseline assessment provided a starting point for the ERRY project. Based on the field work and data collection, there are many challenges in the security situation among many of the targeted areas. Implementation needs much coordination with local authorities and caution due to the escalation of crisis and war. The socio-economic fabric is highly affected and the situation is dramatically getting worse. While the baseline findings indicated some livelihood among different communities, the determination of the situation can be faster than the ability to implement positive interventions. On the other hand, effective interventions in areas of food security, income generation, and access to livelihood assets can make a huge difference in improving the self-reliance.

Local governance capacity improvement should enable community engagement and provide resilience to rural communities. Water associations, asset rehabilitation, community groups can improve rural communities' self-reliance and resilience. As well as the development of skills, apprenticeship, agriculture value chain, capacity building, alternative energy sources, and business support activities would generate livelihood improvement. Finally, peaceful conflict resolutions would require leverage of community solidarity to improve social cohesion among different members of the communities.

4. Results: Progress of Implementation towards Outputs:

The following sub-section provides a detailed narration on how the conducted programme's activities and activity results contributed to their respective expected outputs during the programme implementation period; and how, therefore, they eventually contributed towards impacting the livelihoods and resilience of the targeted communities.

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

Improving communities' livelihood and strengthening their resilience is at the core of the ERRY objectives which have been realized through the activities carried out by all partnering UN agencies.

Livelihoods initiatives have been directed to the strengthening of value chains and the diversification of the income generation; thus, increasing resilience and reducing food insecurity of a diversified set of beneficiaries in the assisted communities.

ERRY has achieved and exceeded the overall targets regarding this expected output, with concrete benefits for individuals' and communities' livelihoods and capacity to deal with the current situation. A more in-depth results analysis has been conducted and presented in the following section.

Output 1.1 Summary of Achievements:

- **223 VCCs** were re-established in the targeted communities, including **2,259** members, **49%** women.
- **223 community resilience plans** were developed by VCCs, including the priorities of communities on basic services, employment, income generation, etc.
- **292 compact initiatives** (matching grants by ERRY I) were implemented by VCCs. The number of direct beneficiaries from compact initiatives has reached 51,100 individuals.
- **3 subdistricts initiatives** were implemented as prioritized by the communities' resilience plans. The compact initiatives grants were allocated for Al Feyoush health centre extension in Tuban District, Al Keleos villages water project in Bani Qais District, and constructing water project infrastructure in Habil Jabr District.
- **628 self-help initiatives** were implemented without any external support.
- **3,426 households** received monthly cash incentives for their participation in community asset creation activities, benefitting **20,500** vulnerable individuals.
- **371 communal assets** were rehabilitated or created including:
 - **100 km of feeder roads** connecting villages to markets and other social services were maintained;
 - **129 water points**, including wells, water gateways, water harvesting tanks and irrigation canals, were rehabilitated or built.
 - **72 activities** to reclaim **22** hectares of agricultural and grazing lands, by removing harmful bushes and trees and building protective walls for natural pastures.
 - **6 schools** were refurbished, expanded and better equipped to support education outcomes.
 - **63 Hygiene and sanitation assets** were renovated or constructed to provide functioning sanitation networks.
 - **5 solid waste piles** were cleaned contributing to healthier community environment.
 - **20 handicraft workshops** for women were established.
 - **2 workshop buildings** were built for women to practice productive handicrafts and diversify their livelihoods and income sources.
- Under the livelihood component, **2,152 micro businesses** were created exceeding the overall target by **652** due to exchange rate gain.
- **3,629 individuals** received basic and advanced training on business skills development. The training course was developed in collaboration with ILO.
- **85 Village Agricultural Producers' Groups (VAPG's)** were established to support farmers with value chain development services by grouping neighbouring villages.
 - Reactivate and support 14 existing WUAs with LOAs at 3 districts (AL Zuhrah, AL Mrawaa, Tuban) for rehabilitation canals for spate irrigation with total number of 1,922 beneficiaries covering 6202 ha
- **15,813 livestock producers** were supported with **151,643** Units of Feed Blocks, as emergency feed supplement, to alleviate the austere feeding crisis due to shortage / high prices of feeds.
- **20,745 farmers**, including **8,298** livestock women (40%), received training on improved animal feeding and milking practices.
- Distribution of stainless steel small dairy equipment to support **2,490 smallholder beneficiaries**, 87% women headed-households, and 25 women groups (with 369 members) for improving milk hygiene, handling and processing at home.
- **5,232 livestock producers** were supported with animal concentrated feed to alleviate the austere feeding crisis due to shortage / high prices of feeds.
- **9,350 farmers** were supported with improved seeds of sorghum and millet for cereal crop value chain improvement. And 1,597 tomato crop producers were supported with **1,997** cans of tomato improved seeds, each can contains **5,000** seeds.
- **775,371 heads** of sheep and goats have been vaccinated and treated against internal-external parasites benefitting of 30,825 households.

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

UNDP focused on two key activities that contribute to achieving result 1.1 The first one is building inclusive community-based governance systems, and the second is improving livelihood. These two specific interventions were also the key to the entry point to the targeted communities to begin the dialogue process to understand the impacts of the ongoing crisis on the socio-economic situation. Activities, such as community organization, priority-based resilience plan preparation and implementation, providing immediate support through emergency employment and skill-based training, seed grant and advisory support for the entrepreneurship development, were the key for the above output. This section captures the impacts on community governance as well as on economic self-reliance. Quantitative analysis as well as qualitative evidence are presented to support the overall effect created through the interventions as below:

Inclusive community-based governance:

The community governance to strengthen resilience building is driven by planning, institution building, and service delivery. Since the crisis started in Yemen, the local financing of district administration has stopped and so has the revenue collection through direct taxes. Apart from the above, the salary and incentive on which the local authorities were entirely dependent, did not continue after March 2015. Bureaucrats and technocrats could not continue to work with executive organs (local councils) due to their lack of willingness. The crisis continued to widen the gap between local authority and affected communities and brought both in a helpless situation to support each other. The intervention of ERRY local governance component has underscored the above bottleneck and, through its intervention, tried to restore minimum standards and highlighted the need for it during the crisis context. During the intervention period, the local governance component built on village level governance to sub-district model. The local administrative law (LAL) created a two-tier system; district and sub-district to promote local governance in Yemen. The primary objective of the local governance component was to build the trust between authority and affected communities and enhance social contracts in the crisis context.

Establishment of horizontal and vertical linkages through VCCs to strengthen community governance

Although the local administration law does not include villages as a unit of analysis for planning and resource mobilization perspectives, the Village Cooperative Council (VCC) establishment can be considered as auxiliary support to build the sub-district and district relationships, which have been lost due to stoppage of service delivery related support. VCC has managed to bring back the confidence and strengthens the horizontal and vertical linkages. VCC at the village level managed to bring informal institutions related to water, youths and women groups to mobilize village to implement service delivery projects. At the same time, VCC was also able to build relationships and linkages with local authority, both executive (local council) and administrative organs, to seek approval for the construction of service delivery facilities. It is worth noting that VCC as a village unit may find difficulties to advocate for service delivery improvement in future because many of the services such as health, water, education, community assets are shared in nature. In Lahj and Hajjah, sub-district level VCCs were designed using SFD's Tamkeen approach, the results of which are encouraging.

The participating UN agencies have agreed to follow up in the rollout of the plan in ERRY II. The sub-district level model can be easily replicated and leveraged with other aid agencies.



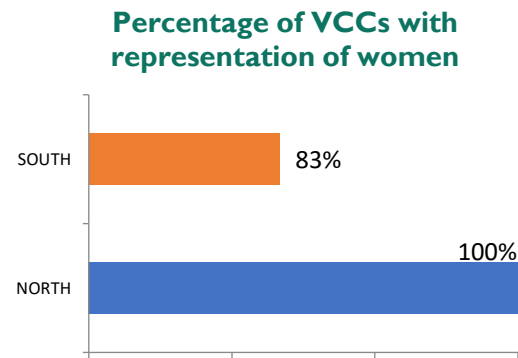
IMPACTS

Increasing role of women in enhancing service delivery

Pre-crisis, Yemen could not enjoy the demographic dividends, and the ongoing context challenged the limited role of women in the local community and beyond. The crisis has exposed the division of labor between women and men, and therefore, in the absence of men, higher mobility among women was observed to support their families as breadwinners. The absence of men and their political engagement has also challenged the social sanctions on women and have allowed them to take part in socio-economic engagements. The local governance interventions have prioritized the role of women in enhancing service delivery by engaging them in village cooperative councils (SFD Tamkeen approach). A precondition was established in the formulation of VCCs to have 50% quota system. 223 VCCs established, and the membership has reached to 2,259 individuals, about 49% of whom are women. The regional geography also plays a critical role for women to participate in community governance. It was observed that compared to the southern governorates, the participation of women in the north has been higher. Observations from monitoring missions and interactions with VCCs have highlighted the fact that women in the north fell under difficult circumstances such as the demise of their husbands or their husbands' engagement in political activities. Whereas in the south, the localized nature of political engagement did not allow to break the barriers of cultural sanctions like it did in the north. It is worth mentioning that the participation of women in Lahj governorate was high and out of four governorates, Abyan has observed the lowest turnout. Despite the differences in terms of the involvement of women in VCCs, the identified priority interventions by women and community, in general, do not differ significantly.

Women's role in enhancing service delivery process varies from activity to another and not on a regional basis as explained above. The infographic below demonstrates the level of participation of women at various stages of the community governance process. Women's involvement was higher during the VCC formation, community mobilization and delivery of self-help initiatives. These three key activities and women's participation highlight the strength and capacity women bring to build resilience. Comparing compact and self-help initiatives, women were particularly keen on mobilizing resources without external support such as ERRY. It also indicates that the role of women in mobilizing resources within the community is critical and they can do much better compared to men.

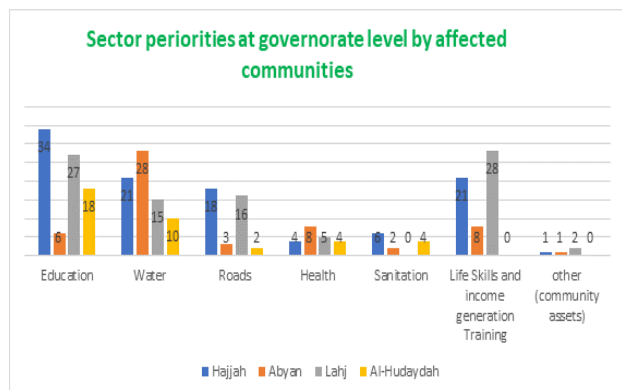
It is also important to highlight that there are more than 441 self-help initiatives implemented without any external support. The purpose of the compact initiative was to sensitize and create awareness among affected communities to work together in improving and enhancing service delivery. The number of self-help initiatives reached (441) and of compact initiatives (292) reflecting the expected outcome. The 50% quota system in VCCs has created a positive impact, especially in the following community governance areas:



a) Needs prioritization: the compact and self-help initiatives have focused more on improving access to health, education and WaSH, which are the key areas where women and children have had a significant impact due to the crisis. Malnutrition, cholera, diarrhea, and higher school dropout rates among children have impacted women and children more severely than men. The presence of women in VCC and their active participation in community mobilization, resilience planning and delivery of self-help initiatives indicate that women were able to influence the overall planning process while highlighting the concerns and sufferings.

The story of Al Feyoush is one such example where active and strong VCC members especially women highlighted the problem that the village was facing to access health services. With the arrival of more than 500 HHs of internally displaced people, the situation becomes severe. As per the local doctor, in the last three years, there were several cases of severe acute malnutrition, but due to lack of access to the health center, only a few cases were reported. The only health center in the town has more than 20 villages to serve. Pregnant women and lactating mothers were also challenged often and had to pay more than YER2000 for each trip. Considering the access problem to the health center, VCC members and particularly women; met with District Health Office and Manager and proposed to construct a Mini Health Center as an extension to the existing health center. The approval was provided to VCC and ERRY supported the initiative with \$2000 as a matching grant to build the mini health center. The center has now become the hub for nutritional supplement provision by Save the Children and Islamic Relief. Save the Children have made an addition to the initiative by building a section for outpatient facilities and this mini health center now serves more than seven villages and keep track of Severe Acute Malnutrition (SAM) cases as well for further referral. No one ever thought that for \$2000 a mini health center can be constructed and would cater more than 2000 HHs. The Al Feyoush story also highlights that, when given the opportunities, affected communities and especially women can pave the path to overcome shocks and stresses of the protracted crisis in Yemen.

b) Improving access to services: The analysis of the compact and self-help initiatives shows that in the four governorates and 215 villages, access to services such as health, education, WaSH and community infrastructure has improved. Out of 292 small scale projects, education topped among the priority interventions with (85) projects and subsequently water (74), skills development (57) and health (21), roads (39), sanitation (12), and other community assets (4). In terms of coverage, health and water remained the highest coverage initiatives after education projects. The participation of women in these projects also highlights the role they have played in the overall compact and self-help initiatives.



c) Building trust and linkages: In most projects on education, water, and health, the role of women in building trust between affected communities and local authority was critical. Due to the active leadership and engagement, the relevant government department, such as health, education, and water, were able to provide the technical support to construct service facilities, as well as the necessary support provided by the government. Women have also helped to influence the local authorities in securing permission without any delays. There is no doubt that, due to crisis context, the trust deficit has increased across the governorates. However, the number of successful initiatives validates both quantitatively and qualitatively the increase in the confidence between affected communities and local authority. This success also substantiates the physical and human capitals improvement in all targeted governorates to overcome the shocks and stresses. The community governance approach was able to build horizontal and vertical linkages as well as enhancing service delivery.

d) Women leadership development:

The 50% quota has provided the space for women or group of women to be part of the solution to overcome shocks and stresses instead of being merely beneficiaries or victims. Women members of VCC have also demonstrated that even in crises, resource mobilization, needs prioritization and service delivery improvement are very much possible. The women leadership has managed to bring the education and health-related issue to a greater notice among aid agencies. The leadership



Morning assembly in constructed school

has also supported women who are not part of VCC as highlighted in impact assessment of Local Governance and Social Cohesion.

e) Breaking the barriers of gender norms and social sanctions: The participation of women in VCC and active engagement in the process of resilience planning development and implementation of compact and self-help initiatives have also provided evidence of breaking the barriers of women's participation in the public forum. The gender assessment conducted in 2016 highlighted that the crisis had broken the barriers with regards to division of labor, roles, and responsibilities. Before the crisis, women were not considered to participate in the public forum and engage in economic activities. The local governance component has validated the above assessment.

Value for money

Compact initiatives are supported by ERRY project and the ceiling for each grant is \$2000. The grant is a matching fund under which affected communities provide an in-kind contribution in terms of local material and labors to match the grant money support to be eligible for the funding. A total of **\$642,000** and an equal amount of in-kind community contributions were spent on improving services such as construction and rehabilitation of 119 classrooms, 25 water wells for drinking and irrigation, 19 water reservoirs, 13,020 meters of water pipe grid installation, 16 health units, 750 meters of liquid waste piping grid, 3000 meters of rural roads pavement and life skill development for income opportunities for 1,521 women. More importantly, compact initiatives have coverage of more than 200 villages in 8 districts reaching approximately 56,000 individuals.



Synergy

The collaboration between UNDP and WFP in Bani Qais (Hajjah) and Tuban (Lahj) is strengthened under the local governance component. The community resilience plans for both the locations were shared with WFP to identify 600 households for food for assistance activities.

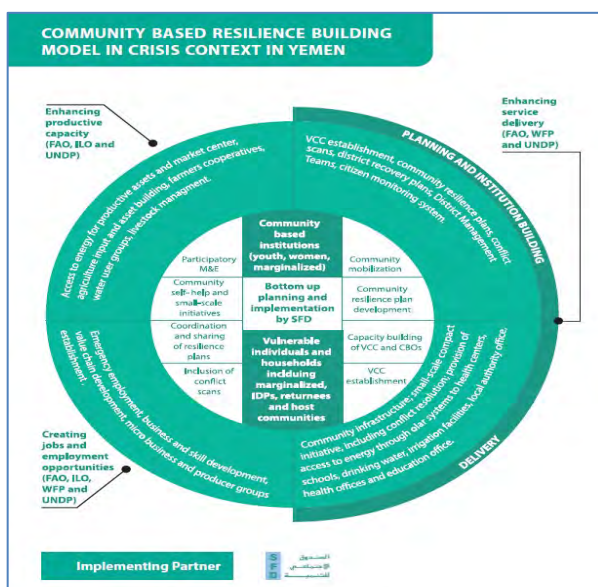
The collaboration was based on piloting employment and employability model between the agencies while adopting the community resilience plan. At the inception of joint activities, the implementing partner of both UNDP and WFP organized the meeting to discuss and identify vulnerable households based on a resilience plan document and information. Further FAO and ILO also support the post cash for work activities based on the analytical data provided by the plan. It was much easier for the community to coordinate with PUNOs through resilience plan document and agreeing on multisector interventions by PUNOs. The community resilience plan was technically reviewed by PUNOs, implementing partners and SFD. The sub-district level model worked as feedback from the workshop participants.



Children's happiness after the construction and rehabilitation of school buildings

Improvement of Community Resilience Plan Framework

Despite the ERRY design to adopt community-based resilience planning into their implementation framework, most of the PUNOs activities including UNDP missed it and thus a disconnect was noticed in the MTR report highlighting the urgent need to bring back the focus of community-based resilience and social cohesion tool as an entry point for the ERRY interventions. A workshop was organized in Sana'a and participants from PUNOs, and their implementing partners, were invited to review the community resilience plans. SFD and its branch offices from Hajjah, Hudaydah, Abyan, and Lahj also participated in sharing their experiences in the development of resilience plans. UNDP along with SFD presented the



structure and process of preparing the plan. Participants made suggestions, and there was a common consensus to develop the plan at sub-district level instead of the village level to provide more space for other agencies to support it. Based on the recommendation, Lahj and Bani Qais were selected to develop the sub-district level plans. PUNOs adopted the plans and implemented the recommended activities under the resilience plan.

WFP identified the food for assistance and community asset rehabilitation priorities, and FAO supported youths and provided seeds for subsistence farming.

Additionally, the resilience plan also incorporated the local conflict scan and analysis to enrich the findings. The conflict

scan supported implementing partners to carefully assess the risks and assumptions associated with the service delivery, jobs and employment and enhancing productive assets. Based on the community resilience plan, UNDP has developed the community-based resilience model which captures the overall focus of the ERRY programming and suggests having minimum requirements for building community resilience.

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

WFP role galvanizes around the first key result area, which is improving livelihoods opportunities and food security in the targeted rural communities. In these communities, many households lost their source of income due to the destruction of their assets, the collapse of the local economy and the decrease in agricultural production. To support individuals, households and communities, WFP implements food assistance for assets (an approach that is similar to cash for work but differs as food security remains the main entry point for all interventions) to provide income for food and rehabilitate communal assets.



FFA has a triple objective:

1) support household food consumption during the implementation of activities through cash incentives; 2) create and rehabilitate community assets that benefit a larger number of households (indirect beneficiaries); 3) contribute to longer term resilience by reducing risks and the impact of shocks such as drought and floods.

During the programme implementation period, FFA activities were carried out as planned in all districts and communities, achieving 100% of their expected targets. **3,426** households (representing about **20,556** individual beneficiaries, including 47% girls and women) benefitted from monthly cash incentives to compensate their participation in project activities. A total amount of USD **5,903,359** was disbursed to these households throughout the whole project.



Furthermore, **371** communal assets were rehabilitated/created during the project benefiting **59,252** households. The following table provides more details on the rehabilitated/created community assets and beneficiaries reached.

Community Assets Rehabilitated/Created, disaggregated by Governorate & Asset Type

Governorate	Activity type	Description of the activity	Number of Assets	# of Participants	# of benefited Households
Hajjah	Road Works	Roads maintenance, paving and repairing the roads connecting their villages with social services	36	1157	5,582
	Water	Digging, rehabilitating/constructing, deepening, improving the quality of different water points	77		2,994
	Agricultural & Environmental	Removing harmful bushes and building protective walls against floods to protect agriculture terraces	24		2,750
	Handicrafts	Tailoring, knitting, producing of perfumes incense, aromatic creams, porcelain and such handicrafts. Building and preparing workshop buildings for women handicrafts groups	21		588
	Health	Rehabilitation/Construction of Sanitation Networks and Latrine Pits	31		1908
	Education	Building classrooms, Latrines, the school yard and the school wall Conducting Literacy Classes for Women	3		120
Sub-total			192		13,942
Hodeidah	Road Works	Roads maintenance, paving and repairing the roads leading to the villages	15	556	4,280
	Water	Digging new wells, constructing new water tanks. Rehabilitating/constructing stone tanks for water harvesting	34		5,780
	Agricultural & Environmental	Building protective walls for the natural pastures. Rehabilitating/constructing of irrigation canals.	26		7,150
	Health	Building latrines and cesspits	2		700
Sub-total			77		17,910
Lahj	Road Works	Roads maintenance, paving and repairing the roads leading to the villages	22	1156	4,000
	Water	Building water gateways, and water harvesting tanks. Rehabilitating water networks.	9		6,400
	Agricultural & Environmental	Removing harmful bushes. Constructing protective walls (gabions). Planting the dust sides of the roads. Building gabions and cleaning irrigation canals	15		5,980
	Education	School rehabilitation, building new 6 classrooms and 2 new Latrines.	3		900
	Health	Rehabilitation of Sewage system Constructing Latrine Pits	31		1270
Sub-total			80		18,550
Abyan	Road Works	Road repair	1	557	350
	Water	Rehabilitation of water networks, constructing water tanks and cement base for plastic water tank.	9		3,500
	Health	Removing solid wastes	4		2,000
	Agricultural & Environmental	Gabions Removing harmful trees	7		3000
Sub-total			22		8,850
TOTAL			371 sites	3,426	59,252

Immediate Impact/Changes

Monitoring confirms that targeted communities report improvements in their livelihoods, well-being and access to basic services due to:

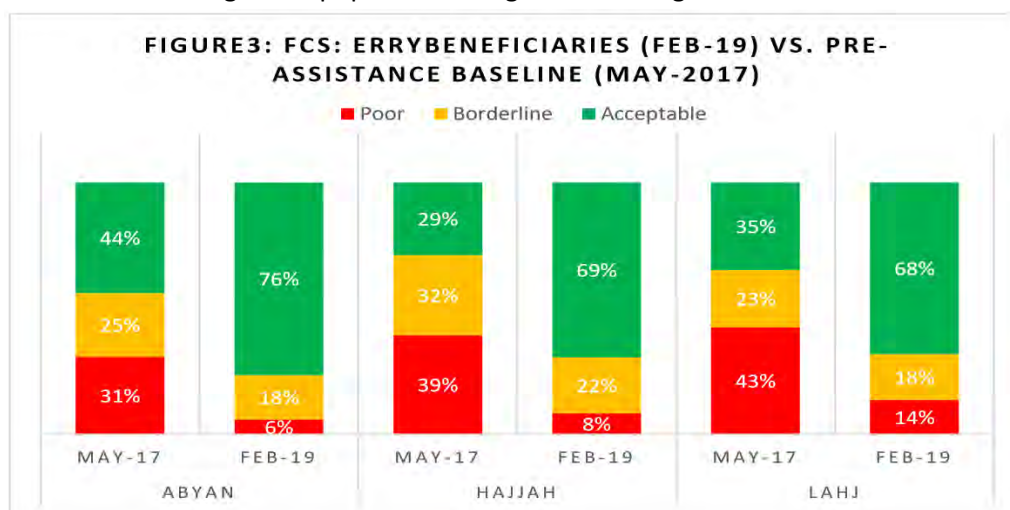
- Improved access to water sources, markets, schools and health services;
- Improved and diversified income opportunities for women working on handicrafts;
- Stimulation of the local economy due to an increase in purchasing power (through cash transfers);
- Increased employability as participants were trained on asset construction, rehabilitation and management; and
- Improved knowledge and capacity of local communities and authorities to implement and manage FFA type activities.



Based on the impact assessment, 88% of beneficiaries confirmed that all assets are still functional, 11% responded that assets are not functional and 1% did not respond. Furthermore, respectively 69% and 55% of interviewed beneficiaries highlighted improvements in their income and skills.

Food Consumption Score (FCS):

The study of the impact assessment also showed that, overall 70% of the interviewed beneficiaries had an acceptable food consumption score, 21% at borderline and 9% poor food consumption score. Comparing the food consumption score against a proxy pre-assistance baseline ERRY beneficiaries across the three governorates reported consistently higher acceptable FCS in February 2019 than the pre-assistance baseline conducted in May 2017. However, with the caveat that such comparison has been made to the general population living in the three governorates.

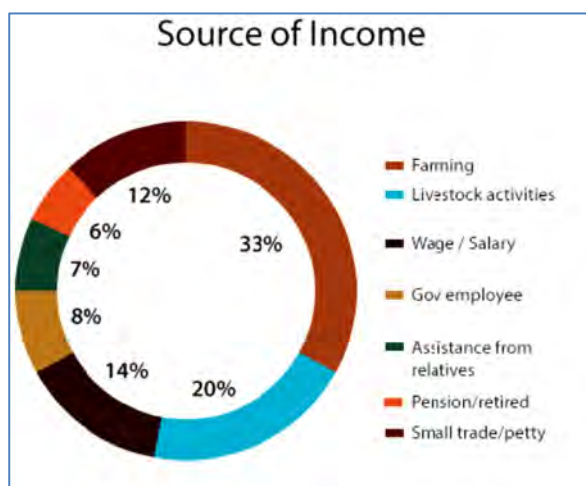


Activity result 1.3: Income-generating revenues are created through enterprise recovery (such as within the framework of 3x6 approach) targeting communities affected by the crisis (UNDP)

The livelihood improvement and self-reliance intervention adopted UNDP's 3x6 approach. The primary focus of the intervention was to support affected communities to meet their immediate needs as well as sustain their household incomes to overcome protracted crisis needs. The three key areas undertaken through the 3x6 approach are: emergency employment, business and skill building,

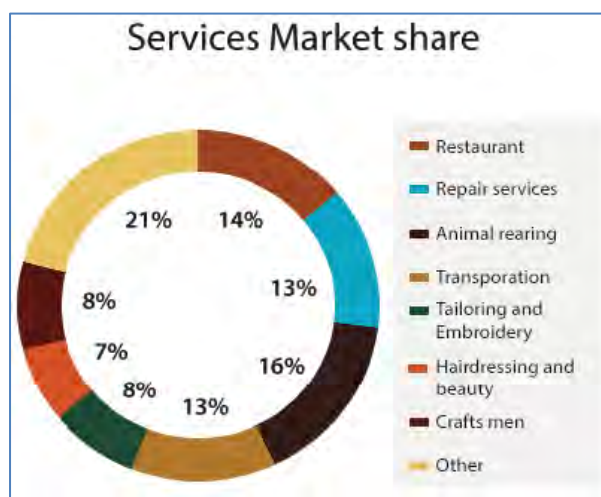
and entrepreneurship establishment. There has been a constant debate in Yemen about livelihood improvement and recovery that the affected communities require the immediate income through cash transfer for considerable periods as it tends to help significantly. On the other hand, the 3x6 approach has a blend of humanitarian and longer-term recovery intervention and supports the affected communities to graduate from the vicious cycle of vulnerabilities. The emergency employment opportunities for two months provide support to beneficiaries to meet immediate needs. Beneficiaries further receive skill and competency-based training to diversify their income opportunities. The training helps beneficiaries to develop a vibrant business which can thrive in a crisis environment.

Baseline: The baseline assessment conducted in 2017 indicated that men dominated most of the livelihood groups, and in rural areas women were engaged traditionally in farming or livestock without



being paid. The assessment also highlights that women who worked in wage labor were paid in-kind and very few women were involved in micro businesses. The assessment also found that the majority of women, producers or service providers, were home-based. The main highlight was that, due to conflict, the mobility of women increased significantly.

The above infographic highlights the baseline status in terms of the source of income, goods market share and service market share. Farming was the top employment provider sector in Yemen in the pre-crisis situation; more than 55% of the labor force engaged in the farming sector.



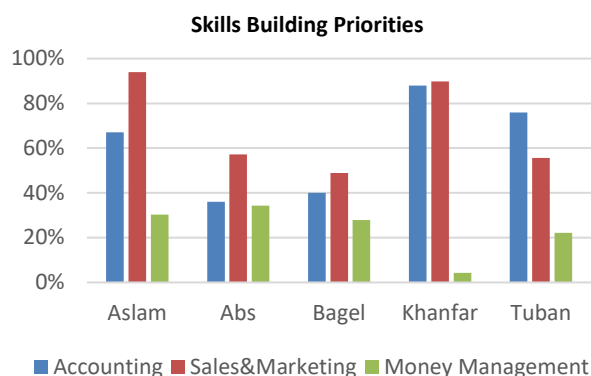
However, between 2017 and 2018, the farming sector observed large labor workforce laid off due to the substantial decrease in agriculture production for various reasons, such as lack of: quality seeds, support from financial institutions for loans, inputs, and irrigation facilities. The ERRY interventions were crucial to support the families who lost the regular income, jobs, and employment. Therefore, the livelihood of the 3x6 approach focused on building the skills and capacities of affected IDPs, returnees and host communities.

IMPACTS

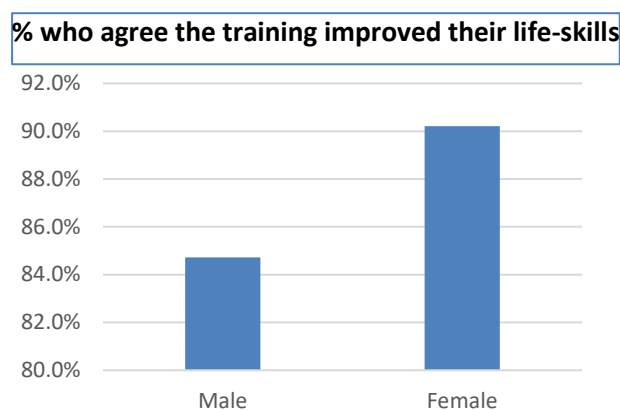
Enhanced capacities on business skill development for alternative livelihoods

Under the business and skill capacity building, 3,629 individuals received basic and advanced training. The training course was developed in collaboration with ILO.

Under the necessary training, participants were provided with an overview of business and entrepreneurship development. The purpose of emergency employment under the 3x6 approach is to encourage participants to save income into their bank account. It was also a precondition to access the seed grant to have half of the saving earned from emergency employment — the infographic above highlights the skills acquired by the participants from the training. Sales and marketing capacities of participants have improved as a result of the learned business and development skills. It also indicates that despite the capacity to run the business, participants were keen to learn how to organize sales and marketing to earn profits or gain the opportunity cost. Accounting was the second top priority for the participants to understand how to manage the log book, credit, debit, cash inflows and outflows. The infographic to the left highlights the gender of the participants.



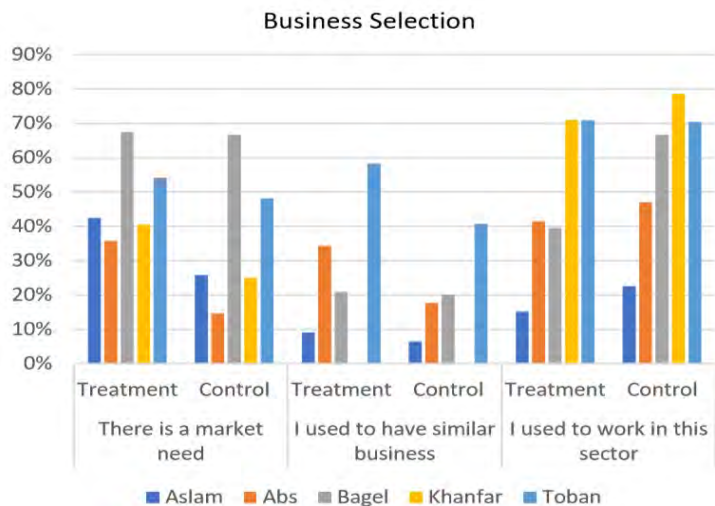
Apart from Abyan governorate, the targeted governorates have observed women’s participation close to men. The socio and cultural restrictions in Abyan have limited the participation of women. Under the 3x6 intervention, the engagement of women in emergency employment was lowest in Khanfer and Lawder comparing to the rest of the target districts. The response was implemented in late 2016 when the influence of conflict was very high. Conflict has a high impact at the community level, and thus women found it difficult and challenging to participate in the interventions. UNDP has managed to intervene in the same district in the year of 2018, and early 2019 and the engagement of women was considerably higher than in 2016. The above infographic also suggests that there is a greater need to encourage women to participate in economic activities. Future programme design should move beyond 30% mandate to engage women. The 3x6 should make a mandatory provision for more than 50% of women participation in the cash-for-work and business capacity building activities.



The project has also managed to assess the treatment and control groups to understand the impact of the intervention. The infographic below compares three indicators in terms of reason for business selection. It is interesting to note the difference between treatment and control group response for selecting businesses where there is market opportunity. The treatment group is clearly ahead of the control group and shows better understanding of market which is very critical for the purpose of the micro business sustainability. The comparison between the market opportunity and previous experience in similar business also highlights that, in general both treatment and control group have been influenced by the crisis and were able to diversify their businesses according to market opportunity. Overall, there is a clear indication that the capacity building on business skills have managed to influence target beneficiaries to consider the market opportunities and need over their previous experience and the sector they worked in. It also showcases that the beneficiaries were able to recognize the need to diversify their livelihood activities as the market may not support all sectors. The conducted market assessments show that the most popular and preferred businesses among the

beneficiaries is livestock followed by grocery and clothes selling businesses. The reason livestock being the topped micro business is also strongly linked with the dietary habit of Yemenis.

Micro and small business development has proven to be an effective solution to stable income generation to support affected individuals to overcome humanitarian and protracted crisis shocks and stresses. 30% of the interventions under the Yemen Humanitarian Response Plan of 2018 was cash focused. The majority of the cash grants implemented under the above plan were limited to maximum 4-5 rounds, and exception cases observed where the grant was provided for nine months as well over a year. The target beneficiaries remain dependent on future cash grants.

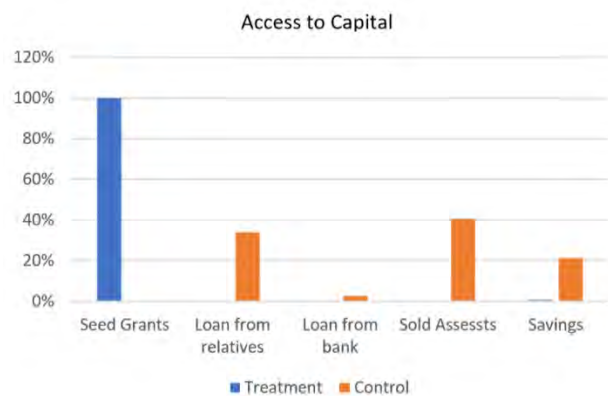


There is no doubt that in the current context of Yemen, cash grant is the need of the hour and it provides beneficiaries with a choice to live in a dignified manner. However, in the absence of an exit strategy, the cash grant does not create an impact or help beneficiary to graduate from their status. The number of IPC4 districts from 2016 is on the rise despite the massive coverage and provision of cash grants. The experience of ERRY-UNDP has demonstrated that the vulnerable household and individuals including IDPs can graduate and transition to stable income at a micro and small level where market support the income.

The consumables, food, textile, pottery, cosmetic and honey sectors continue to thrive despite the macro-economic crisis. The myth that due to war, the economy is at the brink of collapse needs to be challenged and changed. The investment where income matters the most needs to be made accordingly to support the affected communities.

Access to capital

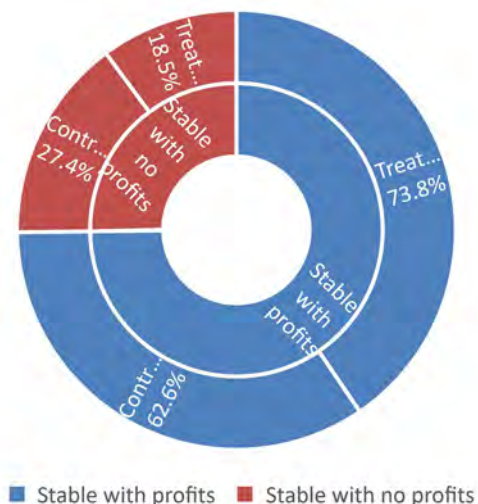
The infographic to the right has captured both treatment and control groups in terms of access to capital. Though the majority of the ERRY beneficiaries received the seed grants, there were about 38% of them also took the loan from their relatives. It suggests that the social capital among the target beneficiaries is compelling and the family and neighbours still support each other even after three and a half years of the crisis. The control group has adopted the negative coping mechanism by selling the asset to start up the micro business as well as using savings. The infographic shows around 3% control group could get a loan from the bank. If confidence is built between the beneficiaries and bank about the repayment of the loan, the access to capital from the financial institutions can increase significantly. It would also reduce the risk of selling assets as a negative coping mechanism. Loans from relatives, bank, and utilization of savings are significant sources, and they all are a positive coping mechanism. The future programme needs to



capitalize and support beneficiaries to liaise with the financial institutions. Between treatment and control groups, it is worth noting that, there is a higher tendency among the latter to fall back into the debt as assets and savings are utilized. The 3x6 approach promotes and encourages beneficiaries to save income, and thus the ERRY beneficiaries may not want necessarily to fall into the debt crisis. It also concludes that the 3x6 approach has a positive impact on beneficiaries; it does not worsen their burden, but rather it enhances their coping mechanism.

Financial rate of return (FRR)

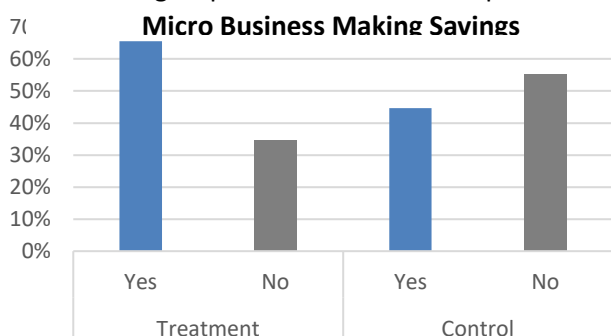
Comparing the access to capital and financial rate of return (in the infographic above), it is worth mentioning that the majority of the micro businesses both in treatment and control groups are stable with profits. It is also an indication of the high financial rate of return among micro businesses, and thus they are also successful. For all the assessed micro business, the above infographic suggests that irrespective of treatment or control group, the microbusiness has survived and has been stable with and without profit. The ERRY beneficiaries received \$900 as seed grant, and the assessed micro businesses are more than a year and half old. The assessment also indicates that the majority of microbusinesses were able to recover the seed grant input in the first 6-8 months with a rate of \$100/month. The assessment conducted among the large sample, 429 out of 2152 (20% sample) micro-business and therefore the findings can be extrapolated for all created businesses.



Income, expenditure and profit

The treatment and control groups do not show a significant gap in terms of income, expenditure, and profit as this is validated by the financial rate of return analysis. Aslam has topped the chart where both treatment and control groups have registered the same level of expenses and profits. The findings also triangulate the fact findings monitoring and field missions where it was found that the majority of the micro businesses were able to earn more than \$100/month.

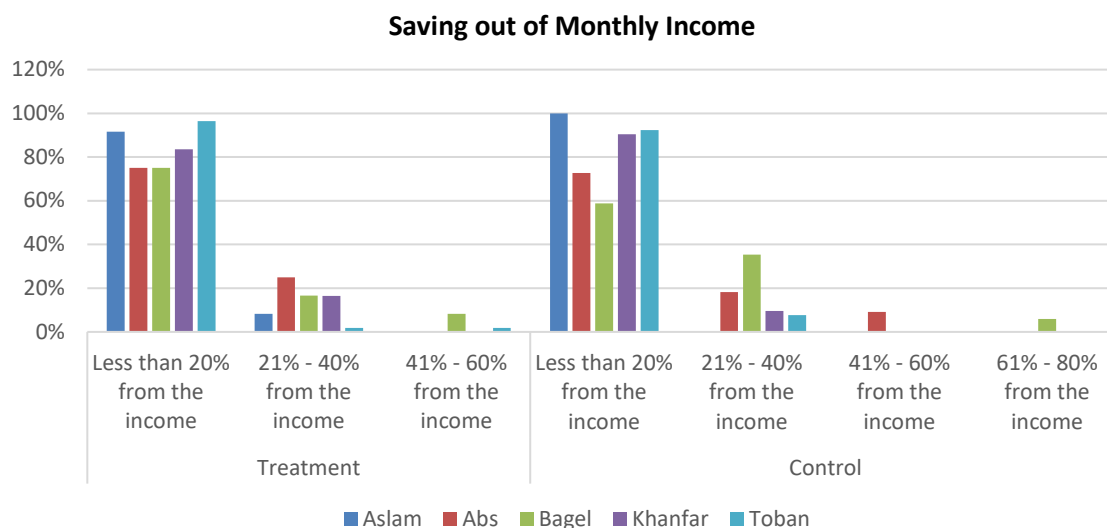
The infographic of businesses making saving indicate that in terms of saving the treatment is in better place compare to control one. As highlighted in the access to the capital section that, the majority of the control group beneficiaries were dependent on selling off assets and utilization of savings and are



for the establishment of micro-business, are considered as negative coping mechanisms.

The majority of the control group beneficiaries have indicated to have no saving, whereas the treatment groups have responded favourably in terms of savings. It also highlights that most of the beneficiaries in both treatment and control groups fall under the category where the profit is limited to less than YER50,000/month.

Considering savings, the above two infographics also highlight that both groups are stable and do not fall into the crisis to close their businesses.



Women are breaking the barriers of displacement in a protracted crisis and are rebuilding their lives and their family members.



Nadia & her mom at her microbusiness

A UN held estimate that there are as many as 30% of women-headed, displaced households living either with host families, renting an apartment or in open fields. The continuation of the conflict and crisis has brought women across the demography whether displaced, refugee or host communities, more vulnerability and exposure due to the active participation of men and young boys in political activities. The gender, protection, market and cash assistance assessments conducted in

Yemen so far has indicated that there has been a considerable increase in women’s mobility for income generation activities.

The increased mobility has also poised risks of gender-based violence, protection issues, and sexual harassment. Despite these challenges, the targeted women-headed households have managed to overcome the odds. It measured to what extent the created businesses improve women’s livelihood and abilities. It found that women became more encouraged to start up and run their businesses according to 85% of treatment group respondents and 90% of control group respondents.

Also, around 50% of respondents agreed that women became more capable of running businesses. One of the female respondents stated that *“now I can help my husband to have a good quality of food and send our kids to school.”* Despite the fact that the war had bad effects on the beneficiaries, some of them could get a better advantage of it, as one of the female beneficiaries stated that *“because of war, women and children quit going for shopping whether they are afraid or due to poor purchase, thus I started up my business in selling clothes and delivering them to houses”*. Another female respondent said, *“because it became hard to import some commodities such as pickles, I started producing local pickles to sell them to markets and restaurants.”*

Harmonization and promotion of common approach

With the above joint model of implementation, it was for the first time that ERRY UN agencies; UNDP and WFP came together to harmonize where WFP implemented approaches such as the employment modality whereas UNDP implemented the employability approach. Earlier to this model, both agencies were also working on both models. The joint model promoted the standard approach. WFP adopted the community resilience plan and accordingly the food for assistance and community rehabilitation priorities were identified by the communities, and the same beneficiaries received



Partners of a cafeteria microbusiness in Hodeida

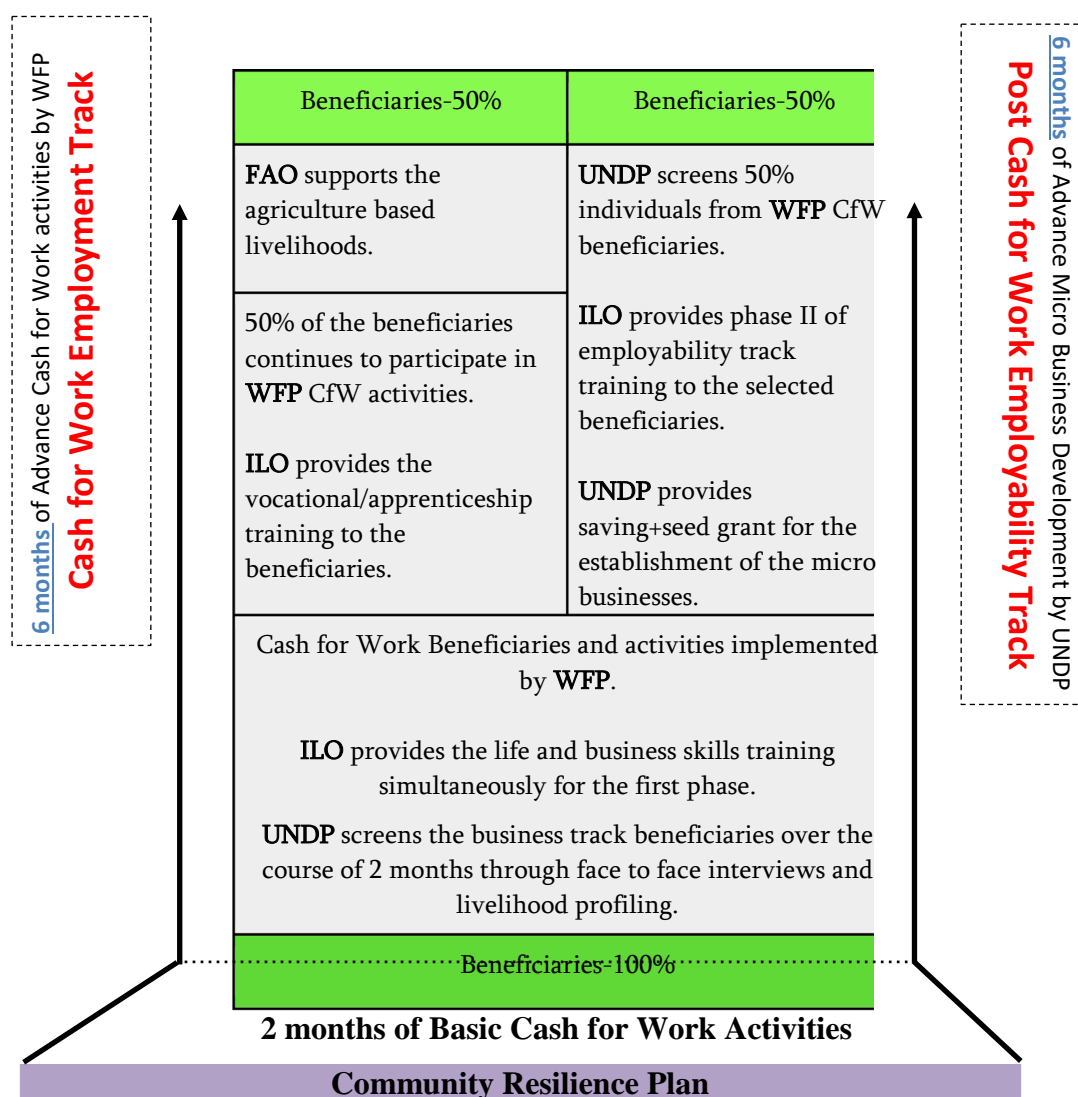
support from UNDP for skill-building training and a seed grant to establish a business. The coordination between implementing partners (IPs) of UNDP and WFP increased manifold. Series of meetings were conducted to develop a common message for the beneficiaries to understand the joint model approach. Those beneficiaries who were willing to continue receiving support from cash for work for a more extended period worked with the implementing partners of WFP, and those showing interest in the establishment of micro-enterprises were selected for the support and input from UNDP. The joint modality also influenced FAO and ILO to work closely with UNDP and WFP. FAO came forward and provided seeds to women and youths whereas ILO supported through their certified trainers to support UNDP beneficiaries in the facilitation of training.

Increase financial efficiency

The joint implementation model has also led to increases in financial efficiency. For example, in Lahj, CARE International was a joint partner of UNDP and WFP. The operational and overhead cost was discussed between both UNDP and WFP as well as with CARE. It ensured that cross or double charging do not take place under the joint model approach. UNDP managed to save \$228,000, and this increased 228 microbusinesses in Bani Qais and Lahj.

Synergy

The synergy among the participating agencies has been further strengthened in the year of 2018. Under the livelihood interventions there were two critical areas that focused on the synergy: first, a continuation of the collaboration with International Labor Organization (ILO) for the business and skill development for the targeted beneficiaries; and secondly with the World Food Organization (WFP), where the joint model of employment and employability was developed. The agreement between UNDP and WFP was made at the programmatic and management level to pilot the joint implementation model.



The basis of the above model is to bring synergy across the PUNOs while placing the community resilience plan as a basis of intervention. In Tuban (Lahj) and Bani Qais (Hajjah), UNDP and WFP with their implementing partner have started implementing the above model. UNDP focuses on the employability track whereas WFP continues with employment. The priorities for cash for work activities were identified by the community resilience plans developed by UNDP’s implementing partner; SFD. The community resilience plans for all the targeted locations in the above districts are shared with WFP and its implementing partner. It is not only the resource optimization in terms of synergy but also demonstrating joint programming in a much more effective manner where tools, methodology, and approach between PUNOs (WFP and UNDP in this case) complement each other.

Activity Result 1.4: Supporting improvement of agriculture / livestock value chain in a protracted crisis context contributing to increasing resilient livelihoods and food security in targeted districts (FAO)

The lifesaving and humanitarian aid to address the crisis and prevent famine, based on imports and food distributions, has only shown its efficiency in the short term, but never succeeded in famine prevention efforts for a long term with increasing local food production. The most appropriate strategy for famine prevention in rural Yemen is to strengthen local food system resilience with

increasing local food production through investment in rural farming agriculture, as this is a powerful mix of lifesaving and livelihood-saving interventions.

FAO-ERRY project carried out strategic activities in improving agricultural productive assets of rural livelihoods and strengthening their resilience and economic self-reliance. The project has particularly supported farmers with crop / livestock value chains improvement to increase food production (cereal grains and milk), their income-generation and self-employment. The key strategy employed by the project is the provision of farmers with Crop / livestock value chain inputs and supplies going side-by-side with provision of technical expertise on efficient practices in crops, vegetables, and livestock management.

Result 1: knowledge and technical skills of extension staff (MOAI) is upgraded with improved value chain development:

The project has implemented extensive technical training workshops to district extension staff on various topics. The training sessions were aiming at giving the technical tools and empowering the district extension staff to support producers with innovative good practices for improvement of agriculture/livestock value chains. The districts’ extension staff are empowered through receiving the basic knowledge of technical topics and FFS principles. They are involved in implementing modalities and monitoring of project activities with farmers using their proper participatory extension skills and technical know-how. They are now assigned as TOTs giving technical support to farmers under the general supervision of the international consultants. The improved skills of the farmers have been reflected on the general conditions of their farms and the quality of products. The major direct impacts from capacity building as well as some feedback and thoughts are presented in the following tables:



Impact of Upgrading Capacity Building on Improvement of Agriculture / Livestock Production

Direct Impacts	
Milk Hygiene	improvement of milk hygiene resulting in increased milk price from 185 to 260 YER (41% increase)
Home-processing traditional dairy products	Women groups encouraged with production and marketing of improved traditional dairy products, improving their income and standard of living
Milk Production	Increased Milk Production: Dairy women producers pointed out the importance of training on feed supplements in increasing the production of milk by 1-3 liters per cow / day.
Backyard Fattening Business	livestock women have pointed out the impact of their capacity building on feeding feed blocks, sugar molasses, chopped fodder along with wheat bran and sesame cake had noticeable impact in increasing liveweight of animals while reducing fattening cycle with reduced cost of fattening, such positive results has increased demand for feed supplements in targeted as well as in non-targeted areas.
Animal health	Farmers reported that their training on good farm management and improved animal feeding had reduced animal diseases: animals have good

	shining skin, higher appetite with increased intake of fodder resulting in better body score and liveweight
Development	Many women farmers and producers were encouraged to start a small business of dairy / fattening farms and milk processing after attending the workshops and granted with supplies

Result 2: Capacity building for empowerment of women in livestock related activities is upgraded.

The small-scale backyard sheep / goat fattening with making traditional home-processed dairy products for sale in villages, in markets or for home consumption and distribution to neighbours (yoghurt “or Zabadi”, butter milk “or Hakin”, Butter, Ghee “or Semna”) is extensively widespread in villages and practiced by women. Such activities are considered as the most promising businesses in which rural women can move successfully from subsistence to market orientation with constant stream of income. There is a growing demand for high quality of dairy products processed from local fresh milk as there is huge deficit of local milk production in Yemen, where more than 90% of milk and dairy products in Yemeni markets are imported. Also, there is a high demand for sheep and goat with good fattening status. Both activities are appropriate means for enabling rural women’s economic empowerment in terms of employment and income generation.

However, the management of the small-scale Backyard Sheep / Goat fattening business is primitive with lower productivity. The limitations are multidimensional where the poor feeding is considered as the most impedimentary constraint. Moreover, dairy women are facing some key impedimentary constraints to be considered as crucial bottlenecks to develop their business which necessitates urgent interventions:

- Poor feeding management practices causing low milk production,
- Poor milk quality standards and health risk, due to the primitive home dairy processing facilities (Laben, butter, ghee) with high risk of transmission of enzootic diseases such Tuberculosis and Brucellosis,
- Poor women lacking appropriate assets using poor non-hygienic dairy utensils, with poor knowledge and technical skills in hygienic dairy processing and animal feeding.

Therefore, the project has adopted a comprehensive programme of training, FFS, extension materials and demonstration on good practices of farm management, milk handling and processing, animal feeding and animal health developed side-by-side with project activities & with delivery of inputs.

The project has achieved three extensive Pre-FFS training sessions on cereal crops, animal health, animal feeding in the project districts. These sessions were attended by 8,870; 6,166; and 6,865 farmers respectively.



The project has first identified highly motivated extension women from MOAI in Hajja, Al Hudaydah, Lahj and Abyan who received comprehensive training sessions, through receiving the technical tools and basic knowledge of FFS principles and implementation modalities with proper participatory extension skills and technical know-how. Therefore, the women extension staff are empowered with upgrading their skills and capacities in innovative techniques with livestock related activities. They are now assigned as district-based leading trainers (TOT) on how to train livestock rural women on: 1) good practices of home traditional dairy products (yoghurt “or Zabadi”, butter milk “or Hakin”, butter, cheese), 2) good practices of cow milking and milk hygiene, 3) good practices of small-scale

backyard small ruminant fattening and on 4) good practices of animal feeding and introduction of new feeding technologies.

a. Empowerment of livestock women through Training sessions

The FAO-ERRY project proceeded along with a comprehensive training to upgrade skills and knowledge of **9,433 farmers including 7,451 livestock women (79%)** during three comprehensive training sessions. The training sessions includes three major topics: 1) Improved animal feeding to increase animal productivity: Good practices of animal feeding and how to use feed blocks and molasses as feed supplements; 2) Improved dairy production, hand milking, milk hygiene and home processing of traditional dairy products: (yoghurt “or Zabadi”, butter milk “or Hakin”, Butter, Ghee, white Cheese); 3) Good practices for small-scale backyard sheep / goat fattening management.

b. Empowerment of livestock women through Farmer Field School’s (FFSs)

Furthermore, the trained extension women as Farmer field school facilitators has guided **6,274** rural women through livestock exercises and stimulate discussion “by women farmers, for women farmers”. The total number of 6,274 women was divided across all FFS into groups of 25 women each. Every group meets twice a month in a local village setting and under the guidance of the livestock women training facilitator. Topics on improving livestock / dairy / fattening and feeding value chains were extensively developed during the numerous FFS sessions.

The activities conducted on farm demonstrations are emphasised observing and comparing farmers who have introduced the improved techniques (utilization of feed blocks, sugar molasses, improved farm management with dairy and fattening production, improved processing of traditional dairy products, etc....) and those who are following traditional practices.



The women groups, under supervision of the trained facilitators, follow one regular basis during their meetings. The project has given priority to women participating in FFS for delivery of inputs, especially small dairy equipment and feed supplements: feed blocks, sugar molasses and wheat bran. Details on distribution of FFSs for Women in Livestock Related Activities (Feeding, Feeds, Milk production, hygiene & Processing, Backyard fattening) are developed in the following table:

Governorate	Districts	# of FFS Women Facilitators	# of FFS according to Locations	# of Replicates for each FFS / Month	# of FFS sessions per district / Months	Livestock women Beneficiaries
Hudaydah	Al-Marawiah	4	12	2	38	1074
	Bajel	2	6	2	25	561
	Al-Zohra	3	9	2	39	2128
Hajjah	Bani Qais	2	6	2	31	1086
	Abs	1	3	2	26	1050
Abyan	Kanfiar	2	6	2	12	150
	Zinjibar	1	3	2	6	75
Lahj	Tuban	2	6	2	12	150
TOTAL		17	51		189	6,274

c. Production of extension booklets:

The project has produced the first batch of six extension booklets as key technical tools to support the training and FFS sessions, using simple Arabic language and colourful attractive presentations. 28,500 copies were produced related to good practices of animal feeding, manufacture and utilization of feed blocks, good practices of growing and utilization of fodder crops, good practices for cow milking steps, milk hygiene and handling. etc.

Result 3: Capacity building of tomato and sorghum growers is upgraded:

FFS sessions are aiming at giving the technical tools and empowering the district extension staff and producers to support them with innovative good practices for improvement of agricultural value chains. The FFS for sorghum and tomato farmers provided important interventions to improve the skills of farmers to reach to a level to manage their crops which results in improving the production, increasing their yields and improving some local practices to manage their farms and crops.

Governorate	Districts	# of total sessions (5 months)	# of targeted farmers
Hudaydah	Al-Marawiah	57	1033
	Bajel	65	1755
	Al-Zohra	64	2487
Hajjah	Bani Qais	59	1789
	Abs	60	1036
Abyan	Kanfiar	33	145
	Zinjibar	12	65
Lahj	Tuban	44	195
TOTAL		394	8,505

Sorghum farmers increase their production of rains by 10% with high quality; they were trained of the proper ways to save these grains for home consumption.

Tomato farmers were able to produce high quality and quantity of tomato. The introduced variety of tomato helps farmers to plant tomato with more resistance to diseases which helps them to have longer season and get higher production of tomato. Farmers of tomatoes were able to produce some natural pesticides from their local resources by using the extraction of leaves and seeds.

Result 4: women-headed households empowered with small dairy equipment for improving milk hygiene, handling, processing and marketing improved traditional dairy products.

The distribution of milk equipment had a significant and important leap in the project interventions, mainly on empowerment of women. The dairy equipment is distributed to three categories of women

beneficiaries: 1) dairy women producers identified from the survey, 2) dairy women groups established by the project and 3) dairy producers with marketing milk and dairy products as well as VAPGs.

The project has procured a variety of small dairy equipment to support the dairy smallholders for improving milk production, milk collection and milk hygiene. The project has particularly empowered women-headed households for processing and marketing of improved traditional dairy products (Laban, Butter, Ghee, white cheese) to enhance their income generation.

The project distributed small dairy equipment to **2,490** smallholders, including 75% women headed-households. The small dairy equipment is composed of essential stainless steel and food grade dairy utensils for home dairy processing and handling (stainless steel milk cans of various capacity; milk filters, butter churns, food grade plastic buckets, mini dairies for milk pasteurization). The objective is to improve milk handling, storage, processing and marketing, through improvement of milk productivity, milk prices and milk quality hygiene.

The women dairy producers received training on the correct milking procedures on how to follow the steps for good milk hygiene standards. Teat dipping, washing and disinfecting cow udder was also emphasized, which had a positive impact on prevention of udder mastitis while improving milk hygiene standards. Women are also trained on improving milk quality standard and proper techniques of traditional dairy products (Zabadi, Laban Hakin, Butter, Ghee Semna) with introducing new techniques on how to



make varieties of cheese, to get healthier and safe dairy products. Details of distribution of beneficiaries are indicated in the table below:

The distribution of small dairy equipment to **2,490 smallholder beneficiaries**, mainly to women (87%) had positive impact on improvement of milk productivity and milk quality hygiene. Farmers and milk collectors, particularly in Al-Marawiah district, are now collecting milk from project farmers handled in hygienic stainless-steel milk cans distributed by the project. The small farmer can be sure that his milk will not be spoiled in the hygienic stainless steel while waiting for its delivery. Milk refused and discarded at factory dairy plant has been reduced by 15% because of the absence of high acidity and awful rancid smell of the plastic jars.

Now both the farmers and the village milk collectors are happy. There is better milk quality, increased prices and less milk refusal due mainly to the replacement of the plastic and old aluminium milk jars with stainless steel. There is also capacity building of farmers. The project has made a breakthrough in Al-Marawiah district. The dairy factory in Hudaydah declared that the quality of milk has improved. As a result, the milk price at farm gate, daily milk collected and milk productivity per cow has increased as follows (Al-Marawiah District and Dairy Farmer Association at kilo 7 Hudaydah).

	Before Project Intervention	After Project Intervention
Milk price at dairy plant gate	185 YER	260 YER
Number of Dairy Producers for milk sale	400 Producers	1000 Producers
Quantity of Daily Milk delivered to Hudaydah Factory	23,000 liters	40,000 liters
Cow Productivity litre / day	3,5	7
Conclusion	Farmers are more interested with dairy business as becoming profitable	

Furthermore, the project has identified some key issues faced by women groups. Most women have small and inappropriate working space with no electricity. Therefore, the FAO-ERRY project started piloting small-scale dairy units for milk processing and marketing. Furthermore, the FAO-ERRY project jointly with UNDP (Synergy between both PUNOs) have supported four women groups, in Hudaydah Gov: Bajel and Al-Marawiah, who are practicing small-scale traditional processing dairy products (cheese, Hakin, Yoghurt, Butter, Ghee) with solar panels for cooling and storage of their dairy products.

Result 5: Farmers are supported with improved seeds of sorghum and millet for cereal crop value chain improvement.

The project has supported **9,350** small producers, through distribution of **661.2** tons (13,999 sacs) of improved sorghum and millet seeds of various varieties for production of staple cereal grains as well as for production of fodder for livestock feeding. Each farmer has received 50 or 100 kg improved seeds for cultivating 3 to 6 Maad (1 ha = 2,3 Maad). Details of cereal seed distribution are presented in the following table:

Distribution of Cereal Seeds

Gov.	District	Quantity distributed (Tons)	# of Beneficiaries	# of Women
Hudayda	Al-Marawiah	151.4	1124	180
	Bajel	182.1	1497	190
	Al-Zohra	82.6	1489	260
Hajjah	Abs	36.1	903	90
	Bani Qais	50	1000	86
Lahj	Tuban	81.7	867	90
	Habil Jaber	87.7	827	120
Abyan	Kanfar	112.7	1037	188
	Zinjibar	51.6	606	0
Total		836.2	9,350	1,204

The distribution of improved sorghum and millet seeds of different varieties for production of staple cereal grains as well as for production of fodder for livestock feeding had strong sounds among beneficiaries. Positive results are reported by farmers: germination rate and vegetative appearance



are much better with vigorous growth as compared to fields planted using their traditional seeds. Under spate irrigation, good rainfall and irrigation farmers reported that sorghum / millet grain yield per Maad was 10-15% higher with project distributed improved seeds as compared to their traditional seeds. They also reported higher production of green forage and stovers. some farmers from Khanfar (Abyan) have grown the distributed improved sorghum seeds (Baiini variety) have got high production of grain: **300 kg/Faddan** compared to the local variety which gives no more than **100 Kilograms / Faddan**.

Result 6: Farmers are supported with improved tomato seeds to improve tomato value chain.

The project has supported **1,597** tomato crop producers with **1,997** cans of tomato improved seeds, each can contain **5,000** seeds. The distribution was under the supervision of MAI extension agents with support from the ERRY program staff. Details on distribution of tomato seeds is indicated below:

Governorate	District	# of cans (5000 seeds each)	Beneficiaries
Hudaydah	Al-Marawiah	101	101
	Bajel	450	450
	Al-Zohra	103	103
Hajjah	Abs	173	173
	Bani Qais	370	370
Lahj	Tuban	400	200
Abyan	Zinjibar	100	50
	Khanfar	300	150
Total	8	1,997	1,597

The distribution of new tomato variety seeds had strong sound among beneficiaries. Positive results were reported by farmers: strong seedlings were produced with more resistance to soil borne fungal disease which reflect in producing healthier seedling and reduce the waste. The introduce variety showed more vegetative growth which give more flower sets and more fruits. 20% increase in production were reported as well. The newly introduced variety showed more resistance to virus infections and to some insect infestation. Due to high vegetative growth of tomato, this decreases the number of seedlings required for planted area and reflect in reducing the cost of production.



Result 7: Livestock Farmers are secured and sustained by improving animal feeding and feed resources value chain development.

Livestock production has a key role in the rural project sites contributing to 75-85% of total household income. However, most small-scale livestock keepers operate at poor levels of productivity with limited skills. The limitations are multidimensional, however, the shortage of animal feeds (quantity and quality) as well as their high prices, in all Yemeni regions is the foremost constraint resulting in low performances, high mortality, reproductive inefficiency and vulnerability to diseases. The traditional feeding system is based on poor quality grazing and high fibre sorghum stover characterized by low protein and poor energy contents with low palatability and low feed intake leading to large quantities of wastage and leftover. The poor quality of sorghum stover, which is the main feed available in rural villages, is sold at 200-350 YER / bundle of 5 kg with high proportion of waste and leftover (30-50%) due to its poor quality.

FAO-ERRY project is aware that addressing feed issues is prerequisite to improvement of livestock productivity, which has a great contribution to increasing resilient livelihoods in targeted districts through income-generating and food security. The project strategy is to emphasize on development of profitable and sustainable livestock system through making the best use of locally available feed resources.

Therefore, FAO-ERRY project has introduced a comprehensive package of feeding technologies based on better utilization of locally feed resources as follows:

a) Supporting livestock leading farmers with fodder seeds for demonstration and promotion of forage crop cultivations under potential conditions: Rainfed / small scale irrigation / Spate / Flood irrigation.

There is increasing development of commercial small & medium-scale dairy and fattening operations in mixed farming systems in the Tihama plains as well as in Southern lowlands, where there are several valleys. FAO-ERRY project has a high potential to promote cultivation of fodder crops of low water requirements and high resistant to drought & higher salinity.

The project has particularly supported farmers with fodder seeds and introduced on-farm demonstrations of appropriate techniques related to cultivation, harvesting and storage through appropriate techniques. The project has focused on the forage species proven under similar conditions of agro ecological zones.

The traditional fodder crop in Yemen is sorghum fodder; more than half of farmers who received improved sorghum seeds planted it for forage purposes. In addition, the project supported 602 farmers (572 farmers from Hudaydah and Hajja Governorates and 30 farmers from Lahj and Abyan) with 2.5 tons of Rhodes grass seeds and 2.5 tons of Alfalfa seeds. Forage seeds were distributed to farmers who have facilities for irrigation: wells and under spate/flood irrigation. Spate irrigation provides an opportunity for large-scale production of high-quality fodder. This is a cost-effective approach as the water and fertile, alluvial soils are delivered naturally. Priority was given to dairy livestock producers and to women involved in fattening business to benefit from such high yielding forages for intensive cut-and-carry feeding system.

b) Village Agricultural Producers Group (VAPG) are supported with Diesel Fodder Choppers for Better Utilization of Coarse Fodders in Animal Feeding

As previously indicated, animal feeding in most target districts depends on dry sorghum stover (aajur) with low nutritional value and high price, resulting in poor consumption with increasing waste and leftover ratio, more than 30 – 40 %. In the context of shortage and increasing prices of fodder, the project introduced fodder choppers equipped with diesel-28 horsepower engine to reduce leftover of sorghum stover and making better utilisation of local feed resources.

The project distributed **90** fodder choppers to 90 Village Agricultural Producers Group (VAPG) grouping **9,290** beneficiaries from 415 villages. Details on distribution of fodder choppers are presented below:



Governorate	District	# of VAPG's (= # of Fodder Choppers)	# of Villages	# of Beneficiaries
Hudaydah	Al-Marawiah	17	66	2290
	Bajel	12	77	1712
	Al-Zohra	12	81	1479
Hajjah	Abs	8	43	900
	Bani Qais	10	117	980
Lahj	Tuban	10	10	608
	Habi Jaber	3	3	193
Abyan	Zinjibar	5	5	416
	Khanfar	13	13	712
Total	9	90	415	9,290

The project has organised a comprehensive training programme for each farmer group on good utilization and maintenance of the choppers. In addition, the project has hired two technicians to monitor and follow up with the use of choppers.

Impacts of Distributing Fodders Choppers on the Utilization of Coarse Sorghum Stovers

Factors	Impacts
Intake of dried sorghum stover	intake of chopped fodder has increased by 40-70% as compared to long sorghum stover; This is well appreciated by farmers as the price of sorghum stovers is high (200 – 400 YER / bundle 5 kg)
Valorization of banana leaves and stems as feeds	Farmers growing banana, mainly in Azzohra, Khanfar and Zinjibar districts have reported that fodder choppers are also efficient in chopping banana leaves to increase feed resources in banana planting areas. Chopped banana leaves are well accepted by animals
Formulation of better animal rations	Rations made of chopped sorghum stovers watered with sugar molasses and supplemented with feed blocks are making quantum breakthrough in improvement of animal feeding resulting in a significant increase of the dairy and fattening productivity.
Women are relieved from daily chores	Women are particularly happy as they are relieved from daily chores and time-consuming with manual cutting of fodders
Development	There is a continuously high demand for additional support with fodder choppers, especially from groups who were not served.

c) Livestock producers are supported with two innovative feeding technologies as strategic feed supplement based on better utilization of locally feed resources: feed blocks and sugar molasses.

The worsening shortage and soaring prices of feeds due to the ongoing conflicts have led to emergency crises of animal feeding in project sites. There is particularly shortage and high prices of sorghum fodder as forage growers interrupted irrigation due to lack / high price of diesel for water pumping.

The project has developed strategic and sustainable intervention based on the incorporation of local feed resources/ago-Industrial by-products into the local livestock community and thus increasing resilient livelihoods in the targeted districts. As a part of this strategy the project has first conducted on-farm demonstration then scaled up introduction of two innovative feeding technologies as strategic feed supplement: feed blocks and sugar molasses, introduced and distributed by FAO-ERRY project at a large scale in Yemen for the first time. They have created real keen interest among farmers, mainly with women for their traditional livestock activities: dairy cows and backyard sheep/goat fattening business.

1. Supporting farmers with Feed Blocks

Feed Blocks (FBs) or Multi-nutrient Blocks (MBs) are a mixture containing urea, molasses, cereal bran and binders licked by animals as catalytic supplement for better utilization of poor roughage. Feed blocks have numerous advantages such as (i) strategic supplements that can ensure intake increase and efficiency of digestive utilization of poor-quality roughages; and (ii) simple to make locally at low-cost. The key ingredients for preparation of feed blocks are locally produced and available in Yemen (Sugar molasses and wheat bran). The following formula has successfully been applied with satisfactory hardness, cohesion and without any apparent hygroscopy (%): wheat bran (35); molasses (25); cement (20); urea (7,5); salt (10), Dicalcium Phosphate (2,5) with addition of 30-35 liters of water.



The project has supported **15,743** livestock producers with Feed Blocks, as emergency feed supplement, to alleviate the austere feeding crisis due to shortage / high prices of feeds. The total quantity distributed is 950 tons, equivalent to **151,643** units of feed blocks (7.5-8 kg each). One feed block is enough to supplement one cattle for 3 weeks or to one sheep /goat for 6 weeks. Priority was given to women (53%) involved in backyard sheep/goats fattening and dairying. Details of distribution of feed blocks to beneficiaries are presented in the below table:

Governorate	District	# of Villages	Quantity distributed (Tons)	Quantity distributed (unit with average: 7.5-8 kg each)	# of Beneficiaries	Women (%)
Hudaydah	Al-Marawiah	45	33,141	33141	1838	65%
	Bajel	84	22,975	22975	2080	58%
	Al-Zohra	65	19,476	19476	2270	62%
Hajjah	Abs	51	11,003	11003	1125	45%
	Bani Qais	98s	12,468	12468	1082	51%
Lahj	Tuban	48	17,961	17961	2353	58%
	Habil Jaber	59	8,245	8245	1621	39%
Abyan	Kanfar	75	14,476	14476	2404	42%
	Zinjibar	41	11,898	11898	1040	52%
TOTAL		566	151,643	151,643	15813	53%

In order to sustain this feeding technology introduced by FAO in Yemen with encouraging utilisation of local feed resources, the project has trained four motivated private livestock supply traders from Abs, Hudaydah, AL-Marawiah and Bajel who already started with small / medium-scale production units for the manufacture and marketing of FBs under the technical supervision of the extension staff and technical guidance of project brochures.

2. Support of farmers with Sugar Molasses

Molasses is worldwide used as an energy source for livestock feeding systems. This is feed supplement and appetizer to improve intake of poor quality roughage, such as sorghum stovers which are considered as main animal feeds in Yemen. Unfortunately, sugar molasses which is produced locally by Yemen Company: Sugar Refining-Hudaydah (Rass Issaa-Assalif) was totally exported, and farmers and extension staff are not aware of its importance for livestock feeding (lack of extension and knowledge).



The project has introduced sugar molasses as feed supplement for the first time in Yemen. The project has supported **15,386** beneficiaries from Hudaydah, Hajja, Lahj and Abyan Governorate with **1,850** tons of sugar molasses, as strategic feed supplement. The beneficiaries are owners of cattle and small ruminants. The priority was given to members of dairy crops in AL-Marawiah involved in milk collection and marketing. The project has also given priority to women in all districts practicing dairying and backyard sheep / goat fattening as done with distribution of feed blocks, women represent 53% of total beneficiaries. Details of distribution of sugar molasses is presented in the table indicated below.



Governorate	District	# of Villages	Quantity distributed (Tons)	# of Beneficiaries	Women (%)
Hudaydah	Al-Marawiah	45	501	3350	% 65
	Bajel	84	397	4665	% 58
	Al-Zohra	65	320	2154	% 62
Hajjah	Abs	51	151	855	% 45
	Bani Qais	98	181	872	% 55
Lahj	Tuban	48	159	1650	%58
	Habil Jaber	59	34	500	%39
Abyan	Kanfar	75	156	1570	%42
	Zinjibar	41	62	1000	%52
TOTAL		566	1962	16,616	

The impact has been excellent, and all recipients are pleased with the results. Farmers were particularly enthusiastic for the innovative utilization of sugar molasses and FBs as livestock feed

supplements. FBs present nutritional and economic advantage as compared to imported salt blocks composed mainly of salt. One feed block (7.5-8 kg) costs 1500 YER (USD 4) which is sufficient to supplement one cattle for 3 weeks or to supplement one sheep /goat for 6 weeks.

Furthermore, the introduction of sugar molasses has made breakthrough; the Sugar molasses is high energetic feed supplement and appetizer to improve intake of low-quality fodders such as sorghum stovers. The economic impact is demonstrated with dairy farmers in Al-Marawiah district: One container 20 liters molasses is sufficient to supplement one milking cow for one month (total cost is 1500 YER) resulting in 15 liters milk increase (valued at 3000 YER).

The impact has been unexpected, farmers are very pleased with the results, giving high visibility to FAO-ERRY project, they have particularly appreciated the simplicity of both innovative feeding techniques and the immediate positive effect on increasing milk production and animal health status. The demand is very high, there is large number of farmers appearing to the project office or visiting MOAI district offices and calling on daily-basis requesting to be among the direct beneficiaries after they have seen their neighbors gain real benefits.

Result 8: Livestock women are empowered to improve small-scale backyard sheep / goat fattening value chain business.

The Small-Scale Backyard Sheep / Goat fattening value chain is a major component for food security with good economic opportunity for youth & women’s employment and earning capacities in the project districts. Their farm management is particularly practiced by women because of the low initial investment, rapid rate of turnover, and social acceptance. Therefore, the FAO-ERRY project has targeted the rural women focusing on their support and assistance with feed supplements along with building capacities on good practices of management of backyard sheep / goat fattening value chain business. The project has given priority to women involved in rearing small ruminants where 53% of total beneficiaries received feed blocks and sugar molasses. In addition, the project supported **1,275** livestock women, following farmer field school (FFSs), with **8,407 sacks of wheat bran**, 35 kg each. This support was aiming at activities conducted on demonstration farms for observing and comparing women who have introduced the improved techniques (utilization of feed blocks, sugar molasses and wheat bran) and those who are following traditional practices without feed supplements.

Governorate	District	Quantity distributed (Sacs of 35 kg wheat bran)	# of Women Beneficiaries
Hudaydah	Al-Marawiah	1514	300
	Bajel	950	150
	Al-Zohra	1850	225
Hajjah	Abs	300	150
	Bani Qais	1143	75
Lahj	Tuban	1075	150
Abyan	Kanfar	1050	150
	Zinjibar	525	75
TOTAL		8,407	1,275

The small ruminants are the main cash source for rural farmers to meet immediate needs of household expenditure, mainly food. Their farm management is particularly practiced by women because of the low initial investment, rapid rate of turnover and social acceptance. However, the management of the small-scale Backyard Sheep / Goat fattening business is primitive with lower productivity.

The project has given priority for distribution of feed supplements to women involved in backyard sheep/goats fattening and in cattle dairying. The project supported 2,489 women with animal concentrate feeds, 3,565 women with feed blocks and 3,390 women with sugar molasses.

The impact was positive as women reported the following observations: improved fattening productivity through higher growth rate with shortening fattening cycle. The compiled results from comparing 15 women (from various targeted districts) who have followed FFSs with improved techniques on backyard sheep / goat fattening (utilization of feed blocks, sugar molasses, improved farm management) and 15 women who were following traditional practices sheep fattening (long dried sorghum stovers with some wheat bran and leftover) indicated the following findings:

Parameters	Results from on-farm demonstration with traditional fattening management	Results from on-farm demonstration with improved management & new feeding system	Conclusion
Liveweight of sheep at starting of fattening period	13,5 kg	15 kg	1. Improvement of fattening management resulted in increased average daily gain of 71% 2. Resulting in increase of 8,5 kg liveweight as compared to the traditional sheep fattening system. 3. As a result, the net economic profit has more than doubled
Liveweight after 4-month fattening period / sheep	25,5 kg	35,5 kg	
Fattening Period	4 months	4 months	
Liveweight increase for 4 months / sheep	12 kg	20,5 kg	
Average daily gain (ADG): gr/day	100 gr	171 gr	
Total Feeding and Vet costs (4 months) / sheep	18000 YER	24000 YER	
Price of sheep at starting of fattening period	22 000 YER	25 000 YER	
Total Production Cost of sheep (4 months) / sheep	40 000 YER	49 000 YER	
Sale Price after fattening period	47 000 YER	65 000	
Net Economic Profit / sheep	7 000 YER	16 000 YER	

Result 9: Livestock producers are supported with vaccination campaign to protect their sheep / goat against PPR, Sheep & Goat Pox with treatment of internal-external parasites using Ivermectin 1%.

The FAO-ERRY project has accomplished the vaccination campaign in the project districts in Hudaydah, Hajja, Abyan & Lahj Governorates covering direct and indirect beneficiaries; vaccination of sheep and goats against PPR, Sheep & Goat Pox with treatment of internal-external parasites using Ivermectin 1%. The vaccination and treatment campaign were implemented by the regional veterinary services through LOAs between the Veterinary Services and the project OSRO/YEM/504/EU, under the supervision and the control of the project management unit. The extension staff had received comprehensive training programme prior to starting the vaccination campaign on logistics and good techniques to implement vaccination and treatment. A total number of **775,371 sheep / goats** owned by 30,825 livestock producers were vaccinated and treated. Details are presented in the table below:

Governorate	District	# of Teams (3 staff / team)	# of vaccinated animals	# of Beneficiaries (HHs)
Hudaydah	Al-Marawiah	5	106673	3676
	Bajel	6	144373	4812
	Al-Zohra	4	84,745	5958
Hajjah	Abs	7	180155	5627
	Bani Qais	3	75104	3882
Lahj	Tuban	3	36,948	1976
	Habil Jaber	3	25655	483
Abyan	Kanfar	6	87,573	3162
	Zinjibar	2	34,145	1,249
TOTAL		39	775,371	30,825

Result 10: Emergency Response and Support are Provided to FAO-ERRY Displaced Dairy Producers from War-Affected Areas in Al-Hudaydah.

a) Project beneficiaries (dairy producers) greatly affected by conflicts in Hudaydah

The outbreak of heavy fighting along Yemen's western coastal districts of Al Hudaydah Governorate that escalated in June 2018 as well as the continuing military developments in Al-Hudaydah surroundings (kilo 7-10-16-West Al-Marawiah) are increasingly intensified. The war is affecting the whole population in the conflict areas. However, the FAO-ERRY poor small livestock keepers in the areas are the worst-affected as they are losing their live animals which are their unique living asset for most of rural livelihoods.

The conflict has directly impacted marketing and transportation, as some districts have become fully isolated or partially isolated due to distance and armed clashes. Movement also takes longer due to numerous checkpoints, the establishment of defensive fighting positions and the existence of explosive devices. The disaster is that more than **1,000** small dairy producers from war-affected areas in Al-Hudaydah Governorate have halted delivering their milk to Al Hudaydah Yemeni Factory Plant, after cutting off the kilo 16 route linking Al Hudaydah city to dairy producing areas in AL-Marawiah and surroundings. Then the dairy factory is no more accessible since October 2018 as it was damaged and became in the military zone. Therefore, considerable post-harvest milk losses, due to absence of cooling system, occur with negative impacts on income of the producers as milk marketing is the main source of small dairy producers.

It is worth noting that the dairy market in Yemen is dominated almost totally by imported dairy products (95 percent). Al Hudaydah Governorate is the sole region in Yemen producing and marketing some 25 – 35 tons of fresh milk to Al Hudaydah Yemeni Dairy Factory produced by 1000 small dairy producers, mainly from Al-Marawaa district. For more than two years, the EU-funded ERRY programme is kick-starting a small-scale dairy value chain production and improving milk production and milk prices. Unfortunately, the current situation had put small dairy farmers in unexpected dramatic situation of severe turmoil and distress, with serious setbacks that threaten their main income.



b) Support with animal feeds

FAO-ERRY has advocated for urgent and consistent support to the project beneficiaries displaced from the conflict-affected rural areas in Al Hudaydah, who can no longer afford the continuing marketing of their milk to buy feeds and are collapsing for their food security and livelihoods. As emergency response, FAO-ERRY has immediately established an emergency team composed of FAO-ERRY team who made possible the logistical and technical requirements and supported **732 displaced dairy farmers with 6000 cows** in AL-Marawiah and Bajel districts (Al Hudaydah Governorate) that are in urgent need for emergency support distribution of animal feeds; detailed in the following table:



District	Wheat bran (sacs, 35 kg each)	Concentrate feed (sacs, 50 kg each)	Sorghun stovers (bundles, 5 kg each)	Feed blocks (Units, 8 kg each)	Sugar Molasses (liters)	# of Bene. (Displaced Dairy Producers)
Al-Marawiah	11766	1427	7798	30 000	70 000	589
Bajel	4519	173	5518	10 000	30 000	143
TOTAL	16,285	1,600	13,316	40,000	100,000	732

c) Support with dairy equipment that will enable farmers to resume marketing their produced milk.

On further urgent and sustainable actions, FAO-ERRY started making small-scale dairy units for milk collection/cooling/processing/marketing. The objective is to enable farmers to resume marketing their produced milk in other areas. The dairy units are also used by groups of women already practicing small-scale traditional processing dairy products (cheese, Hakin, Yoghurt, Butter, Ghee) in order to get added value while avoiding loss of raw milk.

Impacts on creation of job opportunities and income generation

The FAO-ERRY project has elicited many important positive field impacts that affected the livelihood of the farmers, related to the creation of job opportunity in the rural areas directly or indirectly. The major activities which showed visible job opportunities with improving income generation of households are the following:

a. With Home-Processed traditional dairy products:

Among the total number of women granted with dairy equipment for milk hygiene and processing facilities, there are 1000 women involved in marketing their dairy products. In many cases, the husband or the older sons take care of marketing in a family business type. Women and young women are feeling more secure and worthy as they have a respectable and regular source of income and job opportunities. Many families have been economically and socially saved due to the involvement of their women in some dairy business supported by the project.

b. With Milk Production:

The improved prices of milk and increasing demand on milk and dairy products have encouraged dairy farmers to expand their farms and increase the number of their cows. Furthermore; other farmers were also encouraged to start dairy businesses. The number of dairy farmers involved in milk sale in Hudaydah has increased from 400 (before FAO-ERRY intervention) to 1000 producers (after project

intervention) with increased number of village milk collection centers from 10 to 25. The milk production and marketing has created more than 5000 jobs including producers, labors, milk collection centers, vet and drugs and feed suppliers. The increased number of dairy farms and dairy cows required a similar increase in forage and concentrated feed production.

One of the successful stories is that of Anwaar who saved her family from sinking into poverty.

Anwaar Najeeb Obaid is a 26-year-old mother of 2 sons and a daughter. She lives in Al-Dubba village, Tuban district of Lahj governorate with her poor husband, who is a daily-wage worker. Although Anwaar’s husband went to college and majored in physics and mathematics, he couldn’t find a job in his major that would help him support his family. So, Anwaar started working with her husband running many micro businesses, the last of which was selling tea and local cookies known as “Kirmish”, from which they made an average of (YR 2000 – YR 3000) a day. However, they soon went out of business as the prices of sugar and oil went up.

To support Anwaar in getting a sustainable source of income, [The Enhanced Rural Resilience in Yemen \(ERRY\) Joint Programme](#), with the fund of the European Union and the implementation of the Food and Agriculture Organization (FAO) and in cooperation with the Ministry of Agriculture and Irrigation, trained Anwaar on how to make dairy products and sell them. Due to Anwaar’s harsh circumstances, she was given an exception to join the Women’s Group in her village, the 15 members of which are all milk producers except for Anwaar. Later, when Anwaar excelled at making dairy products and built a good name for her group, the group was named after her, “Al-Anwaar Women’s Group”.



“Everyone likes the special taste of my smoked cheese. That’s because I accurately add the right amount of rennet to the right amount of milk to make cheese. I also take special care of the cleanliness in my work,” said Anwaar. “To increase my income, I started producing more dairy at home beside the dairy I produce with the group, and my husband is doing a good job selling my dairy products. He now has customers from schools, restaurants and even auto-mechanic workshops,” she added.

With an income that ranges between (Y4000 - 5000) per day, Anwaar is capable to support and provide for her family who have lived a hand-to-mouth existence before the intervention of FAO-ERRY. To further improve her dairy business, Anwaar hopes she can save enough money to buy a fridge so that she can make dairy products in larger quantities, and if they are not all sold, she will store them in the fridge for the next day.

Many cash crop and vegetable farmers in Al-Marawiah and Bajel have switched into the cultivation of forage crops such as sorghum fodder and Rhodess grass. It is apparent that new skills and expertise were required to manage and handle these transformations thus creating new job opportunities. The increased demand on concentrated feed, feed blocks and sugar molasses has induced the small-scale private sector through small and medium enterprises (SMEs) to be involved with creation of job opportunity



Anwaar & her associate women selling their dairy products local market in Tuban, Lahj

(workers, drivers, distributors, manufacturers). Unfortunately, this dynamic trend for dairy development is now seriously affected by the current conflict in Hudaydah Governorate. The situation has been worsened since the closure of Yemeni Dairy Factory last September 2018.

c. With small-scale backyard sheep / goat fattening Business:

This is the most Promising Gender-Focused Resilience Good Practices that was largely developed by the project. This activity is traditionally practiced by women and play key role for the family as main cash source for rural farmers to meet immediate needs of household expenditure. The project has supported more than 5000 women-headed households and livestock producers with improvement of fattening business and marketing of good quality sheep and goats that created job opportunities for rural women, husbands and youth. There is high demand from women to get training and feed supplements to improve their fattening business, further expansion will create more opportunities and it is well known that the demand on good quality sheep and goats in Yemen is high for the local market as well as for export to Gulf Countries.

Finally, the creation of thousands of job opportunity by FAO-ERRY project – directly or indirectly – has many implications and reflections. The most important outcome is to restraint the rural migration of the youth to the urban areas in quest for job opportunities and better life. Hundreds of young sons and daughters are indulging in running the dairy farming and fattening businesses that have recently became economically feasible and rewarding. Also, many unemployed young men and women were inclined to join political parties or military groups to get some income and gain communal respect. But, after the new job opportunities were made available, they turned back to regular endeavours of actual contribution to the stability, safety, and economics of the society.

Output 2: Community benefit from solar energy for sustainable livelihoods opportunities.

Solar energy has always been seen in Yemen from a service delivery perspective to support critical facilities and less as income opportunities. The demand and supply for solar have increased exponentially since the crisis erupted despite restrictions and blockades. However, accessibility, lack of decentralized services and affordability have remained significant challenges to make the sector as income generation options for marginalized, poor, youth and women. Therefore, the objective of this component was to help displaced marginalized, youths and women to establish decentralized solar energy systems to improve access, employability skills, stable income, and self-confidence.

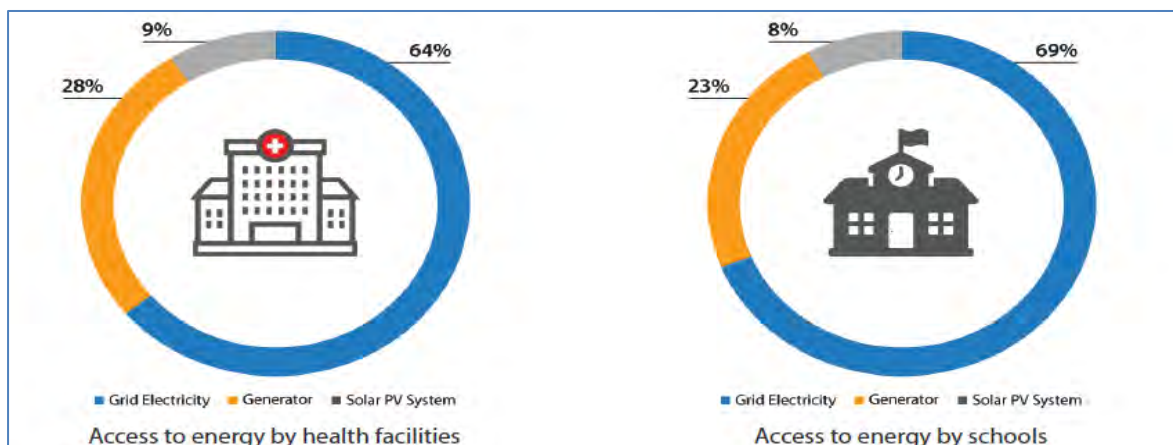
The Enhanced Rural Resilience in Yemen (ERRY) project intervention has addressed the above challenges by taking pathways from service delivery to livelihood improvement. It has created opportunities for the marginalized, youth and women to have a stable income, support their families

Output 1.2 Summary of Achievements:

- **176 Schools and health centres** supplied with solar systems to help reopen, benefiting 101,983 individuals;
- **72 solar vaccination refrigerators (VCRs)** distribution was implemented in the four targeted governorates, benefiting 36,000 individuals.
- **5,600 Individuals** received PV lanterns including IDPs, returnees and host communities.
- **20 Solar systems** provided to productive assets and 4 market centers to prolong business hours and support dairy production, benefiting 9,300 individuals.
- **Four solar drinking water systems** with automated chlorination stations were supported and **four solar irrigation facilities** established in Abyan (Kanfer), Hudaydah (Al Marawah) and Lahj (Lawder) to improve access to clean drinking water and sustainable irrigation facilities.
- **210 Micro-businesses** established in Hajjah (Abs) and Lahj (Tuban) districts to create income generation opportunities and decentralized services such as electricity generation through solar micro-grid.

and neighbors. ERRY has delivered the following outputs so as to make solar energy accessible and affordable to all.

Under the above output, there are four key areas where interventions were made to build energy resilience among affected communities. The first type of intervention focused on developing capacities and raising awareness of the affected communities in the target areas. The activities focused on the provision of the portable solar lanterns to support communities with no access to energy. The second type of intervention was to build energy support among public service institutions,

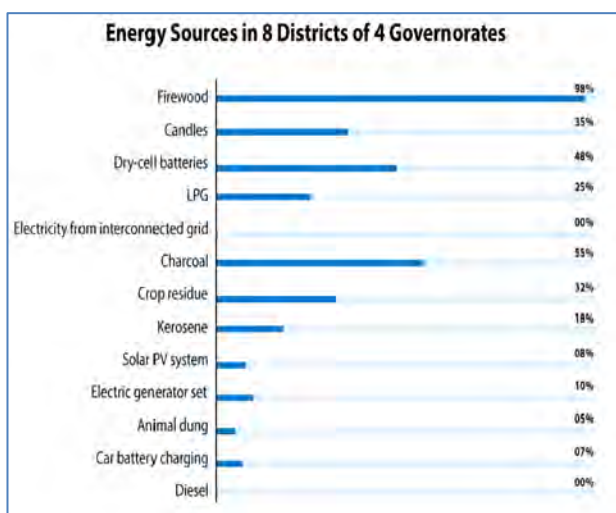


such as schools, health centers, local offices, and productive assets. The third type of activities was to enhance the systems related to water and irrigation whereas the fourth activities focused on developing solar programming for income generation opportunities.

Through all the four types of interventions, the solar activities under ERRY have made a journey from service delivery to income generation.

Baseline:

In 2016, a socioeconomic assessment for solar was conducted by UNDP under the ERRY project. The primary source of energy was firewood, and other conventional methods, such as candles, charcoal, crop residue, and solar PV system was only 8%.



Displacement also impacted significantly on people’s ability to access energy where the displaced location does not provide them with the right to cut forest trees and collect firewood, and thus they were forced to buy fuel from their neighbor or market and only those who could afford it. The above infographic on access to energy by schools and health facilities demonstrate the case of southern governorates where the national grid was functional. In the north, due to lack of network, the impact on the displaced population and host families was considerably higher. Schools, health facilities and local offices collapsed due to lack of access to diesel and engine oil. The survey also highlighted the reasons for the adoption of solar application and the majority of the responders agreed that solar is a cheaper source of energy. It is interesting to emphasize that 25% of the respondents were interested in generating income opportunities through solar power where more than 46% households (sample respondents) were keen to have solar due to lack of safety and security, especially for women and girl children. The survey highlights the need for solar power from service delivery to income opportunity as well as enhancing service delivery as well.

IMPACTS

Service delivery approach to livelihood improvement

The solar component of ERRY project has made a paradigm shift from service delivery to livelihood improvement. In the year 1 and 2, the primary focus of the interventions was on providing solar system and tools to support affected communities to access energy. In 2018, the focus shifted to promote solar energy for income generation. Since the beginning of the crisis, solar demand and supply have increased exponentially; however, it is considered as income opportunities for the poor and affected communities in Yemen. The solar value chain was more driven from the supply side. Despite high demand, there was a disconnect between supply and demand. Poor and affected households who could barely afford to eat three meals a day, the solar system has been expensive to provide. A significant shift was made, and solar micro-businesses have been created. Additionally, two micro business associations were also formed in the northern and southern regions to support the businesses both technically and with advisory support.

Solar energy extended outreach to support affected communities directly and indirectly in the targeted areas.

Solar energy interventions implemented under ERRY project has reached more than 150,000 beneficiaries in the target areas. Provision of the solar system to health facilities has made broader coverage compared to the rest of the intervention. It also highlights the urgent needs in the health sector. The solar installation at health centers and facilities has managed to reduce the overcrowding and burden on the hospital. The system provides essential services and support to the center and facilities to resume essential services, vaccination and immunization campaigns at scale. The solar systems



installed at the targeted health facilities are cost-effective with high opportunity and return cost. The installed solar systems have enhanced and improved service delivery including emergency services, obstetric care, and essential emergency services, management of childhood illness, cold chain operation, and vaccine storage. The solar refrigerator intervention has enhanced the capacity of health facilities to provide vaccination services pivotal in preventing debilitating illness and disabilities of thousands of children from preventable diseases including cholera, measles, diphtheria,

polio, and pneumonia. In addition to the health sector, solar system also supported schools to improve the quality of education. One of the critical findings came out from the intervention was that the targeting criteria have been proven critical for solar installation, consumption of energy and cost-effectiveness. Students selected from high-density areas where energy consumption was high has lowered the risk of equipment damage. The engagement of an



education authority was found valuable in the nomination of school required solar energy. It helps external agencies avoid any structural design intervention or renovation against the Standards of School Structural Design.

Women and youths were able to diversify renewable energy into income generation

The intervention mostly targeted group of women, youth and marginalized who live in IPC 4 locations, faced the impact of a cholera outbreak, host a significant number of displaced populations, and had limited income opportunities. Abbs and Bani Qais districts (Hajjah Governorate) and Al Feyoush district (Lahj Governorate) in the northern and southern provinces targeted. The non-governmental organization (I/NGO) were the implementing partners for the above intervention while working closely with target beneficiaries. The intervention was in three folds; provision of emergency employment opportunities, capacity building of employability skillset and support in the establishment of solar microbusinesses. In terms of emergency employment, target beneficiaries were provided income through short term cash-for-work (\$6/day for 30 days) activities while rehabilitating community and productive assets such as roads leading to market, health facilities and school as well as improvement of market centers.



Subsequently, target beneficiaries received basic and advance solar micro-businesses training. The capacity building activities conducted in close collaboration with ILO. The graduated target beneficiaries from training developed two types of business proposals. First, community shops for the provision of affordable solar items such as a lantern, charging equipment, operational and maintenance toolkits. Second, building SOLAR MICRO GRID to provide electricity to poor households and private sector. The first proposal developed by an individual and more than 50% were women and a second business plan developed by a group of women and youth. Selected individuals were also trained by vocational training institute in the target location and certified as solar technicians to support the solar micro-businesses and solar microgrid for operational and maintenance services. Individuals and group linked with the bank and seed grant (\$900) was provided to establish their business. The community based solar technicians made feasibility and consumption needs assessment to provide valuable information to micro businesses in terms of demand and supply needs. The individual solar micro-businesses were also linked with the microfinance network and district market center to promote selling and expand businesses. A group of the major suppliers and traders, mostly Sana'a based, has appreciated the interventions and are willing to support these businesses as their entry points to enhance access and affordability of solar services at district, sub-district and village levels.

There are 210 individuals (50% women) who have established solar micro-businesses were earlier unemployed and host more than 2-3 families (22 members). Similarly, the group of women and youths who have managed to develop solar microgrid have



Women Solar Technicians

faced an enormous challenge to earn income especially group of women. Solar micro businesses in the last four months have recovered 50% of the seed grant in addition to \$100/month stable income. Within the next two months, the input cost (seed grant) would be recovered, and the monthly income would increase further. For solar microgrid, as this was for the first time implemented in Yemen, the diesel service providers saw this as their competitors. In the northern province where a group of women initiated the business, has managed to break the barriers of cultural and social sanctions by taking a lead role in maintaining their business. Due to business uniqueness, the neighbors, market center, small shops, and local restaurants have requested for solar energy connection. The solar microgrid provides electricity for 14 hours with a rate of less than a \$/day whereas the diesel cost almost a dollar/hour and available for limited time. Since the establishment of the solar microgrid, the group of women and youths in northern and southern provinces have been receiving a request for at least 10-15 new connections. The group of women and youth can earn \$10/day (\$300/month). The acceptance of a group of women is very high in the community as they were unemployed initially and now have a regular income and are proving employment to others as well. The diesel suppliers and service providers though initially saw this as their roadblock and feared losing clients to solar microgrid, women members have reached out to suppliers to explain the benefits of solar microgrid both from environmentally friendly and income generation opportunities. The community and tribal leaders, head of a village, private suppliers and other critical power holders have also influenced the diesel suppliers to allow the solar microgrid stations and benefit of whole communities. The group of women and youth did plan community engagement activities to reach out to all key stakeholders, and that has helped their businesses to overcome the initial challenge. About trained women as solar technicians, micro business and microgrid owners, the perception has also changed in the community that women can be engaged in economic activities to support their families and neighbors. The barriers that the crisis has broken especially in terms of the gender division of labor, the group of women were able to capitalize on it and managed to get more acceptance. It also has reduced and mitigated the exposure to gender-based violence and protection risks which were observed soon after crisis due to women's increased mobility. The solar microgrid and individual businesses have provided women and youths dignified income opportunity to feed and support their families. The women and youth have become a role model in their community while promoting access to solar energy as stable income generation activities. The initiative has come in a time where humanitarian responses through multiple cash grants to support households/individuals have seen limitation and challenges to graduate beneficiaries from the vicious cycle of food insecurity and protracted crisis needs.

The provision of solar lanterns has helped the targeted individuals including IDPs, to improve access to energy and resume household income generation activities. Solar intervention was able to contribute to



people's incomes, jobs, and employment opportunities.

Households who accessed solar lanterns were able to work at night, providing livelihood opportunities to rural community members who are at the bottom of the pyramid. The targeted communities benefited from solar lanterns reported savings of around 5,600 YER (approximately USD 10) of energy costs per month on average.

Solar systems seem to increase the social cohesion within the productive association's communities. Some of the beneficiaries have indicated that the productive associations are being used as community hubs, providing additional training opportunities to others in the communities and facilitating community activity when members can come together.

Improved access to quality and quantity of drinking water and irrigation facilities for the affected communities to prevent water borne diseases and increase agriculture production

Solar interventions supported water systems for drinking and irrigation help communities to overcome shocks and stresses. Solar drinking water system installation has proved to be the appropriate replacement of diesel sources in the improvement of water conservation, management, environment-friendly, and improving access and quantity of clean water.

The solar drinking water system is inbuilt with automated chlorination to prevent any water borne diseases. It is the first time when the chlorination system built in the design of solar drinking water. The system visited by the local authority, WaSH sub-cluster representatives and General and Rural Water Supply Project (GARWSP) to approve the quality and standards of the of the system. The longevity automated chlorination system is high and can be scaled up in potentially high incidence



Solar Drinking Water System

district of Hudaydah governorate. The overall objective was to support small scale farmers to improve the irrigation system as well as help other farmers who do not have the support of water source to irrigate their lands. The unintended objective of the solar pump system was also to help the nearby communities to have access to surplus drinking water. The intervention found that farmers have participated in the design, implementation, and maintenance of the systems and were fully aware of the associated risks. They make now the extra effort to improve system durability and efficiency. The



(disease) or hot spot locations. Solar drinking water systems have also brought the financial viability for water management committee (WMC) to generate revenue to maintain the water system for a longer period without external support.

In addition to the above drinking water intervention, irrigation facilities were also targeted in the agriculture-dominated Al Marawah

provision of solar pump input and creation of Water User Association have emerged as a long-term, cost-effective solution for reliable energy and to protect farmers from rising energy costs.

Establishment of national level advocacy platform-SOLAR WORKING GROUP

The primary objective of the Solar Working Group is to offer a technical platform for collaboration, harmonization for appropriate and efficient programming and dissemination of good practices and learning related to multiple sectors in protracted crisis in Yemen. The SWG may propose to undertake a review of current solar programming experience and tools among the SWG members and based on key findings; the SWG can propose to draft action and recommendation plan for areas of collaboration and facilitating of partnerships. The proposed four areas of focus for the SWG are; mapping of the existing interventions on solar in Yemen, action research to define the best practices and evaluate the impact of programme intervention, capacity building of partners, advocacy and coordination and production of good practices, lessons learned, tools and approaches.



Synergy and MTR recommendation status

The synergy under the solar component supports FAO in the implementation of solar irrigation activities. The UNDP ERY project included solar pumps for irrigations that were intended to replace dependency on fossil fuel and empower farmers to become self-reliant and improve their resilience. The synergies between UNDP and FAO, where FAO identified the target beneficiaries and trained them, and UNDP conducted the technical assessment and supported farmers with solar systems.

The midterm evaluation recommended exploring the opportunities to link solar interventions to income generation opportunities. It was implemented to achieve a milestone. Currently, 210 microbusinesses are benefitting more than 5000 individuals.

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

The establishing and enhancement of 32 WUAs has promoted social cohesion through community dialogue and delivery of water management services to their members. The various activities conducted through WUAs, such as enhancing farmers' technical capacities, facilitating dialogues, inclusion of all different groups, have produced a strong commitment of the communities to irrigation infrastructure and agriculture value chain.

Moreover, training Insider Mediators on negotiation skills, mediation and conflict resolution has helped in building consensus among community members over local conflicts and promoted social

cohesion and solidarity. Insider Mediators have therefore conducted community dialogues on conflict resolution, and consequently some small grants were provided to address the community conflicts over public services in order to contribute to conflict resolution.

Output 1.3 Summary of Achievements:

- **32 WUAs** were established/reactivated and supported to facilitate dialogues for water resource management, agriculture production system, and crop production system. Canals were rehabilitated for spate irrigation benefiting 1,922 farmers and covering 6,202 ha.
- **4 WUGs** were provided with 4 solar pump system covering 150 producers and 46 ha.
- **229 insider mediators** were supported by the project. They have conducted **62 community dialogues** on conflict resolution, **48** of which were provided with **small grants** in order to address challenges related to public services and contribute to conflict resolution.

Activity result 3.1: Water User Association (WUA) established (FAO)

FAO under ERRY programme is supporting WUAs / WUGs through reactivation of the existing or creation of new ones. The objective is to improve water management by and for the community, through both improvements in water use efficiency and regular distribution of the spate water as well as with their support with solar pumps to reduce cost of production. The goal is to participate to improvement of crops / livestock value chain productivity. The project is focusing on three interventions to achieve the intended goals through preparation of LOAs:

- Capacity building of WUAs / WUGs
- Support of WUAs / WUGs for maintenance and rehabilitation of irrigation canals by the community through LOAs
- Support pilot WUAs / WUGs with solar pumps for irrigation

FAO project has supported a total of 32 WUAs / WUGs as follows:

- Reactivated and support 14 existing WUAs with LOAs at 3 districts (AL Zuhrah, AL Mrawaa , Tuban) for rehabilitation canals for spate irrigation with total number of 1,922 beneficiaries covering 6,202 hectare.
- Established 14 WUGs, including women groups in 5 districts (AL Zuhrah, AL Mrawaa , Bni Kis , Tuban, Khanfar) and their support with LOAs for better sharing and management of village wells and irrigation, grouping 537 beneficiaries covering 180 ha. Those groups are ready to be supported during 2019 by solar pumps.
- Supporting 4 WUGs by 4 solar pump system in synergy with UNDP for irrigation of crops / vegetables and fodders covering 150 producers and 46 ha
- Supporting 3 WUGs with LOAs to get access to bank credit for equipment of three wells with solar pumps for irrigation of crops / vegetables and fodders covering 90 producers and 36 ha

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

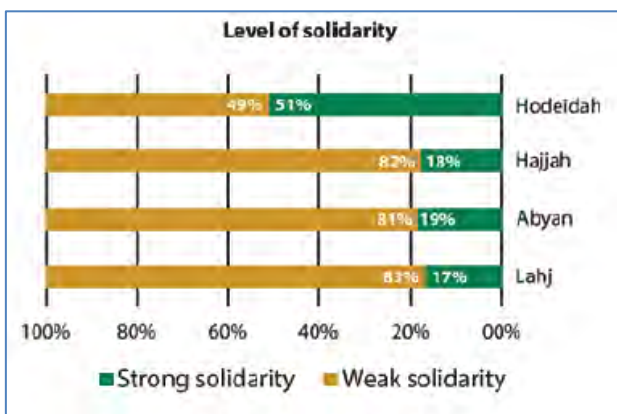
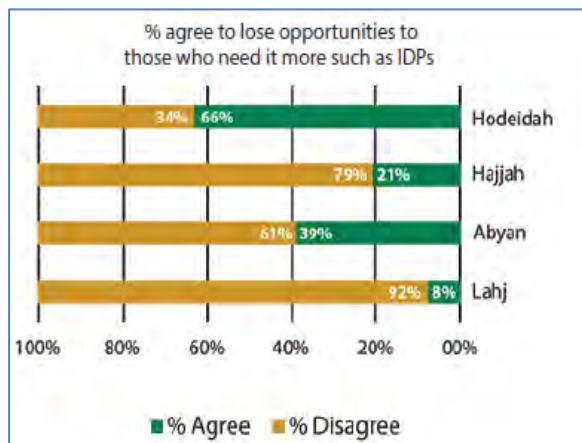
The interventions under output 3 focused on building common consensus among displaced communities, returnees and host families over local conflict and promote social cohesion and solidarity in the targeted areas. The intervention has tried to bring power holders and those who do not have, together to discuss the conflict that has impacted the communities and identify priority solution to reduce or mitigate associated risks. The intervention has observed that, in a protracted crisis, major local conflicts are related to access and control of essential services and few on co-

existence. It demonstrated that the Yemeni communities have continued to be cohesive despite facing the worst humanitarian and protracted crisis.

Baseline

The baseline conducted in 2016 highlights some critical aspects of social cohesion in Yemen. In terms of the relationship and trust between affected communities and local authorities, there was less confident. It could be because at the beginning of the crisis it was challenging to find such level of confidence as local authorities were helpless.

The financial support which was provided to the local authorities by the central government and ministries was no longer available. Crisis affected population were not in the position to give the taxes, and thus this made the local authorities almost dysfunctional. It is virtually now two and a half years since the government employees did not receive salaries and incentives. The backbone service delivery, local authorities has become dysfunctional. Moreover, the above baseline does highlight the low level of confidence.



Hudaydah compared to rest of the governorate did not host a large number of displaced populations such as Hajjah and Lahj. The findings of the baseline do suggest that, due to less displaced people, the tendency among the broader society was high to support displaced people. Whereas in terms of voices heard and solidarity, all four targeted governorates have performed same, and Hudaydah has done exceptionally well. There could be many political and social environment responsible where Hudaydah managed to show well on

voices being heard off and active solidarity.

IMPACTS

Communities have improved the access to basic services through conflict mitigation approach

The review of the types of issues revealed from the conflict scan indicates that conflict issues and suggested solutions in most sites were about essential services covering a wide range of themes: water, education, road, electricity, health, youth, sewage. Limited cases of other types of triggers reported (social, political, economic, or institutional, displacement, and marginalization). Conflict resolution interventions have led to promoting solidarity and cohesion among targeted communities. Limited resources from authorities with the deterioration of local resources due to the protracted conflict, increased conflict over shared resources.

The collapse of the local authority with the unstable governance led to emerging of new influential actors that either occupied public resources, secured them on behalf of community or supported the operations of the public services. For community initiatives to succeed, compensation to get the power to control these assets back to the community had to settle in most cases. Public services that shared among different villages are more complicated within the current social and political context. Similarly, conflicts between IDPs and host families tend to be more on the inheritance of the expanded families (housing, land). The high



Access to water for displaced population



Access road building for IDPs and Host communities

impacts also signal to key message that in crisis context like Yemen, humanitarian and protracted needs should look at from the conflict lens. Evidence from small-medium rehabilitation of critical facilities has indicated that lack of conflict sensitivity approach has landed the interventions into conflict and collapse of the programming. Therefore, it is essential that a conflict lens should apply in all such interventions. The above priorities highlight that, water being one of the scarce natural resources in Yemen has affected the population continuously. Due to the sporadic availability of diesel and high price, the majority of

the water sources stopped functioning. Affected communities had to spend more to access water, and wherever the facility was available, conflict erupted. It is also highlight here that land and protection related conflict are very few, but they are the main drivers of conflict as well.

Conflict mediation has helped target communities to reduce the risk of violence and enhance social cohesion

48 of the 60 small grants provided by the project were allocated to conflict resolution initiatives. They were often designed to address challenges related to public service provision through social cohesion



Community Dialogue to Resolve Conflicts

interventions with community authorities and committees. According to the survey, 37% of committees' members that interviewed stated that the project contributed in a significant way to social cohesion and thus peacebuilding.

Another 21% thought that the project had at least some positive effect in this respect. However, one in five committees, members reported that the project had little or no impact on social cohesion and peace-building in their communities. Interviews with community members revealed that committees often considered as an informal network to mediate and solve problems. In about one third of the FGDs with beneficiaries, participants reported that committees have contributed to solving tensions in their communities. FGDs with beneficiaries, participants highlighted the positive impact on social

cohesion generated by the deliberate efforts made by committees to engage all groups represented in the community in the implementation of initiatives.

The targeted northern and southern governorates under ERY has a high rate of conflict incidences as well as hard to reach areas. The social cohesion intervention has demonstrated in areas where risks to violence and occurrences are high; conflict sensitive programming can be implemented in Yemen. Affected communities do not shy away to discuss conflict issues and willing to mitigate or reduce.

Insider mediators have become conflict mediator and recognized as local peace builders in their communities

The project has supported in the identification of more than 229 insider mediators. These mediators are based in the targeted communities and identified with consensus. The community acceptance of these individuals is very high and thus affected people can trust them. In a situation where communities are struggling to have two times meal, the insider mediator has managed to



Insider Mediators Facilitating Dialogues



Conflict Resolution Plan Formulation

mobilize affected communities to identify local conflicts and promote social cohesion. As highlighted in the above section, triggers for conflict and violence are available in the form of lack of access to essential services, land, and protection. These triggers can quickly become the drivers of conflict and jeopardize the solidarity and harmony among displaced, returnees and host communities. The role of insider mediators and ability to discuss the sensitive issues have provided

confidence to the affected communities and worked as trust builders. The mediators have received support from the local authority and council members. The executive and administrative organs of the local authorities are politically influenced and divided. In such a situation, insider mediators were able to organize the community dialogue process engaging all party to conflict and victims. In total 62 community dialogues on conflict resolution were conducted, and more than 900 community members participated. One of the critical evidences came out from the social cohesion intervention in Hajjah Governorate, which has helped more than 5000 individuals to recover their identification card. During the community dialogues, the lack of identity card was identified as a significant source of conflict to receive aids and insider mediator took this to the local authority and identity card registration department. The findings also suggest that, if peacebuilding process is to take place, engaging communities through bottom-up approach may bring community voice and support to an overall peace process, which is currently missing in peace dialogue in Yemen.

Synergy

The social cohesion and local governance implementing partners worked together to consider the synergy in their approach. Social Fund for Development (SFD) incorporated the conflict scan approach in the development of community resilience plan. The technical team of Partner Yemen facilitated community mobilizers from SFD to identify local conflicts and integrate into resilience planning. SFD

professional support staff worked closely with PY in the implementation of conflict resolution where construction work required engineering advisory.

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

ERRY has contributed to enhancing local institutions through the creation of institutional capacities to plan and deliver services to the rural populations. The targeted communities have been assisted through the establishment of VCCs, LCCs, and District Management Teams (DMTs) which played a critical role in the development of community resilience plans, identifying priorities, community and resources mobilization, and implementation of the prioritized community initiatives. Therefore, the implemented interventions under outcome 2 have contributed to improved service delivery, social cohesion and peace building, thus increasing resilience.

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

Under this output, ERRY has focused on supporting local authorities in 8 target districts to assess the public services damaged or affected by conflict, then establish DMTs from the services sectors in the districts and administrative committees in order to establish linkages between the local authority and lower level structure through citizen monitoring system, developing recovery plans and restoring minimum public services.

Output 2.1 Summary of Achievements:

- **Eight district recovery plans** were developed during the programme. DMTs developed **eight monitoring and evaluation mechanisms** to ensure transparency of service delivery implementation.
- **Eight projects**, which mainly focus on education, health, and water, have been implemented in eight districts in Hajjah, Hudaydah, Abyan, and Lahj governorates. District authorities were able to implement the projects which are worth of approx. \$600,000.

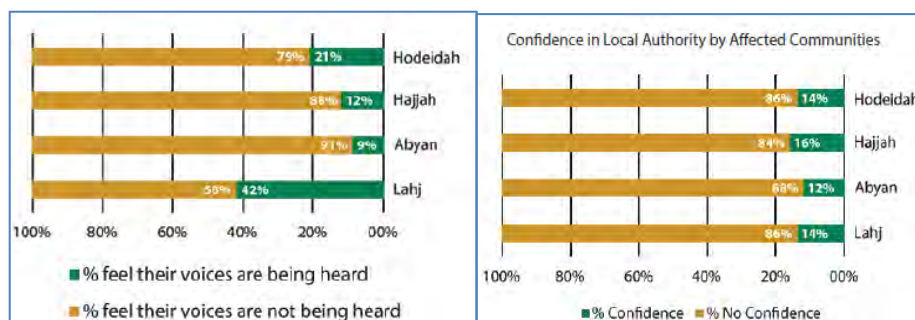
Activity Result 2.1: Local authorities are better able to plan, monitor, and coordinate aid and recovery. (UNDP)

The focus of the above output was to support local authorities in preparing for better planning and service delivery. The intervention tried to build the capacities of local authorities in conducting a damage assessment, identification of district recovery priorities and implementation. The effort has helped to build trust and confidence between the affected communities and local authorities. Considering the structural challenges that the local authority is facing in Yemen, the intervention provided the institutional support at the district level to maintain the minimum capacities to remain relevant in the current context. The intervention also focused on developing a monitoring and evaluation mechanism to ensure that service delivery implementation is transparent and accountable.

Baseline

Since the beginning of 2015, no new budgets were endorsed, and local authorities were operating based on their 2014 budgets, the last ones endorsed by parliament. The local council, previously managed to obtain funding from the central support, has significantly dropped or simply does not exist anymore. Income from local sources- such as taxes and fees, that previously brought millions (an

average of 20-30 million YER per year) has dropped considerably due to economic fall because of the war. Locally raised revenues from residents and businesses in the district have all but evaporated. Such massive losses in funding would have devastated government services provision even in peacetime, but in the light of ongoing conflict and collapse of private economy, the resultant humanitarian crisis and widespread damage to



infrastructure, local governments across the country have eroded and have been unable to provide most basic public services, just when Yemenis-particularly in rural areas needed the most. The baseline also indicates the level of confidence between affected communities and local authorities. The capacities of the authorities got eroded due to lack of the availability of regular salary and incentive, and therefore the motivation has been low. Due to lack of confidence, affected communities also have expressed that their voices were not being heard in such crisis by the authorities let alone maintaining or providing basic services.

IMPACTS

Districts authorities have demonstrated that through minimum support and capacity building, service delivery can be enhanced in protracted crisis.

The ERRY interventions support district authority in 8 districts of northern and southern regions. The project supported authorities in resuming the planning functions. District management team (DMT) was formulated to support district authority in mobilizing executive and administrative members. The DMT was represented by councils, bureaucrats, implementing partners and VCCs. The role of DMT was to ensure that the planning activities, such as damage and needs assessment, recovery plan development, validation of plan, issue prioritization and agreement on roles and responsibilities to implement the project takes place. The DMT also formulated a citizen monitor system to ensure transparency and accountability for plan implementation. Citizen monitors represented by selected members of DMT, VCC, key community leaders and NGOs from the target district.

The DMT and citizen monitor were instituted at an ad hoc arrangement for the first time in Yemen under the local authority framework.

By the end of December 2018, authorities from 8 districts were able to implement the projects in the table below which are worth of approx. **\$600,000**. Though the fiduciary control was limited, and SFD did disbursement, the engagement and participation of local authorities at all levels of issue prioritization and implementation demonstrated that authorities capable of handling fiduciary aspects as well. The primary focus of the district level recovery projects was on improving access to essential services such as the construction of health centers, schools, and water facilities. The initiatives at the community and district level primarily focused on service delivery. It also demonstrates that the intervention has managed to sensitize both affected communities and authority on the importance of service delivery in the protracted crisis. The intervention proves that it is very much possible to implement local governance customized model in a crisis context. The structure of local governance is far more useful to deliver services, and it can also be extended to provide humanitarian aid keeping the humanitarian principles lens.

District recovery project implemented by local authority			
Governance	District	Sector	Beneficiaries Reached
Hajjah	Ku'aydinah	Health	8,314
Hajjah	Bani Qa'is	Health	2,191
Abyan	Khanfir	Education	800
Abyan	Lawdar	Education	750
Lahj	Habil Jabr	Water	44,080
Lahj	Tuban	Health	9,360
Al-Hudaydah	Az Zhuorah	Education	650
Al-Hudaydah	Bajil	Education	550
Total Beneficiaries			66,695

The experience while implementing the local governance component at the district level has been positive, and in the future, it is very much possible to strengthen the sub-district level model as scale up. The community resilience plan at the sub-district level can be fed to the sub-district level recovery process instead of implementing district level recovery. The extent of district recovery is massive, and from the project, it may not be possible to have such footprints considering limited resources.

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

Output 2.2 Summary of Achievements:

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

Activity Result 2.1: Strengthened capacity of local partners to deliver on skills and employability, the entrepreneurial and on the job training. (ILO)

To contribute towards the achievement of output 2, the ILO implemented four key components that not only contribute towards the achievement of the overall objective and specific outcome, but also synergize with other agencies in order to maximize the impact, avoid duplication, and add value to other outputs. The key results achieved during the period of ERRY JP are as articulated below:

Component 1: Conduct a Participatory Value Chain Analysis and Skills Needs Assessment of Non-agricultural Sectors with High Potential for Job Creation.

Key achievements:

The value chain analysis and market assessment in the four governorates on the three non-agriculture sectors with high potential for job creations revealed the following:

- Three non-agriculture sectors with high potential for promotion of decent jobs for the target beneficiaries in the project areas are: **i)** auto-mechanic repair; **ii)** mobile phone repair/maintenance; **iii)** solar installation, repair and maintenance
- Barriers that impede the target beneficiaries (especially women) from accessing and controlling economic resources within the three selected value chains include: limited entrepreneurial skills, vocational skills relevant to the identified sector, and lack of start-up capital, etc)

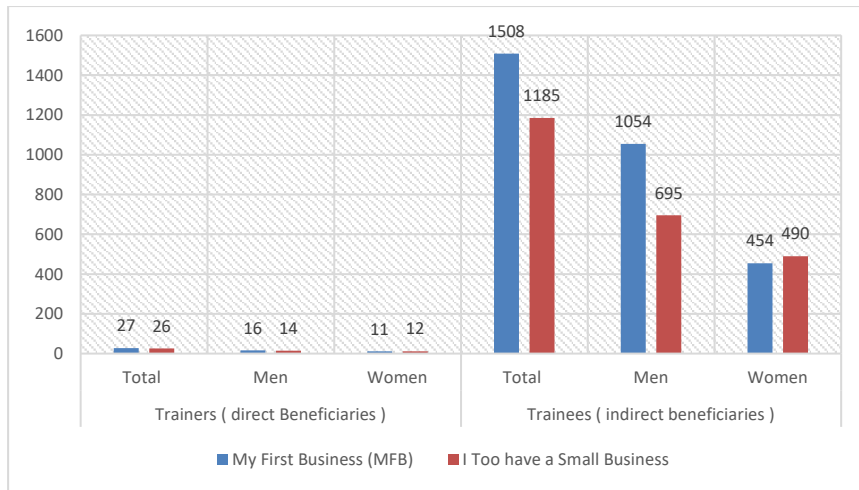
Component 2: Strengthen the capacity of local training and BDS service providers and employers to implement on the job training and entrepreneurship.

The majority of jobs in Yemen are provided by Micro, Small and Medium Enterprises. However, they face a number of challenges that curtail them from reaching their potentials. Key among these challenges are limited access to business development services (BDS) such as market information, financial literacy, managerial skills and mentorship support.

It is against this backdrop that the ILO designed and implemented a series of interrelated packages and support materials for different levels of businesses. These packages are My First Business (MFB) Module and Semi-literate Training Package. These packages were implemented through a three-tier structure targeting the Master Trainers, the TOTs and the entrepreneur-level end beneficiaries.

Key achievements:

- 27 Trainers trained on My First Business (MFB) module and 26 trainers trained on the semi-literate package, “I Too Have a Small Business”. The training workshop that was conducted by the ILO master trainers was based on the materials and the Trainers’ Guide, recently developed by ILO.
- The project team also conducted field visits to Abs (in Hajjah) and Alzohrah (in Hudaydah) to follow up on the delivered training by the trainers on both MFB and the semi-literate training packages.
- The project also reviewed and updated the semi-literate training package, “I Too Have a Small Business”, based on the feedback received from the trainers.
- The project has delivered and distributed 25 sets of updated Trainers’ Guide and illustrations boards to the trainers in the four governorates.
- The UNDP, under their respective livelihood component, used the ILO-developed training programme, “I Too Have a Small Business”, to train 1,185 ultimate beneficiaries in Hajjah, Hudaydah, Abyan and Lahj governorates. They also used the MFB training package to train 1,508 target beneficiaries in the targeted districts in Hajjah, Hudaydah and Lahj. Other INGOS/NGOS, such as Mercy Corps and UNICEF, also used ILO-developed curricula and material to train youth and women.

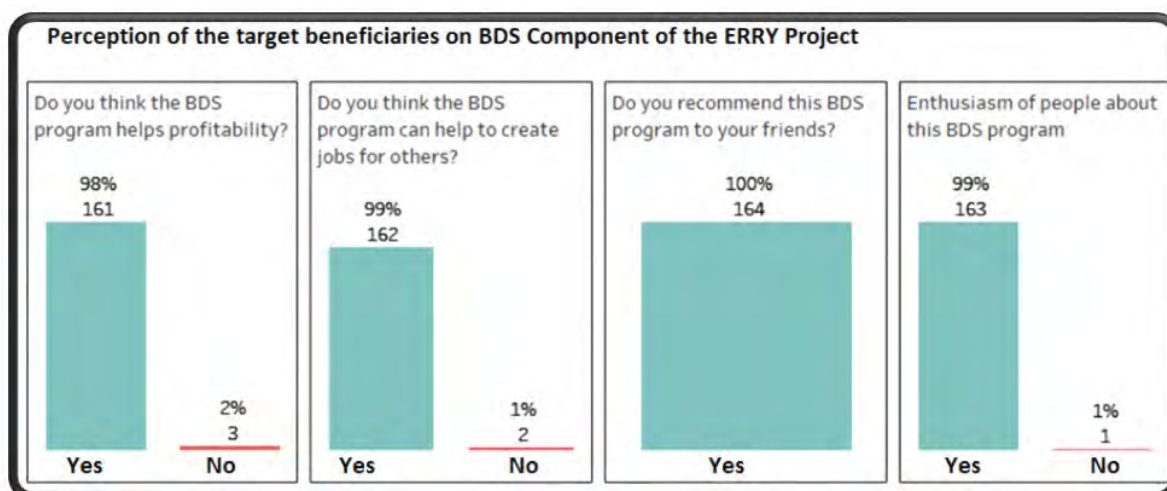
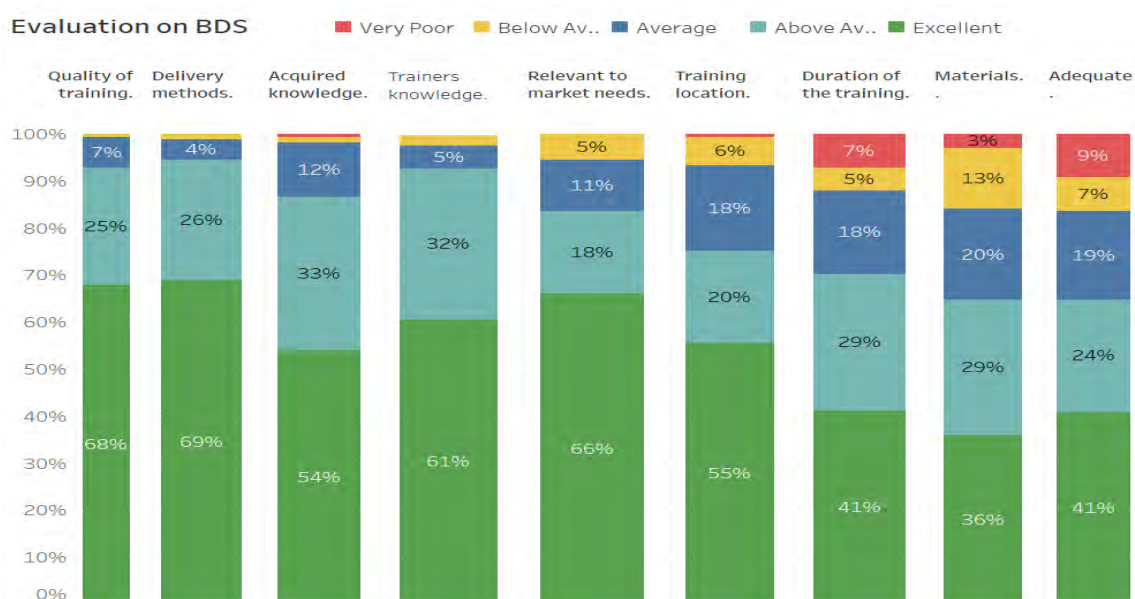


- Business Development Services (BDS), namely trainings-of-trainers (TOT), were provided to entrepreneurs, enhancing their profitability, survival and sales as revealed by the monitoring exercise. In spite of the current protracted armed conflict, the entrepreneur-level end users also reported that the benefiting enterprises were better at creating jobs that were supportive of marginalized youth and women, thereby enhancing their resilience and self-reliance. As a result of the BDS, the entrepreneurs understood their role as key actors in the current context of the conflict.
- A refresher TOT workshop was conducted for 16 trainers (50 % women) in order to proceed with the trainers’ certification process, to finalize the training package, and to discuss with implementing partners regarding the institutionalization of the “I Too Have a Small Business” in Yemen for future replication and sustainability.



- A BDS training was conducted to upgrade the skills and knowledge of informal apprentices by delivering business and entrepreneurship training curricula that are up-to-date and in accordance with the needs of the community. The training enhanced the apprentices’ understanding of their finances and built their capacities to work on their own and serve their clients. The following findings were presented in a recent assessment conducted by ILO:
 - 96% of beneficiaries were able to start their own businesses as a result of their participation in the BDS training;
 - 98% of the respondents reported an increase in total sales since participation in the BDS training provided by the TOTs; and

The two diagrams below show the beneficiaries’ evaluation and perception of the BDS component.



Component 3: Design and implement private-sector-led apprenticeship schemes and business development services including coaching and financial literacy assistance for targeted youth (including upgrading of informal apprenticeship in informal economy).

Key achievements:

- **Completed two assessments on Informal Apprenticeship in Yemen**
 - o Completed the Rapid Assessment on Informal Apprenticeship Service Providers in Hajjah and Hudaydah, and the main findings and recommendations were discussed and validated in a consultation workshop with stakeholders.
 - o Completed an assessment focused on Informal Apprenticeship local practices in Lahj and Abyan as well as to provide evidence-based recommendations on how to upgrade informal apprenticeship system in order to enhance employability of the apprentices, improve working conditions and protection of apprentices and increase productivity of the enterprises in the informal economy.
- **Design upgrading informal apprenticeship system:**
 - o Based on the result gained from the assessments, ILO designed a system aimed to increase access to upgraded informal apprenticeship for vulnerable youth in the most demanded sectors at the four covered governorates.
 - o Develop the implementation guidelines and start the implementation through testing the system on the first batch (the pilot) of 240 apprentices in five occupations.
 - o Revise and update the system based on lessons learnt from the first batch and continue the implementation for the second batch of 360 apprentices.
- **Develop and update the training materials and CBT curricula:**
 - o Within the first batch of 240 apprentices, the project developed and adopted competency-based curricula with assessment tools in five occupations. ILO will use the developed curricula in the implementation of a pilot program for upgrading informal apprenticeship, as stated above.
 - o Later, for implementation of the second batch of apprentices and based on validation assessment, defined another 6 new occupations for expansion of the implementation. Accordingly, the project with TEVET and private sector engagement developed the new curricula and updated the training materials based on the result of testing them in the pilot phase.
 - o In the two phases of developing the curricula, the project conducted consultative workshops to present the final version of curricula and outline the way forward with private sector and TEVET participation. In addition, the curricula were reviewed and updated based on comments received from master craftsmen on time of their training to ensure the curricula and assessment tools are valid for implementation.
 - o In addition, the project developed master craftsman training materials for master craftsmen, for instance, the learner-centred pedagogy, competency-based training and assessment (CBT/A) and, occupational safety and health (OSH).

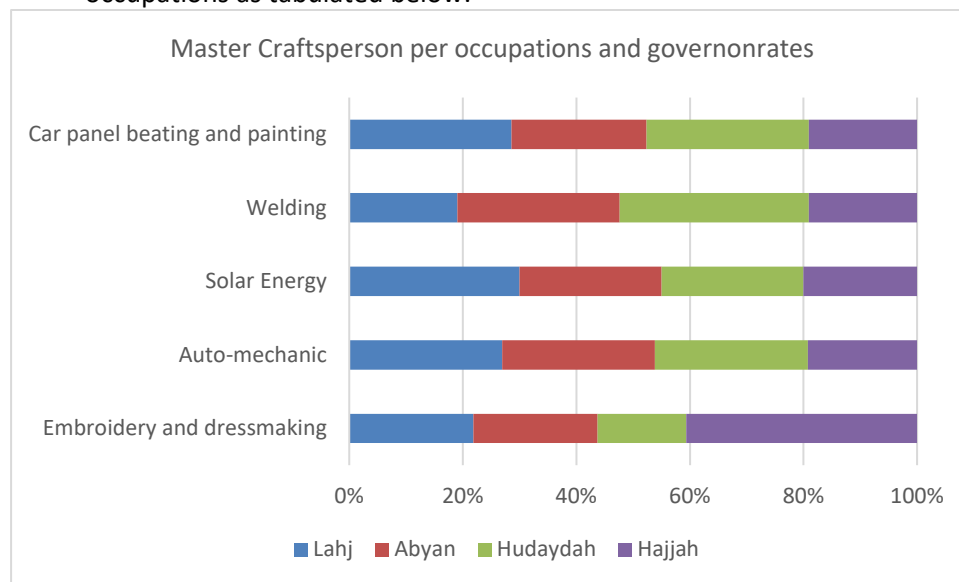
Completed implementation of 240 apprentices in informal apprenticeship in five highly demanded occupations (First batch).

The implementation included the following tasks:

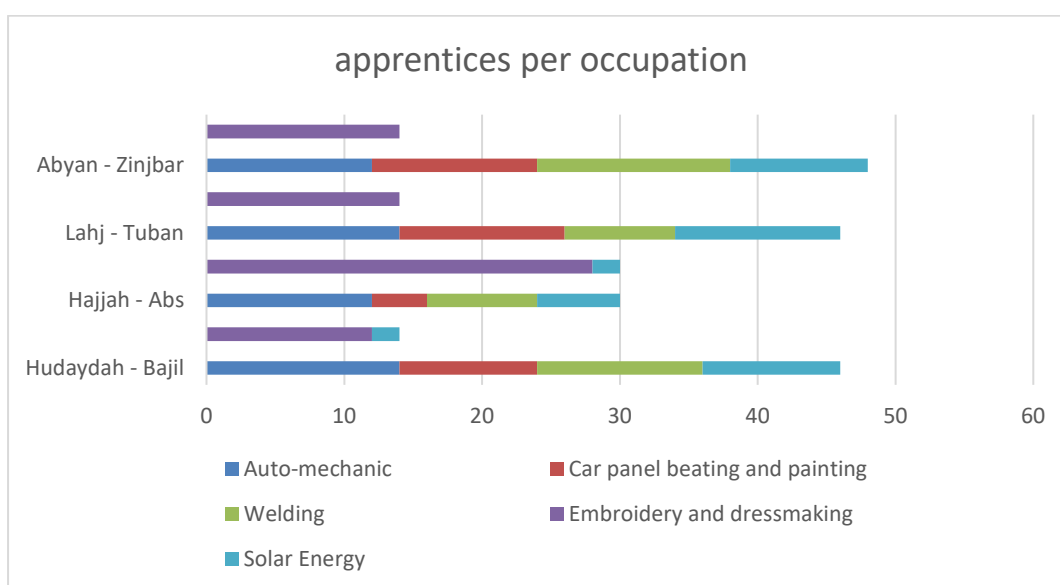
- o Identification and selection of 60 apprenticeship service providers based on the pre-set criteria. The criteria for selection of the enterprises/upgraded informal apprenticeship included the relevance of the skill offered, effectiveness, and internal efficiency as well as their willingness to undertake the training. The selection was conducted in collaboration with the local authority consultation, the Chamber of

Commerce, the local implementing partner, and vocational training offices in governorates.

- Identification and selection of master craftspersons: The project identified and selected 120 master craftspersons (out of which 32 were women) as per predefined criteria from Lahj, Abyan, Hudaydah and Hajjah Governorates in the priority occupations as tabulated below:



- Identification and selection of apprentices: The project also identified and selected 242 apprentices (out of which 72 were females) as tabulated below:



The selection of the apprentices was based on the following criteria:

- Is already enrolled into informal apprenticeship programme in one the key priority occupations in the targeted governorate in the selected apprenticeship service provider
- Completed 14 years of age and maximum 21 years.
- Must possess minimum age, educational and physical qualification prescribed for the trade as per the ILO Minimum Age Convention.

The list of apprentices approved by local authorities and TEVET in each governorate. At district level, the local implementing partner (YLDF) signed an MOU with the local authority there that articulated the modalities of implementation of the project activities.

○ **Training of Master Craftspersons on learner-centered pedagogy:**

In January 2018 YLDF conducted the training for 60 Master craftspersons in Lahj and Abyan. Additionally, a total of 60 other master craftspersons were trained in Hajjah and Hudaydah in February and March 2018 respectively. The training was in the following pertinent topics: the learner-centered pedagogy, competency-based training and assessment (CBT/A), overview on informal apprenticeship with their roles and responsibilities and, occupational safety and health (OSH).

○ **Completion of class-based training for the apprentices:**

In February 2018, the class-based training completed for 120 apprentices in in Lahj and Abyan. The training was in the following topics: life skills, occupational safety and health (OSH), technical skills on the 5 selected occupations and overview on informal apprenticeship with their roles and responsibilities.



○ **On job training at workplace and theoretical core training at TEVET institutes:**

Training in the workplaces completed in the 4 governorates as all the contracts of the apprentices and Master Craftsperson were signed. During the on-job-training, theoretical training days were conducted for



each occupation. Supervisory visits from the TVET supervisors has been conducted to evaluate the apprentices in the workplaces based on planned list of competencies.

Although it was noticeable, a delay occurred for implementation on some occupations

such as welding, auto mechanic and car panel beating and painting while foreseen progress and result achieved in solar installing, maintenance, Embroidery, and dressmaking. Finally, in the mid of October 2018, all of first batch of apprenticeship activities were completed, and the below table shows the progress with 100% completion:

Occupation	No. of Competencies		Progress / Governorate							
			Lahj		Hudaydah		Abyan		Hajjah	
	OJT	institute	OJT	Institute	OJT	Institute	OJT	Institute	OJT	Institute
Auto-mechanic	9	11	100%	100%	100%	100%	100%	100%	100%	100%
Car panel painting	10	7	100%	100%	100%	100%	100%	100%	100%	100%
Welding	3	3	100%	100%	100%	100%	100%	100%	100%	100%
Embroidery & dressmaking	3	1	100%	100%	100%	100%	100%	100%	100%	100%
Solar Energy	5	4	100%	100%	100%	100%	100%	100%	100%	100%

○ **Entrepreneurship training completed in Lahj, Abyan, Hudaydah and Hajjah:**

The entrepreneurship training delivered by ILO authorized trainers using ILO business training package called “I too have a small business” targeted the semiliterate, where the objective of the training to give required knowledge for apprentices on business skills and be entrepreneur through opening their businesses. The best business plan which developed by the trainees under this training would be one of criteria that be used on the time of selecting the winners for getting the tools kits.

○ **Improving the workplace environment:**

Beside the field orientation for OSH issues and giving advices to improve the workplaces environment which conducted by supervisors of TEVET and project field coordinator. Also, OSH kits were distributed to business owners in the five occupations such as First aid box and Fire extinguishers in addition some occupations and hazards prevention provided for master craftspeople’s and apprentices such as Coverall, Scrubs doctor, Gloves, Glasses and Masks to be used on-the-job, which will improve the work environment.

The table below shows the distributed items for the four governorates:

Occupation	OSH tools		occupation prevention Aids				Visibility Aid		
	First aid box	Fire extinguisher	Coverall	Scrubs doctor	Gloves	Masks	T-Shirt	Cap	Glasses
Embroidery and dressmaking	30	30	0	107	0	0	0	0	0
Car panel painting	17	17	60	0	60	60	0	60	0
Solar Energy	20	20	0	0	0	0	68	68	0
Welding	19	19	66	0	66	0	0	66	66
Auto-mechanic	24	24	83	0	83	0	0	83	0

○ **System for Apprentices accreditation and certification has been developed and approved by TEVET and private sector:**

The system was build based on competency logbooks and assessment tools with engaging supervisors from TEVET who monitor the apprentices progress on job training at workplaces, the system was presented with TEVET official for further discussion and approve the certification process and template of suggested certificate. The certificate template is approved as well as the UIA system. Two workshops conducted in this regard; one in Sana’a and the other in Aden.

o **Graduation and certification for apprentices including distributing the tools kits:**

Certificates were issued based on an assessment log for each apprentice and approved from both YLDF (the implementing partner of ILO) and TEVET in each governorate. The distribution of certificates was completed in Hajjah mid of December 2018 while YLDF completed the distribution in other governorates in the fourth week of December. In addition, YLDF selected and procured the appropriate tool kits for each occupation. The tool kits were distributed for 50 % of graduated apprentices in Hajjah, Lahj, Hudaydah and Abyan in December 2018. A ceremony was held in each governorate with participations of project stakeholders including local authority to distribute certificates and tools kits.



Completed implementation of 360 apprentices’ (second batch) in new six occupations

In October 2018 ILO contracted with SOS center -Aden to implement this component in Lahj and Abyan for 180 apprentices in six new occupations while continuing with YLDF to implement in Hudaydah and Hajjah to expand the implementation for 180 apprentices in new six occupations. The new occupations are as follows:

- Aluminium works and fabrication
- Beauty therapy
- Motorcycle mechanics repairing
- Incense and perfume production
- Embroidery, cloth design and dress making
- Solar panels installation, repair and maintenance

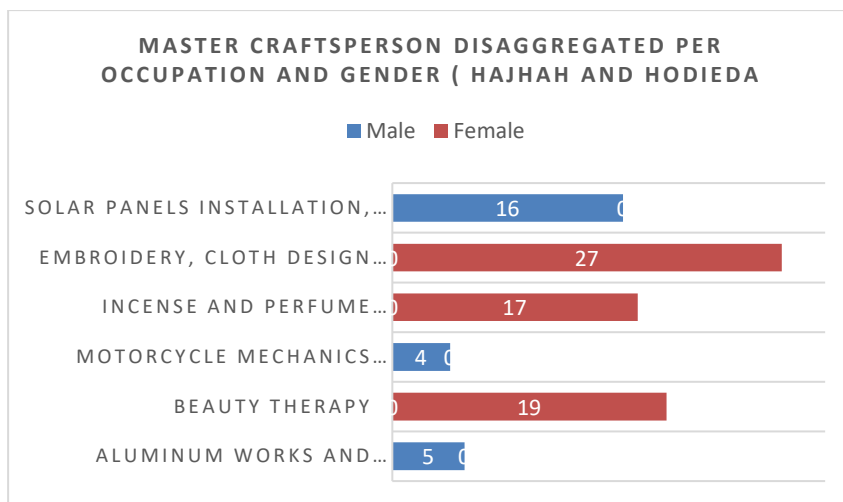
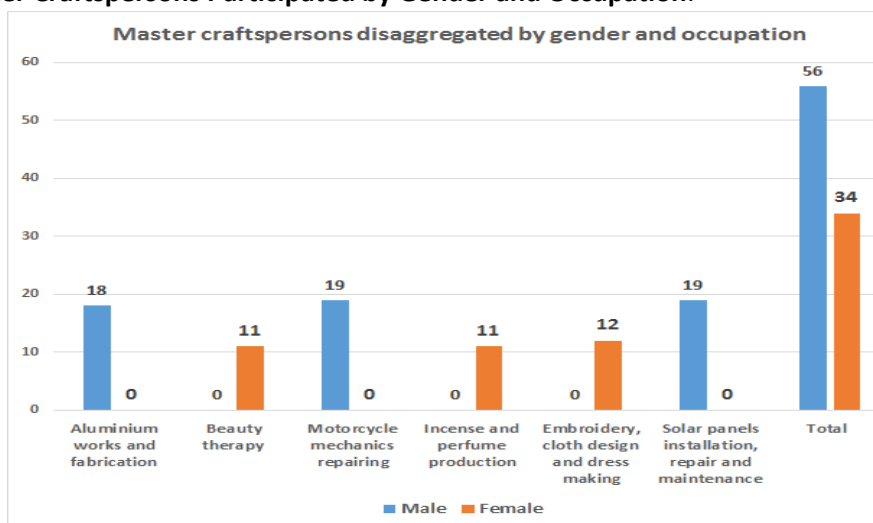
Almost the same processes have been achieved to train and graduate the second batch of apprentices like what implemented in first one. The second batch of informal apprenticeship implemented in the following targeted districts:

Governorate	District
Hajjah	Abs and Bani Qais
Hodeidah	Bajel and al Mrawah
Lahj	Tuban and alhwtah
Abyan	Zinjbar and khanfar

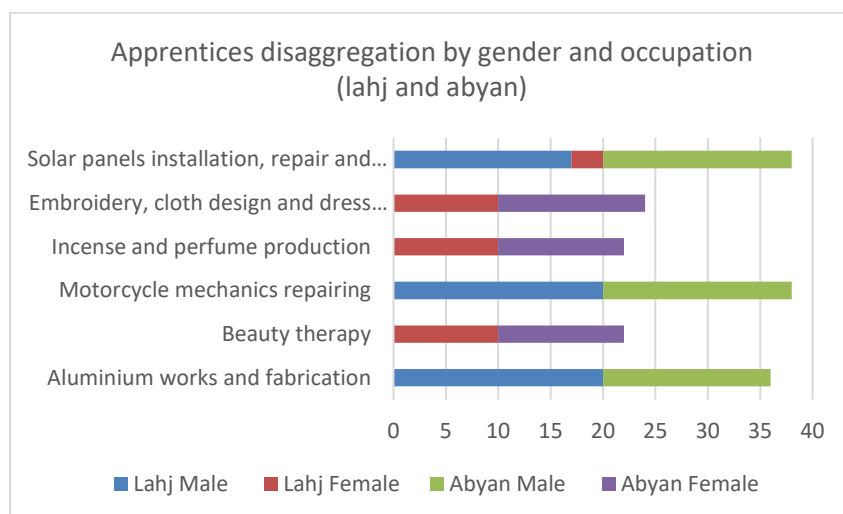
Results of implementation second batch informal apprenticeship

As result of the implementation 360 apprentices and 180 master craftspersons in the four governorates, the following graphs summarize the results achieved:

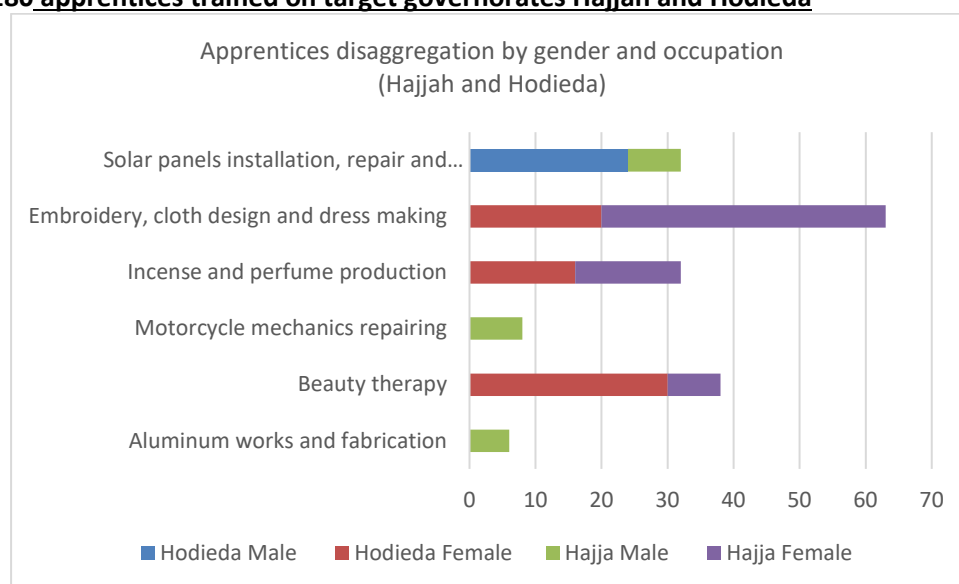
- **Master Craftspersons Participated by Gender and Occupation:**



- **180 apprentices trained on target governorates Lahj and Abyan**



- **180 apprentices trained on target governorates Hajjah and Hodieda**



Findings of the Impact Assessment

The recent impact assessment affirmed that communities had a chance to engage in a livelihood opportunity that can generate income, provide technical and financial support, and ignite self-employment. Findings of the study showed that targeted beneficiaries showed high interest in the outcomes of the program, they started their own businesses, and they were positive about the trainings received. The overall skills learned were put to good use. Beneficiaries confirmed income increase after the training and their overall self-confidence increased. More details about the outcomes of the impact assessment are summarized under section 8.5 of this report.

Component 4: Develop, test and institutionalize post Cash-for-Work services pilot:

A very limited budget was allocated under this component and a proposal has been made to cover this activity under ERRY II.

5. Communication and Visibility

5.1 Communication:

From the very beginning of ERRY JP, visibility and communication have been key priorities. The joint programme is central in conveying the message of the EU's continued strong support to the most vulnerable household in Yemen through enhancing their resilience and self-resilience.

Through the programme life cycle, the Enhanced Rural Resilience in Yemen (ERRY) Joint programme has effectively reached targeted audiences, enhanced awareness of its work through various communications channels. These included the Web, social media, factsheets, booklets, photo albums, banners, etc. To reach new audience and encourage broader sharing, the Joint programme also developed a series of innovative products. Short and long videos drew attention by concisely and creatively repackaging findings and highlights. Analytics for all outreach platforms indicated increased audience rates. Social media accounts increased growth in followers, and traffic on the ERRY JP website has also shown an increase in both ERRY JP and PUNOs social media channels. As part of increasing ERRY JP Visibility with its donor and partners, the joint programme coordinated several knowledge-sharing events that included coordination meetings with programme stakeholders, steering committee meetings, and different joint field visits. The events presented ERRY JP work and

built greater awareness on the role of EU, participating UN agencies, and implementing partners to enhance resilience, livelihood and food security in Yemen.

The following activities were carried out during the life time of the project implementation as part of the programme's communication & visibility strategy and annual communication plan:

- 1. A communication plan for ERRY JP Communication was developed for the implementation of ERRY JP Communication and visibility activities:**
- 2. The visibility of ERRY JP was enhanced by communicating results, ongoing projects and messages via conducting the following activities:**
 - 30 short videos and 8 documentaries were produced to highlight ERRY JP Lessons learnt, impact and major achievements.
 - ERRY JP success stories and case studies document was produced consisting of 45 new success stories that covers ERRY JP Components implemented by the four UN agencies. These stories are based on field visits conducted by the Joint Coordination Unit.
 - 20 New success stories and press releases were shared and published in ERRY JP & PUNOs web pages & social media.
 - 12 ERRY progress booklets & factsheets were produced, printed, and shared as a softcopy to illustrate major accomplishments of all PUNOs for every quarter. These Booklets and factsheets were distributed in different workshops and meetings organized by the Joint Coordination Unit (JCU).
 - 1500 Promotional materials that include (T-shirts, jackets, calendars, mugs, caps, envelops, notes etc.) with EU, PUNOs, ERRY JP Logos were distributed to stakeholders of the joint programme.
- 3. Social media channels were launched and utilized to further expand the Communication outreach and to disseminate messages, results and activities:**
 - ERRY JP Facebook and Twitter were launched to further enhance ERRY JP Visibility and share its activities, success stories, and achievements for a bigger range of audience.
 - More than 400 twitter and facebook posts were made in ERRY JP social media for more than 1200 followers on twitter and facebook. Many posts were also shared using Participating UN agencies social media channels targeting more than 50,000 followers in facebook and twitter.
 - Many Social media campaigns were launched supporting key messages of the joint programme and aligned with International days using ERRY JP and PUNOs social media channels.
- 4. Quality, consistency, and adherence to UNs and EU corporate standards were maintained and ensured in disseminating information shared to public domain and other stakeholders.**
 - 6 videos produced by implementing partners were edited and standardized to ensure their compliance to UNs and EU Standards.
 - ERRY JP Website Page and social media were regularly updated to the latest delivery, project/programme details and other relevant information.
 - A communication guideline was developed guiding PUNOs, implementing partners on the proper use of communication materials produced for the joint programme.
 - Communication Working Group was formed from all PUNOs to discuss communications issues in a regular basis.

5.2 Visibility of EU:

EU visibility has been considered in all communications modalities used by ERRY Joint Programme to achieve the following goals:

- Ensure that the beneficiaries are aware of the roles of PUNOs and EU in all the implemented activities in the targeted areas.
- Include EU and PUNOs logos as below in all published communication materials to raise awareness of all stakeholders that ERRY JP funded by EU.
- EU logo is used for visibility in all communication materials including publications, videos, photos, posters,
- Successful stories, promotional materials, etc. produced by ERRY JP, PUNOs or implementing partners include EU and PUNOs logos in an appropriate manner according to EU visibility and communication manual.
- In addition, in all of ERRY JP social media posts and tweets, @EuInYemen @europeaid were always either hashtagged or mentioned so as to raise internal and external awareness in EU roles of enhancing rural resilience to the most vulnerable households in Yemen.

6. ERRY Monitoring and Evaluation

The implementation of ERRY integrated M&E system is guided by the M&E Strategy and Framework which set the objectives of the monitoring exercise and map the expected outcomes and outputs of the programme to a set of measurable and verifiable indicators to assess it is performing as intended. Close and real-time monitoring of the programme's main output indicators, as well as regular monitoring and quality assurance controls were conducted by the programme's main actors (the joint-coordination unit, the sub-coordination, the partner agencies) to ensure that activities' delivery is on track, and that the programme is benefitting the targeted rural communities.

The following points summarize the monitoring activities carried out during the programme:

- Collect output monitoring data on a quarterly basis from PUNOs and on a monthly basis from IPs. The data focus on measuring the quantity of resources transferred; the number of beneficiaries reached; the quantity of assets completed / achieved; the quality of assets completed/achieved; the number of crop/livestock/dairy producers receiving supported inputs, dairy equipment, trainings; post-cash for work beneficiaries supported with trainings and grants; etc. Post-Implementation monitoring focused on the results of completed interventions in order to inform programming as the project progresses.
- Continuous field monitoring visits were conducted to ensure that the implementation of activities is according to plans and quality standards and collect information about risks and challenges in order to be addressed and managed immediately. Field visits were conducted by the JCU team, PUNOs' focal-points and technical specialists. In addition, other field visits were performed jointly with Ministry of Planning & International Cooperation (MoPIC) officials, local authorities and other stakeholders to assess the delivery of activities and satisfaction of beneficiaries.
- Quarterly technical coordination meetings at the national and sub-national levels were held. The committee advises the programme on implementation plans and formulate recommendations to overcome encountered challenges.
- Monthly technical meetings for the JCU and PUNOs were held to discuss technical issues, address implementation bottlenecks, and formulate decisions.

- Producing quarterly progress reports outlining progress of interventions and providing details on constraints and lessons learned. IPs, on the other hand, prepared their monthly progress reports which are submitted to the agencies. They report on the day to day monitoring of project activities, and their proper implementation, supervision and progress.
- Annual review workshops in December of every year were conducted in Sana'a and Aden with all ERRY counterparts and various stakeholders. The workshops aimed at enhancing coordination and participatory monitoring as well as to constructively review the performance and progress of the programme activities during each year. Participants and the programme team exchanged lessons learned and propose suggestions and recommendations to improve the implementation of the programme in the following year. Section 6.1 presents a brief summary of the annual review workshops with ERRY stakeholders both in Sana'a and Aden.
- Recommendations articulated by the MTR and Result Oriented Monitoring (ROM) reports were taken in consideration. One of these key recommendations is to enhance the synergies between different activities taking place in the same target locations, which was successfully applied after the MTR and resulting in more effective and maximized impact; more details of the outcomes of the review are presented on section 6.2.
- The M&E working group has been activated in 2018. Being an integral part of the ERRY JP governance structure, the M&E working group played an essential role in providing technical support and means to oversee and monitor progress in delivering results and achieving the programme's expected outcomes and outputs. The M&E held several meetings to address M&E related issues, share lessons learned, and elicit suggestions to manage risks and deal with challenges. Moreover, through the active participation of the M&E working group members, data collection instruments & practices as well as monitoring and reporting tools were harmonized across the project's partners.
- An interactive map has been developed that helps visualize the programme's major areas of interventions as well as the number of beneficiaries reached by the programme.
- To monitor and follow up on field activities, FAO has set up a primary network at village levels in the 9 targeted districts through constitution of 85 Village Agricultural Producers' Groups (VAPG's) representing 569 neighbouring villages. The project has constituted 9 Extension Supervisory Committees (ESCs) composed of 48 people, identified among MOAI and TDA extension staff at district Office levels. The implementing strategy adopted by the project is based on capacity building of district extension staff (TOF) and their assignment as TOT to conduct field training and FFS sessions as well as follow up on project activities, under supervision of the ERRY project's experts.
- UNDP has introduced a digital platform such as KOBOTOOLBOX to enhance community engagement and response. The project has also developed the interactive interface to present interventions in infographic and easy way to access for programme units and project team members. The improvement of data collection, storage and process has helped the project to identify impacts of the interventions with evidences which were utilized in the project three major impact assessments: solar, livelihood, and local governance and social cohesion.

- WFP has done post-Implementation monitoring that focused on the results of completed projects, sustainability (arrangements for operations and maintenance), and outcome measurement (food consumption score, daily average dietary diversity score, coping strategy index (food and livelihoods). For the day to day monitoring, it is the responsibility of IPs to record participants' daily attendance and volume of work achieved on a given day, as well as conduct regular field visits to gauge the quality and technical aspects of the project activities. Post distribution monitoring (PDM) and evaluation exercises were undertaken every other month. This involved calling the beneficiaries for feedback on the quality of assistance and assess their needs. PDM was conducted through a Third-Party Monitoring (TPM) company, in addition to the monthly field visits conducted by WFP staff.
- Impact Assessments were conducted by PUNOs using mostly external consultants. The assessment reports provide quantitative and qualitative data and findings of the impact achieved by various components of ERRY Joint Programme. The outcomes of the assessments are briefly summarized in section 8 of this report.
- ERRY has placed constant emphasis on improving the formalized feedback and complaint system in order to improve accountability to communities that ERRY serves as well as to the donors. The participating agencies have allowed and encouraged the vulnerable communities to voice the concerns and provide their feedback through various means. For instance, a hotline system was introduced under the solar component, which allows beneficiaries to register the complaint on a real-time basis. Once complaints are registered, they're placed under the category of the complaints; then appropriate measures are taken to address the complaint on time. This mechanism has also made suppliers more responsible for the installation of the solar systems. The experience shows that the feedback and complaint mechanism has brought more transparency and information flow from both sides.

6.1 Regular Annual Reviews

6.1.1 The 2016 Annual Review and Planning Workshop

This workshop was organized by the Joint-Programme Coordination Unit (JCU) in December 19-20, 2016 in Sheba Hotel, Sana'a. The workshop aimed at examining the implementation of activities against the annual work plan, achievement of results against the expected outputs and outcome, and preparation/adoption of the following annual work plan. It was attended by 43 participants from all ERRY programme stockholders including PUNOs (UNDP, FAO, ILO, WFP), EU, joint-programme coordination unit, Ministry of Planning and International Cooperation (MoPIC), local authorities from Hajjah & Hodeidah and implementing partners (IPs).

The main objectives of the two-day workshop were to constructively review to the ERRY programme performance during year I and draw the lessons learned and recommendations for year II. Moreover, to agree on year II annual work plan (AWP). This would inspire a greater perception of the principles of promoting examples of participatory planning. Moreover, the workshop would ensure all project stakeholders and partners are working in synergy and harmony as one team along with the rural communities for the enhancement of vulnerable groups economic self-resilience in the target areas. Also, the workshop would enable the programme to improve on its future outputs, coordination mechanism for all stakeholders and implementation strategies.

This workshop was conducted in two sessions: performance review and planning. The review session was restricted to analysing the implementation progress (strengths, weaknesses and recommendation). The planning session was restricted to the activities plan for year II.

The first day of the workshop had the official opening remarks and presentations by JCU and PUNO, as well as group work for the review session. The second day was started with presentation of the group outputs from the review session, group work for the Year II Annual Work Plan and presentation.

In the first session, the groups work analysed the implementation progress and identified and the strengths and weaknesses, as well as they made recommendations to overcome challenges and identified areas of improvement coordination.

The main strengths were identified including; good coordination between PUNOs at national technical team level; good coordination between heads of PUNO; good coordination at governorate levels; he program is implemented in an extraordinary situation; Community participation in identifying needs and priorities; and clear targeting mechanism to achieve objectives and access to actual beneficiaries. on the other hand some weaknesses and challenges were identified including; limited coordination with MoPIC and National Security; limited coordination with security authorities in the target governorates to manage the program and ensure success; delayed security permissions to conduct field visits and carry out activities in the target areas; delayed issuance of visas for international experts working for the program; As well as lack of capacity and state institutions in some rural areas, and security situation.

Furthermore, a set of recommendations was agreed on including; promote the one-stop-shop approach through MoPIC, which shall undertake communication, coordination and follow up with PUNO and direct linkage between project implementers and local communities; improve communication between stakeholders and PUNOs to ensure interrelated program; coordinate with security bodies at the target governorates to ensure facilitation and flow of work by field teams and international experts. Moreover, the workshop's participants recommend removing barriers facing internal movement; facilitate visa issuance for internationals to visit Yemen; to build the capacity of the state institutions in the target rural areas; and engage the local authority in the M&E process.

On the second day, the planning session was conducted and presented the annual work plan (AWP) for year II, which included activities & sub activities in each output; annual target/beneficiaries in each activity; timeline for each activity; aggregate budget and target governorates/districts in each activity.

6.1.2 The 2018 Annual Review and Planning Workshop – Sana'a

This workshop was organized by the Joint-programme Coordination Unit (JCU) from **23 to 24 December 2018**, in Sheba Hotel, Sana'a. It was attended by 71 participants from all ERY stakeholder including the four Participating UN Organizations (PUNOs): (UNDP, FAO, ILO, WFP), JCU, Ministry of Planning and International Cooperation (MoPIC), local authorities from Hajjah & Hudaydah and ERY implementing partners (IPs). The workshop was also attended by representatives of United Nations organizations, led by Mr. Auke Lootsma, UNDP Country Director.

The main objectives of the two-day workshop were to constructively review performance and progress of ERY JP activities during year III and draw lessons learned and recommendations to improve the implementation of ERY II. On the first day of the workshop, presentations about the achievements and implementation progress of ERY were presented by the 4 PUNOs: the Food & Agriculture Organization (FAO), the International Labor Organization (ILO), the United Nations

Development Program (UNDP), and the World Food Program (WFP). This was followed by extensive discussions and inquiries by the workshop participants.

On the second day of the workshop, the participants were put into seven working groups based on the project's components to discuss the lessons learned from ERRY, as well as to make recommendations and suggestions that would benefit the implementation of ERRY II. Also, a discussion was held on the selection criteria of districts to be targeted in ERRY II.

6.1.3 The 2018 Annual Review and Planning Workshop – Aden

The annual review workshop was held on 30 December 2018 at the Coral Hotel, Aden. It was attended by Mr. Mahdi Al-Hamid, Deputy Governor of Abyan governorate and Mr. Ahmed Khulaki, Deputy Governor of Lahj. It was also attended by Mr. Walid Baharoon, Program Director of UNDP Aden, representatives of participating UN Organizations, local authorities, and implementing partners (IPs).

The first session of the workshop included presentations of the achievements and progress of implementation by the Food & Agriculture Organization (FAO), the United Nations Development Programme (UNDP), the International Labor Organization (ILO), and World Food Programme (WFP). This was followed by extensive discussions and inquiries by workshop participants.

In the second session, lessons learned from the ERRY I were discussed resulting in recommendations and proposals that will develop and improve ERRY II. This was done through participants being grouped into six working groups according to the programme's components.

In addition, the criteria for selection of areas and districts involved in the operations of ERRY II were discussed.

6.2. ERRY JP Mid Term Review

The mid-term review of the ERRY JP was conducted as part of the M&E framework of the programme during the period of May to June 2017 by external consulting firm and the findings are presented as below:

Key Findings

Overall assessment: By and large, target communities responded positively to all components of ERRY. Most activities contributed towards resilience and economic self-reliance. Questionnaire responses rate the programme's overall impact as 'Very Good'. Still, IP capacities need reinforcement and synergies must be strengthened between PUNOs and IPs. An in-depth review of project design and implementation mechanisms is warranted.

Output 1.1 / Community Livelihoods and Productive Assets: The creation and reactivation of Village Cooperative Councils (VCCs) was considered by most respondents as a very important community structure for decision making, resilience planning and coordinating the programme's interventions at the community level. Cash for Work activities, when used to build community assets, were particularly well regarded by respondents. The process of selecting the beneficiaries can, however, be better communicated to the entire community. Cash for Work is a short-term intervention, and close monitoring of the benefits on livelihoods and income should be captured, along with an exit strategy so that the benefits can be sustained and further enhanced. Cash for Work activities linked to youth entrepreneurial development is a more complex endeavor and requires a more patient and supportive process. Also, those activities are vulnerable to criticism when the process of selecting beneficiaries is not sufficiently open to the whole community. The agricultural value chain market development holds significant advantages. Through this activity, the Small Medium Enterprise (SME)

systems and institutions are targeted that can drive competitiveness and job creation. For instance, through support for smallholder producers, market opportunities – milk and dairy products - can be identified and developed. This added significant cash to needy households. Grouping farmers achieved economy of scale and stronger negotiation power.

Output 1.2 / Solar energy: Results for provision of solar energy were mixed, with those interviewed expressing dissatisfaction over the small number of solar lanterns which has been provided for households lighting. Although additional solar lanterns will be provided for households in the coming quarters, the availability of the funding do not allow for the provision of solar lanterns to cover the high needs. The selection and prioritization of the beneficiary households should be carefully managed with the full engagement of the communities and local authorities. The solar component can also strengthen gender responsiveness especially for households. Still, many expressed appreciations when public services and assets (like clinics) were enhanced with solar panels.

Output 1.3 / Social cohesion: As a standalone component, social cohesion activities received some criticism and its activities delivery could be improved. The conflict scans conducted in communities have provided a unique window into local conflict dynamics, historical tensions, and prospects for conflict resolution. Actual efforts to resolve the identified conflicts will take place in the coming quarters, but the social cohesion component should ideally provide a basis to guide and prioritize the project implementation through a more comprehensive localized conflict analysis, drawing on the resources of the wider ERRY project.

Output 2.1 / Institutional capacity-building: Thus far, this component was able to achieve good progress on strengthening the local structures, mechanisms, and related capacities with the long-term aim for communities and local authorities to be able to coordinate, plan, implement, and monitor the relevant project interventions and deliver services. In the coming quarters, the component will focus on the implementation of the identified priority interventions in the communities and districts, with close oversight and technical backstopping from IPs. The PNUOs should ensure that the VCCs and local authorities are closely engaged in the implementation and monitoring, and where the capacities exist, in the implementation of the interventions under ERRY. However, given the weak if not non-existent current capacities of the local structures and communities, PNUOs should ensure that the local structures have the minimum required capacities, before engaging in transfer and oversight of financial resources.

Output 2.2 / Private sector engagement: Assessments and plans are in place and await implementation during the next implementation period.

Lessons Learned from mid-term review

Relevance: The MTR concludes that the ERRY joint-programme design, substantive components, and desired outcomes remain highly relevant to the current Yemeni context. The deteriorating conditions make the pursuit of resilience, economic self-reliance, strengthening local structures and mechanisms for community engagement, and social cohesion even more important than when the programme was originally designed. That said, the coherence of the different components could be strengthened along with conceptual and practical synergies among PUNOs and IPs.

Effectiveness: There is a need for more streamlined communication and coordination with local decision-making structures. This will involve building working relationships with different layers of local government. Also, two-way accountability between PUNOs and communities must be strengthened, and this could take the form of a direct feedback mechanism from communities to PUNOs.

Efficiency: It is advisable to regularly review project efficiency so as to ensure the programme's targets are realistic and its outputs efficiently delivered. This report provides burn rates as an indicator for PUNOs to reflect on their current implementation modalities and cost efficiency.

Impact: While it is likely that ERRY has *contributed* to resilience in each target governorate, it is too early to *attribute* this trend to ERRY, given factors elaborated in the report. Moreover, it is assumed that programmatic impact will be enhanced with increased geographical convergence of the various components. Currently, the level of convergence is low and could be made more effective. ERRY partnering agencies should also consider documenting their collective impacts to strengthen the rationale for collaboration. Lastly, it is advisable to mainstream gender sensitivity across ERRY programming, which would enhance the positive impacts for women and men.

Sustainability: While it is too early to draw conclusions about the programme's sustainability, working more closely with local governments and local decision-making structures – in addition to IPs – and ensuring appropriate exit strategies for the short-term Cash for Work interventions could augment prospects for sustainability.

Recommendations from the mid-term review

Recommendations are offered to strengthen the current functioning and implementation of ERRY.

For ERRY JCU: It is recommended to conduct a stakeholder analysis to systematically outline the layers of decision-making within ERRY (internal and external), with view to improving accountability and coherence. Joint assessments and monitoring visits among PUNOs and IPs, as well as more regular communication between PUNOs and local authorities, are also advisable.

For Economic Empowerment and Solar Energy Components: There are opportunities for increased synergies between the economic empowerment and the solar energy components. Solar energy is central to both households and community assets (such as clinics). It is recommended to enhance linking solar energy support to other components, including the provision of solar energy to productive assets such as water pumps for farmers as well as for enhancing the functioning and delivery of key social services (schools, health facilities and local district offices).

For Social Cohesion Component: A clear link exists between localized conflicts and breakdown of social cohesion. Local conflicts almost always involve competition over scarce resources. Building social cohesion, therefore, entails inclusive dialogue to equitably share resources and build community assets. It is recommended to mainstream the social cohesion component across the different ERRY interventions for conflict sensitivity and to apply the conflict lens in the prioritization of the interventions, including in the recovery and resilience plans. This would substantially contribute to resolving local conflicts.

For Strengthening Local Authorities and Private Sector Component: The component seeking to strengthen local authorities' ability to deliver services faces a dilemma. Engaging local government as an implementation partner would be optimal. However, several factors are presently discouraging this approach. Nevertheless, it is recommended that local authorities be engaged more directly and substantially by both PUNOs and IPs in the course of implementation. At this stage, PUNOs should ensure that the local structures have the minimum required capacities before engaging in transfer and oversight of financial resources.

For Scale-Up and Expansion of ERRY: ERRY was designed based on a clear rationale and the scale-up should also be based on a clear rationale and integrate the recommendations of the present MTR as well as other lessons learned during this first implementation period. This will give confidence to the range of stakeholders vested in ERRY and will contribute to financial prudence, transparency and programmatic coherence. It is hoped that the analysis, lessons and critique provided by this MTR will offer a reflective argument for the continuation of ERRY beyond the current 3-year funding cycle.

6.3. ERRY JP Impact Assessments

6.3.1 Livelihood Impact Assessment

This report provides an assessment of the impacts of the micro-businesses supported under the Enhanced Rural Resilience Programme in Yemen (ERRY). The assessment was conducted in the four target governorates: Abyan (Khanfar district), Hajjah (Aslam and Abs districts), Al Hudaydah (Bagel district), and Lahj (Tuban district).

Main Findings

The report states there are intended economic impacts as well as unintended social impacts, which can be summarized below:

Intended Economic Impact

➤ Business and Skills Development

Receiving skills and advice from training and technical advisors enabled the micro-business owners to obtain essential skills to enter the market and to sustain the businesses. Skills and techniques related to financial management, sales and marketing were the most appreciated among the business owners as they perceived them to be core skills to start-up businesses. Accounting and cash management helped owners manage their business expenses effectively to be able to save from their profits.

➤ Business Selection

ERRY project provided the micro-business owners with a variety of options to start-up their businesses. The market assessment contributed to understanding the market needs and opportunities in the targeted locations and helped the micro-business owners select the right businesses that suited their capacity and interest.

➤ Financial Aspects

More than 80% of the micro-businesses are stable, and a large portion (about 70%) of them are making profit. Female micro-business owners were able to breakeven more than male owners. This result was evident because female micro-business owners demonstrated a greater ability to save than their male counterparts. It is noteworthy that micro-businesses with full asset ownership are maintaining stable demand levels on their products and services.

Also, micro-business owners managed the amount of credit (customers who owe the micro-business) and debts (loans taken by the micro-business) to protect their businesses. They understood the difficulties they may face because of the inability of many citizens to pay back for what they purchase.

➤ Scaling-up and Employment

The majority of the surveyed micro-business owners did not have any intention of changing their activities. Overwhelmingly, around 99% of the total surveyed operating micro-business owners in this assessment planned to stay in the same sector. They impacted positively on targeted communities through the creation of competitive markets and providing alternative for consumers to deliver services and goods needed by communities.

Unintended Social Impact

The ERRY micro-business intervention in general, but with some notable exceptions, played a crucial role in improving the social benefits of the project beneficiaries and micro-business owners.

Results show that micro-businesses have contributed to varying degrees to improve relationships among family members and community members and that beneficiaries transferred some of the benefits to others. These micro-businesses have shown positive impacts on the owner and their families. Recognizably, women who run micro-businesses have gained a greater respect for their ability to stand up and manage their business efficiently just as male business owners. This could lead to a more significant impact like giving women better voices in society. Moreover, this gives a clear incentive to other women to adopt the entrepreneurship model.

Recommendations

1. Capacity Building and Development

The different pieces of training and technical support were very much appreciated by supported micro-businesses beneficiaries. However, many of the business owners believe that another round of capacity building will be beneficial for them. Therefore, it is recommended, to have another phase of training, in particular, advanced training in business financial management and sales and marketing. Micro-business owners are in need of training to develop communication skills to be able to form efficient networks, especially those with the intent to expand. Women working in sewing will need more training on techniques to further develop and add value to their products. More consultation and advisory sessions were requested by beneficiaries, as they perceived this as an essential means to improve their capabilities in a faster way.

2. Support the Value Chains of the Micro-Businesses

The market assessment has identified gaps in the supply side for many micro-businesses. While this issue is not yet recognized by many of the micro-businesses, this will become a significant challenge as the micro-businesses grow and become more prominent or as well as when competition increases. Micro-business owners lack the skills and resources to bond their businesses with the suppliers and with the market. Thus, we recommend that the ERRY programme conduct a assessment to understand the value chain around the supported micro-businesses and take the necessary steps to pre-empt the looming challenges.

3. Help Micro-business to Get Funding

As the majority of micro-businesses intend to expand their businesses, we recommend that ERRY help Micro-business owners to use the collaborative guarantee method, where a group of beneficiaries who are looking for fund guarantees each other. This builds on and strengthens the social trust and encourages people to be responsible in the long term. Furthermore, it will help the beneficiaries to access funding, and MFIs to have reliable guarantees.

4. Introduce the Integrated Social Cohesion and Development Approach

It is recommended that the Integrated Social Cohesion and Development (ISCD) be used to help build social capital which could be of both direct and indirect support to the micro-businesses. This is done by getting groups at tension with each other to work on common public service projects such community wells, schools, health centers or other priority community infrastructure and in the process build trust and social cohesion. This can be facilitated through local NGOs, tribal leaders or local councils.

5. Expand the ERRY Program

The ERRY program should consider another phase in which existing micro-businesses are strengthened, and the effort is expanded to other areas.

6.3.2 Local Governance & Social Cohesion Impact Assessment

The report presents the results of an assessment of the local governance and social cohesion interventions under the Enhanced Rural Resilience in Yemen (ERRY) Programme in Abyan, Hajja, Hodiedah and Lahj governorates in Yemen. The Governance and social cohesion review was

commissioned to assess interventions, shift in capacities and conditions of local governance interventions at the community and district-levels, and capture the intended and unintended impact in the four governorates and targeted districts in terms of enhancing the service delivery aspects of the community-based resilience building process in the crisis context of Yemen.

To fulfil the research objectives, a combination of quantitative and qualitative assessment techniques and tools was used, including key informant interviews (KIIs), questionnaire, focus group discussions (FGDs), case studies, and structured observation. The assessment was carried out by Grassroots-Yemen during the period of 15 December 2018 – 15 January 2019. Specific impact indicators for the local governance and social cohesion work through Village Cooperative Councils (VCCs and Local Community Committees (LCCs) were utilized for this review in line with the Terms of Reference, after close consultation with the United Nations Development Programme (UNDP) programme coordination team and taking into account the views of VCCs and LCC on areas of impact.

Main Findings

- ERRY is in a good position to mobilize development and humanitarian actors at the local-level to introduce a scalable and all-inclusive local governance model for bottom-up planning and actions for an integrated preparedness, resilience, conflict resolution, and humanitarian response to the needs of vulnerable people.
- Overall, the formation of the community committees was a key step toward enhancing local governance and social cohesion.
- The bottom-up local governance model indicated that the formal local governance structure has potentials to continue to function with the support of community-level institutions, primarily community cooperation committees and conflict resolution committees.
- Current small grant system succeeded in triggering communities to allocate more resources for their resilience and recovery plans.
- Creation and support for the District Management Teams (DMTs) in the *development of the district recovery plans* was a milestone in enhancing the role of the current local authorities.
- Community structures have benefited from the programme in terms of building their capacities to plan, organize, resolve conflicts, and manage community resilience plans.
- Despite the effect of the conflict on the public sector and its related consequences on all internal governance policies and procedures of local authorities, the ad-hoc community-level institutions established by the programme partners revealed unintended potential to build capacities to fill the gap of local institutions and sustain community resilience.
- This review revealed significant contribution of the project in addressing core limitations faced by vulnerable people and communities to enhance their resilience and ability to cope with shock and effects of the conflict.
- The fact that it is a precondition in the Social Fund for Development (SFD) Tamkeen approach and the methodologies of Search for Common Ground (SFCG) and Partner Global Institute (PGI) programmes to involve women in VCCs and conflict resolution actions, has opened opportunities for women to acquire diverse roles. However, women's participation in the committee decision making process, district-level planning, and trainings that take place at the district-level is comparatively weak.

Main Recommendations

- Train Community Mobilizers (CMs) from the targeted areas. The role of CMs should be built in the functions of the DMTs, VCCs, and LCCs to enhance community ownership and help the replication and facilitation of the participatory planning in other villages and districts.
- VCCs and LCCs should be trained to foster community ownership of the planning and conflict resolution processes.

- Coverage of support within each district and enhancing diversity of resources for communities should be part of future programming and capacity building of committees.
- The future design of the model should consider the formation of sub-district structures or provide resources at the district-level to do assessments and planning at the sub-district-level.
- Work should be done with communities to enhance participation of young people and marginalized groups.
- In addition to providing direct support to communities, ERRY partners should act as catalysts for mobilizing actors towards an agreed framework on how to coordinate the work, capacity building and support for community structures at various levels.
- There needs to be a supportive environment for women to reach genuine participation in decision making of the community committees.

6.3.3 Food assistance For Assets (FFA) Impact Assessment

This assessment was conducted to assess the effectiveness of the project & the impact of assets on livelihoods of direct and indirect beneficiaries; assess the food security level of targeted beneficiaries and measure the economic and social impact on communities; and assess the level of participation of the community members in the design of the activities. It also investigates gender cross-cutting indicators such as the decision making inside the household and the gender representativeness of the Assets Management Committees.

Main Findings

The assessment report included the key outputs and achievements of the FFA component since its start in October 2016. It also covered other topics, such as:

Utilization of the Cash Assistance

The survey examined the utilization of cash assistance by beneficiaries. Most of respondents indicated utilizing the cash to cover their food needs (79%). Utilization of cash for general household needs was reported by 51% of the beneficiaries. Other needs included; clothing, loans, health, and livestock. This indicates that the selection criteria of the beneficiaries are accurate and that most of them had urgent food needs. On the other hand, the survey inquired about whether the established or rehabilitated assets were still functional or not. 88% of the respondents indicated that those assets built or rehabilitated are still functional; 11% confuted the functionality of assets while 1% did not know if those assets are functional or not.

Benefits from FFA Resource Transfers and Assets Created:

More than two-thirds or 69% of participants confirmed an increase in their household income. On the other hand, 55% of the respondents confirmed that they had acquired new skills. While this is an acceptable improvement, the skills acquired by the beneficiaries need to be marketable. Furthermore, 40% of beneficiaries said they utilized the built assets every day during the past month, while 5% utilized the assets between 21 and 29 times, 11% between 11 and 20 times and 26% between 1 and 10 times. Only 19% of interviewed beneficiaries said they did not use the asset in the past month.

Food Consumption Score (FCS)

More than two-thirds or 69% of participants confirmed an increase in their household income. On the other hand, 55% of the respondents confirmed that they had acquired new skills. While this is an

acceptable improvement, the skills acquired by the beneficiaries need to be marketable. Furthermore, 40% of beneficiaries said they utilized the built assets every day during the past month, while 5% utilized the assets between 21 and 29 times, 11% between 11 and 20 times and 26% between 1 and 10 times. Only 19% of interviewed beneficiaries said they did not use the asset in the past month. The survey showed that, overall 70% of the interviewed beneficiaries had an acceptable food consumption score, 21% at borderline and 9% poor food consumption score.

The Reduced Coping Strategy Index (rCSI)

For the ERRY assessment it was not possible to get comparison of the rCSI against May 2017 as it is not feasible to compare the strategies taken by households during different seasonality. Also, there are no accepted thresholds to classify households into “low”, “medium” or “high” coping levels as the likelihood of adopting and reporting the use of coping strategies can be culturally sensitive. The findings from the ERRY is provided in below chart; the average computed multiplied by the universal severity weight will sum up to 20.4. The maximum possible score is 56.

Livelihood based coping strategy:

Most of interviewed participants (90%) reported using stress coping strategies during the past 30 days, while 76% used crises strategies and 52% used emergency strategies. As the intervention is in an emergency context, it is well-understood that the assets may not be able to boost this index highly. While the food consumption score and rCSI are proxies for the current food security situation and encompasses only food-related behaviours (e.g. reducing number/portion of meals), livelihood-based coping strategies help to assess longer-term household coping and productive capacities and their future impact on food access.

Decision-making within the Households

Out of the surveyed beneficiaries, the results showed that decisions are made jointly between men and women within 60% of the respondents. Around 38% of the respondents indicated that men are the decision makers. Whereas, 2% of the households’ decisions were made by females. Although this may be the case, it is in line with Yemen’s social structure, whereby men are mostly the decision-makers within households. Nevertheless, the fact that 60% of the households’ indicated joint decision-making gives a positive insight into the willingness of involving women within the decision-making process.

Management committee role in selection of the community representation in the projects

The Management committees used community-based participatory planning (CBPP) in the targeting and selection of beneficiaries. Out of the surveyed respondents, 95% stated that they felt represented by the Management committees. On the other hand, 5% of the beneficiaries felt that the MCs did not represent them.

Conclusion Remarks and Recommendations:

1. The coverage of ERRY and livelihood activities has been narrowed to only four governorates and limited communities. With the plan to scale up assistance in Yemen, using zoning to spatially prioritize affected areas according to level of vulnerability and the coverage of needs by other UN agencies should continue. Refining this zoning according to operational strategies and WFP institutional priorities such as adding nutrition components to all livelihood will be highly recommended.
2. Stemming from a combined goal of the ERRY and in order to mainstream the joint programming, it is recommended to implement the activities and do the resources transfer through multi-purpose cash intervention. WFP being the pioneer in bio-metric registration and implementation of CBT transfer might take the lead agency for targeting and distribution of payments to the beneficiaries.
3. Indicators in the log frame should be revised for the next term to be aligned with the most updated WFP corporate indicators. All livelihood frameworks where WFP is taking a stake should

be accompanied with food security and nutrition indicators as appropriate, during both baselines and outcomes assessments.

4. Closer consortium collaboration and coordination in targeting the same beneficiaries.
5. Establishment of early-warning systems, preparedness, and Safety Nets.
6. Whenever possible, skills acquired through FFA should strive to be marketable.
7. Increasing WFP's visibility.

6.3.4 Agriculture Value Chain Impact Assessment

The assessment is a review of the project implementation progress, assessment of its impact on improving the wellbeing and livelihoods of the members of target communities, determining lessons learned, and developing recommendations on specific actions that might be taken to further improve the model of FAO on project intervention for addressing the immediate needs of affected communities, thus improving the resilience.

Based on a set of relevant quantifiable and qualitative indicators, a combination of quantitative and qualitative methods for collection and analysis of the data was used.

Main Findings

The project managed to achieve all targets set. The project was able to

- Create community institutions to support farmers with value chain development services through establishing 85 Village Agricultural Producers' Groups (VAPG's) by grouping neighbouring villages,
- Train 20,745 farmers (40% female) on livestock/crop value chain productivity including through 134 FFS established,
- Provide agricultural inputs to 15,743 households and vaccinate 900,000 sheep and goats against diseases benefiting 25,000 of livestock farmers (162,500 individuals).
- Besides, in 32 communities, Water Users Associations (WUA) developed mechanisms to facilitate dialogues for water resource management, agriculture production system, and crop production system.

The armed conflict in the country had significant negative impact on the livelihoods of Yemeni farmers. While some fled their homes for security reasons without the ability to continue agriculture activity, the remained majority had/have limited access to agriculture inputs, including quality seeds and extension services, as well as lack of financial resources to engage in now costly agriculture.

Crop production. Seeds (cereals, forage and vegetables) provided by the project met the needs of farmers. The surveyed parties confirmed that the assistance was timely and needed. It has not only made them engaged and save their budget for other household needs, but also make income. Farmers expressed satisfaction with the support received and the quality of inputs distributed, Noteworthy, ERRY imported Rhodes Grass to be grown as a forage, which high productivity compared to local forage crops was confirmed by farmers.

Animal Feeds. All surveyed farmers supported with animal feeds confirmed that the assistance was needed and that they observed unexpected benefits in their livestock, although they were given limited amount of feed that lasted a short period. The analysis results of the KIIs and FGDs also confirmed that most kinds of the animal feeds distributed by the project t were new to the farmers and the livestock producers gradually used to feed their animals. The adoption rate of using the new animal feeds among beneficiaries increased from zero to a hundred percent, and now, the new animal feeds has become their top priority in growing livestock.

Capacity building. The knowledge and skills of farmers in target areas were limited, especially among women. The assessment results indicate the high need of farmers in capacity building through the FFS. The FFS ensured raising the knowledge and skills on the application of new practices. This was reflected on the high rate of applying new knowledge and skills, as well as practices application among surveyed farmers.

Livelihood Improvements

The assessment results indicate improvements in the crop and livestock production, as well as in the production of dairy products, which ultimately resulted in the income increase of beneficiaries. Also, the project contributed to rural women's economic empowerment in terms of food security, employment and income generation. Livestock is powerful mix-opportunity of women empowerment and livelihood, women represent more than 50% of project livestock beneficiaries. Milk processing is traditionally done by women as well as backyard sheep and goat fattening. They were able to generate significant household cash income through sales of dairy products and animals.

Food Security Level

Food consumption score (FCS) of the surveyed beneficiaries revealed 72% to be at the acceptable level with 11% at the borderline and the remained 17% as poor. Although there was no baseline data collected on Food Consumption Score to compare the above results, as per beneficiaries surveyed, their dietary intake has improved after ERRY support. This could be attributed to the fact that households used part of animal and crop products for their own consumption. The project support contributed to the improvement in three key food groups of beneficiaries' diets, namely milk/derivatives, oil/fat and cereals.

Income Level

The programme had a positive effect on the income level of beneficiaries which was attained through enhancing production methods, cutting-down on costs, decreasing losses, and improving market-value by enhancing quality that led to increasing demand and product prices.

Vegetables: Farmers provided with tomato seeds reported earning a good income. Such a positive result is associated with the fact that the project along with the vegetable seeds also distributed fertilizers that increased the productivity in average by 29% compared to the use of manure only, as well as targeting these beneficiaries with value chain practices and capacity building activities.

Livestock. Both the beneficiaries of dairy component and animal health/livestock fattening confirmed increase in their income. In particular, farmers reported that as a result of vaccination and feeding their livestock with feed blocks, mineral, concentrated feed and molasses, the appetite of their livestock improved, which in turn led to the increase in the weight of livestock and milk production both in terms of quality and quantity. The study also shows that the income level of women who are engaged in the production of dairy has improved.

Social Changes

A key aspect to sustainability is the mobilization and involvement of societies in the intervention implementation to ensure, in part, accountability to affected populations. The intervention contributed to the establishment of institutions that can support the efforts of farmers and beneficiaries in achieving the desired results of the project. Additionally, these bodies act as facilitators, mediators, and advisors to various stakeholders within their respective areas.

Recommendations

- More rigorous awareness raising sessions to be arranged prior distributing inputs, especially animal feed and concentrates. Moreover, the brochures and booklets should contain information on the safety and precaution to avoid improper use of project inputs.
- Distribution of seeds should be planned and take place prior to cultivation season, considering agro-ecological peculiarities of the target areas. Post-cultivation advisory services shall be made available by the project, especially given that the seeds are unknown to local population and cultivated for the first time.
- Communication with the affected population to be enhanced.
- The next phase activities should be designed considering current Yemen turbulent context targeting also IDPs, returnees and other vulnerable segments. The current project seems to be designed for different scenario within more stable contexts.
- Sugar molasses are better to be packages in bottles for easier transportation and distribution, as well as ensure proper awareness raising sessions on the techniques of feeding molasses to the livestock.
- Strengthening the synergy between the four involved agencies to maximize impact of the programme.

6.3.5 Skills Development & Business Development Services (BDS) Impact Assessment

The ERRY programme has been able to increase the local capacities of local actors and strengthen partnerships with private sector to enhance economic recovery. The ILO components of upgrading informal apprenticeship and business development services have been able to make positive difference among the local actors. The project has trained over 2,693 in business development via certified trainers. It has also been able to qualify and refresh trainers and master crafts persons. Workshop employers are exposed to the benefits of upgrading apprenticeship and improved their work environment to incorporate enhanced safety and organization. Technical institutes were able to sustain their operations when the government failed to pay salaries. Communities had a chance to engage in a livelihood opportunity that can generate income, provide technical and financial support, and ignite self-employment.

The assessment has proved the role of the programme in elevating local interest in business development and self-employment. It introduced concepts of quality, safety, certification, legal contracting, partnerships, and feedback among trainers, master crafts persons, employers, implementing partners, and local authorities.

The overall findings of the study confirmed positive feedback among beneficiaries on the programme various interventions. Findings concluded that the programme is very relevant to the market demand. Beneficiaries started their own businesses. Employers showed high interest in the outcomes of the programme. Targeted beneficiaries were positive about the trainings received. The overall skills learned were put to good use. Beneficiaries confirmed income increase after the training. The overall self-confidence increased. The number of self-employed cases is promising. Challenges faced by participants who have good grasp of the training are mainly related to limited access to capital.

The project achieved its objectives in increasing the capacity of local actors and has strengthened partnerships between the private sector players to enhance economic recovery. Vulnerable groups of youth, women, IDPs, and host communities were targeted with technical and life skills that improved their independence and self-confidence, which opened up livelihood opportunities for them. These opportunities eventually improved their resilience to shocks and enhanced their self-reliance.

The BDS component has contributed to beneficiaries in several aspects. Beneficiaries were exposed to life skills such as time management and problem solving. It provided them with entrepreneurial skills such as business planning and financial control. It exposed them to technical on-the-job training. The program provided them with tool kits that helped them start working on their own. The community around them is more interested in their outcomes. Local authorities approve their certificates. Such formalization of apprenticeship can open doors for more apprentices in the future.

6.3.6 Solar Energy Impact Assessment

The study used specific parameters including details of targeted sector, participation, cost effectiveness, efficiency, decentralization, ownership, impact, sustainability, and behavioral influence.

Sector	Good Practices	Lessons Learnt	Impacts
Education	<ul style="list-style-type: none"> ▪ Targeting criteria has been proven critical for solar installation, consumption of energy and cost effectiveness. Student were selected from high density areas where energy consumption was high, lowering the risk of equipment (battery or inverter) damage. ▪ Engagement of an education authority was found important in the nomination of school-required solar energy. this helps external agencies avoid any structural design intervention or renovation against the Standards of School Structural Design. ▪ Solar PV systems have emerged as a long-term, cost-effective solution for providing reliable energy. The increase saving from the cost of diesel is used toward improving the quality of education, sanitation, and hygiene. 	<ul style="list-style-type: none"> ▪ Future interventions should evaluate school infrastructure and energy needs prior to system deployment, including whether current power cables are efficient enough. Lights may not be energy efficient and need to be replaced, as well as other school appliances such as fans, computers, and water pumps. ▪ Introduce solar energy efficiency systems such as using low Wattage fans for schools since they are essential in hot weather conditions and areas. ▪ To ensure sustainability of the solar system, and extend the battery life time, the on/off grid solar systems should be introduced for specific use where solar systems in schools can work without batteries during sunlight hours. 	<ul style="list-style-type: none"> ▪ Increased number of students by 33% ▪ Reduced the percentage of student dropout rates from 11% to 3% on average ▪ Increased working hours from 4 to 6.8 ▪ Increased teacher attendance from 29 to 31 teachers ▪ Improved education environment ▪ Facilitated the introduction of information and communications technologies ▪ Improved the quality of education
Health	<ul style="list-style-type: none"> ▪ Solar installation at health centres and facilities has managed to reduce the overcrowding and burden on hospital provides it basic services and support to the centres and facilities to resume basic services, vaccination, and immunization campaigns at scale. ▪ The solar systems installed at the targeted health facilities are cost-effective with high opportunity and return. The installed solar systems have enhanced and improved service delivery, including emergency services, obstetrics care and basic emergency services, management of childhood illnesses, cold chain operation, and vaccine storage. 	<ul style="list-style-type: none"> ▪ Considering the overcrowding and continuous displacement, the load on health facilities is enormous. Therefore, the provision of solar facilities could be based on population density the health facility serves. ▪ Coordination with medical agencies who are appropriate to target the hospitals for operation and maintenance is a must to provide critical support to facilities. ▪ The savings, operation, and maintenance costs need to be regularized by the Director of Health Services, and fiduciary control should be given to Health Facilities to manage the fund. ▪ Minimum support versus full coverage: In the context of crisis, minimum support and full coverage should be analysed based on critical facilities available such as reproductive and child health, immunization, emergency treatment, etc. 	<ul style="list-style-type: none"> ▪ Increased working hours from 8 to 11 ▪ Improved the work environment ▪ increased number of outpatients/clients per month by 82% (from 552 to 1007 patient ▪ Improved obstetric care, basic emergency treatment services, a ▪ Vaccine services improved which led to lower immunization default rates (94%) ▪ Reduced travel costs to get vaccines from nearby health centres by 15,000 YER (approximately USD \$26) per trip

	<ul style="list-style-type: none"> ▪ The solar refrigerator intervention enhanced the capacity of health facilities to provide vaccination services pivotal in preventing debilitating illnesses and disabilities of thousands of children from preventable diseases including cholera, measles, diphtheria, polio, and pneumonia. 	<ul style="list-style-type: none"> ▪ To enhance impact, installation of solar PV systems should prioritize HFs that operate at night because they are more likely to optimize use of these systems while operating at night to receive and treat emergencies. ▪ Evaluate health facility’s infrastructure and energy needs prior to system deployment. This includes whether current power cables were efficient enough, energy efficiency of lights, and replacement of bulbs, fans and water pumps. 	<ul style="list-style-type: none"> ▪ HF saved approximately 26,500 YER (approximately USD \$45) a month
<p>Water, Sanitation, and Hygiene</p>	<ul style="list-style-type: none"> ▪ Solar drinking water system installation has proved to be the appropriate replacement of diesel sources in the improvement of water conservation, management, environment friendly, and improving access and quantity of clean water. ▪ Solar drinking water with automated chlorination system has ensured the prevention of water-borne diseases by treating the water at the source. The longevity of automated chlorination system is high and can be scaled-up in potentially high incidence (disease) locations. ▪ Solar drinking water systems have also brought the financial viability for the Water Management Committee (WMC) to generate revenue (minimum PAY AS YOU GO) to maintain the water system for a longer period without external support. 	<ul style="list-style-type: none"> ▪ Technical assessment should be conducted to determine the chemical and biological eligibility of the water supply in terms of quantity, quality and safety of water. The assessment should also identify the interventions that can be implemented with solar pump such as changing pipes, submersible or other necessary interventions to ensure that the solar pump achieves its objectives and prevents contamination of the well. ▪ Women should be represented in WMCs, that will lead to shared decision-making and positive changes in gender dynamics at the community-level, as well as household-level, and increase women’s skills in water management and leadership. ▪ The solar pump systems should be maintained properly and regularly by WMCs to avoid complications and extra costs. ▪ The financial sustainability of solar pump systems highly dependent on the successful collection and management of user fees by WMCs. ▪ The solar service chain should be improved to fill the gaps in spare parts, installation and maintenance services at the local-level, therefore, capacity building for local suppliers and technicians is vital. 	<ul style="list-style-type: none"> ▪ All water suppliers are functioning ▪ Increased number of beneficiaries from 1,730 to 6,209 people on average ▪ Decreased the time spent to collect water from around 1.5 hours per round trip to just 20 minutes ▪ Reduced the amount of water-borne diseases ▪ Contributed in promoting health and hygiene ▪ Reduced operation and maintenance costs compared with diesel generators and saved around 355,000 YER (approximately USD \$603) per month
<p>Agriculture</p>	<ul style="list-style-type: none"> ▪ Farmers have participated in the design, implementation, and maintenance of the systems and were fully aware of the associated risks. They make the extra effort to improve the system durability and efficiency. ▪ Solar PV pumps have very positive opinions since it creates opportunities for farmers in terms of job creation, food security, water for drinking and hygiene, livestock feed, as well as irrigation. 	<ul style="list-style-type: none"> ▪ Using traditional irrigation techniques may lead to ground water over exploitation and wasteful use of water and energy resources. Therefore, a comprehensive assessment of: (a) techno-economic feasibility; (b) social and environmental impacts; (c) policy and regulatory frameworks; and, (d) cultural contexts are required for solar irrigation that will be used. Moreover, combined solar pump systems with new irrigation techniques, such as drip irrigation and subsidy, can potentially play a regulatory role. 	<ul style="list-style-type: none"> ▪ Reduced operation and maintenance costs compared with diesel generators and saved around 800,000 YER (approximately USD \$1,358) a month ▪ Contributed to improve livelihood opportunities for over 80 households

	<ul style="list-style-type: none"> ▪ Provision of solar pump input and creation of Water User Association (WUA) have emerged as a long-term cost-effective solution for providing reliable energy and to protect farmers from rising energy costs. 	<ul style="list-style-type: none"> ▪ The promotion of innovative irrigation techniques should be part of the solar pump intervention, which may increase water and energy use efficiency. Shifting to innovative irrigation techniques such as drip irrigation requires a substantial behavioural change. ▪ Subsidies and loan financing schemes tend not to reach small and marginal farmers, women and other vulnerable groups, as they are often tied to conditions that are hard to fulfil. They may need proof of land ownership, be registered as an enterprise or have collateral, which a small farmer often does not have. Therefore, it is important to design financing schemes that more appropriate with small farmers and vulnerable groups mainly in the conflict context. 	<ul style="list-style-type: none"> ▪ Contributed to sustain farming jobs and continue the supply of local agriculture productions
<p>Productive Assets, Market, and Employment</p>	<ul style="list-style-type: none"> ▪ Provision of solar lanterns has helped the targeted individuals, including IDPs, to improve access to energy and resume household level income generation activities. ▪ Support of solar PV systems to productive assets was able to create livelihood opportunities for many and reduce the cost of production, as well as increase income. ▪ Intervention of solar systems contributed to improving education and health of beneficiaries. It also contributed to augmenting social capital and enhancing interaction within communities. 	<ul style="list-style-type: none"> ▪ Awareness raising, capacity building can be improved during system installations. More people in the household should be asked to attend the training since many would be using the system. Handouts should be distributed to assure awareness among the community. ▪ Installations of household equipment should make sure that setup is safe and well mounted against winds, animals, water, and children. ▪ Capacity building in maintenance and sales of solar systems can accompany household level solar lantern distributions to leverage solar experience among youth and create jobs and employment. 	<ul style="list-style-type: none"> ▪ Solar PV systems in the productive associations were able to provide livelihood opportunities for over 35 households ▪ Increased working hours from 6 to 13 hours ▪ Improved the work and living conditions ▪ An average savings of over 75,000 YER (approximately USD \$127) per month that was spent on diesel or petrol, using the savings to buy more raw materials and equipment ▪ Increased the social cohesion

6.4. Lessons Learned Shared during a Workshop in Amman

A Workshop with the title of “Strengthening Resilience of Vulnerable Communities in Crisis Context of Yemen: Lessons from EU-funded ERRY JP Programme in Yemen” was conducted by ERRY JP on 11 April 2019 (Thursday) in Intercontinental Hotel, Amman. Twenty-Eight Participants attended the workshop from UN agencies, EUD, GoY, world bank, SIDA and from other development partners and embassies based in Amman.

Objectives of the workshop were:

- To communicate lessons learned and best practices of ERRY JP to development partners
- To increase awareness of development partners and other stakeholders on the importance of resilience- based interventions in Yemen.
- To advocate for more funding for resilience/livelihoods-based interventions in Yemen.

Introduction by UN representative for ERRY JP:

- The project outcome and achievement were beyond its objectives. This fact would serve as an encouragement for all other agencies that are considering working or expanding their operations in Yemen.
- The meeting objective is to create awareness within development partners regarding the importance of development projects and showcase such projects impacts especially within the livelihood dimension.
- Recognized the importance of humanitarian and development nexus and ERRY JP project highlight the example of integrated interventions.

EU delegation

- The EU has allocated the needed funds around 83 million euro 2 years ago. The success of this project in its 1st phase has allowed EU to top up its allocations and provide further funding for the project.
- EU recognize the challenges face by the project during its implementation, however, this did not hinder its decision to continue its support.
- All EU partner countries should be involved in this type of projects, not necessarily financial but at least within the political aspects.
- Resilience is one of the areas EU is interested in funding, thus comes the needed allocations for this project. Also, EU is also interested in funding resilience projects that are focusing on building the capacities of national institutions as this type of funding and investment would pave the way for mitigating the socio-economic impacts of the crisis.

Deputy Minister of Planning:

- Appreciate all efforts made by the project stakeholders (Development partners, EU and participating UN organizations).
- The project represents a good example of a project that combines humanitarian action and development work that contributes to sustainable development, improved livelihoods, value chain and job creation.
- The project is considered a success story and can be used to learn from for other projects.
- The general situation in Yemen faces challenges in all aspects and things are deteriorated rapidly especially in terms of unemployment, currency value, nutrition, GDP, and a decline in private sector activity in addition to destruction of a large part of the infrastructure because of the war.

- There are many emergency and development projects implemented through UN agencies, World Bank, Arab Fund, EU and the Saudi fund, in addition to others. Negotiations are ongoing with other funds to launch several development projects.
- The ministry in cooperation with its partners has prepared a prioritization plan for the period 2019-2020, that includes priorities at a macro and sector levels that will be approved by the cabinet within the coming weeks
- Discussion will be held with development partners for resource mobilizations
- Call on all development partners to identify their interventions considering national priorities and in coordination with the Ministry of Planning and contribute to the financing of the project and activities of the plan.
- Now is the time to focus on development projects, economic recovery, job creation and strengthening the resilience of the private sector

ERRY JP achievements, impacts, best practices and lessons learned on community resilience building in Yemen were presented to the workshop participants. A Resilience paper presented by External consultant that commissioned by ERRY JP. The results and achievements made by the programme as the best example for resilience and livelihoods interventions in very difficult crisis context of Yemen were appreciated by the participants. It was recommended by the participants to scale up similar interventions to reach more beneficiaries in Yemen by EU and other donors in Yemen.

Way forward from the workshop

- The coordination unit will circulate the meeting minutes to all attendees and those others who will be interested in the project.
- Coordination unit will follow up with other donors and agencies who are interested to collaborate within the current project scope and share with them any documentation in this regard.
- A position paper (as discussed within the meeting) is also be shared and circulated along with meeting presentation.
- Sustainability should be one of the land marks to be examined when holding further discussions regarding the project and use it as a tool to assess the project and its impact on and within the targeted areas.
- Scaling of the project activities is area of concern; therefore, this is a call on all partners to further discuss their support to enhance resilience interventions in Yemen.
- Call on for further institutional support within Yemen to enable those institutions to offer service and ensure their sustainability.

6.5. Final Evaluation ERRY I JP

ERRY JP Final Evaluation was conducted during the period from May to July 2019 by external consultants contracted by ERRY Joint Coordination Unit (JCU). The purpose of the evaluation was to assess the **effectiveness, efficiency, relevance, and sustainability** of the ERRY JP and its results; it drew conclusions and lessons from the findings and made recommendations for framing the ERRY JP II strategy and implementation.

Overall findings of the evaluation were:

Effectiveness. ERRY has already made significant contributions to the overall resilience building of its beneficiaries. This can be seen in outcome level indicators such as improvement in household incomes, livelihoods viability restoration of capital assets, mitigation of local conflicts and some increase in capacities to recover from shocks and stresses. The achievements of the programme

results in each of its individual components are quite impressive. While the Cash for Work and Assets component provided temporary incomes to the community workforce – often vulnerable groups - through community work its main achievements are the rehabilitation of assets such as roads, water points, pipelines and canals, agricultural land, health and education facilities that villagers welcome as the relaunching of their welfare and livelihoods. The training of farmers and distribution of seed and work tools improved the yields of cereals and vegetables, accelerated the gain of weight of livestock and increased milk production. Consequently, women were able to make and trade more cheese and yoghurt and increase their income.

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

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

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

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

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

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

Relevance. The outputs of seven areas of intervention (Cash for Work and Assets; crops and livestock value chains; microbusinesses; solar energy, social cohesion, local governance and skills development) were relevant to needs of the assisted rural communities, at the micro level. The interest in and engagement of the local partners and beneficiaries with the project activities and results is substantial

and durable. The outputs were relevant to men, women, youth, Internally Displaced People, returnees, host and marginalized people, although in the case of the rehabilitation works, the programme activities often consisted in heavy work not culturally suitable for women. Thus, Cash for Work and Assets extended into training components for handicrafts and similar more female friendly areas. At the macro level the ERRY JP interventions provided a critical complement to the large-scale humanitarian relief efforts ongoing in Yemen. In absence of the ERRY JP resilience interventions, the recent worsening of the crisis would have increased the demand for humanitarian aid due to growing vulnerability and depletion of local capacities. ERRY JP is therefore even more relevant in the current situation in Yemen than it was the time of its identification.

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

Key recommendations from the final evaluation are summarized below:

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

In order to increase the integrated resilience outcomes of the individual components, the report recommends a discussion among the partners about strengthening the joint programme mechanism - i.e. planning, monitoring and evaluation and communication activities – and their coordination at

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

7. Coordination and Synergies among UN agencies

On the spirit of the joint programme, the ERRY Joint-Coordination Unit (JCU) has been providing the necessary support to PUNOs to ensure synergies among their interventions to maximize impacts. Some of the synergies and collaborative effort demonstrated among agencies during phase I of ERRY Joint Programme were:

- UNDP Livelihood component and ILO worked together on small business development for youth. Joint criteria development and trainees' selection have been completed. ILO developed a curriculum for the TOT and conducted TOT training using its trainers while UNDP conducted basic training of the beneficiaries and provided post-training technical support for the business development, including provision of grants and market linkages. ILO is also providing support to local institutions in the establishment of business development services. This joint operation is intended to enhance the quality of the provided training.
- ILO is planning to develop competency-based training curriculum for UNDP solar energy equipment installation and maintenance trainees and will provide recognized certification that can be used throughout the country and in the region. The non-agricultural value chain assessment being conducted by ILO will be used by all other agencies, particularly for the UNDP solar component.
- ILO will provide technical support on skill development for WFP women handcraft trainings such as sewing, preparation of cosmetics, and sweet making as part of informal apprenticeship.
- UNDP is coordinating with FAO to consider Water Users Associations and Agricultural Cooperatives as beneficiaries of communal irrigation solar water pumping systems to be provided by solar component.
- UNDP Solar Energy component is working with FAO agricultural value chain development component on providing solar energy for agricultural irrigation/water pumping, providing solar energy for dairy product processing in dairy value chain development.
- UNDP Solar Energy Component is working closely with UNDP Livelihood component in providing household energy for small business development initiatives.
- UNDP social cohesion component works with FAO water management component in strengthening the capacity of informal institutions to manage local conflicts and use of water resources and enhance local peace and development.
- UNDP Solar Energy Component is working with UNDP local institution capacity building component by strengthening service delivery and effectiveness of local institutions, providing solar energy to local government offices, hospitals, clinics and schools.
- UNDP Local governance component works with all other agencies (PUNOs) interventions at community level by establishing Village Coordination Councils (VCCs), preparing community level

resilience plan as a base for all interventions and coordinating all programme interventions of PUNOs at the community level.

- ILO is working closely with WFP Cash for Work interventions to develop strategies for CfW beneficiaries to gradually graduate to sustainable livelihoods using phased approaches.
- FAO agricultural value chain development component supports UNDP beneficiaries who are interested in establishing agriculture/livestock-based small businesses by providing inputs, technical agricultural/livestock training and linkages to market.

Coordination Mechanism

The ERRY joint programme has adopted and established functioning and flexible coordination mechanisms among partners at all levels to ensure smooth implementation and deliver results. The coordination mechanism is divided into agencies technical level and sub national level coordination as illustrated in the coordination structure in annex 3.

The national level coordination includes:

1. **The Technical Coordination:** which takes place every month among the technical team of PUNOs to ensure proper information sharing, discuss field level challenges and find solutions, discuss progress and delivery, and discuss future plans. The technical coordination meetings were conducted on almost a monthly basis in order to strengthen working relation among agencies and to ensure smooth implementation
2. **Meeting of the Heads of PUNOs:** Heads are briefed every quarter on the progresses and challenges that the implementation is encountering to provide guidance. Head of agencies provided valuable guidance, particularly on issues related to dealing with the various authorities.
3. **Meetings with MoPIC authorities:** Regular meetings with MoPIC authorities were conducted both in Sana'a and Aden to maintain smooth relation as partners and provide regular updates on the implementation progress and challenges to be addressed at the national level.

The sub national coordination includes:

1. **The sub national technical coordination meeting:** which takes place every two weeks among field level technical officers of PUNOs and IPs to discuss and coordinate field level implementation plans, address challenges together and ensure synergies among PUNOs. This is a very important coordination mechanism that is being regularly conducted among PUNOs and IPs at each governorate level to ensure synergies and coherence among the interventions of PUNOs. Six coordination meetings were conducted at sub national level in Year I, improving synergies among the interventions of PUNOs.
2. **Quarterly coordination meetings:** with Governorate level authorities to provide regular updates on the programme's implementations and address field level implementation issues and challenges. Two governorate level coordination meetings were conducted in Year I in each governorate with the local authorities, improving the smooth implementation at the field level, restriction on movements and the process of getting travel permits for the implementation.

8. Studies and Assessments conducted by ERRY JP:

The following links lead to all studies, assessments and reviews conducted by ERRY JP throughout the life of the programme.

1. [UNDP-Socio-economic and Energy Assessment](#)
2. [Market Assessment Lahj Abyan](#)
3. [Market Assessment Hajjah Hodeidah](#)
4. [Value Chain Analysis and Rapid Market Assessment in Non-Agriculture Sector](#)
5. [Baseline Study Surveys for Assessment of Livestock and Crops Value](#)
6. [ERRY-Baseline Assessment](#)
7. [Impact Assessment of the Skills Development & Business Development Services Component 2019](#)
8. [Impact Assessment of Solar Component 2019](#)
9. [Impact Assessment of Livelihood \(3X6\) Component 2019](#)
10. [Impact Assessment of Local Governance and Social Cohesion Components 2019](#)
11. [Impact Assessment of Food Assistance for Assets \(FFA\) 2019](#)
12. [Impact Assessment of Agriculture Value Chain Component](#)
13. [A Review of the ERRY JP Impact on Women](#)
14. [ERRY JP Mid Term Report \(MTR\)](#)
15. [ERRY JP Final Evaluation Report](#)

9. Challenges and Risks

The success of ERRY JP in implementing most of its crucial interventions continued in its third year despite certain challenges that caused obstruction to the programme and got in the way of reaching its full potential. Some of these challenges are mainly due to the complex and risky environment the programme is operating in. Others, however, are part of its own internal dynamics and the efficiency of its governance. The main challenges ERRY encountered can be categorized into and summarized as:

- **The Security Situation:**

The lingering security situation in Yemen continues to be a major hindrance to the programme's activities' and service delivery. The volatility of the situation significantly restricted movements to the field, especially in Al-Hudayda districts. Although the improvement in the political situation in Hudayda did not completely stop ERRY JP interventions there, it led to delays and impediments in implementing its interventions.

For example, the situation of dairy smallholders deteriorated dramatically with the start of the heavy fights on the 7th & 8th of September 2018 in Hudaydah outskirts, particularly in AL-Marawaa and Kilo 7, 10, 12, and Kilo16 Roads. They were not able to get the necessary equipment for their dairy products nor could they move easily to the markets to sell them. This condition put small dairy farmers in unexpected dramatic situation of severe turmoil and distress, with serious setbacks that threatened their main income.

Also, animal health interventions in affected districts of Hudayda governorate have been greatly impacted as veterinary specialists and animal health workers could no longer provide veterinary services for obstetric interventions (i.e., removing the placenta, inflammation, mastitis and other urgent treatments). Besides, some veterinary stores and pharmacies had to close as they could not be reached by farmers due to risks of movement.

- **Operational challenges:**

The Yemeni Rial in 2018 experienced the worst devaluation; it depreciated in value up to 70% against the US dollar. Although the implementing partner's contracts with ERY are in Yemeni Rials, resulting in saving money that was diverted to reach out to additional beneficiaries, the risks of absorbing saving were high. The continuous fluctuation of YER gave challenging time to implementing partners to manage the contract, and, on several occasions, the amendment was made to utilize the saving which consumed plenty of time.

Beneficiaries of the CFW interventions, for instance, were affected by the instability of Yemeni Rial exchange rate against USD. This caused the monthly amount transferred to beneficiaries to fluctuate month-on-month as beneficiary entitlements are distributed in Rial.

- **Challenges Related to Local Authorities:**

Joint Programme Coordination Unit (JCU) agreed with both the Govt and de-facto authority regarding (i) what information ERY programme will disclose, (ii) what ERY programme will seek approval for and what will not require any approval for implementation, and (iii) what financial support ERY does and does not. However, there has been some challenges related to local authorities, such as:

- Involvement of some local authorities in some villages, which complicated the distribution process, mainly with distribution of inputs, such as seeds and feed blocks and molasses.
- A significant delay in the issuance of relevant clearances from government authorities, which delayed the start of activities.

- **Other Challenges:**

ERRY JP also experienced a variety of challenges like any other project in the like of the Yemeni context, such as:

- **The large number of needy and poor farmers.**
Increased number of farmers and women, not covered, requesting support from the project, mainly for feed supplements (feed blocks, molasses, concentrate feeds), small-dairy equipment and fodder choppers. So that sometimes project staff are threatened and prevented from entering the village, especially in some Southern districts from Lahj and Abyan.
- **Identification of women-friendly skills**
ERRY JP had to make sure to devise an appropriate and targeted responses based on women's diverse context.
- **Humanitarian, development and peace nexus challenges:**
The context in Yemen needs nexus between humanitarian, development and peace-related intervention. Considering the scale of humanitarian interventions, often the limited resources for development and peace do not capitalize the gain from humanitarian aid; therefore, joint programme should focus on building strong linkages with the humanitarian interventions as well as mobilize resources for scale up.

10. Financial Delivery

11. Annexes

Annex 1: Summary of the programme’s progress towards achieving overall delivery targets

Indicator	Baseline	Target	Actual	% of achievement	Explanation	
Outcome 1: Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion						
Output 1.1: Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance						
# of small-scale community-based initiatives implemented to improve basic services	No community resilience plans exist	210 VVCs	223	106%	In terms of VCCs formation, a total of 223 VCCs were re-established, thus reaching, and even exceeding, the project total target. Similarly, 223 resilience plans including communities’ priorities were developed by VCCs.	
		210 plans	223	106%		
		300 initiatives	292	3	98%	Based on the developed resilience plans, 292 compact initiatives were implemented. All took place in all targeted governorates.
			3			At the subdistrict level, two resilience plans were developed (one in Al Feyoush center of Tuban district, and one in Rubu’a Al Keleos community of Bani Qais district), which resulted into prioritizing two projects serving the above communities. The two projects are: Al Feyoush health center extension, and Al Keleos villages water project. Many compact initiatives grants were allocated for the stated projects. Moreover, one initiative was implemented in Habil Jabr using community contracts modality for constructing district water project infrastructure (constructing water pump room plus pump maintenance and spare parts provision).
# of vulnerable and food insecure households benefiting from food assistance for asset creation	Emergency employment and Income generation options are limited.	3,426	3,426	100%		
# of vulnerable and food insecure individuals benefiting from food assistance for asset creation (disaggregated by age and sex)		20,500	20,500	100%		
Total amount of cash transferred to targeted beneficiaries		5,876,640	5,903,359	100.5%		
Number of assets built, restored or maintained, by type		280	371	133%		
# individuals directly benefiting from improved skills to establish community-oriented social businesses for self-reliance	Limited entrepreneurial pathways available in rural areas for affected/vulnerable groups.	3,000 trainees	3,629	121%	As part of the 3x6 approach, additional 228 microbusinesses were created during the third year of the programme due to exchange rate gain. Locations: 109 in Bani Qais district and 119 in Abs district	
		1,500 micro-businesses	2,152	143%		

# Village Agricultural Producers' Groups (VAPG's) are established to empower and provide services to farmers	Lack of community institutions to support farmers with value chain development services	85	90	106 %	The established VAPG's are representing 569 neighbouring villages with members of 8000 farmers in the 4 targeted governorates
# farmers, 25% female, attended training sessions on livestock / crop value chain productivity	Technical and operational capacities of communities to engage in viable value chain opportunities are inadequate and there is no farmer field school (FFS) schemes	20,000 farmers (25% females) 100 FFS	22,950 134 FFS	104 % 134 %	20,745 farmers (8,298 women-40%) attended training sessions on livestock and crop value chain productivity. The training session focused on the animal feeding, health, milk production and crop value chain.
# food insecure HHs (#individuals) benefited from agricultural inputs distributed	Farmers opportunities and access to agricultural inputs are limited	14,000 HHs (84,000) individuals	15,743 HHs (119,000) individuals	112 %	15,743 livestock producers supported with feed blocks and sugar molasses; 2121 HHs received stainless steel dairy equipment; 9800 farmers supported with seeds; 1597 farmers supported with tomato seeds and 1600 farmers supported with fertilizers. The total of individuals of beneficiaries was 119,000 (average number of family members was about 7.56 according to the impact assessment conducted in the project areas).
# sheep and goats vaccinated against diseases	Frequent animal diseases with absence of regular vaccination programme	590,000 Sheep / goats 24,000 HHs	900,000 25,000	153 % 104 %	900,000 head of sheep and goats vaccinated against diseases benefiting 24,000 of livestock farmers (144,000 individuals)
Output 1.2: Communities benefit from solar energy for sustainable livelihoods opportunities					
# of individuals have access to portable solar lantern	No programme framework to promote solar energy resilience building in Yemen is in place	5600	5600	100%	
# public service institutions have access to solar energy	Limited applications of solar energy for productive uses	212	176	83%	176 Schools and health centres were supplied with solar systems to help reopen, benefiting 101,983 individuals; 72 vaccine solar refrigerators (VCRs) were distributed to health units in the four targeted governorates.
# Drinking water system will have rehabilitated with solar energy	0	4	4	100%	2 systems were installed in Tuban district of Lahj Gov.; 1 in Khanfer district of Abyan Gov.; and 1 in Lawder district of Abyan Gov.
# irrigation facilities will have rehabilitated with solar energy	0	4	4	100%	4 solar irrigation facilities were established in Abyan (Kanfer), Hodaydah (Al Marawah) and Lahj (Lawder).
# micro businesses through solar livelihood intervention	0	200	210	105%	
# productive assets have access to solar energy	0	19	20	105%	20 productive assets have been supported with solar systems to support in dairy production, prolong business hours, etc. benefiting 9,300 individuals.
# market centers are equipped with solar energy	0	4	2	50%	The solar systems were distributed to 2 market centres: 1 Alsomoud Bajil market in Hodaydah and 1 Aslam market in Hajjah.
Output 1.3 Informal networks promote social cohesion through community dialogue and delivery of services					

# communities where WUA developed a mechanism to facilitate dialogues for water resource management, agriculture production system, and crop production system	WUAs are either not existent or are not fully operational in the targeted governorates	30	32	107%	63 participants from 21 WUAs acquainted with operating and maintenance of spate irrigation structures. 36,200 length meter of main and branch canals have been cleaned and cleared. 6203 farm hectares irrigated benefitting 1,922 farmers. 4 WUGs supported by 4 solar pump system in cooperation with UNDP, benefitting 150 farmers.
Targeted communities have improved self-referral mechanism to resolve local level conflicts	No significant evidence of efforts to build consensus, dialogue or resolve disputes peacefully	60 dialogues	65	108%	Search for Common Ground has concluded their activities and final report is due, whereas PGI has submitted the cost extension request as they were unable to implement activities in the first quarter. Out of 15 small scale grants, PGI implemented 11 benefitting 3850 individuals.
		46 small-scale initiatives	48	104%	
Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.					
Output 2.1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities					
# of local authorities have improved their ability of recovery planning, budgeting and monitoring basic service delivery	No capacity of local authorities for planning, budgeting, and monitoring basic services delivery	8 districts recovery plans	8	100%	Majority of the prioritized projects are focused on education, health and water. Four recovery projects were accomplished in Q 4 of 2018 in Khanfar, Alzuhra, Bani Qais, and Kuaydinah districts. The other four recovery projects were accomplished by February 2019 in Tuban, Habil Jaber, Lawder and Bajil districts.
		8 projects	8	100%	
# of targeted governorates have developed citizen monitoring framework to monitor basic service delivery	No framework of private sector and citizen engagement in target govt's	8 frameworks	8	100%	
Output 2.2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery					
# of community members who indirectly benefit from informal upgrading apprenticeship schemes and business development services	0	3,000	4,133	138%	Training of 53 trainers has been achieved. The trainers successfully delivered the training to 2,693 trainees (35% female)
80% of vulnerable youth/women trained in upgraded informal apprenticeship engaged in sustainable self-employment at least 3 months after completion of the training		80%	80%	100%	80% indicated that they are currently working. Around 10% are self-employed. Most women in the cloth design are self-employed.
40% of cash-for-work beneficiaries receive post cash-for-work training support to ease their transition to long-term sustainable employment opportunities	Dependency on short term employment schemes is high with limited graduation strategies	40%			Due to a limited budget, the assessment to measure the percentage was not conducted.
# business associations /economic institutions with governorate coverage have their capacity needs assessed and addressed for greater enterprise recovery engagement	Business associations /economic institutions have a limited technical and operational engagement in enterprise recovery	2	2	100%	1 business association was created in Khanfar (Abyan Gov.). Due to bureaucratic process in north, creation of association in Abs has not been completed.

Annex 2: ERRY JP Log Frame

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

<p>Farmers opportunities and access to agricultural inputs are limited</p> <p>Frequent animal diseases with absence of regular vaccination programme</p> <p><i>Means of Verification</i> Livelihood Market Assessment</p> <p>Livelihood Impact and scan assessment of Micro businesses</p> <p>Quarterly and Annual reports of PUNOs</p> <p>Field Mission and Joint monitoring Reports</p> <p>Distribution campaign for seeds Communication materials Extension manuals Lists of training participants and signature of farmers.</p>	<p>3000 individuals directly and 21,000 indirectly benefiting from improved skills to establish community-oriented social businesses for self-reliance</p> <p>85 Village Agricultural Producers' Groups (VAPG's) grouping neighboring villages in project sited are established to empower and provide services to farmers</p> <p>20,000 farmers, including 25% female, attended training sessions on livestock/crop value chain productivity including through 100 FFS established</p> <p>14,000 food insecure HHs (84,000 individuals) benefited from agricultural inputs distributed</p> <p>At least 590,000 sheep and goats vaccinated against diseases benefiting 24,000 of livestock farmers (144,000 individuals)</p>	<p>1.3. Income-generating revenues are created through enterprise recovery (such as within the framework of 3x6 approach) targeting communities affected by the crisis</p> <p>1.3.1 Conduct market assessment in targeted governorates to identify viable social businesses matching demand</p> <p>1.3.2 Select beneficiaries according to the vulnerability criteria agreed on with national counterparts / local communities and provide them with seed capital through community-based cash-for-work</p> <p>1.3.3 Develop capacities of beneficiaries in life and business development skills, and coach them to develop their own social business plan in line with market assessment</p> <p>1.3.4 Complement beneficiaries seed capital with micro grants to enable the creation of social businesses</p> <p>1.3.5 Oversee establishment of business venturing as per respective business plans, with a focus on collective endeavors, supporting linkages to markets/community service centers for the established businesses</p> <p>1.4. Supporting improvement of agriculture / livestock value chain in a protracted crisis context that contributing to increasing resilient livelihoods and food security in targeted districts</p> <p>1.4.1 Identification of key agricultural value chain opportunities</p> <p>1.4.2 Establish and operationalize village agriculture producers' groups (VAPGs) through training and technical support</p> <p>1.4.3 Provide inputs and assets to small producers to increase productivity of livestock and productivity for better income generation and food security.</p> <p>1.4.4 Establishment of Farmer Field Schools (FFS) in targeted locations</p> <p>1.4.5 Develop Capacity of selected farmers & extension staff for agriculture /livestock value chain development</p>	<p>Budget estimate: USD 4,294,920.00</p> <p>Budget estimate: USD 5,169,442.00</p>
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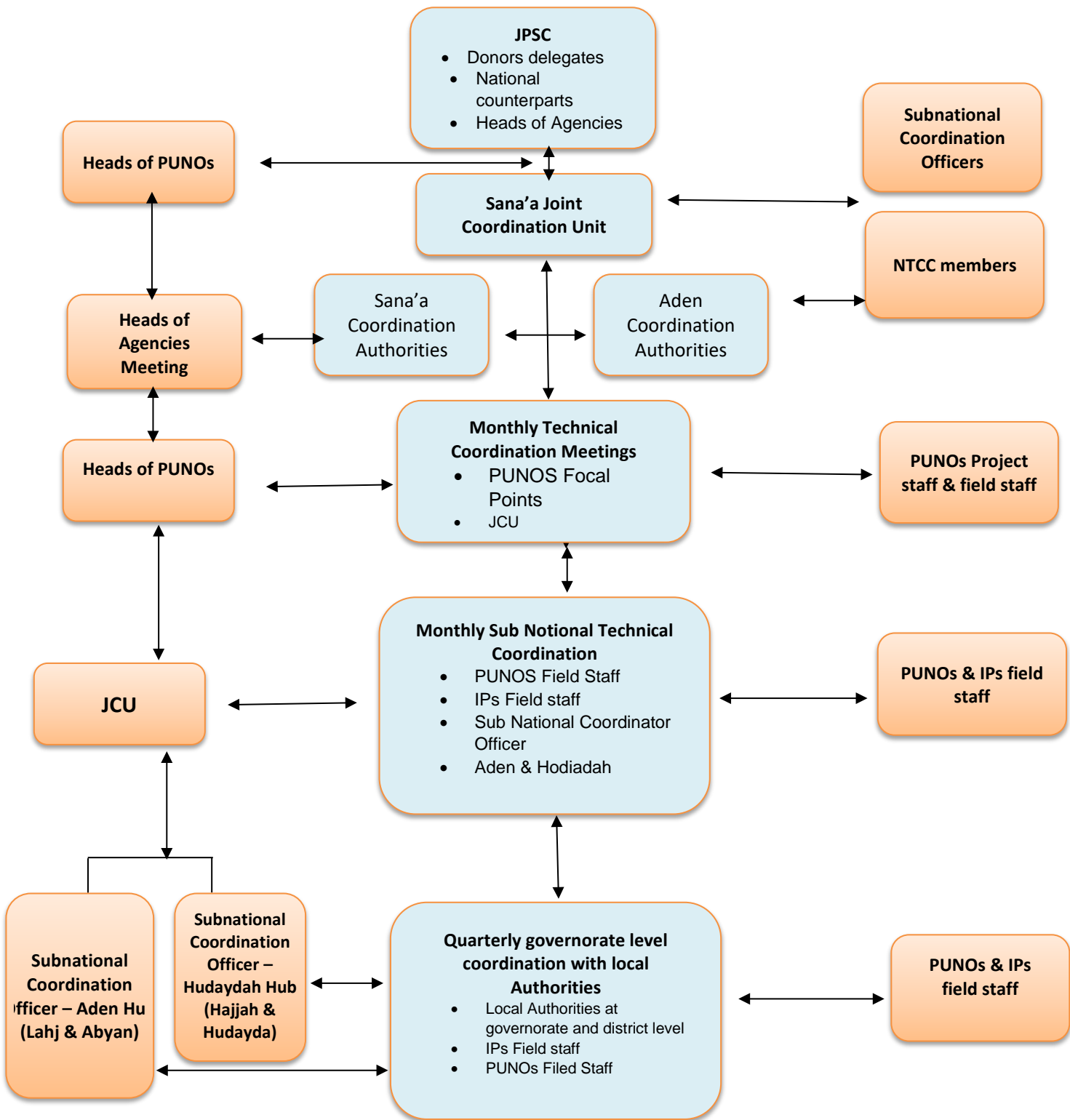
<p>Output 2: Communities benefit from solar energy for sustainable livelihoods opportunities</p> <p><i>Baseline</i></p> <ol style="list-style-type: none"> No programme framework to promote solar energy resilience building in Yemen is in place Limited applications of solar energy for productive uses No solar energy market mix in place for promotion of solar energy solutions <p><i>Means of Verification</i></p> <ol style="list-style-type: none"> Socio economic assessment of solar energy Solar Market Mix Assessment Lessons learned Compendium on solar programming with ERY and outside Operational Guideline on Solar Programming Community and district level solar outlets report Quarterly report Annual report Case stories Field Mission report 	<p>Solar energy resilience building programming initiatives (households, public services, drinking water, irrigation, productive assets, markets, solar livelihood) formulated, implemented and benefited (around 50,675 individuals), HHs and communities</p> <ul style="list-style-type: none"> 5600 individuals have access to portable solar lantern 212 public service institutions have access to solar energy and benefited 50,675 individuals 4 Drinking water system will have rehabilitated with solar energy 4 irrigation facilities will have rehabilitated with solar energy 	<p>2.1. Expansion of solar energy applications programmed and operationalized to strengthen rural energy resilience, capacity building and recovery</p> <p>2.1.1 Map rural energy insecurity gaps in the targeted governorates</p> <ul style="list-style-type: none"> Socio economic energy gap assessment <p>2.1.2 Develop and implement awareness raising programme and campaign focusing on decision makers, and general public at the local level</p> <ul style="list-style-type: none"> Awareness raising and capacity building of local stakeholders and beneficiaries <p>2.1.3 Share best practices and experiences for scale-up and replication and encourage south-south cooperation on rural energy resilience building and business development</p> <ul style="list-style-type: none"> Policy paper on south South cooperation. Documentation of best practices of solar programming <p>2.1.4 Develop solar programme framework defining immediate, medium and long-term actions for resilience building</p> <ul style="list-style-type: none"> Development of operational guideline for solar programming 	<p>Budget estimate:</p> <p>USD 812,100.00</p>
	<p>productive assets and market center have access to energy and improved their business hours</p> <p>200 micro businesses through solar livelihood intervention</p> <p>19 productive assets have access to solar energy</p> <p>4 market centers are equipped with solar energy</p>	<p>2.2. Decentralized solar energy services installed in public service centers to reinforce livelihood resilience of vulnerable rural communities</p> <p>2.2.1 Analyze and define the short-term, medium term and long-term solar energy priorities with stakeholders for feasibility of communal solar energy (i.e. for public centers including health clinics, and schools)</p> <ul style="list-style-type: none"> Provision of access to energy in public service institutions <p>2.2.2 Design a phased-out road map for technical installation of feasible communal solar energy services (i.e. solar lanterns, solar powered street lights, solar water pumps for communal places) to improve access to basic social services</p> <p>2.2.3 Deliver and install the community solar energy systems</p> <ul style="list-style-type: none"> Provision of household level portable energy <p>2.2.4 Train local cooperatives on installation and maintenance of the community solar energy systems</p>	<p>Budget estimate:</p> <p>USD 1,955,363.00</p>
		<p>2.3. Solar energy introduced to support enhancement of rural community energy resilience</p>	<p>Budget estimate:</p>

		<p>2.3.1 Determine through a prioritization process the critical immediate and future energy needs for improving the performance of the productive assets in rural communities</p> <p>2.3.2 Identify the demonstration sites and define roles and responsibilities of stakeholders involved, particularly local institutions including cooperatives</p> <p>2.3.3 Design, and install pilot solar energy systems applications for economic and productive assets such as rural power generation for electrification/micro businesses and integrated solar water pumping to demonstrate economically optimal and sustainable water use</p> <p>Provision of solar for drinking water and irrigation- Provision of solar to productive assets</p> <p>2.3.4 Develop and implement capacity building programme for installation, maintenance and linkage with micro-businesses on solar energy initiative</p>	<p>USD 1,291,007.50</p>
		<p>2.4. Marketing of micro-business development for solar energy supported</p> <p>2.4.1 Assess solar market potential to support business development in the solar energy sector, with special focus on micro businesses.</p> <ul style="list-style-type: none"> • Solar market mix assessment <p>2.4.2 Develop a strategic solar market mix programme (product/equipment, price, promotion and distribution) to encourage private sector engagement and support energy service demands through provision of solar energy</p> <p>2.4.3 Support building partnership and networking between national solar dealers, local private sector and key stakeholders within the four targeted governorates</p> <p>2.4.4 Support community resilience and solar business development through technical assistance and solar business development</p> <p>Promote solar livelihood initiatives-__micro businesses, micro business associations and district solar outlets</p>	<p>Budget estimate: USD 135,000.00</p>





<p>Output 3: Informal networks promote social cohesion through community dialogue and delivery of services</p> <p><i>Baseline</i></p> <ol style="list-style-type: none"> 1. Water User Association (WUA) are either not existent or are not fully operational in the targeted governorates 2. 34 community-based dialogue mechanisms were established in Abyan but not in other governorates 3. No significant evidence of efforts to build consensus, dialogue or resolve disputes peacefully (based on a qualitative scoring and means of verification) <p><i>Means of Verification</i></p> <ol style="list-style-type: none"> 1. Project progress Report 2. Report from implementing partner, 3. Report from implementing partners, focused group meeting with target community members 	<ul style="list-style-type: none"> • 30 communities where WUA developed a mechanism to facilitate dialogues for water resource management, agriculture production system, and crop production system <p>Targeted communities have improved self-referral mechanism to resolve local level conflicts</p> <ul style="list-style-type: none"> • 60 community dialogues and small-scale initiatives implemented to resolve local level conflicts 	<p>3.1. Water User Association (WUA) established</p> <p>3.1.1 In partnership with CDCs identify and build a relationship of trust with existing or create new WUA</p> <p>3.1.2 Increase production and profitability through changes in crop production systems and improve on processing and marketing at the benefit of farmers.</p> <p>3.1.3 Promote discussion on the potential for water marketing and valuation, including the possibility to consider a financial contribution from the urban population and the private sector as the investments made by farmers will secure their drinking water supply in future.</p>	<p>Budget estimate: USD 306,558.00</p>
<p>Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs</p>			
<p>Output 1: Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities</p> <p><i>Baseline</i></p> <ol style="list-style-type: none"> 1. No capacity of local authorities for planning, budgeting, and monitoring basic services delivery 2. No framework of private sector and citizen engagement in target governorates <p><i>Means of Verification</i></p> <ol style="list-style-type: none"> 1. Local authorities’ development report, recovery plan 2. Project periodic report/ completion report 	<p>Targeted local authorities have improved their ability of recovery planning, budgeting and monitoring basic service delivery</p> <ul style="list-style-type: none"> • 8 districts recovery plan developed • 8 basic service deliver projects implemented by local authorities • 8 Targeted governorates have developed citizen monitoring framework to monitor basic service delivery 	<p>1.1 Local authorities are better able to plan, monitor, and coordinate aid and recovery</p> <p>1.1.1 (Re)activate DMT to facilitate district recovery planning process</p> <p>1.1.2 Capacity building of DMTs and local authorities on recovery planning and citizen monitoring framework</p> <p>1.1.3 Develop district recovery plans and citizen monitoring framework</p> <p>1.1.4 Restoration of minimum basic services delivery.</p>	<p>Budget estimate: USD 1,388,115.20</p>

<p>3. Quarterly report 4. Annual report 5. Field Mission Report</p>			
<p>Output 2: Increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery</p> <p><i>Baseline</i></p> <p>1. Business development services and informal apprenticeship schemes have a limited outreach to the rural areas (TBD in the targeted areas)</p> <p>2. Dependency on short term employment schemes is high with limited graduation strategies</p> <p>3. Business associations/economic institutions have a limited technical and operational engagement in enterprise recovery</p> <p><i>Means of Verification</i></p> <p>1. Project periodic report 2. Project completion report/ evaluation 3. Project periodic report</p>	<p>3000 community members indirectly and 500 directly benefit from informal upgrading apprenticeship schemes and business development services</p> <p>80% of vulnerable youth/women that trained in upgraded informal apprenticeship engaged in sustainable (self-) employment at least 3 months after completion of the training</p> <p>40% of cash-for-work beneficiaries receive post cash-for-work training support to ease their transition to long-term sustainable employment opportunities</p> <p>At least two business a associations/economic institutions with governorate coverage have their capacity needs assessed and addressed for greater enterprise recovery engagement</p>	<p>2.1 Strengthen capacity of local training providers to deliver market relevant skills and entrepreneurial training</p> <p>2.1.1 Conduct participatory value chain analysis and skills needs assessments of non-agricultural sectors, with high potential for job creation</p> <p>2.1.2 Strengthen the capacity of local training and BDS service providers and employers to implement on-the-job training and entrepreneurship/enterprise development interventions in partnership with SMEPS</p> <p>2.1.3 Design and implement private sector led apprenticeship schemes and business development services including coaching and financial literacy assistance for targeted youth (including upgrading of informal apprenticeship in informal economy)</p> <p>2.1.4 Develop, test, and institutionalize post Cash for Work services pilot.</p> <p>2.2. Strengthen partnership with the private sector to accelerate early recovery and employment</p> <p>2.2.1 Map active and credible economic entities with networks in targeted governorates</p> <p>2.2.2 Build capacities of business associations and economic institutions to encourage private sector-led employment creation</p>	<p>Budget estimate: USD 1,075,419.00</p> <p>Budget estimate: USD 200,000.00</p>
<p>0.1 Technical and management agency resources adequate to implement activities and reach results are in place/available</p> <p>FAO Budget estimate: USD 2,362,500 (+GMS: 558,508.08)</p> <p>ILO Budget estimate: USD 1,325,811 (+GMS: 168,086.10)</p> <p>UNDP Budget estimate: USD 2,347,521.36 (+GMS: 1,187,764.77)</p> <p>WFP Budget estimate: USD 698,099.29 (+GMS: 548,695.00)</p>			
<p>0.2 Joint (inter-agency) programme coordination unit is operationalized for effective administration, coordination, monitoring and evaluation of results</p> <p>Convening Agency (UNDP) Budget estimate: USD 2,513,354.78 (additional USD 140,186.92 to FAO for the North sub-national coordination)</p>			

Annex 3: ERRY Joint Programme coordination structure



Summary of the different levels of coordination:

Coordination Body	Members	Chair	Frequency	Functions
Joint Programme Steering Committee (JPSC)	UN RC, Heads of UNDP, FAO, WFP and ILO, Minister of MoPIC, EU, and JCU	<ul style="list-style-type: none"> UN RC or one of the agencies heads Minister of MoPIC 	Twice a year or more (emergency meetings)	 ERRY JPSC ToRs.docx
Programme Technical Coordination Meetings	Joint Programme Manager M&E & Reporting Officer Communication Officer Admin & Finance Officer PUNOs Focal Points	Programme Manager	Monthly	 JCU.docx
National Technical Coordination Committee (NTCC)	<ul style="list-style-type: none"> MoPIC Vice Minister JCU Reps from Agencies Assistant Deputy for the International Cooperation Sector- MOPIC Director of United Nations Organizations- MOPIC Deputy minister of TEVT Deputy minister of Agriculture & Irrigation Deputy minister of Chambers of Commerce 	MoPIC Vice Minister	Quarterly	National level coordination
Governorate Level Coordination Committee (GCC)	<ul style="list-style-type: none"> Deputy Governor Director of MoPIC Director of NAMCHA (North) Director of MoAI (Hajjah, Lahj and Abyan) or TDA (Hodaidah) Director of MTEVT Director of MoSAL Director of Public Health Director of Education Office Chamber of Commerce Rep Directors of Targeted Districts ERRY sub national Coordinator Officers (secretary) Aden & Sana'a 	Deputy Governor	Quarterly	Sub-national level coordination  GCC Functions.docx
Sub-national Programme Technical Coordination Meeting	<ul style="list-style-type: none"> PUNOS Field Staff IPs Field staff Sub National Coordinator Officers Aden & Sana'a 	Sub National Coordinator Officer	Monthly	 Sub-national Joint Coordination.docx

Annex 4: ERRY Joint Programme Organogram:

