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Mid Term Review

Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen (ERRY III)

To: UNDP Yemen

From: Direct Impact
Consulting

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ABBREVIATIONS

AVC	Agriculture Value Chain
CAHWs	Community Animal Health Workers
CfW	Cash for Work
CRP	Community Resilience Plan
CSA	Climate Smart Agriculture
DAC	Development Assistance Committee
ERRY	Enhancing Rural Resilience in Yemen
EU	European Union
FAO	Food and Agriculture Organization
FSAC	Food Security and Agriculture Cluster
FFA	Food assistance for assets
FFS	Farmer Field Schools
FFT	Food assistance for training
FGDs	Focus Group Discussions
IDPs	Internally Displaced People
ILO	International Labour Organization
IPs	Implementing Partners
JP	Joint Programme
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution
MTR	Mid-Term Review
OECD	Organisation for Economic Co-operation and Development
PUNOs	Participating UN organizations
PwDs	Persons with disabilities
ROM	Results Oriented Monitoring
SCMCHA	Supreme Council for the Management and Coordination of Humanitarian Aid
SFD	Social Fund for Development
Sida	Swedish International Development Cooperation Agency
SMEs	Small and Medium Enterprises
UNDP	United Nations Development Programme
WFP	World Food Programme
WUA	Water User Association
YER	Yemeni Rial

Executive summary

The objective of this Mid-Term Review (MTR) of the third phase of the “Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen” (ERRY III) programme is to assess the programme's progress towards expected results, assess if implementation is on track as planned, identify the main challenges and constraints, derive lessons learned, and formulate practical recommendations to improve programme implementation to achieve expected results. The MTR covers programme implementation from March 2022 to December 2023.

The MTR Team has collected primary data from 23 Key Informant Interviews, 19 Focus Group Discussions (14 female and 5 male) and 18 Case Studies, 13 on female beneficiaries, 5 on male. In addition, 83 direct beneficiaries in North Yemen have been interviewed. Review of ERRY III documents and secondary data analysis from other relevant reports have provided context for primary data findings.

It has to be kept in mind that the sample of beneficiaries used for primary data collection is too small to generalize findings of how much the programme has improved their resilience and livelihoods. Moreover, the ToR for the Mid-Term Review did not include assessment of the OECD-DAC Impact indicator. Such impact evaluation will be done at the end of the current third programme phase. The Mid-Term Review is more concerned with performance assessment.

ERRY III aims to strengthen resilience of the population in the most vulnerable governorates in Yemen. The programme supports the creation and strengthening of community institutions, it supports the creation of sustainable livelihoods opportunities through enhancing food security, employment, community asset restoration, basic social services, agricultural value chains, access to renewable energy, gender equality and women's economic empowerment. ERRY III is the third phase of a joint programme implemented by FAO, ILO, UNDP and WFP. The programme is funded by the European Union and Swedish International Development Cooperation Agency.

Implementation is carried out under six components:

Component 1: Agriculture Value Chain - FAO

Component 2: Livelihood and Short-term Employment - UNDP

Component 3: Food Assistance for Assets/Training - WFP

Component 4: Local Governance & Social Cohesion - UNDP

Component 5: Skills & Entrepreneurship Development – ILO

Component 6: Renewable Energy - UNDP

The subprojects under each component of the programme are being implemented by local NGOs and international organizations. All six ERRY components have been subjected to mid-term review. The MTR has focused on the four OECD-DAC evaluation criteria relevance, efficiency, effectiveness and sustainability, but has also looked at other key aspects such as synergies, women empowerment, climate change adaptation and emerging impacts of the interventions.

Relevance

Every single stakeholder interviewed agrees that ERRY III is highly relevant in the current situation in Yemen. Its key objectives – such as to restore and strengthen livelihoods, improve access to essential basic services, and promote self-reliant and cohesive communities – are directly responsive to pressing needs on the ground. The protracted armed conflict has turned Yemen into an aid dependent society living on food basket aid, and building skills of poor women and men to pursue gainful sustainable livelihoods and engage in the labour market is one of the most powerful ways to lift people out of such dependency into self-reliance. Community asset rehabilitation is important for restoring service and operation of vital rural assets. Infrastructure rehabilitated, such as roads, markets and irrigation, serves essential needs of vulnerable local communities.

ERRY III targets and reaches disadvantaged areas with prevalence of vulnerable people most in need, and the programme reaches out to vulnerable groups. The programme has engaged directly with targeted local communities in order to understand and address their priority needs. However, the ongoing conflict in Yemen has had an effect in limiting the impact of some interventions when planned activities could not be implemented.

Whilst the relevance of ERRY is undoubtedly high, the programme has a low score as regards adequacy. Not all vulnerable households in the targeted areas could be given project support and sometimes the value of support received has been insufficient for a lasting impact. Even though ERRY III is no small programme, it is dwarfed by the immense needs in Yemen.

Efficiency

Overall, achievements of ERRY III up to the end of 2023 as compared with targets to be attained by the end of 2024 indicate that almost all activities are now on track after initial delays. There have been reductions in operational costs in ERRY III compared to the earlier phases of the programme

Working through already existing institutions with trained staff, branches and offices already in place and with well-established policies and procedures for the kinds of interventions included in ERRY III has contributed to cost savings, but there are features in ERRY III that can be harnessed for better cost-efficiency. However, the complex nature of a programme engaging so many UN organizations and Implementing Partners requires substantial coordination with resultant high overhead costs for joint planning, monitoring, alignment of activities and identification of opportunities for collaboration and cross-sectoral integration.

Effectiveness

In order to be effective in the light of the programme's theory of change, ERRY III needs to strike a balance between meeting immediate humanitarian requirements, so that dependency on humanitarian aid can be reduced, and strengthening longer-term resilience. This has also by and large been achieved by the programme, for instance through a combination of short-term employment and longer-term livelihood support.

However, most of the budget is allocated for development activities rather than humanitarian assistance. This indicates that the programme is primarily focused on longer-term solutions to the challenges faced by the targeted communities. In doing so, ERRY III applies a comprehensive approach for development, recognizing that multiple factors contribute to the wellbeing of targeted households and communities.

Looking at the combined response from all participants, seem to be satisfied with the support they have received from ERRY III. Qualitative and quantitative data indicate that effectiveness has been achieved.

Component 1: Agriculture Value Chain (AVC) – FAO

The AVC intervention has significantly improved agricultural practices and community needs. Beneficiaries reported increased awareness of selection criteria, enabling inclusivity for needy farmers. They received high-quality seeds and fertilizers, resulting in enhanced productivity and profits. Many farmers successfully adopted climate-smart practices, demonstrating the intervention's positive impact on food security and market access.

Component 2: Livelihood and Short-term Employment – UNDP

UNDP's Short-term Employment activities effectively addressed the needs of vulnerable groups through community asset rehabilitation. Clear participation criteria ensured transparency and inclusivity, leading to high beneficiary satisfaction. Participants reported significant improvements in their financial situations, reinforcing community resilience and enhancing local infrastructure.

Component 3: Food Assistance for Assets/Training (FFA & FFT) – WFP

WFP's FFA activities prioritized the most vulnerable, enhancing community resilience. Beneficiaries actively participated in identifying and rehabilitating critical assets, which improved access to markets and services. The FFT activities provided valuable skills training, particularly for women, leading to increased income-generating opportunities and empowerment within the community.

Component 4: Local Governance & Social Cohesion – UNDP

The Local Governance & Social Cohesion activities have strengthened community resilience and conflict resolution capabilities. Comprehensive training improved social cohesion and reduced conflicts. The program promoted equal participation, enabling communities to identify and address urgent local issues collaboratively, thereby enhancing local governance structures.

Component 5: Skills & Entrepreneurship Development – ILO

ILO's Skills & Entrepreneurship Development activities have empowered individuals by providing essential training in various trades. Beneficiaries reported positive changes in their businesses, enhanced financial literacy, and increased market demand for their services. The training fostered a balanced entrepreneurial environment, contributing to sustainable livelihoods.

Component 6: Renewable Energy – UNDP

The renewable energy intervention has successfully enhanced livelihood opportunities through solar energy systems. Participants received training and certifications, leading to improved electricity availability in public facilities. This initiative has increased community awareness of renewable energy benefits, fostering a participatory approach and encouraging further local initiatives.

Sustainability

ERRY III has developed an excellent, well considered Sustainability and Exit Strategy, its main problem being that it will be difficult to implement the strategy in the narrow time window of a three-year programme phase.

Most stakeholder response is of the opinion that community assets created or rehabilitated through the programme support will continue to serve the local communities for a long time after project closure. However, it is important to sort out responsibilities for upkeep, maintenance and operation of these assets for them to last long. Community ownership over the assets is imperative for this to happen. ERRY III is creating the enabling environment for this, beginning with building capacities of the communities to plan and prioritize their needs and assets to work on and ending with formally handing over those assets to the community and related service providers in the local authority.

Sustainability of the income generating activities and small enterprises taken up by ERRY beneficiaries hinges on market potential and the entrepreneurs' ability to make the market work for them. The ERRY support, consisting of a blend of skills training and a start-up grant to invest in the enterprise for required tools and equipment, etc. is a sound approach for this to happen. In addition to livelihood training and top-up capital, the targeted households receive continued technical and advisory support until the end of the programme to ensure sustainable outcomes. Participants confirm that targeted households have established their planned income generation projects with the financial grant received from ERRY III and that they now have a stable source of income.

Moving out of poverty is most often achieved in tiny increments and with occasional setbacks in case of adversities, and rather than expecting sustainable escape from the poverty trap through entrepreneurship development, it is more meaningful to aspire resilience; the ability to withstand and bounce back from inevitable setbacks. The ERRY Programme underscores the importance of enhancing the resilience capacity of communities and households.

Women empowerment / Inclusiveness

ERRY III has developed a Gender Strategy with a Gender Action Plan, which is in the process of being implemented although action was slow to begin. The MTR takes notice of the fact that the strategy limits its ambition to gender equality (male and female participants will be given the same resources and opportunities), not equity (allocating resources and opportunities as needed for an equal outcome, taking into account that men and women have different circumstances).

It is understood that achieving gender equality – not to talk of gender equity – in the context of Yemen requires a long-term commitment and is difficult to accomplish within a three-year intervention. Collaboration with local authorities and addressing deep-rooted structural inequalities is necessary – and local authorities sometimes resist programme activities to promote gender equality. Nevertheless, women have by and large been included in ERRY III activities in the way foreseen in the design of the programme. The overall ambition level has been to have a share of not less than 30 percent women beneficiaries. When specific component targets have been set for the proportion of women of all participants, these set targets have been achieved and sometimes surpassed.

ERRY III can be considered to be gender responsive, with some of the action bordering on being transformative. It is gender-responsive since it explicitly addresses the needs of women, as relevant in the Yemen context, and aims to be fair and equitable in both processes and outcomes. The design of activities is informed by gender analysis and responds to challenges that women face. But ERRY – being a community-targeted development programme and not a stand-alone women empowerment programme – does not specifically aim to transform unequal gender relations and does not address the structural root causes of gendered inequality and discrimination. Gender occupational stereotypes are not challenged in promotion of women's livelihood activities.

However, there are two ERRY intervention areas where gender-transformative outcomes have been achieved – women's engagement in solar energy technologies and women's participation in community dialogues for conflict resolution. At some locations, women have been true pioneers in promoting solar energy, showing their ability to manage solar systems as successful business. Both male and female mediators have been trained to resolve conflicts in the local community, and women have been influential in the community dialogues, being treated with respect.

ERRY III has aimed at, and successfully managed to achieve, empowerment for women to enhance their ability to contribute to the household income and thereby improve the wellbeing of their families, including food and nutrition security for their children. This is the instrumental aspect of women empowerment, differing from the transformative view that empowerment has an intrinsic value of its own. In other words, ERRY III has aimed at empowerment addressing women's practical needs rather than their strategic needs. This is obviously what can be expected from such kind of intervention – the prime mission of the ERRY III Joint Programme is to support the resilience of communities and households, and ambitions of women's empowerment will have to be adapted to that overall mission.

Skills development, micro-business establishment, dairy product processing and small business support provided to women's groups have led to considerable improvements in food security and income for households. Overall, economic empowerment of vulnerable women and women-headed households has enabled women to have a constructive role in strengthening household resilience. Households headed by women have reported increased and more diversified sources of income, contributing to improved food security and living standards. Economically empowered women are also less vulnerable to risks of violence, abuse and exploitation.

Synergies

ERRY III has placed more emphasis on synergies than earlier phases of the programme. A significant level of synergies has also been achieved, in terms of collaboration and coordination among the participating organizations. The programme has successfully implemented an integrated approach that brings together the complementary expertise and services of the four UN organizations. UNDP's expertise in local governance, community development and resilience-building has been well integrated with the ILO focus on entrepreneurship development, FAO's expertise in agricultural interventions and WFP's experience in resilience and livelihood response and food security assistance.

However, achieving such synergy has not been brought about without challenges. The organizations participating in ERRY III have different institutional cultures, operational procedures and decision-making processes, which sometimes creates coordination challenges and delays. The programme management team has countered this by facilitating regular joint planning and review meetings to align the organizations' approaches.

Dovetailing the expertise and activities of ERRY III participating organizations has been seen as a precondition for the programme's ambitions to deliver a comprehensive set of services with complementary support holistically addressing needs of targeted local communities. Such area-based approach both requires and allows intensive linkages among the different components across the four UN organizations. It also paves the ground for focus on the nexus humanitarian, development and peace action that ERRY professes to apply.

Although it is obvious that ERRY III includes an array of comprehensive services with potential to holistically address multi-dimensional needs of a local community, there is no evidence that this potential has purposefully been harnessed expressly for an area-based approach, other than all PUNOs being active in most of the targeted districts. Linking up the various ERRY interventions has been more focused on integrating interventions addressing urgent short-term needs with longer-term resilience building of local communities and individual households.

Climate adaptation

Climate change related activities are a new feature in the ERRY III Programme, which were not included in the previous two phases. These new activities basically concern the agricultural interventions implemented through FAO, and relate to climate smart agricultural practices with climate change adaptation objectives. Climate smart agricultural practices in ERRY III have been well-supported through various activities including the provision of improved seeds and training, promotion of Climate Smart Agriculture practices and technologies, support WUAs for efficient water and land use, and rehabilitation of water and agriculture infrastructures. As a result, farmers' problems have been resolved and their suffering been alleviated to a great extent.

One critical element in making the ERRY III Programme climate change adaptive is to strengthen the linkages to a disaster risk reduction system. Farmers need early warning of extreme weather that can harm their crops. Meteorological stations provide critical weather information and warnings of floods, storms and heavy rain, and FAO has rehabilitated substations destroyed by the war and established new stations in other areas, with support from the European Union. There is a WhatsApp application available for farmers to receive

real-time alerts and updates. There is an obvious need to link the ERRY III agricultural intervention to such early warning systems.

There is also a need to link up with mechanisms for recovery of damage and loss. WFP has developed a microinsurance product called the R4 Rural Resilience Initiative that helps smallholder farmers in several countries to manage climate-related risks, which it might be possible to introduce also in Yemen to support farmers participating in ERRY III.

The climate change response approach in ERRY III enhances adaptive capacity, as evidenced by the provision of drought- and pest-tolerant seeds and the promotion of improved irrigation practices. Adaptive capacity deals with proactive choice to shift to alternative livelihood strategies less exposed to climate risks.

Best practices

The ERRY community-based approach – aiming to organize and empower local communities by forming social development bodies to prepare resilience plans, mobilize resources and lead the planning and implementation of subprojects of self-help initiatives in their communities – has been successfully deployed in ERRY III through Village Cooperative Councils, Community Resilience Plans and Sub-district Development Committees.

The crisis in Yemen is not only a humanitarian one, but also a development crisis that needs to be addressed simultaneously. This understanding has guided ERRY III approaches of looking beyond the immediate need for people to survive into opportunities for more long-term sustainable outcomes, which makes the programme stand out as different from other interventions. Such best practices of ERRY should be used to inform design of packages of humanitarian, development and peace-related activities in other programmes in Yemen.

Lessons learned

A takeaway from ERRY II is the importance of adopting an integrated, area-based approach to programming, rather than implementing siloed, sector-specific interventions. The ERRY III design is better informed by a need for holistic, multi-faceted support tailored to the unique contexts of target communities. This, in turn, places a much greater emphasis on participatory needs assessments, with continuous feedback loops.

Another lesson from earlier ERRY implementation is the need for enhancing sustainability of outcomes beyond programme completion. Aligning ERRY interventions with local development plans and priorities and fostering stronger partnerships with local authorities and civil society organizations are other lessons from earlier phases of the joint programme that have informed implementation of ERRY III.

Encountered challenges

The security situation has restricted the movement of staff from UN organizations and implementing partners to the targeted districts. Security incidents have caused delay in the implementation of programme activities. Implementing partners in the north need to address several requirements, which adds complexity and bottlenecks to implementation on the ground. For instance, female staff in the north are not allowed to travel to the field without a relative accompanying them, and restriction on data collection imposed by de facto authorities in North Yemen has hindered collection of beneficiary data and planned monitoring activities.

Procurement and import of materials for solar energy systems turned out to be a time-consuming process, which has obstructed timely implementation of the renewable energy activities.

Substantial circumscription by authorities of what livelihood activities women can pursue has hampered the women empowerment ambitions of ERRY III, especially in more conservative North Yemen. Maintaining a high level of coordination and collaboration among participating organizations has been a challenge, especially when the focus has shifted towards emphasizing exit and sustainability strategies.

Summary of specific recommendations for remaining period of the ongoing third phase of ERRY

1. ERRY III should continue applying and advocating its integrated community-based approach.
2. ERRY III should be given no-cost extension to complete interventions that have suffered substantial delays due to circumstances beyond the control of the programme.
3. All ERRY III action on water use should be informed by the UNDP Strategic Water Framework for Yemen and the FAO Global Framework on Water Scarcity in Agriculture, to ensure prudent exploitation of scarce water resources.
4. Disputes in rural Yemen are frequently related to water use, and ERRY III should purposefully engage women as agents contributing to peaceful water solutions. FAO's successful water for peace approaches in Yemen, which include introducing sustainable and cost-effective water use methods, addressing water governance through policy reforms, and involving women in resolving water-related conflicts, could be adopted and scaled-up.
5. ERRY III should engage early adopters of Climate Smart Agriculture practices as model farmers to propagate the practices to other smallholder farmers.
6. Tapping FAO and WFP experience, the ERRY III Joint Programme should link farmers to early warning of extreme weather events.
7. ERRY should facilitate for apprentices to get ready for a future as self-employed entrepreneurs rather than more elusive wage employment.
8. ERRY III needs to closely monitor how women who have been supported to engage in livelihood activities manage to deal with domestic work responsibilities such as unpaid care work.

Specific recommendations for future programming

1. Entrepreneurship training of women should include training in business networks to promote the development of supporting networks for women.
2. WFP global experience of microinsurance for smallholder farmers could be tapped and a similar scheme be set up for the benefit of farmers participating in ERRY.
3. The best practices of ERRY III should be used to inform the design of packages of humanitarian, development and peace-related activities in other programmes in Yemen, using the UN cluster system to disseminate the ERRY experience.

1. Introduction

This document is the Mid-Term Review (MTR) of the “Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen (ERRY III)” financed by EU and Sweden and implemented by the Food and Agriculture Organization (FAO), International Labour Organization (ILO), United Nations Development Programme (UNDP) and World Food Programme (WFP) in seven vulnerable governorates. The third phase of the joint programme started in March 2022 and will end by February 2025, having a total budget of US\$ 49,378,000.

2. Evaluation scope and objectives

The primary objective of the Mid-Term Review (MTR) is to assess the programme's progress towards its results, assess if the programme implementation is on track as planned, identify the main challenges and constraints, derive lessons learned, and formulate practical recommendations to improve the programme implementation during its remaining lifetime in order to achieve expected results.

Specific Objectives of the MTR

More specifically, the mid-term review objectives are to:

1. Assess the ongoing interventions/activities relevancy of the ERRY JP in the current political and economic context in Yemen;
2. Review the implementation progress of the ERRY Joint Programme, its main challenges, and how it can be delivered more effectively,
3. Assess the programme's performance halfway through implementation, focusing on actual progress made and results achieved at output levels and contribution towards outcomes, community resilience, social cohesion, access to renewable energy, women empowerment, self-reliance, and livelihoods.
4. Derive lessons from the midway intervention/achievements and formulate recommendations to improve the programme's delivery and performance;
5. Provide objective evidence and justifications for supporting the scale-up of the programme to include more beneficiaries and cover more geographic areas. Highlight which components of the programme interventions are strongly recommended by beneficiaries and other stakeholders to be scaled up to other communities in the new design of the programme.

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

The mid-term review covers the programme implementation period from March 2022 to December 2023. All relevant stakeholders including authorities, local institutions, benefitting communities, households, donors, participating UN agencies and Implementing Partners have been engaged in this MTR.

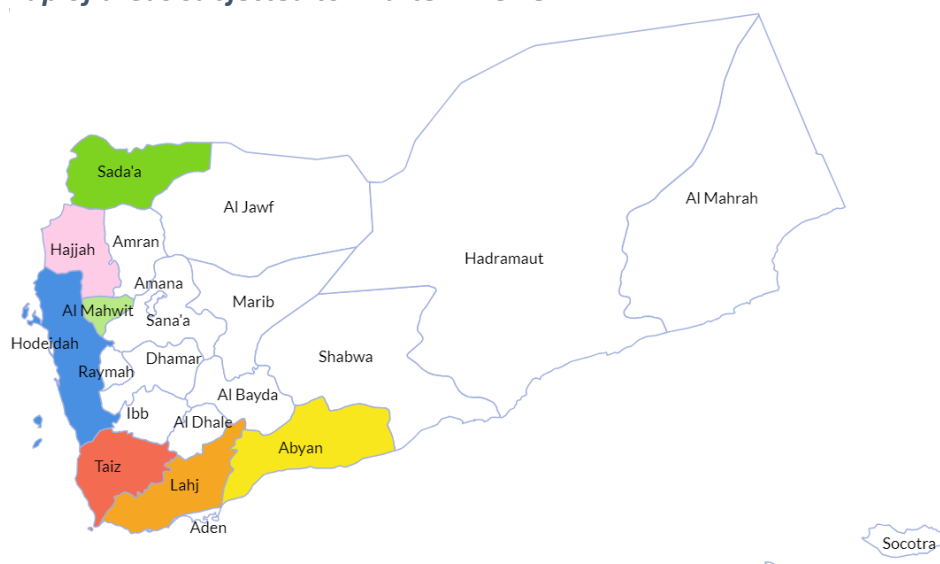
Geographical areas

The assignment has been conducted within the selected targeted areas according to the table below, where the data has been collected from the potential communities and households. The following 10 districts have been covered.

Table 1: Geographical area subjected to mid-term review

#	Governorate	Districts
1	Abyan	Lawdar, Ahwar
2	Lahj	Tuban, Al Maqatirah
3	Taiz	Al Ma'afer
4	Hajjah	Najrah, Bani al Awam,
5	Hodiedah	Bajil
6	Al-Mahwit	At Tawilah
7	Sada'a	Haydan ¹

Figure 1: Map of areas subjected to mid-term review



Parameters & Evaluation Questions

The MTR primarily focuses on the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability, in addition to other key aspects such as coherence, gender mainstreaming, climate adaptation and emerging impact of the intervention. The evaluation specifically:

- Explores the key factors that are contributing towards achieving or not achieving intended results;
- Determines the extent to which the programme is contributing to women empowerment.
- Draws lessons learned and best practices and makes recommendations for the remaining period of the programme's life span.

¹ Data collection from Haydan could in the end not be done as SCMCHA withdrew its initial permission.

- d. Explores whether some of the expected impacts on the target communities/beneficiaries started materializing with strategies put in place to sustain them.

The mid-term review of the ERRY III JP has been guided by the following evaluation questions:

Relevance

- To what extent are ERRY III Joint Programme interventions still relevant to the current context in Yemen?
- To what extent have the implemented interventions been appropriately responsive to the needs and priorities of the targeted communities and households?
- To what extent did the programme target the vulnerable groups (women, youth, IDPs, disabled and other marginalized groups)?
- To what extent were lessons learned from the previous phases considered in the programme's design?
- To what extent has the programme adopted intervention helped women perceive the limitations imposed on them and to overcome them?
- Did the project address/consider gender equality and women empowerment issues during the design phase?

Effectiveness

- To what extent does ERRY JP contribute to achieve the resilience, food security, and livelihoods' needs of the targeted communities / beneficiaries?
- To what extent does the intervention achieve its objectives, particularly in terms of the benefits achieved by women and men?
- Is the ERRY III programme on the right track to achieve its intended outputs & targets during the covered period?
- What are the main factors that have contributed to achieving or not achieving the programme's outputs and intermediate outcomes?
- Has the ERRY programme reached vulnerable beneficiaries, especially the more vulnerable groups (women, youth, IDPs, disabled returnees, and other marginalized groups)?
- Were the internal and external coordination and communication mechanisms effective in sharing information and creating synergies among the programme's direct stakeholders?
- Based on the progress so far and the ground situations, what are the recommended changes to the implementation approaches, and strategies to enhance the programme's effectiveness?
- Are there any gender related challenges that hinder progressing in the implementation which is beyond the control of the programme?

Efficiency

- To what extent have the programme implementation process/programme execution and project management/structures been efficient in generating the expected results? (IP selection, contracting, procurement process, obtaining required permits, staffing...)
- To what extent have the implementation strategy and type of interventions, methodologies/approaches/technologies been efficient and cost- effective?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation processes?

- To what extent were the resources used to address inequalities in general, and gender issues in particular?

Sustainability

- To what extent are the programme's intended intermediate impacts on the communities' resilience and livelihood starting to emerge?
- Based on the available indicative evidence, to what extent are the programme's outputs, outcomes, and impacts (if any) likely to be sustainable beyond the programme's lifetime?
- What were the major factors influencing the achievement or non-achievement of sustainability of the programme?
- To what extent do the interventions of the programme have planned exit/sustainability strategies?
- To what extent will the targeted men, women and vulnerable people benefit from the project interventions in the long term?

Synergy

- To what extent has the joint programme achieved its intended synergies in terms of collaboration and coordination among participating organizations?
- How effectively did the joint programme leverage the comparative advantages and expertise of each participating organization to enhance the programme overall outcomes?
- What challenges or obstacles were encountered in achieving synergy within the joint programme, and how were they addressed?

Climate Adaptation

- To what extent have the various climate adaptation interventions been progressing?
- What lessons can be learned from the implementation of the climate adaptation interventions, and what recommendations can be made for future climate resilience initiatives?

Gender equality and Women Empowerment

- Has the project clearly defined the problems to be addressed and considered in regard to gender dimension?
- To what extent does the project contribute to gender mainstreaming, equality and women empowerment?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the intervention?
- Has the project clearly defined the problems to be addressed and considered in regard to gender dimension (participation, self-confidence, control over assets, gender norms, mobility)?

2.1 Context and description of the programme

The Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen (ERRY III) Joint Programme is the third phase of a joint programme funded by the European Union (EU) and Swedish International Development Cooperation Agency (Sida). ERRY III aims to strengthen resilience of the population in the most vulnerable governorates in Yemen. ERRY III supports the creation and strengthening of community institutions, it supports the creation of sustainable livelihoods opportunities through enhancing food security, employment, community asset restoration, basic social services, agricultural value chains, gender equality and women's economic empowerment as well as access to renewable energy. The programme targets 17 of the most vulnerable districts in 7 governorates: Hajjah, Hodeidah, Saada, Lahj, Abyan, Mahweet and Taiz and is expected to benefit 750,423 people.

Overall Objective: Crisis affected communities are better able to manage local risks and shocks for increased resilience and self-reliance.

Specific Objective/Outcome: Improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen.

- **Intermediate Outcome 1:** Increased local institutional resilience management and community social cohesion in crisis-affected communities.
 - Output 1.1: Improved capacity of community structures and local institutions to strengthen the resilience of the community.
 - Output 1.2: Communities are equipped with gender-sensitive and culturally appropriate conflict resolution tools.
- **Intermediate Outcome 2:** Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector.
 - Output 2.1: Increased opportunities for the communities to access clean and renewable energy solutions.
 - Output 2.2: Broadened the volume of skilled workforce in the sector of renewable energy.
- **Intermediate Outcome 3:** Increased sustainable production and productivity of crop and livestock in crisis-affected communities.
 - Output 3.1: Improved capacities in climate smart agriculture (CSA) of farmers vulnerable to climate shocks.
 - Output 3.2: Strengthened the capacity of vulnerable farming households to develop different agricultural value chains.
- **Intermediate Outcome 4:** Improved access of women, youth, and other vulnerable groups to food and income opportunities.
 - Output 4.1: Gender-sensitive short-term income opportunities created for vulnerable individuals in the communities.
 - Output 4.2: Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate entrepreneurship opportunities.
 - Output 4.3: Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate technical and vocational skills development opportunities.

The programme is implemented through the four UN agencies United Nations Development Programme (UNDP), World Food Programme (WFP), International Labour Organization (ILO)

and the Food and Agriculture Organization (FAO). Implementation is carried out under six components:

Component 1: Agriculture Value Chain (AVC) - FAO

Component 2: Livelihood and Short-term Employment – UNDP

Component 3: Food Assistance for Assets/Training (FFA & FFT) - WFP

Component 4: Local Governance & Social Cohesion - UNDP

Component 5: Skills & Entrepreneurship Development – ILO

Component 6: Renewable Energy – UNDP & ILO

The subprojects under each component of the programme are being implemented by local and international organizations. The Implementing Partners for Food Assistance For Assets (FFA) and Food Assistance For Training (FFT) are Relief International (RI), Building Foundation for Development (BFD), CARE International and the Small and Micro Enterprise Promotion Service (SMEPS). Social Fund for Development (SFD) is the Implementing Partner for the Local Governance and Social Cohesion component, whilst the Livelihood and Short-term Employment component is implemented by Sustainable Development Foundation (SDF), Life Maker Meeting Place Organization (LMMPO), Tamdeen Youth Foundation (TYF) and For All Foundation. Implementing Partners for the Agriculture Value Chain (AVC) component are Sada Foundation for Building & Development, STEPS Foundation for Development, Assistance for Response and Development (ARD) and Sustainable Development Foundation (SDF). Implementing Partners for the component Skills & Entrepreneurship Development are Social Fund for Development (SFD) and Ghadaq for Development. Lastly, the Renewable Energy component is mostly implemented by UNDP directly while some activities are implemented by Youth Leadership Development Foundation (YLDF). The involvement of these 16 implementing partners is summarized in Table 2, specifying the geographical areas covered under each intervention.

Table 2: Implementation arrangement of ERRY III

Agency	Implementing Partner	Governorate	Districts	Component/Area of Intervention
WFP	Relief International (RI)	Hajjah	Najrah, Bani al Awam	Food Assistance for Assets (FFA) / Food Assistance for Training (FFT)
	Building Foundation for Development (BFD)	Hudaydah Al-Mahweet Sa'ada	Bajil, Al Qanawis At Tawilah, Milhan, Haydan	
	Care International	Lahj Abyan	Tuban, Al Maqatirah, Radfan Lawdar, Sibah, Ahwar	
	Small and Micro Enterprise Promotion Service (SMEPS)	Taiz	Al Ma'afar	
UNDP	Social Fund for Development (SFD)	All Governorates	11 districts	Local Governance/ Social Cohesion
	Sustainable Development Foundation (SDF)	Hajjah	Najrah, Bani al Awam, Ash Shaghadirah	

Agency	Implementing Partner	Governorate	Districts	Component/Area of Intervention
	Life Maker Meeting Place Organization (LMMPO)	Hudaydah Al-Mahweet	Bajil At Tawilah	Livelihood and Emergency Employment
	Tamdeen Youth Foundation (TYF)	Abyan Taiz	Lawdar, Ahwar Al Ma'afer	
	For All Foundation	Lahj	Tuban, Al Maqatirah, Al Madaribah	
	Youth Leadership Development Foundation (YLDF)	Hajjah, Al-Mahwit, Taiz, Abyan, Lahj		Supporting workforce in the renewable energy sector
	UNDP through service providers	Hajjah, Al-Mahwit, AL-Hudaydah, Sada'a, Taiz, Abyan, Lahj	Najrah, Bani al awam, Ash Shaghadirah, At Tawilah, Milhan, Alhali, Haydan, Al Ma'afer, Ahwar, Al Maqatirah, Al Madaribah	Renewable Energy
FAO	Sada Foundation for Building & Development	Hajjah Sa'ada	Najrah, Bani al awam, Ash Shaghadirah Haydan	Agriculture Value Chain
	STEPS Foundation for Development	Abyan	Khanfir, Lawdar, Ahwar	
	Assistance for Response and Development (ARD)	Lahj Taiz	Tuban, Al Maqatirah, Al Madaribah Al Ma'afer	
	Sustainable Development Foundation (SDF)	Hudaydah Al-Mahweet	Bajil, Al qanawis At Tawilah	
ILO	Social Fund for Development (SFD)	Abyan Lahj Taiz	Khanfir, Ahwar Tuban, Radfan Al Ma'afer	Skills & Entrepreneurship Development
	Ghadaq for Development	Hajjah Hudaydah Al-Mahweet	Najrah Bajil At Tawilah	

The ERRY III Joint Programme specifically targets the most vulnerable groups, which include youth, women, the unemployed, internally displaced persons (IDPs), stressed host communities, and people with disabilities. To ensure inclusivity, participation, and sensitivity to conflicts, the programme utilizes various tools and approaches to engage and mobilize these groups in its activities.

During the initial year of planning and implementation, the programme conducted several studies and assessments related to its activities. These included a baseline assessment, market assessments, conflict scans, and value-chain assessments. These efforts were undertaken to gather essential information and data for effective program design and implementation.

Furthermore, in July 2023, the European Union conducted a Results-Oriented Monitoring review of the programme through an external independent consultant. The purpose of this review was to monitor the progress achieved, verify reported accomplishments, assess beneficiaries' satisfaction, and provide recommendations that could be implemented before the programme's final completion. As of September 2023, the programme has reached the halfway point of its implementation period.

2.2 MTR Methodology

For the purpose of achieving the main objectives of this MTR, a **mixed-method approach** has been employed to triangulate and facilitate the validation of data and conduct cross-verification from multiple data sources; including documentation review, Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and Case Studies. These methods and tools are considered complementary rather than hierarchical.

A **consultative** and **participatory approach** has been adopted throughout the MTR. This approach involved engaging targeted communities, direct beneficiaries, the programme team, UN participating agencies, donors, implementing partners, and national and local authorities. By involving these stakeholders, the MTR incorporated diverse perspectives, ensuring that the evaluation process was inclusive and representative.

Moreover, the findings of the MTR, taking into account the gender-sensitive approach and inclusion principle, have been used to develop specific, practical, and achievable recommendations. These recommendations have been tailored to the needs and priorities of the intended users. The recommendations aim to address identified gaps, maximize the programme's impact on gender equality and women empowerment, and enhance overall programme effectiveness and sustainability.

Data collection methods include a combination of primary and secondary sources:

1. **Literature Review and Secondary Data Analysis:** the MTR Team conducted a focused document review of relevant key programme documents, including the official project document, theory of change, monitoring and evaluation plan, annual workplans and annual progress reports for 2022 and 2023, project steering committee minutes, the results-oriented monitoring report, field visit reports, the gender strategy, gender action plans and the ERRY III sustainability and exit strategy.
2. **Primary Data Collection:** the MTR Team has collected the required data from Key Informant Interviews, Focus Group Discussions and Case Studies. Focus Group Discussions were conducted with beneficiaries, key information interviews were conducted with the programme's key stakeholders; including community leaders, the programme team, the UN participating agencies, donors, implementing partners, and representatives from national and local authorities, and case studies were conducted with the beneficiaries and community members.

2.3 Sampling

The MTR has taken place in nine districts in Abyan, Lahj, Taizz, Hajjah, Hodiedah, and Al-Mahwit. In the South governorates, 19 FGDs (4 FGDs with male, and 15 FGDs with female participants) were conducted. Each group consisted of 6 to 10 participants. In addition, two KIIs with participants in the renewable activities were conducted. 83 beneficiaries – 50 male and 33 female – from the North districts Najrah, Bajil, At Tawilah and Hodiedah – have been

interviewed in North Yemen. 20 of these beneficiaries participated in short-term employment, 30 received training on business development and life skills / received grant financing for income-generating projects, 18 took part in skills & entrepreneurship development, 4 were engaged in renewable energy and 11 benefitted from Food Assistance for Assets.

In addition, 18 case studies were conducted in this MTR. Five case studies were conducted with male, and thirteen case studies with female beneficiaries. The sample size of the FGDs and case studies was calculated taking into consideration the diversity of programme components and programme distribution across districts.

The participants of the FGDs were selected randomly from the sample frame which was provided by the programme team. The participants of the case studies were selected purposively from the FGD participants. Table 3 shows the distribution of the sample size for the FGDs, and case studies across programme components.

During the sampling exercise, consideration was made to include also IDPs and returnees, although it could not be avoided that the vast majority of participants are from host communities, mirroring the actual shares of programme beneficiaries. Both female and male headed households and different age groups are represented in the sample.

Table 3: Sample Size for the FGDs and Case Studies

ERRY III components and sub-components	Focus Group Discussions		Case Studies	
	Male	Female	Male	Female
Agriculture Value Chain			-	2
Cereal, sorghum/millet, tomato, coffee farmers	-	2		
Livestock farmers	-	2		
Dairy women producers	-	2		
Livelihood and Emergency Employment				
Beneficiaries trained on business development and life skills / receiving grants to finance IGAs	1	3		
Food Assistance for Assets/Training			1	3
Food Assistance for Assets	1	1		
Food Assistance for Training	-	1		
Local Governance & Social Cohesion	1	1		
Skills & Entrepreneurship Development	1	3	4	8
Total	4	15	5	13

In this MTR, 23 KIIs were conducted, including 8 community leaders, 4 local authorities, 6 Implementing Partners, 4 UN participating agencies, and 1 from the programme management team. Table 4 shows the sample size for the KIIs. The sample of the key informants was selected using a purposive sampling technique. The interviews incorporated a gender sensitive representation and targeted equal participation of women and men from different stakeholders.

Table 4: Sample Size for the KIIs

Group	Sample
Community leaders	8
ERRY III management	1
Participating UN organizations	4
Implementing partners	6
Local authorities	4
Total	23

2.4 Limitations of the MTR

Findings from primary data collection give a comprehensive picture of the situation in South Yemen, but SCMCHA has only allowed collection of data via closed option interviews with beneficiaries in North Yemen, not permitting the use of Focus Group Discussions, Key Informant Interviews or case studies. Further, it has not been possible to cover all programme components and sub-components through the beneficiary survey in North Yemen. SCMCHA has not permitted any data collection at all for the component Local Governance & Social Cohesion. However, interviews with PUNOs and Implementing Partners include their views on the situation in North Yemen. Also, SCMCHA stopped us from collecting data from Haydan district in Sada'a governorate for unknown reasons, after initially giving the necessary permits.

3. Key findings

It took longer than anticipated for ERRY III implementation to gain momentum, but after a long inception period to bring all plans and pieces and all Implementing Partners together, the programme quickly found its feet with immediate traction of intervention implementation across the programme components. Overall, achievements of ERRY III up to the end of 2023 as compared with targets to be attained by the end of 2024, indicate that almost all activities, across all programme components, are on track, as can be seen in Table 5.

Table 5: Achievement as of June 2024 compared with overall target for output indicators

Indicator	Target	Achievement by June 2024	Status in June 2024
1.1.1.1. Number of people who increased their knowledge on Community Resilience Plans (CRP) planning, gender and local conflicts and CRP outcomes (gender disaggregated), with support of the intervention	200 by end of 2023	717	Achieved
1.1.1.2. Number of CRPs developed at sub-district level, with support of the intervention	40 by end of 2023	50	Achieved
1.1.1.3. Number of infrastructure facilities built or rehabilitated in the communities with support of the intervention (disaggregated by built/ rehabilitated)	140 by end of 2024	85	On track
1.1.2.1. Number of community representatives who increase their knowledge	120 by end of 2024	346	Achieved

Indicator	Target	Achievement by June 2024	Status in June 2024
on social cohesion, conflict mitigation and resolution (disaggregated by gender), with support of the intervention			
1.1.2.2 Number of people engaged in the community dialogues for conflict resolution in the targeted communities (disaggregated by women/men), with support of the intervention	500	748 (190 women)	Achieved
1.1.2.3. Number of people from the cooperatives certified on Think Coops, Start Coops, and My Coops to improve their business (disaggregated by: gender; active/inactive cooperatives, informal self-help groups), with support of the intervention	30 by end of 2024	0	Rescheduled for 2024 execution due to ongoing discussions with the Agriculture Cooperative Union (north and south)
1.2.1.1. Number of public provided with access to renewable energy solutions (disaggregated by facility, sector, and location, women institutions/services), with support of the intervention	140 by end of 2024	85	On track
1.2.1.2. Number of public service representatives who increase their knowledge and skills on operation and maintenance of solar service provision (disaggregated by gender), with support of the intervention	420 by end of 2024	230	On track
1.2.2.1. Number of technicians certified in advanced vocational solar skills (disaggregated by: gender and age), with support of the intervention	100 by end of 2024	100	Ongoing Strategy change: training existing solar technicians, not new recruits
1.2.2.2. Number of Cash for Work (CfW) and Food/Cash Assistance for Assets beneficiaries certified as solar energy technicians (disaggregated by gender, age), with support of the intervention	200 by end of 2024	138	On track
1.2.2.3. Number of people who increase knowledge and skills on decentralized renewable energy innovation and solutions, with support of the intervention	500 by end of 2024	200	On track
1.2.2.4. Number of solar/wind energy mini-grids established in small and medium markets and commercial centres and shops, with support of the intervention	1 by end of 2024	1	Achieved
1.3.1.1. Number of farmers who join the Climate Smart Agriculture (CSA) technology groups set up with support of the intervention (disaggregated by gender and age)	120 farmers by end of 2024	120	6 CSA technology groups were established and the training is ongoing.

Indicator	Target	Achievement by June 2024	Status in June 2024
1.3.1.2. Number of farmers who receive high-quality landrace seeds adapted to climate shocks with support of the intervention	1000 farmers by end of 2024	440	On track
1.3.1.3. Number of extension staff officers who increased their knowledge on climate smart agriculture and technologies with support of the intervention	50 extension staff officers by end of 2024	27	On track
1.3.1.4. Number of Water Users Associations (WUAs) supported to promote efficient water and land management	15 WUAs by end of 2024	7, in the south (39 WUA members trained)	WUA registration in the north was completed only in December 2023, which delayed WUA reactivation
1.3.1.5. Number of irrigation blocks set up and provided with appropriate technologies (solar systems, and drip irrigation) in the communities with support of the intervention	10 irrigation blocks by end of 2024	10	Rehabilitation of 10 irrigation infrastructures and canals for the agriculture and coffee value chains is ongoing.
1.3.1.6. Number of people reached by the awareness campaigns on watershed promotion (disaggregated by gender) with support of the intervention	210 men and 90 women by end of 2024	60	Ongoing
1.3.2.1. Number of formed Livestock, Dairy, Crop Farmer Field Schools (FFS)	80 FFS by end of 2024	61	On track
1.3.2.2. Number of Community Animal Health Workers (CAHWs) trained and provided with veterinary kits (disaggregated by gender and age), with support of the intervention	50 new CAHWs	50	Achieved
1.3.2.3. Number of farmers provided with inputs (seeds, training, marketing support) to improve value chains [disaggregated by type of product (cereal, sorghum/millet, tomato, coffee) and gender], with support of the intervention.	13,400 farmers (9,000 cereal, 3,900 tomato, 500 coffee farmers) by 2024	9,000 cereals, 3,900 tomatoes,	On track
1.3.2.4. Number of farmers who receive high quality animal feeds (wheat bran, feed blocks and molasses) (disaggregated by gender) with support of the intervention	6,000 by end of 2024	3,630	On track
1.3.2.5. Number of farmers provided with small ruminants (disaggregated by gender) with support of the intervention	1,000 by end of 2024	209	Feeds distributed to all BNFs (100%), Live animals for the remaining quantity is under quarantine and delivery
1.3.2.6. Number of dairy producers supported with training and dairy equipment	3,500 by end of 2024	1,600	On track

Indicator	Target	Achievement by June 2024	Status in June 2024
(disaggregated by gender), with support of the intervention			
1.3.2.7. Number of SMEs in agriculture value chains provided with training, link with markets and link with MFIs (disaggregated by gender and age of SME owner)	47 SMEs in agriculture value chains by end of 2024	47	Ongoing;
1.4.2. Number of microbusinesses established by women, youth, and other vulnerable groups (disaggregated by women/men entrepreneurs and age) that receive credits/funding from micro-finance institutions (MFIs)	3,000 by end of 2024	2,500	On track
1.4.1.1. Number of people who receive Food/Cash Assistance for Assets (FFA) (disaggregated by gender and age), with the support of the intervention	8,135 by end of 2024	2,890	On track
1.4.1.2. Number of people who receive Food/Cash Assistance for Training (FFT) (disaggregated by gender and age), with the support of the intervention	400 by end of 2024	135	On track
1.4.1.3. Total amount of cash transferred to targeted beneficiaries (disaggregated by gender and age), with the support of the intervention	\$ 5,377,050 by end of 2024	\$ 1,579,992	On track
1.4.1.5. Number of people provided with emergency employment through 3x6 approach (disaggregated by gender), with the support of the intervention	4,800 by end of 2024	4,800	Achieved
1.4.1.6. Number of community markets/assets restored through 3x6 emergency employment, with the support of the intervention	24 by end of 2024	41	Achieved
1.4.2.1. Number of trainers certified to use the Start and Improve your Business training packages (disaggregated by trainers/master trainers and by gender), with the support of the intervention	80 by end of 2024	26	On track
1.4.2.2. Number of beneficiaries increasing their knowledge in business development and life skills (disaggregated by gender), with support of the intervention	4,800 by end of 2024	4,764	Achieved
1.4.2.3. Number of post-cash for work beneficiaries who increase their knowledge on good agriculture practices of selected crop/ livestock value chains	1,000 women by end of 2024	0	Training scheduled for the next cropping season in 2024
1.4.2.4. Number of microbusinesses financially supported to start their operations and provided with business development services	3,000 by end of 2024	2,500	On track

Indicator	Target	Achievement by June 2024	Status in June 2024
1.4.2.5. Number of people from private sector and government institutions at district and governorate levels who increased their knowledge on participatory business continuity planning (disaggregated by gender), with intervention support	60 by end of 2024	210	Achieved
1.4.3.1. Number of beneficiaries of CfW and FFA certified in market-relevant technical skills, with the support of the intervention	1,400 by end of 2024	795	On track
1.4.3.2. Number of beneficiaries linked with job placement opportunities in collaboration with the private sector (disaggregated by gender), with the support of the intervention	960 by end of 2024	398	On track

3.1 Relevance

A programme with an explicit ambition to promote resilience is bound to be relevant in Yemen, which is the country having the second lowest resilience index in the world (only Afghanistan is less resilient), according to the World Risk Pool 2024 report *Resilience in a Changing World*.

Every single stakeholder interviewed has agreed that the ERRY programme is highly relevant in the current situation in Yemen. Its key objectives – such as to restore and strengthen livelihoods, improve access to basic services, and promote social cohesion – are directly responsive to pressing needs on the ground.

The protracted armed conflict has turned Yemen into an aid dependent society living on food basket aid, and building skills of poor women and men to pursue gainful sustainable livelihoods and engage in the labour market is one of the most powerful ways to lift people out of such dependency into self-reliance.

Community asset rehabilitation is important for restoring service and operation of vital rural assets. Infrastructure, such as roads, markets and irrigation, serves essential needs of vulnerable local communities. Roads, which are commonly selected as public assets to improve in ERRY III, seem to be an especially important need for poor isolated communities. A global World Bank flagship survey² singled out roads as a most efficient mechanism that makes a difference, and almost universally so, across a large sample of communities in different study contexts. This is because roads “serve as connectors in regions where poor people live. They create links between people in remote rural areas and the outside world, and between small farmers and traders looking for a good crop. They promote cross-fertilization of ideas...”

In addition to the asset rehabilitation activities – ERRY being a multisectoral programme – various interventions, such as sustainable livelihood and income-generating activities, agriculture value chain interventions and renewable energy, continue to address the needs of the targeted communities and households.

² *Moving out of poverty: Success from the bottom up*, The World Bank 2009.

In addition to its high relevance score, the programme gets a high score from participants regarding its adequacy. Beneficiaries expressed great satisfaction with the equitable distribution of support among eligible households in the targeted areas, highlighting a clear and positive impact on the community. All interventions were bottom up selected and local authorities and DCCs were participating in the selection whether for individual beneficiaries or assets and facilities.

In a country where 83 percent live in multidimensional poverty³ and more than half of the population depend on aid assistance, it is difficult **not** to reach people in deep need. All stakeholders interviewed agree that ERRY III targets and reaches disadvantaged areas with prevalence of vulnerable people most in need, and that the programme reaches out to vulnerable groups such as women, youth, internally displaced people, persons with disability and other marginalized groups. It is, however, in actual reality more likely so that the programme does not discriminate against persons with disability and internally displaced people than actively attempting to engage them – in contrast to a much higher ambition level in reaching out to women and youth. Sometimes the local areas targeted for ERRY activities did not host any IDPs.

The ERRY III programme has made significant efforts to engage directly with targeted communities, through Village Cooperative Councils, in order to understand and address their priority needs. Membership of women in the Village Cooperative Councils has ensured that women's needs have been taken in. Community Resilience Plans have incorporated women's needs as women participated in drafting them.

However, the ongoing political conflict in Yemen has affected the impact of ERRY interventions. While authorities in northern Yemen did not refuse to approve activities, they provided many requirements to IPs for approval. It's important to note that all program design was done in consultation with the relevant authorities. However, as personnel change in key positions, newcomers may feel less involved in the process.

3.2 Efficiency

The ERRY III programme is efficient in delivering all its activities, demonstrating a reduction in operational costs compared to earlier phases of the programme. By the end of 2023, ERRY III activities are on track, overcoming initial delays, with targets set for the end of 2024 within reach, or already reached.

Value for money considers both expenses and what you get for the money. Poverty-targeted projects across the world always have high operational costs. This Mid-Term Review cannot give a value-for-money analysis since most of the benefits are difficult to monetize, but there is no doubt that the value of benefits for participating households and communities exceeds programme costs.

There are features of the ERRY III Programme that can be harnessed for cost-efficiency, and ERRY III has used such opportunities. A combination of cash-for-work activities, training, grants and rehabilitation of infrastructure and other community assets offers a holistic approach to

³ *Measuring multidimensional poverty in Yemen, UNDP, December 2023.*

address multiple needs which is more cost-efficient than piecemeal interventions, by achieving several benefits at the same time. The area-based approach, which ensures that all PUNOs are present in most of the targeted districts, has also contributed to enhanced efficiency.

Working through already existing institutions with trained staff, branches and offices already in place and with well-established policies and procedures for the kinds of interventions included in ERRY III has contributed to cost savings. In addition, ERRY III has through working with these implementing partners contributed to keeping their professional competence intact and maintaining their institutional capacity in spite of the crippling effects of a protracted armed conflict.

However, the complex nature of a programme engaging so many UN organizations and Implementing Partners requires substantial coordination with resultant high overhead costs for e.g. joint planning, monitoring and review processes to facilitate the alignment of activities and the identification of opportunities for collaboration and cross-sectoral integration. Although the coordination cost high for joint programme, the results/impacts obtain from joint efforts and synergies of the interventions are higher than the incurred costs.

The Joint Coordination Unit has arranged regular technical working group meetings and joint field visits to strengthen the understanding of each IP's roles and responsibilities. The unit has been effective in helping UN organizations and Implementing Partners uphold an overall vision of the programme activities and guide implementation toward synergies between interventions under the different components.

3.3 Effectiveness

OECD-DAC defines effectiveness as “the extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance”, and sees a use of the effectiveness criterion also in judgement about the merit of implementing an activity.

In order to be effective in the light of the programme’s theory of change, ERRY III needs to strike a balance between meeting immediate survival requirements, so that dependency on humanitarian aid can be reduced through improved food and nutrition security, and strengthening longer-term resilience and recovery through improved access to basic services, reduced community conflicts, reduced risks from shocks and stressors, and improved community capacity to cope with residual risks. This has also by and large been achieved by the programme.

Most of the budget is allocated for development activities rather than short-term emergency assistance. This indicates that the programme is primarily focused on longer-term solutions to the challenges faced by the targeted communities. In doing so, ERRY III applies a comprehensive approach for development, recognizing that multiple factors contribute to the wellbeing of targeted households and communities.

Quantitative and qualitative data indicate that effectiveness has been achieved across all components, and the findings show that the programme has been able to satisfy the wellbeing needs of participating households. There is anecdotal evidence from individual case stories,

but these are sampled from only a part of the ERRY implementation spectrum, and do not include any case study reflecting on progress of an entire local community.

Component 1: Agriculture Value Chain (AVC) – FAO

a. key achievements as of June 2024

- 35 Specialists from the Agricultural Research and Extension Authority have been trained on the climate smart and climate change issues.
- 440 farmers have received the high-quality landrace seeds adapted to climate shocks for producing stable food.
- Two seed banks (for cereal farmers) with their processing tools are under constructions and farmers have been trained on good practices for seed sorting, processing, and storage.
- 7 out of 15 WUAs have already been established and reactivated; capacity building for these WUAs were provided to ensure their sustainability.
- 39 key people from the Water User Associations and the Ministry of Agriculture and Irrigation were trained on water management, harvesting, irrigation, and other topics related to sustainable agriculture production.
- Identification of irrigation infrastructures and canals for the agriculture and coffee value chains in 10 locations in 5 districts is completed rehabilitation is expected to be completed by end of 2024.
- Provision of solar water pumping systems to WUAs in 12 locations is under delivery; this is coupled with training on water management for sustainable agriculture production to ensure that farmers use the water and other inputs reasonably.
- Assessment in new target areas to identify Agriculture Value Chain (AVC) priorities/opportunities was conducted in Lahj and Abyan. This activity was not allowed to be conducted in the north.
- 63 participants attended two sessions for Farmer Field School (FFS) Master Trainers, to conduct FFS learning and knowledge sharing to FFS groups.
- 9,000 farmers have been supported with cereal kits to produce stable food and fodder.
- 3,900 farmers have received quality tomato seeds and fertilizers.
- 47 agro processing woman groups (470 women farmers) were established and receiving the different relevant capacity building and agro processing centers with the needed inputs and kits.
- 1,000 vulnerable HHs selected for restocking and input distribution in Sada'a. All of them received the feed concentrates, and as of June, 300 HHs of whom have already received their kits of live animal.
- 50 new Community Animal Health Workers (11 of them are women) have been trained to provide veterinary and extension services and support their communities.
- 3,630 (out of 6,000) BNFs have received their entitlements of animal feed kits to improve the fattening VC through improvement of the animals' nutrition and increment of the milk production.
- All the farmers have received the relevant training on the good animal feeding practices, animal husbandry practices, etc.
- 90 out of 100 drip irrigation kits have been delivered and installed in the targeted farmers farms. 25 ha have been covered. 90 BNFs have been trained on the installation and maintenance of the drip irrigation kits. The remaining quantity is under delivery.

- 140 forage preservation groups have been established and part of the equipment were delivered and distributed to them to improve the fodder VC through improving the fodder preservation practices.
- 1,600 of the dairy processing and dairy VC key players (80% are females) have received part of the dairy equipment to improve the hygiene of the dairy products processing and manufacturing.
- 2 dairy processing centers were provided with the necessary equipment for milk processing and packaging.
- 2 marketing centers have been established for the dairy women's group to enhance the value chain of dairy marketing.

b. MTR Findings

The mid-term review highlights significant effectiveness in improving agricultural practices and addressing community needs in the targeted areas. AVC Beneficiaries demonstrated strong awareness of the selection criteria, which emphasized inclusivity for needy farmers. The selection process was perceived as transparent and fair, enhancing the program's credibility. Some participants reported receiving high-quality landrace seeds adapted to climate shocks for stable food production, while others received quality tomato seeds and fertilizers, leading to substantial increases in productivity and profits, and helping farmers cope with climate challenges. Despite delays in training on climate-smart agriculture, beneficiaries indicated that they have begun adopting smart agriculture practices and applying the skills learned from training. Additionally, they noted positive impacts from seed distribution, reported overall increases in productivity, and expressed their ability to access better markets and achieve higher prices for their products.

The effectiveness of the fattening value chain is evident from the positive feedback of beneficiaries. Participants received essential support in the form of feed blocks and molasses, which were distributed based on their needs. Many beneficiaries expressed high satisfaction with the quality of the feeds and small ruminants, noting that this support has significantly improved milk production and overall livestock productivity. They reported observable increases in the quantity and quality of livestock products, such as meat and milk, which have positively impacted their household livelihoods. Additionally, beneficiaries confirmed receiving relevant training on good animal feeding and husbandry practices, which, along with the provision of innovative feeding technologies like feed blocks and sugar molasses, has notably enhanced livestock fattening and overall productivity.

The fattening value chain intervention implemented by the FAO has proven highly effective in enhancing milk hygiene standards and increasing milk supply among smallholder dairy producers. Beneficiaries received a range of dairy equipment that significantly improved the preservation and cleanliness of milk. They reported that the quality of this equipment was very good, contributing to better hygiene practices and helping producers overcome substantial challenges in dairy production. However, persistent power outages continued to pose challenges for market access, as the lack of cold storage limited their ability to sell products widely. Beneficiaries noted a significant improvement in their livelihoods and profitability. Nevertheless, there

remains a clear need for additional resources, such as solar energy solutions and dishwashers, to further enhance product quality and minimize spoilage. Overall, the intervention has empowered women and smallholders, enabling them to recognize and address the limitations they face, while playing a crucial role in increasing milk supply, improving hygiene standards, and ensuring better market access.

Component 2: Livelihood and Short-term Employment – UNDP

a. key achievements as of June 2024

- 4,800 (40% of whom are women) have been provided with short-term employment opportunities. They have rehabilitated/ constructed 41 community assets to facilitate people's access to social services and markets.
- 4,764 beneficiaries (40% of whom are women) have been trained on business development and life skills that will enable them start and run their income generating activities. The training was delivered through ILO trained trainers.
- So far, 2,500 out of these beneficiaries have received startup financing grants to establish their income-generating projects.

b. MTR Findings

The Short-term Employment intervention implemented by UNDP has demonstrated significant effectiveness in addressing the immediate needs of vulnerable communities. The program established clear criteria for participation, ensuring that it targeted a diverse range of vulnerable groups, including women, displaced youth, and people with disabilities, and ensuring that those with relevant experience were selected, which contributed to a fair and transparent selection process. Beneficiaries reported high satisfaction with the selection criteria and the support provided. Compensation for participation was deemed sufficient to meet their needs, which further encouraged engagement in community asset rehabilitation projects. Community committees played a crucial role in selecting assets for rehabilitation, ensuring that priorities were based on assessed community needs. Various community assets were created or improved, such as road paving and roadbed construction, planting seedlings, school renovation and cleaning, and protecting agricultural lands, which have contributed to enhancing local infrastructure and livelihoods. Participants noted that cash-for-work projects effectively met their immediate needs and provided valuable income-generating opportunities, leading to positive changes in their financial situations. Overall, the intervention has been highly regarded, empowering beneficiaries and positively impacting their livelihoods while fostering community resilience.

The training on business development and life skills delivered by UNDP, through ILO trained trainers, has proven to be highly effective in empowering participants, particularly among vulnerable groups such as women, youth, and marginalized communities. Beneficiaries expressed high satisfaction with the training, highlighting its focus on essential skills such as project management, financial planning, marketing, and effective communication. Participants reported significant improvements in their entrepreneurial capabilities and self-confidence, which translated into successful establishment of income-generating projects like grocery stores, sewing businesses, and food production.

The financial grants provided were deemed sufficient for launching these initiatives, further enhancing the livelihoods of the beneficiaries and contributing to poverty reduction within their communities. Many reported that these projects not only improved their economic conditions but also brought stability and self-sufficiency to their families. Most participants confirmed receiving post-funding support, which further bolstered their ability to sustain and grow their initiatives. Additionally, there was a high level of awareness regarding the complaints mechanism, indicating that beneficiaries felt empowered to voice their concerns. Suggestions for further support from participants included ongoing funding and additional resources, especially to tackle energy challenges that hinder project sustainability. Overall, these interventions have played a crucial role in empowering individuals, stimulating local economies, and fostering resilience within vulnerable communities.

Component 3: Food Assistance for Assets/Training (FFA & FFT) – WFP

a. key achievements as of June 2024

- 2,890 HHs have been engaged to work in different community assets through Food Assistance for Assets activities.
- As a result, 41 community assets have been rehabilitated/restored, which are related to water sources, rural road rehabilitation, water harvesting schemes, agricultural projects, social infrastructure and schools as prioritized by the communities. The assets contributed to women accessibility to different services such as education, water, health and transportation.
- 135 female participants have been engaged in the income/skill generation trainings through Food Assistance for Training activity.

b. MTR Findings

The Food Assistance for Assets (FFA) activities implemented by the WFP has demonstrated significant effectiveness in enhancing community resilience and livelihoods. The selection criteria for participants were well-defined, ensuring that the most vulnerable were prioritized. Beneficiaries expressed high satisfaction with the transparency of the selection process and their active involvement in determining priority assets. Community members collaborated to identify and rehabilitate crucial assets, such as roads, schools, water sources, water harvesting schemes, and agricultural projects, which directly addressed their urgent needs.

Women were specifically encouraged to participate in these activities, fostering an inclusive environment that allowed them to contribute alongside men. The rehabilitation of community assets, such as the paving of roads, has significantly improved access to markets and essential services, reducing transportation costs and facilitating easier movement for both people and goods. This accessibility has led to increased income opportunities, with some beneficiaries starting small businesses along newly accessible routes. Participants noted positive changes in their livelihoods, including improved food security and the ability to pay off debts. Furthermore, while some payment delays were reported, the overall impact of the program has strengthened community ties and enhanced trust among members. The FFA activities

has not only provided immediate economic relief but has also laid the groundwork for sustainable development and resilience in these vulnerable communities.

Additionally, the Food Assistance for Training activity have proven to be highly effective in enhancing skills and creating income opportunities, particularly for vulnerable groups. The selection criteria targeted individuals from poor and destitute families, including those supporting educated individuals with special needs, ensuring that the most marginalized received assistance. Beneficiaries expressed satisfaction with the fairness and transparency of the selection process, actively participating in determining priority training areas. The training provided included sewing, pastry making, and incense production, all of which were closely aligned with the participants' needs and interests.

Women were specifically encouraged to engage in these programs, with strategies in place to enhance their participation and build their confidence. The FFT activity addressed potential barriers by fostering an inclusive environment where women felt empowered to contribute and share their skills. Participants reported that the training significantly improved their income-generating activities, with many establishing small businesses that provided additional financial support during festive seasons. This empowerment not only increased their self-confidence but also inspired them to share their newfound knowledge with others in the community, positively affecting those around them. Awareness of the complaints feedback mechanism was high, and while some participants raised concerns regarding payment delays, they received timely responses. Overall, the FFT activity has facilitated personal and economic growth, enabling individuals to enhance their livelihoods and contribute to their communities significantly.

Component 4: Local Governance & Social Cohesion – UNDP

a. key achievements as of June 2024

Local Governance:
- 326 (47% of their members are women) Village Cooperative Councils (VCCs) have been formed and activated.
- 50 Sub-District Development Committees (SDCs) been formed and activated.
- Capacity of the targeted community structures has been strengthened. 717 of local authorities and elected community members (46% of whom are women) have been trained on planning, identifying their specific needs, developing CRPs, and implementing self-help initiatives.
- 50 Gender- Sensitive Community Resilience Plans (CRP) have been develop, which considered women needs and priorities.
- 85 community projects, which have been identified in the CRPs, have been supported by the intervention benefitting around 93,304 people to have better access to basic services such education, water, health, and transportation.
- Communities have utilized the CRPs to implement 407 self-help initiatives that have been carried out through the active participation and contribution of community members themselves.
Social Cohesion:

- 346 community representatives have been trained on social cohesion, conflict scanning, and community mediation to support their community in conflict resolution through mediation and community dialogue, conflict scans, and implementation conflict resolution interventions.
- 100 community dialogue sessions have been facilitated by the trained mediators to resolve community conflicts.
- 44 conflict scans, that analyzed the conflicts related to local services and resources, have been successfully conducted by the trained community mediators and SDC members.
- 15 conflict resolution interventions that have been identified and prioritized based on the community dialogues, have been supported by the programme. These projects have been implemented in different sectors including Education, Health, Road, Water.

b. MTR Findings

The Local Governance & Social Cohesion activities implemented by UNDP have effectively strengthened community resilience and conflict resolution capabilities in the targeted areas. Participants received comprehensive training on social cohesion, conflict mitigation, and resolution, covering essential topics such as mediation techniques, community dialogues, and resilience plans. This training has led to noticeable improvements in community dynamics, significantly reducing the intensity of conflicts and enhancing collaborative problem-solving among community members.

The program ensured equal participation of both women and men, fostering inclusive approaches that encouraged diverse voices in community initiatives. Strategies like community dialogues allowed for the identification of urgent local conflicts, such as boundary disputes and infrastructure issues, promoting collective solutions that reinforced social cohesion. Success stories emerged, including the resolution of transportation issues that previously impeded access to markets. The community dialogues have been effective in contributing to social cohesion and harmony in the local community, as reflected in a brief success story related by a male FGD in Al Maqatirah district, Lahj governorate:

“A kind of cohesion and social fabric was created when the community participated in solving its problems by itself and in the presence of social mediators. For example, there was a problem with a road being blocked, which affected many people and increased transportation costs and effort. When the mediators intervened through community dialogue, reconciliation was achieved, the problem was resolved and forgiveness was reached between the conflicting parties. The road was opened.”

Community Resilience Plans (CRPs) were developed through inclusive stakeholder consultations, identifying key priorities like road repairs and health facilities. The community-based approach further empowered communities to lead their own development, promoting active involvement in decision-making processes. The formation of community institutions, such as village councils and mediators, has enhanced local governance and improved decision-making, with women playing significant roles in these structures.

Challenges faced during the implementation, such as engaging all community members, were addressed through regular meetings and open dialogues. The initiatives funded through the program have addressed critical local needs, with many community members noting improvements in their quality of life and increased access to essential services. Overall, the program has been effective in enhancing social cohesion, and building sustainable community structures, with a clear commitment to ongoing community involvement and support for future initiatives.

Component 5: Skills & Entrepreneurship Development – ILO

a. key achievements as of June 2024

Start and Improve your Business (SIYB) Training
- 26 (9 Women) national trainers have completed trained and certified in SIYB training packages.
- 20 of these certified trainers have delivered the Improve Your Business (IYB) and Business Continuity Planning (BCP) Training across six governorates.
Entrepreneurship Training by ILO and UNDP
- 50 ILO trained trainers have provided entrepreneurship training to over 4,800 small business owners.
- These trainings are organized by UNDP and serve as a prerequisite for accessing grants.
Businesswomen Trained in IYB and (BCB) Training
- ILO in collaboration with the Businesswomen Council, Federation of Yemen Chambers of Commerce & Industry & its member chambers trained 200 women businessowners in six governorates.
Curriculum Development and Update
- Two new curricula have been developed, and three existing ones have been updated.
- A contract has been signed with MTEVT to update two additional curricula.
Master Craftsperson Training and Mentoring
- 273 master craftsperson's and TVET supervisors, with 44% being women, completed and received certification in competency-based training and assessment, pedagogical skills, occupational safety and health, and code of practice.
- These master craftsperson's then hosted and trained apprentices, imparting skills, sharing knowledge, and mentoring them in business management through on-the-job learning sessions.
Apprenticeship Training and Certification
- 802 apprentices (48% women) have completed training in market-demanded occupations and received certification.
- Market linkage events (bathers and exhibitions) have been organized to showcase apprentices' products and services.
Connecting Graduates with Employers & Microfinance Institutions (MFI)
- A series of workshops has been orchestrated, focusing on engaging potential employers and Microfinance Institutions. The core objective of these workshops is to forge connections between them and apprenticeship graduates, thereby fostering access to finance and post-training support.
- Additionally, the workshops aim to facilitate the recruitment of graduates into wage employment opportunities, particularly for those facing barriers in starting their own businesses.

- Ongoing talks with MCPs aim to persuade them to hire graduates struggling to kickstart their businesses.

b. MTR Findings

The Skills & Entrepreneurship Development activities implemented by ILO have significantly empowered individuals in various governorates, notably in Abyan and Hajjah. The training programs actively engaged both women and men, providing essential skills in areas such as project management, financial literacy, and practical trades like sewing and motorcycle maintenance. Beneficiaries expressed satisfaction with the training, noting that they received toolkits that directly supported their entrepreneurial activities, allowing them to translate their acquired skills into viable income-generating projects. Participants reported positive changes in their businesses, highlighting increased demand for their services, which in turn boosted their income and sustainability.

The training programs not only focused on practical skills but also equipped individuals with the knowledge needed to create effective business plans and manage their finances. Many trainees were able to establish or expand their small businesses, with some even becoming well-known in their communities for their craftsmanship. Certificates awarded at the end of the programs enhanced their credibility and increased their employment opportunities. Although some participants noted challenges, such as limited promotional events to showcase their products, the overall assessment of the training courses was positive, with many feeling better prepared to navigate the entrepreneurial landscape.

Moreover, the ILO's initiatives have fostered an environment where both men and women can thrive, encouraging a balanced approach to entrepreneurship. Strategies to promote certified practices have been effective, particularly in enhancing financial literacy and marketing capabilities among participants. As a result, the Skills & Entrepreneurship Development activities have laid a strong foundation for sustainable livelihoods and community development, although ongoing support and promotional opportunities remain essential for further success.

Component 6: Renewable Energy – UNDP

a. key achievements as of June 2024

- 85 public service facilities have been provided with solar/clean energy systems to be able to provide better basic services for men and women in the targeted communities.
- 230 public representatives have been trained on the operation and maintenance (OM) of the installed solar systems to ensure long-term sustainability.
- A Solar online platform (Solar Inventar) has been developed by UNDP to map solar system interventions by all stakeholders in the country, providing a centralized hub for inputting and sharing information about solar-related interventions.
- 200 beneficiaries have been trained on decentralized renewable energy innovation and solutions.
- 138 beneficiaries who were engaged in the Cash for Work (CfW) and Food/Cash Assistance for Assets activities have been trained and certified as solar energy technicians

- A solar/wind energy mini-grid system has been constructed to provide sustainable and reliable access to energy for the targeted communities.
- A water disinfection plant, in Hudaydah, has been established and operationalized. The plant is expected to benefit around 5,000 people.
- The advanced solar energy technician training has been a lagging activity for ILO, hampered by a lack of experienced instructors and training facilities. To address this, ILO collaborated with Federation of Yemen Chambers of Commerce and Industry, which had mapped the private solar companies and reached to its renewable energy working group. Now ILO is in the process of training 100 solar technicians, which is expected to conclude by Q1 of 2025.

b. MTR Findings

All respondents participating in the renewable energy intervention agreed that supporting solar energy enterprises contributed to enhancing livelihood opportunities and that they personally benefitted in terms of employment, income generation or business development. They had all received training in operating and maintaining solar energy systems and had obtained solar energy technician certificates. All reported that public service facilities in their communities have been supported with solar energy systems. The facilities were chosen through community committees and local authorities. There were consultations with the community and local authorities regarding the selection, with certain types of facilities prioritized. All reported that the solar energy systems improved availability of electricity and operation of the facilities "to a large extent". All of them had noticed positive changes in society perceptions and awareness of renewable energy and its benefits.

Overall, the renewable energy intervention appears to have been highly successful, with positive impacts on skills development, service provision, economic opportunities and community awareness of renewable energy. The programme seems to have fostered a participatory approach and has motivated further community-led renewable energy initiatives.

Key Informant Interviews have given responses summarized in Table 6 below regarding the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the ERRY III Programme:

Table 6: SWOT Analysis of ERRY III

Strengths	Weaknesses
- Close coordination processes with all stakeholders; established coordination mechanisms. - Close coordination for integration in between government agencies and implementing partners. - Effective selection and engagement of local/national implementing partners with relevant expertise. - Extensive database of experienced ERRY III stakeholders. - Strong team of supervisors and experienced professional consultants.	- Insufficient time for implementing all programme activities. - Challenges in accessing remote and difficult to reach areas. - Challenges in navigating bureaucratic requirements and obtaining necessary permits and clearances. - Difficulties in ensuring timely delivery of inputs, particularly in remote and conflict-affected areas.

- Capacity building of local partners and community leaders to ensure sustainability. - Participatory planning and effective community engagement in identifying local needs and priorities. - Business plans tailored to local contexts. - Combining CfW activities, training, grants and infrastructure rehabilitation offers a holistic approach to address multiple needs simultaneously. - Robust financial management systems and mechanisms to ensure accountability. - The project team addressing logistical complexities through proactive planning and collaboration. - Beneficiaries have income generating business that will support their families for a long time. - Beneficiaries received skills training that will last long with them and help them in future employability. - Rehabilitated assets will serve the targeted communities for a long time.	- Coordination and communication challenges with authorities and relevant entities. - Need to strengthen monitoring, evaluation and data analysis mechanisms. - Allocated amount for micro-business was insufficient for some businesses. - Challenges accessing apprenticeship opportunities for some occupations. - Difficulty in securing employment for all apprenticeship graduates.
Opportunities	Threats
- Authorities' strong interest in sustainable development and strengthening resilience of vulnerable communities. - Government focus on rural development and poverty reduction; growing interest in rural resilience. - Strong partnerships with local, regional and international entities. - Mobilizing additional resources and funding to scale up successful interventions and address women empowerment challenges. - Leveraging the programme's established relationships and coordination mechanisms to advocate for policy and legislative changes that support gender equality and women's empowerment. - Expanding capacity-building efforts to further strengthen the skills and capabilities of implementing partners and programme staff. - Rapid technological advancements to make use of. - Exploring innovative approaches and technologies to overcome logistical and operational challenges. - Increased interest in vocational education and apprenticeship training in society. - Availability of employment opportunities for the most vulnerable beneficiaries in the society.	- Fluid political situation with weak economic environment. - Economic and political fluctuations at the internal and external levels. - Local conflicts and insecurity in some areas. - Impacts of climate change and natural disasters on rural communities. - Challenges in securing sustainable funding for the programme. - Weak infrastructure and poor basic services in rural areas. - Long-term success of businesses established through grants is not guaranteed for all beneficiaries as some might sell their tools and assets or might not be able to market their products due to stiff competition. - Impact of economic, social or political factors on implementation of the apprenticeship programme.

3.4 Sustainability

ERRY III has developed an excellent, well considered Sustainability and Exit Strategy. The first principle of the strategy, "Planning for sustainability from the outset", has been adhered to by setting up committees to operate and maintain the systems installed at each community asset created or rehabilitated after handing over the asset to the local community. All completed interventions are delivered and ownership is guaranteed.

For example, in Al Ma'afer, the Local Governance and Social Cohesion team completed water projects and collaborated with local authorities to establish project management structures

with defined roles and responsibilities. These committees have also created maintenance plans to keep the assets in good condition.

Additionally, across 100 public facilities under the Renewable Energy component, UNDP formed committees to oversee the operation and maintenance of the installed systems. These teams receive training, and exit is only confirmed once all operational and continuity requirements are established.

Most stakeholder response is of the opinion that community assets created or rehabilitated will continue to serve the local communities for a long time after project closure. This is obviously also true, but the view should come with a caveat – it is of the essence to sort out responsibilities for upkeep, maintenance and operation of these assets, for them to last long. Community ownership over the assets is imperative for this to happen. Based on a principle of participation of the community and local institutions and their capacity building, the ERRY III programme is creating the enabling environment for this, beginning with letting the communities themselves decide which assets to work on. In-kind contributions are strongly recommended to enhance the ownership of the community solution, and such contribution has been noted e.g. in the case of road improvement when communities have contributed materials and work for additional asphaltting of also side roads in the village.

The ERRY limitation that the duration of rehabilitating or creating a community asset are designed around six months is to some extent an encumbrance of sustainability, since it implies that not all community priorities will be honoured, leaving it to local authorities, WFP and its implementing partners to make the final selection of subprojects reflecting with consideration of budget allocation. This might, in turn, moderate community ownership.

The ERRY III Sustainability and Exit Strategy includes enhancement of community ownership toward conserving those assets by developing handover notes to be endorsed by local authorities and formally handing over those assets to the community and related service provider in the local authority.

The sustainability of income-generating activities and small enterprises initiated by ERRY beneficiaries has been remarkable. The support provided by ERRY combines skills training with start-up grants, enabling beneficiaries to invest in essential tools and equipment for their enterprises. This blended approach is effective, as the training includes modules on accessing capital, equipping participants with the knowledge needed to secure funding. Additionally, UNDP is partnering with a reputable microlender to develop a financial portal that will permanently provide both physical and remote access to financial resources and support. Most implementation partners have successfully delivered grants through collaborations with financial institutions, allowing beneficiaries to open traditional or digital banking accounts. This not only enhances their ability to manage finances but also connects them to a wider range of financial services through Microfinance Institutions, further strengthening the sustainability of their enterprises and fostering long-term economic growth in the community.

In addition to livelihood training and top-up capital, the targeted households receive continued technical and advisory support until the end of the programme to ensure sustainable outcomes. The ERRY exit plan also includes conducting evaluation of the targeted households'

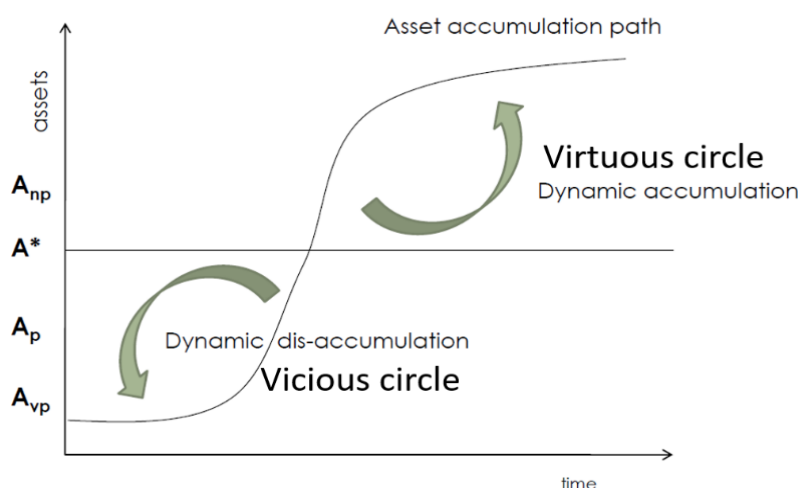
resilience/income/livelihoods/food security level at the end of the programme cycle to assess the progress made in creating sustainable livelihoods, food security and resilience of these households. It is essential that such evaluation is made. This mid-term review has only collected unsystematic anecdotal evidence through Focus Group Discussions and by collecting case stories to illustrate that some enterprises have turned out to be very successful.

Findings confirm that targeted households have established their planned income generation projects with the financial grant received from ERRY III and that they now have a stable source of income. As noted in one of the group discussions, “poverty was reduced, we became profitable, economic conditions improved, and we were able to meet needs that we considered impossible, such as good food, appropriate medical treatment, education, purchasing solar energy, renovating the old house, etc.”

Community action under the Local Governance & Social Cohesion component has been contributing to improved basic service delivery, enhanced community resilience and enhanced social cohesion, which are crucial elements of sustainability outcomes.

Sustainability of the returns now recorded for the Skills & Entrepreneurship Development component of ERRY III to a large extent depends on the level of productive assets that the entrepreneurs have been able to achieve. Figure 2 below presents the situation of the poor as two equilibria; one being a vicious circle when the level of productive assets is too low to allow an escape from poverty and the poor fall back into the equilibrium of a poverty trap, the other one a virtuous circle finding a new equilibrium above the poverty line when a critical mass of assets has been accumulated.

Figure 2: Multiple equilibria



The attracting force of this higher equilibrium level is also known as graduation out of poverty. The individual success stories presented in this report represent situations of a sufficient quantity of productive assets having been accumulated. However, the pathway out of the poverty trap is almost never a linear upward progress. It has to be realized that moving out of poverty is a cumulative process, most often achieved in tiny increments and with occasional setbacks in case of adversities, resulting in a seesaw pattern of slow upward movement.

Rather than expecting sustainable escape from the poverty trap from entrepreneurship development, it is more meaningful to aspire resilience; the ability to withstand and bounce back from inevitable setbacks. UNDP defines building resilience as “a transformative process of strengthening the capacity of men, women, communities, institutions and countries to anticipate, prevent, recover from, and transform in the aftermath of shocks, stresses and change”. The ERRY Programme underscores the importance of enhancing the resilience capacity of communities and households.

Empowering Change: A Journey of Resilience and Growth

In the village of Al Sawa/Najd Al-Nashama in Taiz governorate, 28-year-old Sally Hazza Mohammed Saif faced a challenging life before joining the ERRY III Joint Programme. With only a secondary school education, Sally struggled to find stable work, leaving her family without a reliable income. “The situation was very difficult, and we had no resources,” she recalls. Hearing about the programme through WhatsApp ads and village meetings, she saw a glimmer of hope for a better future.

Upon enrolling in the programme, Sally received comprehensive training in mobile phone repair, a skill that would change her life. “This training gave me the tools I needed to improve my income and help my family,” she says. With newfound skills, she opened her own workshop, which not only provided a source of income but also contributed to the safety of women in her community. Sally’s success inspired others, increasing awareness of vocational training among young women in the village.

The ERRY III programme helped Sally conquer her fears of entering a male-dominated industry. “I learned how to manage my business and interact with clients,” she explains, highlighting her journey from uncertainty to empowerment. By breaking down barriers, she became a role model for other women, encouraging them to pursue their own dreams and gain financial independence.

Today, Sally’s workshop stands as a testament to her resilience and determination. “I never thought I could open my own business, but now I feel proud to serve my community,” she shares. Reflecting on her journey, Sally acknowledges that these profound changes would not have been possible without the ERRY III Joint Programme. “It truly transformed my life,” she concludes, emphasizing the importance of support and opportunity in empowering individuals.



3.5 Women empowerment / Inclusiveness

ERRY III has developed a Gender Strategy with a Gender Action Plan, which was concluded when programme has been already in place and ready in design and some activities are in progress. Therefore, the programme primarily focuses on enhancing women economic opportunities and access to resources and in the second place aims to contribute to gender relations/dynamics. GAP has set up gender specific targets to achieve based on the overall targets of the programme.

Women have by and large been included in ERRY III activities in the way foreseen in the design of the programme. It is important to note that the ERRY programme is designed with a community-targeted approach and not as a standalone gender programme.

The overall ambition level has been to have a share of not less than 30 percent women beneficiaries. When specific component targets have been set for the proportion of women of all participants, these set targets have been achieved and sometimes surpassed, such as SFD planning to have at least 40 percent female apprentices and now reaching a 45 percent level. FAO supported interventions have surpassed women participation targets, with some activities totally dominated by women, such as dairy and agro-processing activities.

The extent to which women have been encouraged and included in the implementation of ERRY III activities can be illustrated by responses from two Focus Group Discussions with participants in the component Food Assistance for Assets: “The society understands and there is no problem or obstacle for women’s work, as women work alongside men in the field and in community initiatives through this project” (a female FGD). “Women were encouraged by their families and the community committee to participate in paving the road” (a male FGD).

In a continuum from gender discriminatory to gender transformative – see the figure below – ERRY III could be considered to be gender responsive, with some of the action bordering on being transformative. The programme is definitely not, valid for all its activities, gender blind, since women’s special needs are always considered, for instance through adjustment of working hours in cash-for-work, as well as assigning appropriate work tasks for women.

Figure 3 : Gender continuum



ERRY III is a gender-sensitive programme in the sense that it recognizes gender differences, collects gender disaggregated data on participation and outcomes, and employs a basic level of gender-sensitivity.

ERRY III is primarily a gender-responsive programme, since it explicitly addresses the needs of women, as relevant in the Yemen context, and aims to be fair and equitable in both processes and outcomes. The design of activities is informed by gender analysis and responds to challenges that women face. Women are members of Village Cooperative Councils and Sub-district Development Committees, and women have contributed to formulation of the

Community Resilience Plans. Women were involved in all phases of livelihood interventions, participating equally in cash-for-work activities and entrepreneurship training, as well as receiving grants to start their businesses along with essential business advisory support. Additionally, female trainers were provided to accommodate the needs of female beneficiaries, ensuring an inclusive and supportive environment. Additionally, it is important to note that trainings are conducted in the districts through multiple groups tailored to meet the needs of all targeted groups.

Gender occupational stereotypes are not challenged in promotion of women's livelihood activities. Tailoring, embroidery, food processing, bakery and dairy activities feature as women's most successful entrepreneurship development. Success is measured by instrumental indicators, such as women being able to provide household income and contributing to improved family wellbeing rather than an intrinsic value of women's empowerment.

There are two ERRY intervention areas where gender-transformative outcomes have been achieved – women's engagement in solar energy technologies and women's participation in community dialogues for conflict resolution.

At some locations, women have been true pioneers in promoting solar energy, showing their ability to manage solar systems as successful business. Yet, in North Yemen, ERRY has also faced a ban from authorities in North Yemen to train women in any trade considered unsuitable for them, such as maintenance and operation of solar energy systems and mobile phone repair. This interdict has been tacitly accepted in the greater interest of the programme. The compromises that the programme has had to do can be summarized in the words of one of the Key Informants: "the programme activities were carried out in a way that allowed women's participation without conflicting with societal values".

However, women's participation in Component 1 & 2, Local Governance & Social Cohesion, is certainly gender-transformative. Women and men have participated in community dialogues for conflict resolution; in some villages women have outnumbered men. Women were effective and influential, and have been treated with respect. Both male and female mediators have been trained to resolve conflicts in the local community.

Interestingly, in response to the question what approaches have been effective in promoting active involvement in community-level initiatives for social cohesion and conflict mitigation, it is the male FGD from Component 1 & 2 that points to involving women to resolve conflicts through community dialogue, whilst the female FGD mentions the involvement of businessmen and legal experts as being effective. The male FGD explicitly states that "women have contributed strongly and have a role in all societal institutions, facilitating work in various ways side by side with men". This has clear gender-transformative connotations.

“Women contributed to the formation of community committees, were in development committees, participated in developing the resilience plan, and participated in all implemented subprojects. In these projects, women were the supervisors and fund raisers and carried out follow-up. Implementation oversight was done by women, as well as resolving conflicts and mobilizing the society.”

Deputy Director General of a Local Council in Key Informant Interview

Empowerment encompasses active participation in social, economic, and political spheres, which is precisely what the program interventions aim to achieve at the community level.

ERRY III has aimed at, and successfully managed to achieve, empowerment for women to enhance their ability to contribute to the household income and thereby improve the wellbeing of their families, including food and nutrition security for their children.

Skills development, micro-business establishment, dairy product processing and small business support provided to women’s groups have led to considerable improvements in food security and income for households. Overall, economic empowerment of vulnerable women and women-headed households has enabled women to have a constructive role in strengthening household resilience. Economically empowered women are also less vulnerable to risks of violence, abuse and exploitation.

Participating in training arranged by ERRY equips beneficiaries with new skills that can enhance their employability and income-generating potential. Many households, particularly those headed by women, have reported increased and more diversified sources of income, contributing to improved food security and living standards.

Finally, the joint programme considers the potential risks associated with women’s empowerment in all community awareness sessions and induction workshops.

It is, however, important to recognize that the joint programme, by pursuing a women empowerment agenda, may put some women who are ready to take a step forward at risk of violence and abuse. The programme has established mechanisms to protect and support these women, and it addresses this concern in all community awareness sessions and induction workshops.

Karima's Transformation from Struggling Housewife to Successful Dairy Entrepreneur

Karima's Situation Before the ERRY III Joint Programme:

Karima Mohsen, from Tuban district in Lahj governorate, is a woman with one child, and her husband was unemployed. Her own situation was also difficult, as the family faced challenges in meeting their daily basic needs. However, they did own a cow, and the sale of its milk helped them to some extent in sustaining their daily lives. Karima wished to obtain the necessary tools and equipment to make dairy products like yogurt, ghee and milk, so she could expand her small-scale dairy business.

Support Received from ERRY III Joint Programme:

Karima heard about the ERRY III Joint Programme through community committees and residents in her village. She received support from FAO, which included a set of mixer, plastic containers and milk jugs.

Changes After Engaging with the ERRY III Programme:

The support from the ERRY III Programme significantly improved Karima's livelihood and living situation. It enabled her to open her own dairy business at home, despite the frequent electricity cuts that posed a challenge for cooling the dairy products. Karima now offers a home delivery service for her milk and yogurt, not just within her region but also to customers outside the area, although the latter is less common. As Karima shares, "the support I got from ERRY improved my livelihood and living situation and enabled me to open my own business."

Challenges Overcome:

The ERRY III Programme's assistance allowed Karima to overcome the challenge of lacking the necessary equipment and tools to expand her dairy business.

Impacts on Personal and Professional Life:

The ERRY III Programme's intervention was a gamechanger for Karima. It enabled her to open her own business and achieve financial independence, transforming her from a struggling housewife to a successful entrepreneur. Karima is now a business owner, serving customers in and around her region.

Most Significant Change:

The most significant change for Karima was the ability to open her own dairy business, which was made possible through the tools and equipment provided by the ERRY III Programme. This opportunity was crucial in improving her family's income and livelihood. In Karima's words, "ERRY gave me the tools and equipment through which I was able to open a small business in which I sell yogurt, milk and other dairy products, and has improved income for my family."

Sustainability of the Change:

Karima firmly believes that the positive changes in her life would not have been possible without the support of the ERRY III Joint Programme interventions. The program's assistance was a crucial factor in enabling her to establish and sustain her dairy business, which has become a reliable source of income for her family. Karima simply answers "no" when asked if the change would have been possible without the ERRY III Joint Programme intervention.

3.6 Synergies

ERRY III has placed more emphasis on synergies than earlier phases of the programme. A significant level of synergies has also been achieved, in terms of collaboration and coordination among the participating organizations. The programme has successfully implemented an integrated approach that brings together the complementary expertise and services of the four UN organizations.

Joint planning, monitoring and review processes have facilitated the alignment of activities and the identification of opportunities for collaboration and cross-sectoral integration. Regular technical working group meetings and joint field visits have helped strengthen the understanding of each Implementing Partner's role and responsibilities. Shared monitoring and evaluation frameworks have enabled the agencies to track progress and make necessary adjustments so that various interventions are attuned to each other to the extent possible. Communication mechanisms have been effective in exchanging information for the purpose of creating opportunities for synergy effects. There have been regular meetings providing updates on implementation progress and challenges and workshops with partner organizations to share experiences. All these measures have contributed to creating synergy effects.

UNDP's expertise in local governance, community development and resilience-building has been well integrated with the ILO focus on entrepreneurship development, FAO's expertise of agricultural interventions and WFP's experience in resilience and livelihood and food security assistance. This diverse set of capabilities has allowed the programme to adopt a comprehensive and holistic use of the resources of the participating UN agencies in addressing the multi-faceted challenges faced by participating communities.

However, achieving such synergy has not been brought about without challenges. The organizations participating in ERRY III have different institutional cultures, operational procedures and decision-making processes, which sometimes created coordination challenges and delays. The programme management team has countered this by facilitating regular joint planning and review meetings to align the organizations' approaches. Regularly reviewing and updating of the joint work plans has been done, joint field visits and learning exchanges have been organized, and shared sense of ownership and accountability among the organizations been fostered. The management team has also invested in capacity development activities to help the partners better understand each other's institutional contexts and requirements.

Dovetailing the expertise and activities of ERRY III participating organizations has also been seen as a precondition for the programme's ambitions to deliver a comprehensive set of services with complementary support holistically addressing needs of targeted local communities. Such area-based approach both requires and allows intensive linkages among the different components across the four UN organizations. It also paves the ground for focus on the nexus humanitarian, development and peace action that ERRY professes to apply.

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 another ERRY III ambition. An area-based approach means targeting specific geographical areas characterised by a particular complex problem (setting it apart from surrounding areas), through an integrated (multi-sector), inclusive (community versus particular groups), participatory (bottom-up) and flexible (responsive to changes) approach. An area-based

approach optimizes the benefits of integrated programming in a local community by providing comprehensive services and holistically addressing its needs.

It is obvious that ERRY III includes an array of comprehensive services with potential to holistically address multi-dimensional needs of a local community, and this potential has purposefully been harnessed expressly for an area-based approach. All four PUNOs being actively engaged in most of the targeted districts. Linking up the various ERRY interventions has been more focused on integrating interventions to address urgent short-term needs with longer-term resilience building of local communities and individual households.

Coordination with the UN cluster system offers additional opportunities for synergies to get traction through collaboration with other donor interventions and actors. ERRY III is affiliated with the Food Security and Agriculture Cluster (FSAC), under which UNDP chairs the Livelihood Working Group.

The Local Governance & Social Cohesion component is a very comprehensive ERRY component, which in itself qualifies as giving synergy effects. Members of Village Cooperative Councils and Sub-district Development Committees have been trained to develop their Community Resilience Plans and prioritize their needs. Grants have been provided for community infrastructure rehabilitation and enhancing basic service delivery. Activities identified under community priorities in the Community Resilience Plan have been implemented side by side with conflict-resolution interventions.

3.7 Climate adaptation

Climate change related activities are a new feature in the ERRY III Programme, which were not included in the previous two phases. These new activities basically concern the agricultural interventions implemented through FAO, and relate to climate smart agricultural practices with climate change adaptation objectives. Solar energy systems are, theoretically, a climate change mitigation measure. However, the dramatic increase of solar home systems and other off-grid solar energy systems in Yemen in the past decade has very little to do with climate change or environmental concerns. They are simply a response to the massive collapse of the public electricity grid, which is no longer a reliable source of uninterrupted electricity due to infrastructure damage from the civil war. Customer satisfaction with solar power equipment primarily has to do with a reduced electricity bill (avoiding cost of expensive diesel) and ensured business continuity, not environmental aspects.

Regarding the agriculture value chain component, farmers who received seeds adapted to climate shocks reported substantial increases in both productivity and profits, enabling them to better cope with climate challenges. Despite delays in training on climate-smart agriculture, beneficiaries indicated that they have begun adopting smart agriculture practices and applying the skills learned from training. Their overall assessment of the impact of the support provided through improved seeds and training is, therefore, that farmers' problems have been resolved and their suffering been alleviated "to a moderate extent (about 50%)". Beneficiaries reported that the improved seed support has reduced losses and improved profits.

One critical element in making the ERRY III Programme climate change adaptive is that there is need to strengthen linkage to disaster risk reduction system. Farmers need early warning of

weather that can harm their crops. Meteorological stations have been destroyed by the war in Yemen, but FAO has intervened to rehabilitate some substations and could also, with support from the European Union, establish new stations in other districts. These stations serve as a first line of defence, providing critical weather information and warnings of floods, storms and heavy rain. There is a WhatsApp application available for farmers to receive real-time alerts and updates. There is an obvious need to link the ERRY III agricultural intervention to such early warning systems, and it should indeed be possible to do so during the remaining period of implementation of ERRY III.

There is also a need to link up with mechanisms for recovery of damage and loss. Insurance coverage is not, for obvious reasons, well developed in Yemen, but the availability of fintech platforms and data-powered insurance products such as index-based weather insurance could make it possible for Yemen to leapfrog in the insurance business. WFP has, together with Oxfam America, developed a microinsurance product called the R4 Rural Resilience Initiative that helps smallholder farmers in several countries to manage climate-related risks, which it might be possible for them to introduce also in Yemen and link up with ERRY interventions. The R4 insurance modality is already linked up with WFP's Food Assistance for Assets programmes to protect assets built through such activities.

To sum up, it seems to be so that the climate change response approach in ERRY III is, up till now, more a matter of strengthening absorptive capacity than adaptive capacity. The absorptive capacity aspect deals with minimizing hazard exposure and recovering quickly when hit by extreme weather without suffering permanent damage of longer-term livelihood security. Adaptive capacity, on the other hand, deals with proactive choice to shift to alternative livelihood strategies less exposed to climate risks.

It is here proper to insert a caveat: retrofitting existing development activities with climate change responsive action, which is now happening in ERRY III, does not always work. Rebranding activities of a development project as climate change adaptation may not necessarily be an effective strategy. Climate change adaptation requires a totally new analysis of programme support, such as choice of which livelihoods to promote and which community assets to support, even revisited identification of areas to target and beneficiary selection criteria. Specific climate hazards now and likely to emerge in the future need to be identified to arrive at an effective climate change adaptation approach. Integrating climate change adaptation into an existing development portfolio can have detrimental effects, since adaptation is then being co-opted to support an existing development agenda rather than genuinely addressing climate change risks through its own agenda – which may be quite different from the agenda of a development programme. It is, therefore, possibly prudent that ERRY limits its climate change retrofitting ambition to strengthening the absorptive capacity of targeted communities and households. The ability of households and communities to absorb shocks is also an essential part of resilience building, which is a prime ERRY III objective.

3.8 Best practices

Factors contributing to achieving programme outputs and intermediate outcomes have by Implementing Partners been identified as:

- Strong partnership and coordination among the implementing UN agencies
- Proactive planning and collaboration
- Collaboration with local authorities and community-based organizations
- The programme's participatory and community-centred design
- The community's eagerness to get support for their projects
- Community engagement and capacity-building empowering local stakeholders
- Rigorous assessment with meticulous analysis of all beneficiary plans
- Thorough analysis of the market and the needs of trainees, followed by high-quality training leading to employment
- Building the capacity of the field team parallel with their work to implement the programme
- Continuous follow-up of interventions
- Regular meetings to review any challenges or positive steps that partners can benefit from

The ERRY Community-Based approach – aiming to organize and empower local communities by forming Village Cooperative Councils and Sub-district Development Committees as social development bodies to prepare resilience plans, mobilize resources and lead the planning and implementation of subprojects of self-help initiatives in their communities – has served its purpose well. The ERRY III experience of the integrated community-based approach through Village Cooperative Councils, Community Resilience Plans and Sub-district Development Committees should inform other programmes in Yemen. Building on available social capital and existing sub-district and district local systems, it can be promoted for replication elsewhere, to allow other communities to similarly benefit from effective local development. An integrated approach with overtones of self-reliance and affected people being empowered as change agents, has also proved to work well, in case of both bringing affected people together to contribute in rehabilitation of community assets and infrastructure and supporting youth in accessing income opportunities.

The best practices of ERRY III should be seen against the overall picture of international engagement in response to the Yemen crisis. ERRY approaches of collaborating with and empowering local authorities, and working for sustainable programme outcomes – looking beyond the immediate need for people to survive into opportunities for them to thrive – makes the programme stand out as different from other interventions, but also sit well with current developments in donor communities in Yemen. The best ERRY practices makes the programme well positioned to mastermind future international commitments. The crisis in Yemen is not only a humanitarian one, but also a development crisis that needs to be addressed simultaneously. The international community's response must strengthen the bridge between humanitarian and development interventions through resilience building. The situation in Yemen demands that this challenge is addressed.

The protracted armed conflict – now in its ninth year – with recurring short-term emergency handouts during a long-drawn-out calamity, has led to donor fatigue. Problems to secure adequate funding of the UNOCHA Humanitarian Response Plans since 2020 (only 40 percent of the 2023 plan funded) bares the precariousness of long-lasting humanitarian aid with no development perspective. The best practices of ERRY can be used to inform design of packages of humanitarian, development and peace-related activities in other programmes in Yemen.

“The FFA programme is better than distributing food baskets as the community feels they are the ones who created these assets and protect them from damage.”

Local authority representative in Key Informant Interview

3.9 Lessons learned

Lessons learned from previous phases of ERRY have been taken into account in the design of the ERRY III joint programme. A major takeaway from ERRY II is the importance of adopting an integrated, area-based approach to programming, rather than implementing siloed, sector-specific interventions. The ERRY III design is better informed by a need for holistic, multi-faceted support tailored to the unique contexts of target communities. This, in turn, places a much greater emphasis on participatory needs assessments, with continuous feedback loops.

Another lesson from earlier ERRY implementation is the need for enhancing sustainability of outcomes beyond programme completion. The programme has taken up the demanding triple nexus agenda – combining humanitarian assistance, development and recovery promotion, and peacebuilding initiatives – which implies a variety of time perspectives, and with different kinds of interventions mutually supportive of each other. There are emergency needs of hungry people’s short-term survival, there is a need to take this survival further in an upward trajectory out of vulnerability and aid dependence leading to at least medium-term lasting results, and there is a need to create social cohesion in the local community, which will give the longer-term preconditions for people and their enterprise to thrive in peaceful co-existence.

Aligning ERRY interventions with local development plans and priorities and fostering stronger partnerships with local authorities and civil society organizations are other lessons from earlier phases of the joint programme that have informed implementation of ERRY III. ILO has throughout the ERRY phases made intermittent revisions of the entrepreneurship training package, based on continuous experience of what works well and what works less well.

3.10 Encountered challenges

Consequences of the ongoing armed conflict abound. The security situation has restricted the movement of staff from PUNOs and implementing partners to the targeted districts. Obtaining travel clearance is a lengthy process, especially in the north, which requires a lot of paperwork. In addition, female staff in the north face mobility restrictions and cannot travel to the field without a relative accompanying them. Implementing partners in the north need to address several implementation requirements set by SCMCHA, which adds complexity and bottlenecks to implementation on the ground. This was the major reason for initial delays in

implementation of the ERRY III Programme in the northern governorates. Getting permits and clearance for implementation in the north has consumed a significant portion of the program's time. There have also been restrictions in follow-up and evaluation visits in the north, and also some restrictions in the southern areas for security reasons.

Staff of some implementing partners have encountered threats and attacks due to disputes between local communities. Such security incidents pose a risk and have caused delay in the implementation of programme activities. Restrictions on data collection have been imposed by de facto authorities in North Yemen, which has hindered collection of beneficiary data and conducting planned monitoring activities.

Procurement and import of materials for solar energy systems is a time-consuming process, which has impeded timely implementation of the renewable energy activities. It is important to have proactive plans to avoid potential delays in procurement processes. Working closely with the procurement unit and entering into Long-Term Agreements with key suppliers can help mitigate delays in the future.

Maintaining a high level of coordination and collaboration among participating organizations has been a challenge, especially when the focus has shifted towards emphasizing exit and sustainability strategies.

ERRY III implementation has been hampered by the weak governance structures of a fragile state, exasperated by lack of financial resources and bureaucratic inefficiencies.

As earlier mentioned, a substantial circumscription by authorities of what livelihood activities women can pursue has hampered the empowerment ambitions of ERRY III, especially in the more conservative North Yemen area where SCMCHA is controlling project activities to be allowed. The programme has had no explicit ambition of advocacy to change mindsets or uproot deeply entrenched gender norms, but has treated this as a gender related challenge beyond the control of the programme.

However, the programme has paid attention to the risk of gender-based violence and abuse that women participating in the programme may be subjected to through taking into consideration the time and location suitable for women to participate in activities. Most of the time, location of the activities has been nearby so that women do not need to travel long distances. FFA and FFT activities have engaged women in activities considered to suit them, and with working hours at a time convenient for women, usually early mornings.

The introduction of Mahram requirements⁴ by de facto authorities in North Yemen has not only restricted mobility and thereby efficiency of female programme staff, but is also a setback for ERRY ambitions of economic empowerment of women, limiting women's access to vital services, education and economic opportunities.

⁴ A Mahram is a close blood relation of a Muslim woman (whom she is not permitted to marry according to Islamic law). Orthodox schools of Islamic jurisprudence dictate that a Muslim woman is not permitted to travel unless she is accompanied by a Mahram.

It is important to understand that achieving sustainable gender equity requires a long-term commitment and addressing deep-rooted structural inequalities. This will require donors to consider flexible multi-year funding.

The challenges faced by participating project beneficiaries are momentous. They have to pursue their livelihood activities under very adverse circumstances, which are made worse by the protracted armed conflict and the resultant economic collapse in the country, with increased poverty rates and prevalent food insecurity.

4. Conclusions and recommendations

Specific recommendations for remaining period of the ongoing third phase of ERRY:

1. ERRY III should continue applying, emphasizing and advocating its successful integrated community-based approach (which is being informed by the Tamkeen approach and the 3x6 approach).
2. The variety of challenges briefly outlined in section 3.10 of this report lead to time constraints in the implementation of the ERRY III programme. Such backlogs inevitably cause project management to rush through the agenda of things to deliver in order to catch up and bring the project back on track at the earliest. Such rush is bound to lead to less sustainable results. There should be flexibility in set time schedules. ERRY III needs to be given a no-cost extension for interventions that have suffered substantial delays due to circumstances beyond the control of the project.
3. Prudent use of water in water scarce Yemen is an important aspect of a climate change responsive approach. Productive use of solar equipment in Yemen is to a large extent related to solar powered water pumps, mainly for irrigation. The flip side of this green technology is that satellite imagery has noted a sharp recent decline in groundwater in the west of Yemen, coinciding with the expansion of solar water pumps. This has been called a dark cloud hanging over Yemen's solar revolution. Propagation of solar pumps in ERRY should be accompanied by initiatives for prudent water use, such as use of surface water, rainwater harvesting, mist harvesting and drip irrigation, which uses much less water. All ERRY III action on water use should be informed by the FAO Global Framework on Water Scarcity in Agriculture and the UNDP Strategic Water Framework for Yemen and the accompanying UNDP Study on Water Availability in Yemen (2022).
4. Research by Sana'a University finds that 70-80 percent of all disputes in rural Yemen are related to water. An estimated 2,500 people are being killed over water disputes every year, and one third of cases taken to criminal courts in Yemen relate to water-related conflict deaths. As noted in the UNDP Strategic Water Framework for Yemen, women could be trained as social mobilisers to contribute to water-related conflict mitigation. ERRY III has demonstrated substantial contributions from women in community dialogues for conflict resolution. With fatal water disputes in water-stressed Yemen being so common, ERRY III should purposefully engage women to contribute to peaceful water solutions, especially in situations where negotiations

attempted by men from different tribes could trigger a negative violent response. FAO has successfully introduced initiatives in Yemen to reduce water-based conflicts through sustainable and cost-effective water management practices, including modern irrigation systems, water harvesting technologies and improvements in spate irrigation. These efforts are supported by the formation of Water User Associations (WUAs), which facilitate equitable water distribution and conflict resolution at the community level. Women play a key role in these processes, actively participating in decision-making and proposing solutions, as demonstrated in the Sana'a basin where women, for the first time, engaged in discussions with local leaders to address water management challenges. Such proven initiatives should be adopted and scaled-up and inform the planned water interventions.

5. Promotion of new agricultural technologies such as Climate Smart Agriculture as a response to climate change can create increased inequalities if improved farm practices are adopted mainly by a cohort of better-off farmers. To some extent this may have to be accepted as early adopters of new technologies and improved practices are often relatively well-off, but they should then be used by ERRY as model farmers to propagate the practices to other, smaller farms.
6. ERRY III should harness FAO familiarity with meteorological stations which provide critical weather information, linking the ERRY III agricultural intervention to a system of early warning of floods, storms and heavy rain to farmers.
7. The weakest link in all kinds of vocational training is the lack of assurance that training will lead to future employment. ERRY III should explore possibilities for apprenticeship training to lead to future employment of apprentices in the business that trained them. Job placement services arranged by ERRY III could be considered in order to counter the asymmetric labour market information disadvantages apprentices have. Above all, it is important to prepare apprentices for the prospect that they may not get any wage employment after training, but will have to get ready for a future of self-employment. ERRY III should set up linkages with MFIs for apprentices needing start-up capital.
8. ERRY III needs to closely monitor how women who have been supported to engage in livelihood activities manage to deal with domestic work responsibilities such as unpaid care work. Pursuing an instrumental economic empowerment agenda can have unintended consequences of increased workload for time poor women, reducing their role to become shock absorbers for the household instead of giving them voice and agency.

Specific recommendations for future programming

1. Entrepreneurship training of women should include training in business networks to promote the development of supporting networks for women, and through the networks their improved access to services and resources.

2. WFP global experience of microinsurance for smallholder farmers could be tapped and a similar scheme be set up for the benefit of farmers participating in ERRY.
3. The best practices of ERRY III should be used to inform the design of packages of humanitarian, development and peace-related activities in other programmes in Yemen. The UN cluster system can be used to disseminate the ERRY experience to other actors in the humanitarian assistance and development areas, propagating the Humanitarian-Development-Peacebuilding triple nexus approach.

“All United Nations entities should work coherently and simultaneously to advance development priorities, meet humanitarian needs and build peace.”

The UN Sustainable Development Goals Report 2023

Appendices:

Appendix A: Individual case studies

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Case Study 1: Abdullah Abdul Wahed Shamsan Qasim - Empowering Resilience: Abdullah's Transformation through Solar Energy Entrepreneurship

Beneficiary Profile:

Governorate	Taiz
District	Al Ma'afir
Village/Sub-District	Al Gebziah
Gender	Male
Age	31
Education Level	Bachelor
Intervention Type	Skills & Entrepreneurship Development
Occupation	Consultant and technician for solar energy systems and implementation of electrical installation works

Situation Before the Programme:

Abdullah, a 31-year-old with a Bachelor's degree, from the village of Al Gebziah in Al ma'afir District, Taiz Governorate, lacked the equipment, skills, and knowledge to enhance his work in solar energy. He also had difficulty enrolling in education in this field. As he stated, "I was struggling to find the right education package and the necessary equipment to improve my work in solar energy."

Support Received from ERRY III Joint Programme:

Abdullah heard about ERRY III through advertising in a WhatsApp group for people in the region. The programme's Skills & Entrepreneurship Development intervention provided him with a range of support. Financially, he received "white loans" from the Thimaar Foundation for Small and Microfinance, which were available to all students of entrepreneurship and project management. Abdullah also received a professional bag for solar energy apprentices, from the International Labor Organization. In addition to the financial and material support, ERRY offered Abdullah training as well as transportation and food allowances.

Changes after Engaging in the Programme:

The ERRY III support was a qualitative leap in Abdullah's academic and practical life. It added significant knowledge to his university major, and gave him access to equipment, and entrepreneurship and project management training. This was a launching point for Abdullah in the field of training - he became involved in training at many training centres.

Abdullah now has many connections with merchants, suppliers and owners of educational centres, and has gained their trust as a skilled solar energy technician. He has also developed financial management skills to manage projects, including budgeting, change management and resource optimization. "ERRY has truly transformed my professional journey," Abdullah remarks. "I've gained invaluable skills and built a strong network in the solar energy industry."

Challenges Overcome:

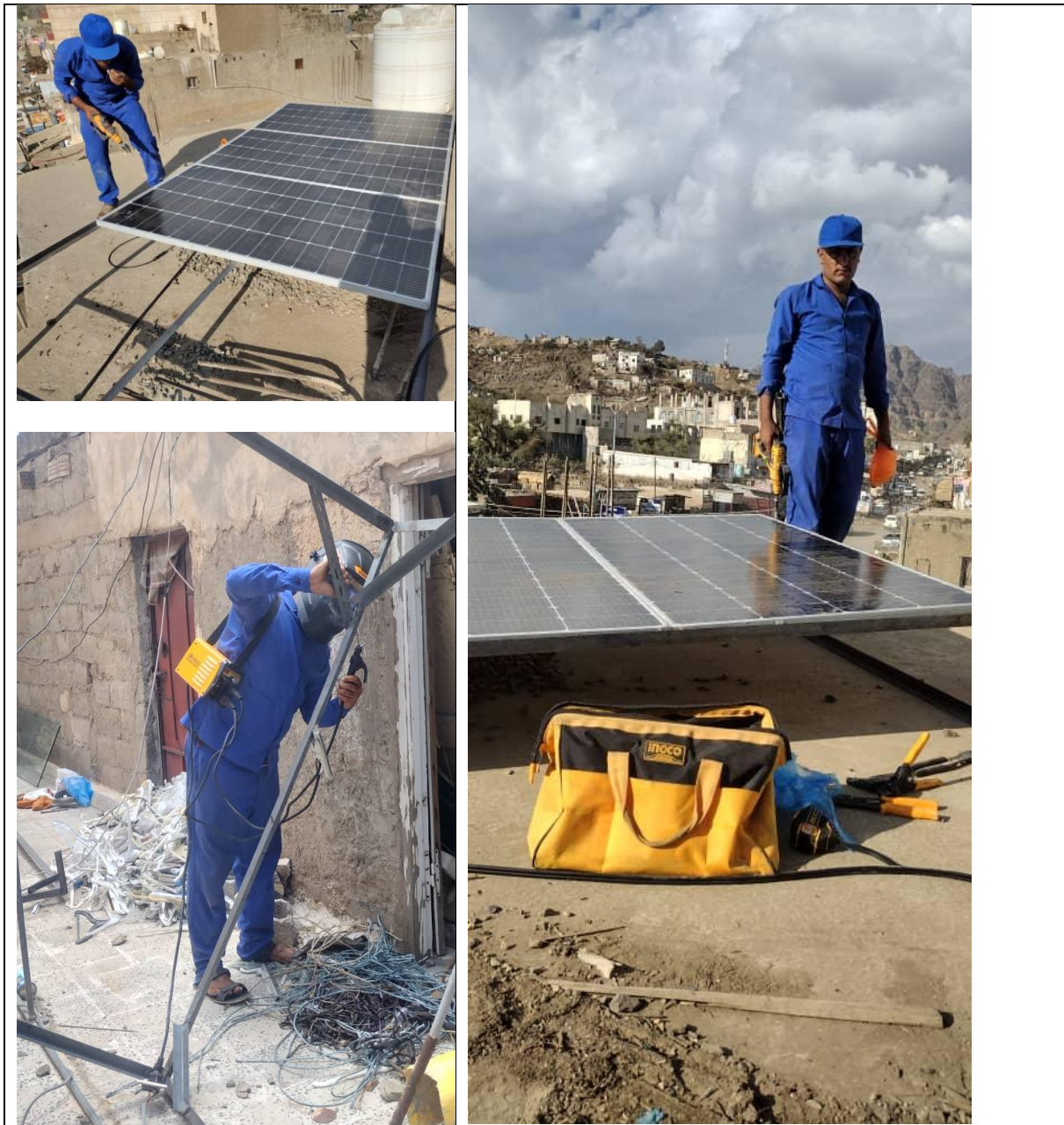
Through ERRY III, Abdullah transitioned from a job seeker to the owner of a pioneering solar energy project in Taiz Governorate. He became a trainer in the field of solar energy and electrical installations, presenting many training programmes and installing integrated hybrid solar energy systems. "ERRY empowered me to take control of my career and become a leader in my field," Abdullah concludes.

Most Significant Change:

The most significant change for Abdullah was the substantial development of his professional skills and knowledge in the solar energy field, from field work to training. As he expressed, "The programme has truly elevated my expertise and allowed me to share my knowledge with others."

Possibility of Change Without ERRY III:

As a university graduate, Abdullah believes change was possible, but with great difficulty due to lack of support and empowerment. The transition was very fast because of the support provided by the ERRY III programme, and Abdullah hopes more similar programmes will be offered in the region and other isolated areas with weak livelihood opportunities. "Without the ERRY III programme, my progress would have been much slower and more challenging," Abdullah acknowledges.





امسية ترشيد استخدام الطاقة الشمسية
ونفوذ أعمال الصيانة الوقائية البسيطة

مأور الامسية

الساعة 2 مساءً الى 4 مساءً

يوم السبت
تاريخ: 2 / 3 / 2024

المهندس/ عبدالله الجبزي

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- خطة ونظرة عامة
- مكونات الطاقة الشمسية الرئيسية
- استخدام أنظمة الطاقة الشمسية
- الشائعة في أنظمة الطاقة
- وكيفية الوقاية منها
- للحفاظ على البطارية وضمان كفاءتها
- لتحسين كفاءة الألواح وضمان سلامتها

ميكوس بداية سوق الجملة المينى الخلفي لصيدلية عصفوران مدخل عيادة الياضي



Case Study 2: Sarah Salem Mohammad Wadi Tayseer - From Beginner to Renowned Seamstress: Sarah's Transformative Journey with ERRY III

Beneficiary Profile:

Governorate	Abyan
District	Ahwar
Village/Sub-District	Hisn Al Shakh
Beneficiary Name	Sarah Salem Mohammad Wadi Tayseer
Gender	Female
Age	26
Education Level	Bachelor
Intervention Type	Skills & Entrepreneurship Development
Occupation	Sewing and tailoring

A Journey of Growth and Empowerment

Sarah, a 26-year-old female resident of Hisn Al Shakh village in Abyan Governorate's Ahwar District, embarked on a remarkable journey of personal and professional growth through her involvement with the ERRY III Joint Programme.

Overcoming Challenges and Limitations

Prior to the programme, Sarah, a bachelor's degree holder, was a beginner in the field of sewing and tailoring, facing limited knowledge and training opportunities due to her difficult circumstances. As she recounts, "I had the passion for sewing, but lacked the proper tools and training to turn it into a viable livelihood."

Tools for Transformation

However, the ERRY III intervention provided her with essential tools, including a steam iron machine, sewing tools, a full meter and needle scissors, which enabled her to develop her skills. Sarah heard about the programme through recommendations from people and advertising on WhatsApp. "The programme gave me the resources I needed to transform my skills and start my own sewing business," she shares.

A Life Transformed

After her engagement, Sarah's life transformed - she became a well-known and skilled seamstress, renowned for her exceptional sewing work and attention to detail. Although she still operates from home without a dedicated workshop, Sarah has gained extensive experience, improved her capital, enhanced her livelihood, and supported her family. "I never imagined I could become a sought-after seamstress, but the ERRY III programme made it possible," she exclaims.

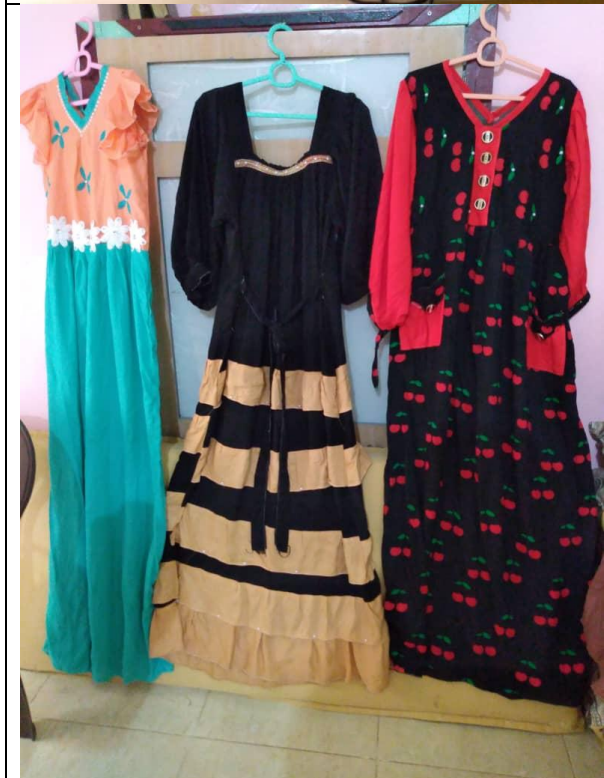
Expanding Horizons

Professionally, she has established a strong client base across Ahwar, Aden, Abyan, and Lahj. "My work is in high demand, and I'm proud to contribute to the local economy through my sewing expertise," Sarah explains.

A Lasting Impact

Sarah firmly believes that the changes in her personal and professional life would not have been possible without the interventions of the ERRY III Joint Programme, which empowered her to overcome

her previous challenges and unlock new possibilities. "The ERRY III programme truly changed the trajectory of my life. I'm grateful for the opportunity to transform my passion into a thriving business," she concludes.



Case Study 3: Nour Hadi Saleh Mubarak Al-Waer - From Salon Assistant to Successful Entrepreneur: Nour's Transformative Journey with ERRY III

Beneficiary Profile:

Governorate	Abyan
District	Ahwar
Village/Sub-District	Hisn Al Shakh
Beneficiary Name	Nour Hadi Saleh Mubarak Al-Waer
Gender	Female
Age	30
Education Level	Secondary School
Intervention Type	Skills & Entrepreneurship Development
Occupation	Hairdresser

Empowering a Driven Hairdresser

Nour Hadi Saleh Mubarak Al-Waer, a 30-year-old female resident of Hisn Al Shakh village in Abyan Governorate's Ahwar District, embarked on a remarkable journey of personal and professional growth through her involvement with the ERRY III Joint Programme.

Overcoming Limited Resources

Prior to the programme, Nour, a secondary school graduate, was working as a hairdresser's assistant, facing significant challenges due to a lack of resources and tools. "I had never owned tools before, and the programme was the official supporter," she recounts.

Unlocking New Opportunities

Through the ERRY III intervention, Nour received a comprehensive package of support, which enabled her to develop her skills and start her own hairdressing business. She learned about the programme through WhatsApp and advertisements in the local library.

A Thriving Independent Business

After her engagement with ERRY, Nour's life transformed. She now has an independent hairdressing business and her own shop, no longer relying on working for others. "I have a private place in the house. I do not have solar energy, and I only work using electricity that comes on at night. Most of my work is outside the home," she explains.

Overcoming Obstacles

The ERRY III programme provided Nour with the necessary tools and materials to overcome her previous challenges. "Obtaining materials helped me in my work. The challenge was that I did not have tools for work before, despite my knowledge of the work," she says.

A Thriving Livelihood and Reputation

Nour's hard work and dedication have paid off, as she has become a well-known and sought-after hairdresser in her community. "I have become more known to people. I am now a well-known hairdresser, and I have clients, especially the people of my village. Before, I used to work for another hairdresser, but the salary was not enough to meet the needs of my family. Through my work, my living situation has greatly improved," she proudly shares.

A Sustainable and Rewarding Future

Nour's ultimate goal is to open her own salon outside the walls of her home, further expanding her business and solidifying her position as a successful entrepreneur. "I now have an income for myself and my family, and soon I will open my own salon outside my home," she declares.

Lasting Impact of ERRY III

Nour firmly believes that the transformative changes in her personal and professional life would not have been possible without the interventions of the ERRY III Joint Programme. "The programme has significantly impacted my life, and I don't think this change would have been possible without ERRY III's support," she concludes.

Case Study 4: Nada Ahmed Mohsen Lazhlaf - Nada's Transformation: From Humble Beginnings to a Thriving Hairdressing Career

Beneficiary Profile:

Governorate	Abyan
District	Ahwar
Village/Sub-District	Jowl Mahdi
Beneficiary Name	Nada Ahmed Mohsen Lazhlaf
Gender	Female
Age	32
Education Level	Secondary School
Intervention Type	Skills & Entrepreneurship Development
Occupation	Hairdresser

Harnessing the Power of ERRY III

Nada Ahmed Mohsen Lazhlaf, a 32-year-old female resident of Jowl Mahdi village in Abyan Governorate's Ahwar District, embarked on a remarkable journey of personal and professional growth through her involvement with the ERRY III Joint Programme.

Overcoming Limited Resources

Prior to the programme, Nada, a secondary school graduate, was working as a hairdresser at home, using simple household tools. "I used to work at home using simple household tools," she recalls.

A Comprehensive Support Package

Through the ERRY III intervention, Nada received a comprehensive package of support, including complete beauty tools, hair dryers, a pump and a hair straightener. She learned about the programme through advertisements she had received.

A Thriving Hairdressing Business

After her engagement with the programme, Nada's life transformed. She has now become a well-known hairdresser with clients from her family and the people of her village. "I became a well-known hairdresser with clients from my family and the people of my village," she proudly shares.

Overcoming Challenges

While Nada's resources are still limited, as she does not have access to electricity or solar energy for continuous work, the ERRY III programme provided her with the tools and support she needed to overcome her previous challenges. "The challenges were not having enough tools to start working and spreading, and my inability to travel to learn from another place," she explains.

A Thriving Livelihood and Reputation

Nada's hard work and dedication have paid off, as she has become a skilled and sought-after hairdresser in her community. "For my personal life, I now have a continuous source of income for me and my family. For my professional life, I now have a job and a profession of my own, and I have become proficient in it and I have become in demand for a number of job opportunities," she shares.

A Sustainable and Rewarding Future

Nada's ultimate goal is to continue expanding her hairdressing business and provide a steady income

for herself and her family. "I now have capital and a continuous source of income that I can depend on for my costs and the costs of my family," she declares.

Lasting Impact of ERRY III

Nada firmly believes that the transformative changes in her personal and professional life would not have been possible without the interventions of the ERRY III Joint Programme. "The program has significantly impacted my life, and I don't think this change would have been possible without ERRY III's support," she concludes.



Case Study 5: Khaled Abdul Jalil Ali Abdullah - Gearing Up for a Brighter Future: Khaled's Journey from Unemployment to Entrepreneurship

Beneficiary Profile:

Governorate	Taiz
District	Al ma'afir
Village/Sub-District	Al Hjr Gebziah
Beneficiary Name	Khaled Abdul Jalil Ali Abdullah
Gender	Male
Age	27
Education Level	Bachelor
Intervention Type	Skills & Entrepreneurship Development
Occupation	Motorcycle maintenance

Overcoming Challenges with ERRY III Support

Khaled, a 27-year-old man living in the Al Hjr Gebziah village of Taiz Governorate, was facing a difficult situation before his involvement in the ERRY III Joint Programme. Although he had some experience in motorcycle maintenance and owned some basic equipment, he was essentially unemployed, relying on occasional maintenance work done at home.

Through the programme's Skills & Entrepreneurship Development intervention, Khaled received financial support to obtain the necessary motorcycle maintenance equipment. He had heard about ERRY through social media.

"I was kind of unemployed, I had some maintenance equipment, and I sometimes worked on maintaining motorcycles at home," Khaled recalls.

A Transformative Journey

After participating in the ERRY III programme, Khaled's life underwent a significant transformation. With the support he received, he was able to develop his skills further and open his own motorcycle maintenance workshop. He also started selling motorcycle spare parts.

"My skills developed, I received the necessary support, and I opened a maintenance workshop and sold motorcycle spare parts," Khaled explains.

The program's intervention provided Khaled with access to financing institutions and suppliers, which helped him overcome challenges related to pricing, customer satisfaction, and business continuity. "Now I own a workshop, and I am on my way to development and success," Khaled says proudly.

The Significance of ERRY III

Khaled believes that the change in his personal and professional life would not have been possible without the ERRY III Joint Programme's interventions. "I transformed from an experienced person in various professions into an entrepreneur," Khaled reflects. "The change was difficult but inevitable."

Case study 6: Iman Abdul Basset Abdul Jalil - From Unemployment to Successful Pastry Entrepreneur in Taiz, Yemen

Beneficiary Profile:

Governorate	Taiz
District	Al ma'afir
Village/Sub-District	Al Sawa
Gender of the participant	Female
Age	26
Education Level	Diploma
Intervention Type	Skills & Entrepreneurship Development
Occupation	Food products (pastries + sweets)

Iman Abdel Basset Abdul Jalil, a 26-year-old woman with a diploma education, lives in the Al Sawa village in Taiz, Yemen. Prior to her involvement with the ERRY III Joint Programme, Iman was unemployed and facing significant challenges.

As Iman explained, "We were contacted through the Yemen Finance Network" about the ERRY III programme's skills and entrepreneurship development interventions. The programme provided Iman with critical support, including a transportation allowance plus a white loan from Themar Foundation.

With the ERRY III assistance, Iman was able to transition from unemployment to becoming a successful business owner in the food products (pastries + sweets) sector. As she shared, "The programme contributed to creating a job opportunity to become a business owner."

The ERRY III Joint Programme equipped Iman with the necessary knowledge and skills to manage her new enterprise. As Iman notes, "knowledge in the field of project management prevents us from falling into risks." She was able to navigate challenges such as dealing with financing institutions, suppliers and merchants, and gaining their trust.

Iman's hard work and the ERRY III support have paid off. She now excels in many products and promotion through social media, leading to an improved income and standard of living.

When asked whether the positive changes in her life would have been possible without the ERRY III Joint Programme, Iman responded, "No, it was difficult to enrol in a private training programme, bear the costs, and purchase what was needed to start working."

The ERRY III Joint Programme's comprehensive support, including financial assistance and entrepreneurship training, has been transformative for Iman, empowering her to become a successful business owner and improve her overall livelihood and wellbeing.



Case Study 7: Murad Sharaf Saeed Aklan - From Jobless to Plastic Entrepreneur: Murad's Journey with ERRY III

Beneficiary Profile:

Governorate	Taiz
District	Al ma'afir
Village/Sub-District	Al Sawa
Beneficiary Name	Murad Sharaf Saeed Aklan
Gender	Male
Age	26
Education Level	Diploma
Intervention Type	Livelihood Component
Occupation	Owner of plastics business

Overcoming Unemployment with ERRY III Support

Murad, a 26-year-old man living in the Al Sawa village of Taiz Governorate, was struggling with unemployment before he got involved with the ERRY III Joint Programme. Despite having a diploma-level education, he was unable to find steady work to support himself.

"I was an unemployed person before participating in ERRY", Murad recounts.

Through the programme's Skills & Entrepreneurship Development intervention, Murad received financial support of \$908 after working out a business plan during training. He had heard about ERRY through social media.

Transforming into a Business Owner

The support Murad received from ERRY III proved to be a turning point in his life. He was able to use the funds to start his own business - the Al-Nasiri Plastics and Hangers shop.

"I became a business owner and my business was secured," Murad explains.

With the programme's assistance, Murad was able to establish connections with plastic dealers and gain new clients, overcoming the initial challenges he faced. This financial stability and steady income stream marked a significant change in Murad's personal and professional life. "ERRY changed my life and provided me with financial stability and a daily income", Murad says.

The Lasting Impact of ERRY III

Murad firmly believes that the transformation in his life would not have been possible without the interventions of the ERRY III Joint Programme. The programme's support was critical in helping him break the cycle of unemployment and become a successful business owner. "This had not been possible without the ERRY interventions", Murad affirms.

The programme's impact on Murad's life has been profound, allowing him to move from a state of joblessness to becoming a thriving entrepreneur. This success story is a testament to the programme's effectiveness in empowering individuals and fostering sustainable livelihoods in Yemen.

Case Study 8: Ramya Abdul Salam Mohammad Thabet - Ramya's Journey with the ERRY III Joint Programme

Beneficiary Profile:

Governorate	Lahj
District	Al Maqatirah
Village/Sub-District	Al-Sawalha
Beneficiary Name	Ramya Abdul Salam Mohammad Thabet
Gender	Female
Age	32
Education Level	Primary School
Intervention Type	Livelihood Component
Occupation	Owner of a spice and grain mill

Ramya's Story before ERRY III:

Prior to the ERRY III Joint Programme, Ramya's life was challenging. As she describes, "I was herding sheep and I had an old, dilapidated house. Our livelihood and economic conditions were difficult. We lacked the most basic needs as required, such as high-quality food, electricity, education, access to the hospital and medical treatment. We were only able to have the most basic necessities for living." Ramya owned a primitive mill, Al-Mawra (Al-Raha), where she would grind henna, turmeric, and Sidr tree leaves to sell to the women in her village. However, she said, "The work was tiring and hard, and the income was very little in return for the effort."

Ramya's Engagement with ERRY III:

Ramya learned about the ERRY III Joint Programme through the community committees in her village. She was selected to receive a grant of \$950 from the programme, which she used to start a new business venture - an electric grinding mill.

Changes Brought by ERRY III:

The ERRY III intervention has had a significant impact on Ramya's life. As she expressed, "We now have a moderate source of income, an electric mill for coffee, spices, grains and henna. Effort and tiredness have been reduced by using the electric mill, and new products have been added."

Ramya's Improved Livelihood and Wellbeing:

With the support of the ERRY III programme, Ramya has been able to improve her overall livelihood and wellbeing. As she states, "Purchasing food, renovating the house, purchasing solar energy, purchasing electric tools, purchasing new clothes, getting to school and hospital and purchasing medicine" are now possible for her.

The Most Significant Change:

The most significant change for Ramya is the restoration of her dilapidated house and the purchase of solar-powered tools for her home. As she expressed, "Restoring a run-down house, purchasing electrical power and electrical tools that operate on solar energy" have been transformative.

Ramya's Testimony:

Ramya firmly believes that the changes in her life would not have been possible without the interventions of ERRY III. As she said, "If the project had not come about and I had not received the grant, I would have continued as I was, and our standard of living could have gotten worse."



Before ERRY III: Ramya owned a primitive mill, Al-Mawra (Al-Raha).



Ramya could purchase an electric mill for processing coffee, spices, grains and henna.



Ramya's husband works with the electric mill to grind spices

Case study 9: Amat Alsalam Abdul Hakim Mohammad Abdullah - Overcoming Obstacles and Achieving Entrepreneurial Dreams in Taiz, Yemen

Beneficiary Profile:

Governorate	Taiz
District	Al ma'afir
Village/Sub-District	Al Sawa/Najd Al-Nashama
Gender of the participant	Female
Age	24
Education Level	Diploma
Intervention Type	Food Assistance for Assets/Training
Occupation	Manufacture of sweet pastries

Amat Alsalam, a 24-year-old female participant from the village of Najd al-Nashama in Taiz's Al Ma'afir district, has seen a remarkable transformation in her personal and professional life through her involvement in the ERRY III Joint Programme.

Prior to ERRY support, Amat's situation was modest, as she came from a family with limited income. As a young woman with special needs, she faced significant obstacles in accessing the resources and opportunities she needed to pursue her ambitions. "My situation was modest from a financial standpoint, as I belong to a family with limited income and as a girl with special needs. I faced many obstacles that stood in the way of the resources I wished to access and my ambitions that I aspire to and seek to achieve," Amat explained.

Through the ERRY III food assistance and training interventions Amat was able to receive support to establish her own pastry and sweets shop, which she fondly refers to as "Rahaf's mini-factory." This opportunity proved to be a gamechanger. "The change that I experienced after participating in ERRY was one of the most wonderful moments of my life," Amat tells.

The programme not only provided Amat with the necessary financial support and equipment, but also empowered her with new skills and experiences. "I gained new experiences and skills through the ERRY training courses," she said. "It strengthened my self-confidence and motivated me to confront challenges and obstacles and to be steadfast in achieving success."

Amat's newfound confidence and capabilities have had a significant impact on her personal and professional life. She is now able to provide for her family and has become a respected member of her community. "I became a person referred to as a professional, which created comfort in me and I felt an overwhelming feeling of happiness," Amat expressed.

The most remarkable change, according to Amat, is her ability to become an independent business owner. "I became the owner of an independent factory. I listened to the opinions of my customers in my factory and mastered the product and even created new varieties," she proudly stated. Amat's factory has even started producing cakes and tarts for local weddings and events, as well as supplying products to grocery stores in the area.

Amat acknowledges that the change in her life would not have been possible without the intervention of the ERRY III Joint Programme. "The change that happened to me would not have been possible without the intervention of the program, and I extend to those in charge of it the highest and most sincere thanks, accompanied by gratitude for what they have given to me and to all my fellow participants in the programme."



Case Study 10: Hanan Adel Ahmed Abdullah - Empowering Self-Reliance: Hanan's Story of Educational and Economic Advancement Through ERRY III

Beneficiary Profile:

Governorate	Lahj
District	Al Maqatirah
Village/Sub-District	Al Mosaijid
Beneficiary Name	Hanan Adel Ahmed Abdullah
Gender	Female
Age	24
Education Level	Diploma
Intervention Type	Food Assistance for Assets/Training
Occupation	University student

Hanan's Situation Before ERRY III:

Prior to the ERRY III Joint Programme, Hanan's life was challenging. As she described, "I did not have a source of income. I was studying and wishing to buy a laptop, but because of my circumstances I could not because of its high price. I was looking for a source of income in order to complete my university studies." Hanan faced significant obstacles in accessing education and basic resources.

Hanan's Engagement with ERRY III:

Hanan learned about the ERRY III Joint Programme through the community committee in her village. She was selected to receive a sum of 630,000 riyals from the programme.

Changes Brought by ERRY III:

The ERRY III intervention has had a significant impact on Hanan's life. As she expressed, "I now have a source of income, the Al-Amal Grocery, and I was able to complete my university studies." Hanan was able to overcome her previous financial constraints and continue her education.

Improved Access to Resources:

With the support of the ERRY III programme, Hanan has gained better access to essential resources and services. As she stated, "Access to the college is thanks to paving of the village road, where transportation costs are now low. Earlier, we used to walk a long distance to the nearest asphalt road where we could get the cars to go to the college, the market, medical facilities, etc."

Personal and Professional Growth:

The ERRY III programme has had a positive impact on Hanan's personal and professional development. As she expressed, "My self-confidence has increased. I have my own small project. I am now studying and completing my university studies with ease and comfort, without suffering as before." Hanan has gained confidence and independence, becoming a self-reliant individual.

Significant Change:

The most significant change for Hanan has been the ability to own her own independent project and use the income from it to **finance** her studies. As she stated, "I now own my own independent project and spend money on my studies from it, as my dream was to complete my university studies and open my own project."

Hanan's Testimony:

Hanan firmly believes that the changes in her life would not have been possible without the interventions of the ERRY III Joint Programme.

Case Study 11: Halima Ahmed Manser Mohsen - From Struggle to Success: Halima's Empowering Journey through Entrepreneurship

Beneficiary Profile:

Governorate	Lahj
District	Tuban
Village/Sub-District	Beit Ayyad - Maqaibara
Beneficiary Name	Halima Ahmed Manser Mohsen
Gender	Female
Age	37
Education Level	Bachelor
Intervention Type	Skills & Entrepreneurship Development
Occupation	Embroidery

Situation Before the Programme

Halima is a 37-year-old woman with a Bachelor's degree from the village Maqaibara in Tuban District, Lahj Governorate. She is married with three children. Her husband works on a daily wage, and Halima had a monthly salary of 50,000 riyal. With limited income they struggled to meet their daily needs. As Halima describes, "my situation before my participation in the program was miserable as we were unable to provide the necessary daily necessities of food and water, and we were no longer able to access health services and schools. This led to an accumulation of debts for us."

Financial Hardship

Halima had inherited a sewing machine from her mother and practiced embroidery, but the machine had broken down and she could not afford to repair it.

Transformative Support from ERRY III

Halima's fortunes changed when she was selected to participate in the ERRY III Joint Programme by the community committee. Through ERRY's skills and entrepreneurship development interventions, Halima received training in entrepreneurship and life skills, as well as financial support in the form of a grant. This allowed her to purchase essential fixed assets for her embroidery business, including a sewing machine, fabrics, beads, tools and supplies.

Empowering the Local Community

The ERRY III Joint Programme's support enabled Halima to establish her embroidery business and expand her customer base, within her village and beyond. She gained valuable knowledge about market trends and learned effective business management skills, allowing her to produce designs that were in high demand.

Lasting Impact on Livelihoods

Halima's financial situation improved significantly after participating in the programme. She was able to design and embroider fashionable products that were in high demand, attracting a large customer base. "My financial situation changed significantly after my participation in ERRY, and I became able to design and embroider designs that keep pace with fashion and demand. I also gained a large number of customers from inside and outside the region," Halima tells.

The ERRY intervention had a profound impact on Halima's life, enabling her to become a financially independent business owner. As she states, "it changed a lot in my life as it enabled me to become financially independent and made me a financially independent business owner."

Halima states that the change in her life would not have been possible without the ERRY III Joint Programme interventions, as she would not have been able to afford the initial investment needed to start her embroidery business.



Case Study 12: Jalal Mohammad Abdullah Abdulaziz - Securing Livelihoods through Grocery Store Entrepreneurship in Dar Haitham, Lahj

Beneficiary Profile:

Governorate	Lahj
District	Tuban
Village/Sub-District	Dar Haitham
Beneficiary Name	Jalal Mohammad Abdullah Abdulaziz
Gender	Male
Age	36
Education Level	Secondary School
Intervention Type	Livelihood Component
Occupation	Selling in a grocery store

Overcoming Income Insecurity

Jalal Mohammad Abdullah Abdulaziz, a 36-year-old man from the village Dar Haitham in Tuban district, Lahj governorate, was facing significant challenges in securing a stable livelihood for his family of six before engaging with the ERRY III Joint Programme.

Prior to the programme, Jalal's situation was dire as he did not have a reliable source of income. He worked for daily wages, but the unstable and low earnings made it impossible for him to improve his family's standard of living. As Jalal described, "my situation was difficult because I did not have a source of income and there were no resources that I could access because I did not have capital or a budget."

Starting a Grocery Business

Jalal wanted to open a grocery store in his village, which is located far from any markets and has limited access to consumer goods, with only one existing grocery shop serving the area. However, he lacked the necessary capital and resources to start such a business.



Transformative Support from ERRY III

Through the ERRY III Joint Programme's skills and entrepreneurship development interventions, Jalal received financial support that enabled him to open his own grocery store. As he explains, "it changed my situation as I now have a stable source of income, through which I can provide for the both the needs of the shop and also improve my family's living situation."

Empowering the Local Community

After participating in the programme, Jalal gained valuable knowledge about the local market, including which goods and services are in high demand in his community. He developed strong relationships with suppliers and was able to continuously stock his store with the essential items his customers required. The proximity of the grocery store to the village residents also greatly improved their access to necessary goods and services.

Lasting Impact on Livelihoods

The ERRY III Joint Programme's support was instrumental in helping Jalal overcome the challenges he faced prior to the intervention. With a stable source of income from his grocery store, Jalal was able to improve his family's livelihood and secure a better future. He credits the programme's interventions as the critical factor that made this positive change possible, stating that "the improvements in my personal and professional life would not have been achievable without the ERRY III Joint Programme's support."

Case Study 13: Sabreen Ahmed Saleh Fadl - From Struggling to Thriving: Sabreen's Story of Change with Agricultural Value Chain Intervention

Beneficiary Profile:

Governorate	Lahj
District	Tuban
Village/Sub-District	Al-Makhshaba
Beneficiary Name	Sabreen Ahmed Saleh Fadl
Gender	Female
Age	41
Education Level	Bachelor
Intervention Type	Agriculture value-chain (AVC)
Occupation	Livestock raising - fodder

Overcoming Challenges in Livestock Farming

Sabreen, a 41-year-old woman living in the village of Al-Makhshaba in Lahj Governorate, was facing significant challenges in her livestock farming business prior to her involvement with the ERRY III Joint Programme. Despite having a Bachelor's degree, Sabreen was not employed, and her husband worked for daily wages.

Sabreen had some livestock that her parents had given her to help support her family, but she struggled to keep them properly fed. "I raised them to sell during seasons, such as Eid holidays and for special occasions, but as a consequence of the high prices, I was left in debt when I bought feed for them", Sabreen recounts.

ERRY III's Transformative Support

Through the ERRY III Agricultural Value Chain (AVC) intervention, Sabreen received critical support that helped her overcome the challenges she faced. She learned about the programme through the community committees in her region.

"Since I was selling fattened livestock only seasonally, my situation was difficult because I did not have the means to buy fodder for the livestock as a result of the lack of income. But after I joined the project and was given feed products for my livestock, I was able to provide fodder and fatten them, and thus solve the most important challenges that were hurting me at that time", Sabreen explains.

Achieving Financial Stability and Independence

The support from ERRY III enabled Sabreen to transform her livestock farming business. She was able to obtain the necessary livestock feed and consistently provide for her animals, leading to better health and more successful sales. This, in turn, provided a steady source of income for Sabreen and her family.

"Obtaining livestock fodder by participating in the project gave me the opportunity to have continuous income", Sabreen says.

The programme's impact on Sabreen's personal and professional life has been significant. She was able to open her own livestock farming project, manage her income, and meet her family's basic daily needs.

"It enabled me to create my own job opportunity that manages income and enables me to provide the simple daily requirements of life", she tells.

The Lasting Impact of ERRY III

Sabreen firmly believes that the positive changes in her life would not have been possible without the interventions of the ERRY III Joint Programme. The programme's support was crucial in helping her overcome the challenges she faced in her livestock farming business and achieve financial stability and independence.

"It helped provide feed for the livestock, helped raising them and then selling them during the sales season, holidays and special occasions. It made me happy to improve my economic situation", Sabreen says. "This had not been possible without ERRY III Joint Programme interventions."

Sabreen's story is a testament to the programme's ability to empower women and support sustainable livelihoods in Yemen. Through the AVC intervention, Sabreen was able to transform her business and secure a brighter future for herself and her family.

Case Study 14: Jawaher Mohammed Abdulaziz Saeed Al-Qulaiman - From Needle to Net Worth: Jawaher's Remarkable Journey with ERRY III

Beneficiary Profile:

Governorate	Lahj
District	Al Maqatirah
Village/Sub-District	Al Akahilah
Beneficiary Name	Jawaher Mohammed Abdulaziz Saeed Al-Qulaiman
Gender	Female
Age	42
Education Level	Secondary School
Intervention Type	Livelihood Component
Occupation	Housewife

Situation Before the Programme

Jawaher is a 42-year-old woman living in the village of Al Akahilah in the Lahj Governorate. Prior to participating in the ERRY III Joint Programme, Jawaher's life was quite challenging. She was a housewife, married with three children, living in an old, poorly equipped house. Jawaher had an old sewing machine that she used to sew clothes for her family and friends, but her dream was to own a more modern electric sewing machine. However, due to the family's difficult financial circumstances, with her husband working for daily wages, Jawaher was unable to afford a new sewing machine.

"My life was difficult. I used to work with an old sewing machine and my husband worked for a daily wage. We and our children could not live a decent living because of the high prices."

The Transformative ERRY III Intervention

Through the ERRY III programme's Skills & Entrepreneurship Development intervention, Jawaher received a grant of \$950. With this support, she was able to purchase a modern sewing machine, powered by a solar energy system, as well as the necessary supplies. The programme also provided Jawaher with training, which allowed her to expand her sewing business.

A Transformed Life

After her participation in ERRY, Jawaher's life underwent a significant transformation. She was now able to work day and night, as the solar energy system provided the necessary lighting. Jawaher started sewing clothes not only for her family but also for customers in her village and neighbouring areas. Her increased income allowed her to contribute to her household expenses, provide better education and nutrition for her children, and even renovate her old house. Jawaher also acquired a mobile phone and created a WhatsApp group to display and sell her products.

"After participating in the program, I bought a modern sewing machine and its supplies that runs on a solar energy system. I was able to expand my project, working day and night because there was lighting and solar energy to operate the sewing machine."

Jawaher's self-confidence grew, and she became more involved in decision-making within the household. She is now managing her own sewing business from her home, and her standard of living has improved considerably. Jawaher believes that this positive change in her life would not have been possible without the support she received from the ERRY III Joint Programme.

"My dream came true. I became a strong woman. I have my own business that I manage from my home. My income level improved and my standard of living improved. I was able to help my husband with household expenses and work to fulfil what I was deprived of when I was young."

A Newfound Empowerment

"My self-confidence increased, and my children's trust in me became strong. I took responsibility. I made decisions in consultation with my husband."



Case Study 15: Mohammad Munif Mohammad Aqlan Al-Ezzi – Making a Way Baking his Day

Beneficiary Profile:

Governorate	Lahj
District	Al Maqatirah
Village/Sub-District	Al Mosaijid Akama Olia
Beneficiary Name	Mohammad Munif Mohammad Aqlan Al-Ezzi
Gender	Male
Age	40
Education Level	Bachelor
Intervention Type	Livelihood Component
Occupation	Worker in a bakery

Mohammad Munif's Situation before the ERRY III Intervention:

Prior to the ERRY III support, Mohammad Munif, a 40-year-old man with 7 children, was struggling to make ends meet. Despite having a Bachelor's degree in Education, he was unable to find a government job and resorted to work as a daily wage labourer. The war had severely impacted the local economy, causing businesses to shut down and pushing Mohammad Munif's family into financial hardship.

Mohammad Munif recalls, "Because of the war, businesses stopped and obligations increased. As my family is large, I was only barely able to provide the basic needs of food. Sometimes we reduced the meals to two meals a day only. I borrowed from the grocery store and the pharmacy, but some people refused saying, 'how can you pay it back when you are without work?'" He worked as a porter and did other odd jobs, including selling roti (flatbread) in an attempt to provide a halal meal for his family. His dream was to have his own business, but the dire circumstances made this seem unattainable.

Changes after the ERRY III Intervention:

Through the ERRY III programme, which he learned about through the community committee in his village, Mohammad Munif received a sum of 630,000 Yemeni riyals. The programme's interventions brought about a rapid and significant change in his life.

Mohammad Munif remembers, "yes, there was rapid change. We joined the savings fund affiliated with one of the CARE schemes in the region and we saved part of the amount, and we continued to save until we had a decent amount."

With the financial assistance and the opportunity to save, Mohammad Munif was able to partner with a local entrepreneur to rent a small farm for their bakery business. They started producing and selling roti, and later expanded into cakes and pastries as well. Mohammad Munif's income from the bakery business improved significantly, and he was able to provide for his family's basic needs, including food, clothing, education and healthcare.

"I was able to provide sufficient food for my family. I bought solar energy and electrical tools. I paid off my debts. Praise be to God, and thanks be to God for this programme. My children are learning and have a daily allowance, and they also get health care," he says.

The Impact of the ERRY III Intervention:

The ERRY III programme had a profound impact on Mohammad Munif's life, both personally and professionally. He regained his self-confidence and his family's trust by being able to provide for their needs, which they were previously deprived of.

"It was a qualitative shift that brought me and many of the workers out of an atmosphere of monotony, stagnation and dependence to an atmosphere of activity and vitality, serving ourselves and taking care of our interests, especially since we were working on something that concerns society in general, which is paving the road," Mohammad Munif expressed.

He now has his own successful bakery business, which has significantly improved his family's standard of living. He acknowledges that this positive change would not have been possible without the intervention of the ERRY III programme.

"I now have my own project, through which my income level improves and my family's standard of living improves by providing all the needs necessary for a decent living. Without the ERRY programme's intervention, I would definitely not have been able to do anything to make a positive change in my personal and professional life."



Appendix B: Evaluation matrix

Key Questions	Data collection method			
	KIIs	FGDs	Case stories	Desk review
Relevance				
To what extent are ERRY III Joint Programme interventions still relevant to the current context in Yemen?	x			x
To what extent have the implemented interventions been appropriately responsive to the needs and priorities of the targeted communities and households?	x	x		
To what extent has the programme targeted vulnerable groups (women, youth, IDPs, PwDs, other marginalized groups)?	x	x		x
To what extent were lessons learned from the previous ERRY phases considered in the joint programme's design?	x			x
To what extent has the programme interventions helped women perceive the limitations imposed on them and how to overcome them?	x	x	x	
Did the project address/consider gender equality and women empowerment issues in the design phase?	x			x
Effectiveness				
To what extent does the ERRY joint programme contribute to achieve the resilience, food security and livelihood needs of the targeted communities / beneficiaries?	x	x	x	
To what extent is ERRY III joint programme intervention so far achieving its objectives, particularly in terms of the benefits gained by women and men?	x	x	x	
Is the ERRY III joint programme, informed by progress during the period covered by the MTR, on track to achieve its intended outputs and targets?	x			x
What are the main factors that have contributed to achieving or not achieving programme outputs and intermediate outcomes?	x	x	x	
Has the ERRY programme reached vulnerable beneficiaries, especially the more vulnerable groups (women, youth, IDPs, PwDs, other marginalized groups)?	x	x		
Were the internal and external coordination and communication mechanisms established effective in sharing information and creating synergies among the programme's direct stakeholders?	x			
Based on the progress so far and on-the-ground situation, what changes to implementation approaches and strategies are recommended to enhance the programme's effectiveness?	x	x		
Are there any gender related challenges beyond the control of the programme that hold back progress in programme implementation?	x	x		
Efficiency				
To what extent have the process of programme execution and project management structures been efficient in generating the expected results? (Issues such as IP selection, contracting, the procurement process, obtaining necessary permits, staffing, and so forth)	x			x
To what extent have the implementation strategies and types of interventions, methodologies/approaches/technologies been efficient and cost-effective?	x			x
What are the Strengths, Weaknesses, Opportunities and Threats of the joint programme's implementation processes?	x			x
To what extent have available resources been used to address inequalities in general, and related to gender in particular?	x			x
Sustainability				

Key Questions	Data collection method			
	KIIs	FGDs	Case stories	Desk review
To what extent are the programme's intended intermediate impacts on the communities' resilience and livelihoods beginning to emerge?	x	x	x	
Based on available indicative evidence, to what extent are the programme's outputs, outcomes and intermediate impacts (if any) likely to be sustainable beyond the programme's lifetime?	x			x
What are the major factors influencing the achievement or non-achievement of the sustainability of programme results?	x	x		x
Which interventions of the programme have planned exit/sustainability strategies?	x			x
To what extent will the targeted beneficiaries (disaggregated men, women youth, IDPs, PwDs, other marginalized groups) benefit from the project interventions in a longer term?	x	x	x	
Synergies				
To what extent has the joint programme achieved its intended synergies in terms of collaboration and coordination among participating organizations?	x			x
How effectively did the joint programme leverage the comparative advantages and expertise of each participating organization to enhance the programme's overall outcomes?	x			x
What challenges and obstacles were encountered in achieving synergy within the joint programme, and how were they addressed?	x			
Climate Change Adaptation				
To what extent have the various climate change adaptation interventions been progressing so far?	x			x
What lessons can be learned from the implementation of the climate change adaptation interventions so far, and what recommendations can be made for future climate change resilience initiatives?	x			x
Gender Equality and Women Empowerment				
Has the joint programme clearly defined the problems to be addressed and considered related to gender dimensions (participation, self-confidence, control over assets, gender norms, mobility, and so forth)?	x	x		x
To what extent does the joint programme contribute to gender mainstreaming, equality and women empowerment?	x	x		
To what extent have issues of equality and empowerment of women been addressed in the design, implementation and monitoring of the interventions?	x	x		x

Appendix C: People interviewed

Name	Gov.	District	Organization	Mobile	Email	Date
Yaseen Alabsi	-	-	ARD	-	Coordinator@ard-y.org	2/7/2024
Nouradin Taher	-	-	Care	-	nouradin.taher@care.org	3/7/2024
Alaa Ali	-	-	UNDP	-	aala.ali@undp.org	4/7/2024
Justin & Project team	-	-	FAO	-	Justin.Okwir@fao.org	4/7/2024
Tawfik Jaber	-	-	ILO	-	jaber@ilo.org	4/7/2024
Abdu Al Khiwani	-	-	LMMPO	-	abdu@lmmmpo.org	4/7/2024
Mohammed Murshed	-	-	For All Foundation	-	mohammedmurshed@foralladen.org	4/7/2024
Ahmed Ahmed	-	-	UNDP, JCU	-	ahmed.ahmed@undp.org	15/7/2024
Shiho	-	-	WFP	-	shiho.akamatsu@wfp.org	18/7/2024
Dawlat Al-Jawfi	-	-	Ghadaq for Development	-	dawlat@ghadaq.org	21/7/2024
Ramzi Al-Shaikh	-	-	SFD	-	alshaikhramzi@gmail.com	24/7/2024
Nader Mahdi Saleh	Abyan	Ahwar	Community leader	771881307	-	30/6/2024
Ahmed Al-Awlaki	Abyan	Ahwar	Local Authority	777720527	-	30/6/2024
Abdullah Saleh Al-Rahwi	Abyan	Ahwar	Community leader	771734773	-	2/7/2024
Mansour Abdullah Muqbel	Taiz	Al Ma'afir	Community leader	779854688	-	4/7/2024
Mohsen Jaafar Al-Saqqaf	Lahj	Tuban	Local Authority	771434706	-	8/7/2024
Fadl Mohsen Nasser Qaid	Lahj	Tuban	Community leader	771434706	-	8/7/2024
Abdullah Ahmed Hassan	Taiz	Al Ma'afir	Community leader		-	8/7/2024
Mohammad Ali Farea	Taiz	Al Ma'afir	Local Authority	777492452	-	8/7/2024
Bashir Abdul Rahman Al Tamimi	Taiz	Al Ma'afir	Community leader	775216728	-	9/7/2024
Abdul-Jabbar Yassin Saleh Noman	Lahj	Al Maqatirah	Community leader	771668185	-	9/7/2024
Aidaros Ahmed Mohammad	Lahj	Al Maqatirah	Local Authority	713710147	-	9/7/2024
Mounir Ghailan Saeed Ahmed	Taiz	Al Ma'afir	Community leader	735216160	-	9/7/2024

Appendix D: Documents reviewed

Impact Assessment report for ERRY II

ERRY III Programme Document

ERRY III Monitoring and Evaluation Plan

ERRY III Gender Strategy

ERRY III Gender Action Plan

ERRY III Sustainability and Exit Strategy

ERRY III Annual Narrative Report 2022

ERRY III Bi-annual Narrative Report 2023 (January-June)

ERRY III Progress Report January-September 2023

ERRY III Annual Narrative Report 2023

ERRY Joint Programme Progress Brief, Issue 7, December 2022

ERRY Joint Programme Progress Brief, Issue 8, May 2023

Minutes of ERRY III Steering Committee meeting, February 2023

EU ROM Report 2023

Field Visit Report of EU mission, January 2023

Field Visit Report of EU mission, May 2023

Field Visit Report, Joint Coordination Unit, June 2023

UNDP Yemen Country Strategy Note 2021-2024

The hazards of Mainstreaming: Climate change adaptation politics in three dimensions, World Development Journal 2018

Universal Social Protection Floors: Costing Estimates and Affordability in 57 Lower Income Countries, ILO 2017

A Holistic Approach to Addressing Water Resources Challenges in Yemen: UNDP Strategic Framework, UNDP 2022

Water Availability in Yemen, UNDP 2022

UNDP Private Sector Engagement Strategy 2024-2026, UNDP 2024

Appendix E: Data collection tools



Data Collection Tools
MTR ERRY III - V2.0 D