



ILO EVALUATION

- Evaluation Title: "Joint Programme: Enhanced Rural Resilience in Yemen"
- ILO TC/SYMBOL: Yem/15/01/UND
- Type of Evaluation : Final Independent Project Evaluation
- Country(ies) : Yemen
- Date of the evaluation: February 2019
- Name of consultant(s): Sara Törnros and Dr. Abdul-Moa'amen Hamood Abdul-Wahid Shoga'a Aldeen (Forcier Consulting)
- ILO Administrative Office: Regional Office of the Arab States (ROAS)
- ILO Technical Backstopping Office: Regional Office of the Arab States (ROAS), Employment Department, Employment Policy Department
- Other agencies involved in joint evaluation: N/A
- Date project ends: February 28, 2019
- Donor and budget: US\$ EU through UNDP – US\$2,569,317
- Evaluation Manager: Nathalie Bavitch
- Key Words: Yemen, Food Security, Resilience, Final Evaluation

This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

Acknowledgements

Forcier Consulting thanks our colleagues at ILO for their cooperation and support with this research project in Lebanon and Yemen. In particular, we would like to recognise:

ILO

Nathalie Bavitch
Regional M&E and KM Officer

Tawfik Jaber
National Officer

Ali Dehaq
National Coordinator

Hasheem Simba
Chief Technical Adviser

Sarah El Jamal
Programme Officer

Field research would not have been possible without the assistance and support of the relevant stakeholders in Yemen and Lebanon who took part in the research as participants.

The following individuals contributed to the field research and analysis undertaken for this assessment:

Forcier Consulting

Dr. Abdulmoaamen Hamood Shogaa Aldeen
Field Researcher

Nadine Lainer
Research Manager

Kaitlyn Lynes
Research Officer

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List of Acronyms

BDS	Business Development Services
CfW	Cash for Work
COCI	Chambers of Commerce and Industry
CTA	Chief Technical Advisor
EIIP	Employment Intensive Investment Programme
ERRY	Enhanced Rural Resilience in Yemen
EU	European Union
FAO	Food Agriculture Organization
FGD	Focus Group Discussion
IDP	Internal Displaced Persons
ILO	International Labour Organization
IP	Implementing Partners
JPU	Joint Programme Unit
JP	Joint Programme
KII	Key Informant Interview
KM	Knowledge management
M&E	Monitoring and evaluation
MoPIC	Ministry of Planning and International Cooperation
MoSAL	Ministry of Social Affairs and Labour
MoTEVT	Ministry of Technical Education and Vocational Training
MFB	My First Business
RA	Rapid Assessments
ROAS	Regional Office for Arab States
RPU	Regional Programming Unit
TOR	Terms of Reference
TOT	Training of Trainers
UNDP	United Nations Development Programme
VC	Value Chain
VCA	Value Chain Analysis
VCC	Village Community Council
WFP	World Food Programme
YLDF	YOUTH Leadership Development Foundation

Executive Summary

Project Background

In the aftermath of the Arab Spring demonstrations in 2011, in which youth and women demanded democracy and expanded opportunities, Yemen's political transition spiralled into a full-scale that led to the collapse of the state, economy and security. Prior to the war, more than half of the 25 million Yemeni population were already below the poverty line, with 8 million Yemenis receiving humanitarian assistance. The war has only exacerbated the dire situation, and in February 2019, the United Nations revised the Humanitarian Response Plan, calling for USD 4.2 billion in assistance to target 21.4 million people out of the 24.1 million people in need.¹

Within this framework, the three-year joint programme "*Enhanced Rural Resilience in Yemen*" (ERRY) was implemented by FAO, ILO, UNDP and WFP in four governorates: Hajjah, Hodeidah, Lahj and Abyan. The overall objective of the programme

was to enhance the resilience and self-reliance of crisis-affected rural communities through support to livelihoods stabilisation and recovery, local governance and improved access to sustainable energy. The implementing partners worked to achieve two outcomes: that communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion and that institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.

Districts for project implementation were chosen based on a combination of criteria, including (a) Access and availability of implementing partners; (b) Poverty and unemployment rates; (c) Levels of food insecurity; (d) Absence of Qat production in the respective districts/communities (if possible); (e) Potential to open new land of agriculture and link to sustainable access for water; and (f) Limited or no humanitarian assistance provided so far.² Beneficiaries were chosen based on vulnerability, targeting women, youth, the unemployed, the Muharmasheen, and internally displaced persons (IDPs). Implementation also relied on active partnerships with local authorities, the private sector, communities, and local NGOs to contribute to the successful implementation of the programme.

ILO's components of the ERRY joint programme contributed to Output 2.2, focused on "increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery". In partnership with UNDP as the Convening Agency, ILO conducted a value chain analysis and skills need assessment and provided business development services and informal apprenticeship schemes to provide small business opportunities to programme beneficiaries, contributing to self-reliance in crisis-affected rural communities.

Country: Yemen

Final Internal Evaluation:
January/February 2019

Evaluation Mode: Independent

Administrative Office: ROAS Beirut

Technical Office: Employment
Department and Employment Policy
Department

Evaluation Manager: Nathalie Bavitch

Evaluation Consultant: Forcier
Consulting

Donor & Budget: EU through UNDP,
US\$2,569,317

Keywords: Yemen, Economic Recovery,
Business Development, Apprenticeships

¹ Humanitarian Response Plan, February 2019.

https://reliefweb.int/sites/reliefweb.int/files/resources/2019_Yemen_HRP_V21.pdf

² ERRY Project ToR

Evaluation Background

Forcier Consulting was contracted to evaluate the ILO implementation of the ERRY joint programme from March 2016 to February 2019. The purpose of this evaluation was to assess major outcomes and constraints of the project, identify lessons learned and emerging good practices, and formulate recommendations for the implementation of similar projects in the future. The evaluation was conducted in February 2019 in Beirut and Sana'a, including field visits to Lahj and Abyan governorates, and adhered to ILO's evaluation policies.

Evaluation Methodology

The evaluation framework considered the following predetermined evaluation criteria: relevance and strategic fit, validity of the design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangements, impact orientation, and sustainability. For the evaluation, Forcier conducted a thorough desk review of secondary literature and project documents provided by ILO. In addition, 26 key informant interviews (KIIs) and three focus group discussions (FGDs) were conducted with relevant stakeholders and beneficiaries, as well as ILO project staff and consultants.

Key Findings

Based on findings in this report, ILO's greatest strength within the ERRY JP lies in its relevance and sustainability for operating in the current context. This was seen across all project locations, as beneficiaries, employers, and local stakeholders emphasised the vital role ILO plays in contributing to economic recovery in their communities, both by targeting the most vulnerable and at-risk youth populations and providing job skills in the sectors most in demand. With the additional help of small grants and ties with local financial institutions, beneficiaries have been able to join the labour market and in some cases start businesses of their own, directly contributing to the sustainability of their own livelihoods and that of their communities.

The youth apprenticeship schemes were found to be the most effective implementation of ILO's components of the ERRY JP, as it was the first project of its kind in the target locations and focused on crucial job sectors such as technology education and vocational training. In coordination with MoTEVT, ILO assisted in rebuilding business infrastructure that showed itself to be effective and sustainable, so much so that the MoTEVT and other INGOs operating in Yemen have plans to implement similar programming based on ILO's design.

Key stakeholders' feedback on programme implementation was generally positive, despite the many challenges faced due to the conflict. Although it was difficult to obtain permission to implement in northern areas of Yemen, with local authorities sometimes restricting access due to the escalated conflict and security circumstances, ILO's use of existing local structures and partnerships with civil society organisations (CSOs) allowed for implementation to continue with minimal delays. However, also as a consequence of the conflict, ILO components struggled with delays in payments and unexpected costs due to the unreliability of financial institutions operating and currency devaluation. In addition, due to the authorities' refusal to grant visas for the technical specialists, ILO implemented a refresher workshop for trainers in Amman as a final option, which also increased costs.

Communication remained a challenge throughout the implementation of ILO components, both between the ILO Yemen office and the ILO Regional Office for Arab States (ROAS) and between ILO Yemen and local implementing partners. However, all project stakeholders, including ILO staff, were

aware of this weakness in project implementation and agreed that regular monthly meetings and progress reports would significantly contribute to the efficiency and effectiveness of the ERRY JP.

Conclusions

Overall, ILO's component of the ERRY joint programme was successful in achieving the majority of its objectives. In particular, it was highly relevant and sustainable for vulnerable and at-risk communities, despite significant challenges faced due to the ongoing conflict. The most important barrier to achieve better results stemmed from irregular communication between ILO project staff in Yemen and ILO regional staff in Beirut. This barrier resulted in inadequate budgets for project implementation, improper financial planning, and a lack of transparency regarding M&E frameworks and indicators. To safeguard the project's impact achieved so far, communication and collaboration should be increased with regional technical specialists in future programming. Partnerships with local CSOs will continue to strengthen ILO efficiency and effectiveness as well, impacting a wider range of beneficiaries and directly contributing to increased resilience and self-reliance for economic recovery across Yemen.

Lessons Learned and Emerging Good Practices

In addition to the conclusions and recommendations, this evaluation identified the following lessons learned and emerging good practice:

- **Lesson learned 1:** the inclusion of regional technical specialists to bridge gaps in technical capacity and expertise throughout the project cycle is crucial for incorporating technical aspects in programme design and implementation in order to maintain the quality of ILO programming;
- **Lesson learned 2:** addressing inadequate budgets related to operations, programming and logistics, as well as the need for improved financial planning, will contribute to the efficiency and effectiveness of the project implementation;
- **Lesson learned 3:** capitalising on ILO's history in Yemen to enhance the relationship with local government authorities through increased coordination will help ensure permission for implementation is granted in a timely manner and won't cause unnecessary delays;
- **Lesson learned 4:** based on feedback, beneficiaries believed ILO's implementation was highly relevant to their needs and had a positive impact on their communities, illustrated by the fact that no one dropped out of the programme and many of the women maintained excellent attendance records;
- **Emerging good practice 1:** continued collaboration and cooperation with national and local stakeholders, and investment in these relationships, will contribute to greater efficiency of project implementation and will help avoid delays in obtaining permission to implement;
- **Emerging good practice 2:** the quality of ILO's curriculum has led to its adoption nationally by the Ministry of Technical Education and Vocational Training (MoTEVT) and other INGOs in Yemen, including Mercy Corps, Norwegian Refugee Council, CARE and Save the Children, indicating the curriculum is both matched to the needs of the community and effective in its implementation;
- **Emerging good practice 3:** continued incorporation of women as beneficiaries and the expansion of their professional options will contribute to the success of the programme and encourage community buy-in.

Recommendations

Drawing on lessons learned in this report, a series of recommendations for future programming can be established. Key recommendations include:

	Recommendations	Responsible Stakeholder	Priority	Resources
1.	Integrate regional technical specialists into all phases of programme design and implementation	ILO project staff involved in programme design and project implementation	High	Substantial human or financial resources
2.	Place projects within overall vision for development in Yemen in coordination with other ERRY JP partners	ILO ROAS staff involved in drafting programmes and relevant implementing partners	High	Moderate human or financial resources
3.	Readdress the budget in conjunction with local team to understand reality of costs due to the ongoing conflict and implement good financial planning practices	ILO ROAS and ILO project staff involved in programme design, resource allocation and project implementation	High	Moderate human and financial resources
4.	Improve communication between ILO ROAS, ILO Yemen office, and local implementing partners	ILO ROAS and ILO project staff involved in programme design and project implementation	High	Moderate human or financial resources
5.	Strengthen the relationship with government ministries, UN agencies, INGOs, and CSOs	ILO ROAS and ILO project staff involved in project implementation	Medium	Dependent on the type of staff recruited for this purpose
6.	Incorporate greater inclusion of marginalised communities, including women, minorities, and displaced persons to ensure long-term sustainability	ILO project staff involved in programme design and project implementation	Medium	Moderate human and financial resources

1. Project Background

“Enhanced Rural Resilience in Yemen” (ERRY) is a joint programme funded by the EU and implemented by FAO, ILO, UNDP, and the WFP. The ERRY JP’s main goal is to enhance the resilience and self-reliance of crisis affected rural communities through support to livelihoods stabilisation and recovery, local governance, and improved access to sustainable energy. Implemented in four governorates (Hajjah, Hodeidah, Lahj, and Abyan) and targeting the most vulnerable groups affected by the crisis (young people, the unemployed, women, minority groups, IDPs, and host communities), the three-year programme started in March 2016.

Outcome 1		
Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion.		
Output 1.1 Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance	Output 1.2 Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy	Output 1.3 Informal networks promote social cohesion through community dialogue and delivery of services
Outcome 2		
Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.		
Output 2.1 Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities	Output 2.2 Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery	

The ILO component works towards Output 2.2, which focuses on “*increased capacity of local actors and strengthened partnership of private sector to enhance economic recovery*”. Four core activities were designed toward reaching this output:

- i. Conduct a Participatory Value Chain Analysis and skills needs assessment of non-agricultural sectors with high potential for job creation.
- ii. Strengthen the capacity of local training and business development services (BDS) service providers and employers to implement on the job training and entrepreneurship/enterprise development cooperation.
- iii. Design and implement private sector led apprenticeship schemes and business development services including coaching and financial literacy assistance for targeted youth (including upgrading of informal apprenticeship in informal economy).
- iv. Develop, test, and institutionalise post Cash for Work (CfW) services pilot.

A Steering Committee was created and provided strategic direction and advisory authority. UNDP, as the Convening Agency, was responsible for coordinating programmatic aspects, and the Administrative Agent (UNDP’s Multi-Partner Trust Fund Office) was responsible for financial management, with each participating UN organisation having programmatic and financial responsibility for the funds entrusted to it. The ILO component was allocated USD 2,569,317. In the programme implementation, ILO implemented in coordination with local NGOs YOUTH Leadership Development Foundation (YLDF) and the SOS Centre to reach target locations that were less accessible due to the conflict. ILO also implemented jointly with UNDP and CARE International.

The ILO intervention was completed in February 2019 after implementing the first three of the core activities: value chain analysis and skills need assessment, business development services for employers and job trainers, and apprenticeship schemes for youth. Since the midterm evaluation, business development services were provided to 53 trainers, who successfully delivered training to 2,693 beneficiaries through the My First Business (MFB) and "I Too Have a Small Business" programmes. The informal apprenticeship scheme component was implemented by YLDF and the SOS Centre, reaching 602 beneficiaries with training from 120 master craftspersons in 2018. The CfW pilot was not implemented, as the allocated budget had been used on previous activities, which was found to be both a consequence of the conflict causing the devaluation of the Yemeni Rial and poor financial planning.

2. Evaluation Background

2.1. Purpose and Scope of the Evaluation

A final evaluation was commissioned by the ILO to assess the ILO component within the ERRY joint programme to:

- Determine if the project has achieved its stated objectives;
- Determine the impact of the project in terms of sustained improvements achieved;
- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
- Document lessons learned, success stories, and good practices in order to maximise the experiences gained.

The evaluation collected data from all areas of project implementation, including Hajjah, Hodeidah, Abyan and Lahj governorates. Although the field researcher was unable to reach Hajjah and Hodeidah governorates in person due to the conflict, key informant interviews were conducted in Sana'a with project staff involved in implementation in the north. Special focus was given to the implementation and integration of gender mainstreaming in programme design and implementation.

The primary audience of this evaluation is the ILO ROAS team, ILO project team in Yemen, ILO constituents in Yemen, the ERRY participating UN agencies, and the donors. Other beneficiaries of this evaluation include relevant project stakeholders and units within ILO that may indirectly benefit from the knowledge generated. This evaluation will be used by the ILO ROAS team to inform the design of future programmes responding to the Yemen crisis and other comparable circumstances. Drawing from the lessons learned, emerging best practices, and recommendations, ILO will identify new opportunities for engagement and improvement of project implementation. The evaluation fieldwork took place between 3 and 15 February.

2.2. Evaluation Criteria

The qualitative discussions and interviews designed for this evaluation follow the OECD categories of Relevance, Efficiency, Effectiveness, Sustainability, and Impact, as well as specific issues of interest to ILO.

Relevance and strategic fit – the extent to which the objectives are aligned with local priorities and needs and the donor's priorities for the country:

- How well does the project's approach fit the context of the on-going crisis in Yemen? To what extent does the project fit into national development and humanitarian response plans?
- How do the project objectives respond to the priorities of the donor?

- To what extent are project activities linked to the global commitments of the ILO including the Sustainable Development Goals and the Agenda 2030?
- Are the planned project objectives and outcomes relevant and realistic to the situation and needs on the ground? Were the problems and needs adequately analysed?

Validity of design – the extent to which the project design, logic, strategy, and elements are/remain valid vis-à-vis problems and needs:

- On the whole, were project assumptions realistic, were targets realistic, and did the project undergo a risk analysis and design readjustment when necessary?
- Does the project make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each module objective and output realistic?
- Was the strategy for sustainability of impact defined clearly at the design stage of the project? If yes, how? Was the approach taken appropriate to the context?

Efficiency - the productivity of the project implementation process taken as a measure of the extent to which the outputs achieved are derived from an efficient use of financial, material and human resources:

- To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?
- What were the intervention benefits and related costs of integrating gender equality?
- How could the efficiency of the project be improved?

Effectiveness - the extent to which the project can be said to have contributed to the development objective and, more concretely, whether the stated outputs have been produced satisfactorily:

- What progress has the project made so far towards achieving the development objective and module outcomes? In cases where challenges have been faced, what intermediate results can be reported towards reaching the outcomes?
- How have stakeholders been involved in project implementation? To what extent has the project management been participatory, and has the participation contributed towards achievement of the project objectives?
- How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, and poverty reduction?
- To what extent did synergies with and operation through government entities and local organisations help to ensure the sustainability of the impact of the project?
- What, if any, alternative strategies would have been more effective in achieving its objectives?
- What positive or negative unintended outcomes can be identified?

Sustainability – the extent to which adequate capacity building of beneficiaries has taken place to ensure mechanisms are in place to sustain activities and whether the existing results are likely to be maintained beyond project completion:

- Are the results achieved by the project so far likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project?
- To what extent was sustainability of impact taken into account during the design of the project?

Impact - positive and negative changes and effects caused by the project at the local level, i.e. the impact with beneficiaries:

- What is the likely contribution of the project initiatives to the stated module objectives of the intervention?
- Would considering a continuation of the project to consolidate achievements be justifiable? In what way should the next phase differ from the current one?

Challenges, Lessons learned and Specific Recommendations for the formulation of future projects:

- What good practices can be learned from the project that can be applied to similar future projects?
- If it were possible, what could have been implemented differently for greater relevance, efficiency, effectiveness, sustainability, and impact?

3. Methodology and Instruments

In order to best address the objectives listed above, Forcier drafted a methodology in line with the EVAL Checklist 4³, proposing to conduct a desk review and qualitative interviews (Key Informant Interviews [KIIs] and Focus Group Discussions [FGDs]).

3.1. Desk Review

The desk review allowed Forcier's staff to obtain a sharper understanding of the context of economic recovery and rural resilience, enhancing the understanding of the ILO component of the ERRY JP in Yemen. In addition, the research officer reviewed project documents provided by ILO such as proposals, annual reports, baseline and midline studies, etc. to improve data collection. Information gathered from the relevant secondary literature and project documents informed the drafting of the interview guides, data analysis, and the writing of this final report.

3.2. Qualitative Tools

Qualitative tools served as the primary research component of the study and consisted of 3 FGDs and 26 KIIs. For each of these tools, Forcier employed the Participatory Action Research (PAR) approach. The key aspects of the PAR approach include:

- Participant driven – whenever possible;
- Democratic – who can produce and own knowledge;
- Collaborative – involves discussion, working together, and group collaboration; and
- Action Oriented – the group will directly inform the key elements, constraints, and resources needed to bring about change.

In order to ensure maximum participation and inclusivity, Forcier and ILO jointly identified all relevant stakeholders and groups of interest for the study. The FGD and KII guides can be found in the Annex section.

3.2.1. Key Informant Interviews (KIIs)

KIIs are a crucial way to access the opinions of influential project stakeholders who would otherwise not be captured by a typical household survey, in particular, project staff, local government partners, and project beneficiaries. Information was solicited from key stakeholders, allowing for in-depth and targeted data to be collected. The utilisation of semi-structured interviews allowed for key questions

³ 'EVAL Checklist 4'.

to be addressed, yet still left room for open-ended conversation that brought about the participants' perceptions.

Forcier researchers conducted 26 KIIs with stakeholders based in Jordan, Lebanon, and Yemen, including ILO regional and project staff, local authorities, government officials, and implementing partner staff. The following key informants were interviewed:

- **Four staff from YOUTH Leadership Development Foundation (YLDF)**, identified as the Senior Programme Coordinator and three Project Coordinators implementing ILO activities as a local partner in northern Yemen.
- **One staff from SOS Centre**, identified as the Programme Coordinator who implemented project activities in Lahj and Abyan governorates through a partnership memorandum with ILO.
- **One staff from CARE International**, identified as CARE's Project Officer who oversaw implementation of ILO-UNDP synergy activities in southern Yemen.
- **Two staff from UNDP**, identified as the ERRY Joint Coordination Unit Programme Manager and Entrepreneurship Specialist as one of the ERRY JP partners.
- **Two local authorities**, who were identified as government leaders within the community and as important players in the implementation of the programme.
- **One representative from the Chamber of Commerce and Industry**, identified as the General Manager of the Yemeni Federation of Chambers of Commerce and Industry and supervised aspects of the ERRY JP that dealt with the private sector and employment.
- **Two Ministry of Technical Education and Vocational Training (MoTEVT) officials**, identified as the Director of the Department of Curriculum and Continuing Education and the General Manager for Curricula and Continuing Education in Hajjah governorate who assisted in coordination activities between the ministry and target project locations.
- **One Ministry of Planning and International Cooperation (MoPIC) official**, identified as the Director General of MoPIC in Abyan governorate who has monitored the progress and activities of YLDF and the SOS Centre.
- **Two Ministry of Social Affairs and Labour (MoSAL) officials**, identified as the Directors of Social Affairs and Labour in Abyan and Lahj governorates, who conducted coordination, supervision, monitoring and evaluation of activities in their respective governorates.
- **Three staff from ILO Yemen**, identified as the Chief Technical Advisor, National Coordinator, and National Officer currently implementing the ERRY JP.
- **Six staff from ILO Regional Office of the Arab States (ROAS)**, identified as Chief RPU, Regional M&E and KM Officer, Programme Officer, Enterprises Development Specialist, Employers Specialist, and Workers Specialist who were tasked with managing the implementation of the ERRY JP and providing technical, financial, and administrative support.
- **One staff from ILO Jordan**, identified as the Country Coordinator who is responsible for interprogramming in the region on technical aspects.

3.2.2. Focus Group Discussions (FGDs)

FGDs focused on the "Training of Trainers" (TOT) and youth apprenticeship projects and yielded information on the effectiveness, sustainability, and impact of the project. They also provided information on beneficiary experiences. The FGDs allowed for nuanced and open-ended responses

to difficult questions, eliciting more information on attitudes, perceptions, and experiences that otherwise could not be obtained through KIIs.⁴⁵

Moreover, the FGDs allowed for the gathering of people of similar backgrounds who do not necessarily share the same point of view on a topic. Thus, this exercise makes it possible to see points of convergence and divergence among the participants, the range of opinions and ideas, and the inconsistencies and variation that exist in a particular community in terms of beliefs and their experiences and practices.⁶

3.3. Data Collection

KIIs with ILO project staff in Yemen informed the progress of implementation of the economic recovery projects, efficiency, and validity of the project design, impact, sustainability, lessons learned, and good practices. Information on the relevance and strategic fit in terms of matching with the Agenda 2030 objectives⁷ and effectiveness of management arrangements will be provided through KIIs with the ILO Chief RPU; ILO Enterprises, Employers, Skills Development, and Workers specialists; ILO Programme Officer, and ILO Deputy Regional. The KIIs with officials of MoPIC, MoSAL, and MoTEVT provided deeper insights on the progress of implementation, relevance, efficiency, effectiveness, sustainability, effectiveness of management arrangements, impact orientation, lessons learned, good practices and recommendations. In addition, information pertaining to bottlenecks during the implementation of the economic recovery projects, as well as previously mentioned indicators, were provided in KIIs with INGO partners UNDP and CARE International and local NGO partners YLDF and the SOS Centre.

FGDs were conducted with direct/indirect beneficiaries such as business skills trainers, youth apprenticeships, employers, and master craftspersons. Three FGDs were conducted, all of which included female participants so as to ensure incorporation of the view of female beneficiaries. Each discussion was facilitated by the local researcher and convened a total of 20 participants. Overall, data was triangulated, as information for indicators were sought from different stakeholders. This triangulation also helped increase the credibility of the findings.

Forcier assigned one research officer, based in Hargeisa, and one local field researcher, based in Sana'a, to this project. The research officer was responsible for interviewing relevant ILO ROAS staff and partner UN agencies remotely from Hargeisa via Skype. The field researcher received comprehensive one day training from a senior researcher prior to data collection to direct workflow and familiarise him with the sampling methodology and interview guides. During the training, all questions in the interview guides were extensively discussed to ensure they were fully understood and oral translations were as consistent as possible. The field researcher was fluent in the local language of Arabic, allowing for the interviews to be conducted with participants in their native language. During the interviews, the local researcher recorded the interviews when possible, so as to

⁴ R Freedman, 'The Contribution of Social Science Research to Population Policy and Family Planning Program Effectiveness', *Studies in Family Planning*, 18.2, 57-72 <http://www.ncbi.nlm.nih.gov/pubmed/3590266> [accessed 14 June 2016].

⁵ Jenny Kitzinger, 'The Methodology of Focus Groups: The Importance of Interaction between Research Participants', *Sociology of Health & Illness*, 16.1 (1994), 141-9889.

⁶ Overseas Development Institute. 2009, Research tools: Focus Group Discussion.

⁷ UN, 'Transforming Our World: The 2030 Agenda for Sustainable Development Transforming Our World: The 2030 Agenda for Sustainable Development a/Res/70/1', 2015 <[https://sustainabledevelopment.un.org/content/documents/21252030 Agenda for Sustainable Development web.pdf](https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf)>.

allow for a better recall of data. In addition, the field researcher took field notes, including non-verbal observations, and expanded these notes after the interview.

3.4. Data Analysis

Data was analysed using a deductive approach, meaning that analysis was carried out using predetermined themes and categories. More specifically, analysis of data was done using the framework analysis method. This method is widely used in applied policy research and is especially useful in an environment of constrained time and resources. Firstly, researchers familiarised themselves with the data by listening to the interviews at least once and reading the field notes. Then, data was analysed using predetermined codes and categories according to the DAC criteria.⁸ Furthermore, analysis is an iterative process, meaning that researchers went back and forth between the interviews to detect new emerging themes.

3.5. Methodological Limitations

There were some methodological limitations to this evaluation. Firstly, the scope of this study did not include quantitative data collection, as surveying beneficiaries of business development activities tends to be time consuming and inefficient once people have gone home to start their businesses. This approach also rarely leads to statistically significant data that can be used to make valid claims, because it is difficult to survey the necessary number of beneficiaries.

Secondly, due to the ongoing crisis in Yemen, access to certain project locations remained impossible. Therefore, the views and insights of beneficiaries in Hajjah and Hodeidah governorates were not taken into consideration for this analysis. However, project stakeholders implementing in Hajjah and Hodeidah were interviewed remotely by the local researcher to gain a better understanding of the project and outcomes specific to Hajjah and Hodeidah.

3.6. Ethical Considerations

The evaluation was conducted in compliance with the United Nations Evaluation Group (UNEG) ethical guidelines⁹, as well as the United Nations Evaluation Norms and Standards.¹⁰ All participants of the KIIs and FGDs were informed of the purpose of the study and their rights as a respondent. Information provided to participants included:

- The respondents' consent to take part in the data collection is completely voluntary and refusing to take part in the interview will have no negative consequences;
- The respondent has the right to end the interview at any point with no reason given;
- The respondent has the right to refuse to answer any question they feel uncomfortable with; and
- All the information given by the respondent will be kept confidential so that their responses and their identity cannot be linked together.

⁸ OECD.

⁹ UNEG, 'UNEG Ethical Guidelines for Evaluation'.

¹⁰ UNEG, 'Norms and Standards for Evaluation'.

4. Findings

Seventeen key informant interviews and three focus group discussions were conducted in four areas across Yemen, including Hajjah, Hodeidah, Lahj, and Abyan governorates. Due to the ongoing conflict, access was restricted to Hajjah and Hodeidah governorates. Therefore KIIs were conducted with relevant project actors and stakeholders in Sana'a and Aden in order to incorporate as many perspectives as possible. During the first phase of the ERRY JP, a value chain and market assessment was completed to identify non-agricultural sectors in which there was a demand for skilled labour. As the assessment was completed by the end of the first phase and evaluated in the midterm report, this report evaluates the business development services provided, including a Training of Trainers programme, the MFB and "I Too Have a Small Business" trainings, and the informal apprenticeship schemes for youth. At the time of this report, the piloting for the post Cash for Work (CfW) component has not been implemented, therefore the evaluation does not cover the CfW. Therefore, the below findings discuss the relevancy, validity of design, efficiency, effectiveness, sustainability, and impact of ILO's business development and informal apprenticeships components of the ERRY JP.

4.1. Relevance

Arguably, the greatest strength of ILO's project activities were their relevance to Yemen and the current socio-economic and political context. Focus group participants in Lahj and Abyan governorates cited youth unemployment, a lack of skilled labour, and the recruitment of youth towards the military and war fronts as the most urgent problems in their communities. The trainers who took part in an FGD also felt the objectives of the project were achievable in their communities precisely because they were related to the reality and needs of the society, addressing problems such as unemployment and poverty.

As the UNDP entrepreneurship specialist noted, the ILO component was very important, especially for the current situation in Yemen. Because the project targeted at-risk youth ranging from the ages of 14 to 35, it necessarily included the same target population who are being targeted for army recruitment. By providing these young men with a viable alternative, the ILO component of the ERRY JP has made a significant impact in the target governorates.

In addition, local stakeholders unanimously agreed that the value chain and market assessment completed in phase one of the ERRY JP was successful in identifying the most needed non-agricultural professions, including solar systems, auto mechanics, welding, mobile technology, and embroidery and dressmaking. However, during the beginning of the second phase it was noted that women were only included in the embroidery and dressmaking sectors. Therefore, another assessment was completed in March 2018 and prioritised skills training in aluminium works and fabrication, beauty therapy, motorcycle repairing, pastry making, and incense and perfume production. Though the second assessment allowed for more options for female beneficiaries, gender norms are still strictly adhered to in relation to what is considered a suitable profession for women.

"The relevance of giving support for upgraded informal apprenticeships is evident from the number of disadvantaged young men and women trained within the project period with a dropout rate of zero percent."

- ILO Chief Technical Advisor

Through two main outcome objectives, the EU, as the ERRY JP donor, aims to enhance the resilience and self-reliance of crisis-affected rural communities in Yemen. The ILO components sought to address outcome 2: institutions are responsive, accountable, and effective to deliver services, build the social contract, and meet community identified needs. The project activities adequately addressed this objective by incorporating relevant government ministries and local authorities into project design and coordination

with communities and beneficiaries. The ILO components contributed to resilience and self-reliance, as local stakeholders are now more capable of continuing trainings after implementation of the ERRY JP ends. In particular, MoTEVT has incorporated the ILO training curriculum into their own national frameworks. As the ILO national coordinator reiterated, training platforms have been established in targeted areas where training programmes and trainers can be easily reached, vocational training has been updated in five important professions, and the role of the private sector has become more effective in the preparation of technical education curricula.

The ILO components of the ERRY JP also directly contributed to several Sustainable Development Goals (SDGs) of Agenda 2030.¹¹ In particular, technical education and curriculum development was closely linked with SDG4, while the business development trainings and informal apprenticeship programmes contributed to both SDG1 and SDG8. As one of ILO's mainstreamed strategies, the incorporation of gender aspects in programme design was therefore linked with SDG5, and due to the ongoing conflict in Yemen, programme activities also took SDG16 closely into consideration.

Targeted Sustainable Development Goals

SDG1: No Poverty

SDG4: Quality Education

SDG5: Gender Equality

SDG8: Decent Work and Economic Growth

SDG16: Peace, Justice and Strong Institutions

4.2. Validity of Design

Despite the realities of the ongoing conflict in Yemen, ILO project staff, implementing partners, and local stakeholders felt that the project activities managed to make a significant impact in the target areas, indicating project assumptions and targets were realistic. As previously mentioned, when ILO received feedback after phase one about the lack of professional options for women within the ERRY JP, a second market assessment was conducted and the project readjusted to include expanded options for women. However, there was concern among regional staff that the quality of the design and its implementation was jeopardised due to the lack of engagement with technical specialists regarding these project phases. This was notable in the MFB and “I Too Have a Small Business” programmes, in which trainers felt beneficiaries were not put into the correct programme for their education and literacy levels.¹²

According to the technical specialists and Regional M&E and KM Officer at the regional level, they were not aware of any monitoring and evaluation framework. Although the ERRY JP developed a log frame, it lacked baseline values for all indicators. In addition, ILO technical specialists stated they had not seen the log frame, nor believed any monitoring and data collection had been conducted in order to track progress against indicators. However, ILO staff in Yemen stated that project indicators were monitored and reported on in progress reports that specialists should have had access to. This clearly demonstrates the need for closer collaboration between field staff and regional technical specialists and the Regional M&E and KM officer, as well as the collection of quantitative data, to determine ILO's

¹¹ UNDP Sustainable Development Goals. < <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>>

¹² While ILO was responsible for developing the training materials and training the trainers, UNDP was responsible for the placement of beneficiaries in the programmes and the delivery of the trainings. Therefore, ILO suggests UNDP conducts a literacy assessment of before they place beneficiaries in the programmes.

progress within the larger ERRY JP. This will also allow for an assessment of the ILO components in the overarching vision for recovery and development in Yemen.

4.3. Efficiency

One of the major weaknesses of ILO project activities was its challenge to remain cost effective. This was primarily due to the ongoing conflict, which impacted transportation costs, stipends provided to beneficiaries, and the ability to train trainers. Apprenticeship beneficiaries noted that the stipends they received did not even cover their transportation costs, primarily because of the devaluation of the Yemeni Rial. This situation had a greater impact on women, as they had less access to free or cost-effective transportation than the men, and only half the women involved with the embroidery and dressmaking trainings received sewing machines afterwards. Most significantly, because ILO has been unable to obtain visas for their technical specialists to conduct trainings for master trainers in Yemen, the organisation brought 16 trainers to Amman, Jordan, instead, increasing travel costs considerably. Many financial institutions across Yemen are also not currently operating. This created challenges in transferring money to local implementing partners for costs, stipends, and grants, causing further delays in the project implementation.

There were also reports from the field of inadequate budgets and incorrect spending procedures. According to the ILO national coordinator, the proposed interventions were under budgeted, and the project team was further constrained by having to implement components sequentially rather than in parallel. Due to incorrect spending procedures identified by ILO staff, the project team had finished the allocated budget before reaching the implementation stage for the CfW component. The national coordinator mentioned that cost-efficiency could have been achieved by applying the correct spending procedures and ensuring expenditures in the field are consistent with the activities budget. This was further supported by the ILO programme officer in Beirut, who highlighted minor complications with finances when other project funding was used to finance activities. Overall, the ILO project team perceived financial procedures in the regional office to lack the flexibility necessary to deal with local partners and carry out intensive monitoring in the field.

The project activities aimed for greater efficiency by selecting beneficiaries not only based on age and economic vulnerability, but also by their general background in a particular sector, for instance, those who had worked in a mechanisation workshop but had not acquired the professional skills and knowledge necessary to practice the profession themselves. However, government officials in MoSAL and MoTEVT indicated there should be strict standards and clear criteria set for the selection of beneficiaries, employers, and workshops. The FGD participants in Lahj governorate also felt there was a lack of adequate workshops or appropriate facilities capable of implementing the programme with a high level of efficiency, citing a shortage of equipment and lack of training materials as the main challenges their trainers faced in providing training.

Despite significant challenges to implementation due to the ongoing conflict, ILO's history in Yemen and relationship with local government authorities and CSOs also increased the efficiency of the programme. According to ILO's national officer in Yemen, the project was the first in Yemen on informal apprenticeship schemes, though it benefited from previous ILO projects in the country and the partnership that had been established with local partners. When access to Hajjah and Hodeidah governorates was severely restricted, ILO was able to create partnerships with CSOs YLDF and the SOS Centre, both of whom were better able to reach beneficiaries. According to the local authorities interviewed in Lahj and Abyan governorates, ILO involved them in all phases of the project implementation and participated in the coordination of the value chain and market assessment, as well as the creation of local committees that ultimately selected the project beneficiaries. This

contributed to the social dialogue in target locations, encouraging community buy-in. However, it appears there were some misunderstandings between local implementing partners and local authorities, in which permission to implement was denied or retracted last minute. In the north, where YLDF was implementing, the second phase of apprenticeships in the newly targeted professions were delayed for three months because the local authorities refused to approve the project.

In addition, receiving permission to implement was also complicated by the conflict. Due to the two opposing governments currently operating in Yemen, ILO had to gain approval from two separate governments, often causing excessive delays. The ILO national coordinator in Yemen stated that the response of stakeholders to the ERRY JP varied according to the economic and social context and the political mood of the parties, and their responses varied according to the nature of their perception of the UN and its role in Yemen. These challenges meant it took the ILO project staff longer to clarify the idea of the project and improve the cooperation mechanism between the different parties. Consequently, the overlap in the powers of some parties, conflict roles of those parties, and the multiplicity of sources in decision-making all contributed to delays in the implementation of project activities.

Impact of the Conflict on Project Implementation

According to the ILO national officer in Yemen, implementation has required complex security procedures, especially in Hajjah and Hodeidah governorates. The UNDP entrepreneur specialist, based in Sana'a, noted that UNDP would try to inform all parties to the conflict ahead of time as to when trainings would occur, as implementing partners were nervous about airstrikes when a group of people gathered in one place.

In addition, restricted access between Sana'a and Aden required the suspension of activities implemented by CARE International and the SOS Centre for six weeks. In order to mitigate these challenges, project staff intensified coordination with local authorities in each region and raised awareness about the objectives of the project. The local authorities were also integrated into all phases of the project to ensure efficient and effective implementation. Because access to the north was particularly difficult, ILO signed partnership agreements with CSOs, in this case YLDF, to gain access to the most vulnerable communities. ILO also coordinated with local implementing partners and other INGOs to carry out joint visits to save both time and costs.

The impact of the crisis on infrastructure also had direct consequences on the ILO components of the ERRY JP. According to the ILO national coordinator in Yemen, the war has affected the infrastructure of business service centres, which has resulted in the emigration of most scientific and business leaders abroad, creating a significant gap in capacity. In addition, the MoPIC office building in Abyan governorate is currently occupied by displaced persons fleeing the conflict, therefore the ministry was unable to be as involved in the ERRY JP as originally intended. Although MoPIC was able to follow updates about its implementation, they did not have the resources or capacity to be involved.

Another significant factor of the conflict impacting the implementation of ILO components was the mass recruitment of youth towards military camps and the war front. As the ILO projects targeted youth from 14 to 35, this had a major role when targeting the most vulnerable youth who had lost their livelihoods. The monetary incentives to join the army, ranging from SR 1,000 to 1,500, are more than the project budget could provide, so convincing young men in target locations to take business training courses instead was a major challenge for YLDF and ILO.

4.4. Effectiveness

According to ILO's cumulative progress report, in phase two from January to December 2018 27 trainers were trained on the MFB module, and 26 trainers were trained on the semi-literate package "I Too Have a Small Business." The MFB trainers successfully delivered training to 1,508 target beneficiaries in targeted districts in Hajjah, Hodeidah, and Lahj governorates. The trainers of "I Too Have a Small Business" successfully trained 1,185 beneficiaries in Hajjah, Hodeidah, Abyan, and Lahj governorates (see Table 1).

Table 1. ILO Beneficiaries Reached by Programme

Total number of beneficiaries reached January – September 2018 ¹³										
	Trainers (direct beneficiaries)					Trainees (indirect beneficiaries)				
	Men		Women		Total	Men		Women		Total
	No.	%	No.	%	No.	No.	%	No.	%	No.
My First Business (MFB)	16	59.3%	11	40.7%	27	1054	69.9%	454	30.1%	1508
"I Too Have a Small Business"	14	53.8%	12	46.2%	26	695	58.6%	490	41.4%	1185
Total	30	56.6%	23	43.4%	53	1749	64.3%	944	35.7%	2693

The informal apprenticeship component selected 60 enterprises and apprenticeship service providers in Hajjah and Hodeidah governorates. The selection was conducted in collaboration with the local authorities, Chambers of Commerce and Industry, local implementing partners, and vocational training offices in the governorates. This component also selected 120 master craftspersons (of which 32 were women) from Hajjah, Hodeidah, Abyan, and Lahj governorates (see Table 2). The selection criteria for master craftspersons included their technical capacity, experience providing apprenticeships, a sense of professionalism, and their willingness to participate in the upgraded informal apprenticeship model.

Table 2. Selected Master Craftspersons by Location

Total number of master craftspersons selected January – September 2018						
Governorates	Occupations					
	Embroidery and dressmaking	Auto-mechanic	Solar energy	Welding	Car panel beating and painting	Total
Lahj	7	7	6	4	6	30
Abyan	7	7	5	6	5	30
Hodeidah	5	7	5	7	6	30
Hajjah	13	5	4	4	4	30
Total	32	26	20	21	21	120

The informal apprenticeship component also selected 242 apprentices (of which 72 were female) in the first half of 2018 based on the criteria that they were already enrolled in informal apprenticeship programmes in one of the key priority occupations in the targeted governorate, was between the age

¹³ Numbers obtained from ERRY Cumulative Progress Report draft Jan – Dec 2018.

of 14 and 21, and possessed the minimum education and physical qualification prescribed for the trade as per the ILO Minimum Age Convention (see Table 3).

Table 3. Selected Apprentices by Profession

Total number of apprentices selected January – September 2018									
	Lahj – Tuban		Abyan – Zinjbar		Hodeidah – Bajil		Hajjah - Abs		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Auto-mechanic	14	0	12	0	14	0	12	0	52
Car panel beating and painting	10	0	4	0	12	0	12	0	38
Welding	12	0	8	0	8	0	14	0	42
Embroidery and dressmaking	0	12	0	28	0	14	0	14	68
Solar Energy	10	2	6	2	12	0	10	0	42
Total	46	14	30	30	46	14	48	14	242

In October 2018 ILO contracted SOS Centre to work as an implementing partner in Lahj and Abyan governorates while YLDF continued as the implementing partner in Hajjah and Hodeidah governorates. Between the two organisations, 360 apprentices were chosen for five new occupations, including aluminium works and fabrication, beauty therapy, pastry making, motorcycle mechanics repairing, and incense and perfume production, as well as the continuation of embroidery, cloth design, and dressmaking and solar panel installation, repair, and maintenance. However, YLDF implementation of apprenticeships with the new occupations was delayed by three months because the local authorities did not at first approve implementation of the project.

Perceptions of the effectiveness of ILO project components were also generally positive, with all key informants highlighting the success of the implementation despite the constant setbacks from the conflict. The trainer FGD participants felt the training they received was very good and that they were well prepared to implement the programme to trainees in a professional manner, noting that since the project had finished, many of the beneficiaries had entered the labour market. In particular, the integration of project beneficiaries into the labour market directly contributed to ILO's mainstreamed strategies of including gender equality and poverty reduction. However, the trainers also felt they needed more training programmes, particularly in marketing, value chain analysis, and professional business analysis, in order to improve their own business skills and teaching skills. They felt the biggest weakness of the programme was the lack of a master trainer to oversee the implementation.

In the same regard, FGD participants in Abyan and Lahj governorates felt the trainers had not received the necessary equipment and tools to modernise their workshops. Though businesses received telephones, business development planning, and occupational safety tools and training, there was a lack of training materials and tools needed to learn the technical aspects of the occupations. This finding was also supported by the employers who owned the workshops and facilities. To overcome this challenge, a staff member from YLDF suggested making contracts directly with workshop owners whereby appropriate amounts of money are paid directly to the owners to help them provide a better training environment and materials.

INGO staff also highlighted the challenge in finding competent trainers in a country where most skilled labourers had emigrated abroad and ILO's technical specialists were restricted from entering

the country, much less able to oversee programme design, implementation, and monitoring. Even within Yemen, CARE International staff experienced a lack of effective trainers due to restricted movement between Sana'a and Aden. Similarly, the ILO national officer in Yemen stated that a larger focus of the business development services should include how to acquire competent trainers to implement the programmes, taking into account their availability in target areas. Government authorities were also concerned about the quality of trainers, with an official from MoSAL stating that one issue was that training programmes were evaluated in an unqualified training environment, which could cause a significant reduction in training efficiency. However, after many attempts over the previous year, in February 2019 ILO was able to bring trainers to Amman, Jordan for training and certification on business develop skills pursuant to ILO standards. While this was a positive development for the programme in general, the enterprises development specialist noted it was also three times more expensive than if they had been able to travel to Yemen to conduct the training.

As one regional technical specialist stated, the activities implemented in Yemen under the ILO component of the ERRY JP were to some extent miraculous when the challenges the project team and implementing partners faced are considered. Although there is significant room for improvement in the effectiveness of the project—such as the inclusion of technical specialists during all phases of project implementation and a reconsideration of the budget to match the reality of costs

ILO Communication and Coordination

"Let us write the proposal together, let's agree on implementation together, strategise and plan together. Then we can move forward and implement better." – Enterprises Development Specialist

Overall, there was a significant disconnect between the ILO ROAS office in Beirut and the ILO Yemen office. This was confirmed in interviews with various staff members in both locations. While the programme manager based in Beirut appeared to have the most contact with the Yemen team, speaking once or twice a week, the majority of regional staff and specialists had had little to no communication with the Yemen team. In particular, this breakdown in communication impacted both the programme design and implementation, as the regional technical specialists were not involved during any phase of the project. Both the specialists in Beirut and the project staff in Yemen felt that regular interactions, meetings, and communication needed to occur to improve the quality, efficiency, and effectiveness of the project components. The national coordinator in Yemen believed the national office should prepare a communication plan and suggested the creation of monthly reports prepared by the field team on technical achievements, as well as monthly Skype calls to discuss project updates. The regional technical specialists, including the workers, employers, and enterprises specialists, also supported establishing frequent communication and expressed the need for their involvement from the time of the project proposal through its implementation and results monitoring. Notably, the regional M&E officer had not seen any information on baseline values, indicators, targets, or progress made. All ILO staff interviewed felt the efficiency of implementation would increase with improved communication.

In regards to coordination between the ILO Yemen office and government ministries, officials at MoSAL and MoTEVT indicated the coordination in Sana'a between the ministries and local implementing partners could have been improved. In particular, the officials believed ILO had not required YLDF to coordinate with the ministries, which led to obstacles in the implementation of activities delaying the overall implementation plan. However, implementing partners, including UNDP, CARE International, YLDF, and SOS Centre, felt communication with the ILO project team in Yemen had been very good, though they suggested increased meetings would be useful.

in the field—the ILO project team and local partners, and their ability to implement, are seen in a positive manner by all project stakeholders.

4.5. Sustainability

Government officials and local authorities felt the ILO components of the ERRY JP were particularly sustainable because they addressed the immediate needs of communities to gain viable livelihoods and self-reliance. This was supported by ILO’s country coordinator in Jordan, who noted that no other organisations in Yemen have implemented technical education and skills trainings, even though economic recovery and a strong labour force will be crucial to Yemen’s recovery once the conflict ends. In addition, accreditation and certification of apprenticeships were developed in collaboration with and approved by TEVET and the private sector, thus ensuring the buy-in of stakeholders at various levels. Since the beginning of the ERRY JP, the government has also incorporated ILO technical training aspects into their national frameworks, and INGOs and other UN agencies have asked for a license or signed an MOU to use ILO’s programming and implement MFB trainings.

“It is very unfortunate to talk about a big issue such as economic recovery through the implementation of a small project. However, the project is a good initiative and we hope interventions continue on upgrading informal apprenticeship programmes.”

- MoPIC Official

The ILO components were also sustainable for trainers, as many of them planned to establish their own training and consultative centres. However, they felt the results of their training would be more sustainable if the curriculum was updated in accordance with economic changes. They also highlighted the conflict, and therefore the political and security conditions they face, as a major obstacle to their goal of opening training and consultative centres. For apprentices, FGD participants in Lahj governorate felt they had received

the required skills to join the labour market, but they felt they could benefit long-term from more trainings, financial grants, and tools to enable them to open their own small businesses. They also cited further skill development in mechanics, electricity, hybrid vehicle systems, cars computer maintenance, perfumes packing, and marketing as highly valuable skills they wished to obtain. According to officials from MoPIC, MoSAL, and MoTEVT, the length of the implementing training programmes were not adequate for the beneficiaries to comprehend the full extent of the skills training provided to them. All of the government officials suggested devoting more time to implementing training programmes.

4.6. Impact

At the beneficiary level, the business development trainings and informal apprenticeship programmes provided technical skills development that enabled beneficiaries to join the labour market, including skills in calculating product costs, life skills to deal with customers, understanding of environmental culture and occupational safety, and the obtainment of jobs and income sources. The targeted youth were the most vulnerable to exploitation and unable to meet their basic needs. They were unemployed and had lost their livelihood assets, as well as seriously affected by the conflict. According to the ILO national coordinator in Yemen, these youth have now improved their skills, entered the labour markets, were linked to funding institutions, and some have established their own small businesses. The trainer FGD participants also noted an improvement in or relative stability of apprentices’ living situation with their improved qualification for jobs and sources of income.

“The psychological and living stability resulting from youth accessing the labour market and improving their income was the most important change of the programme.”

- Chamber of Commerce Staff

This was supported by a MoPIC official, who highlighted that many youth had developed better attitudes towards certain career paths and were actively pursuing them. However, across all project beneficiaries and stakeholders, everyone agreed that the project components did not account for marginalised communities, such as minorities or the displaced.

At the project level, the ILO project team and its implementing partners felt the impact of grants for the beneficiaries was severely limited, as they were very small and could only be given to 50% of the beneficiaries. However, employers and master craftspersons in Lahj governorate felt that the ILO programmes were the only ones that had comprehensive training curricula, which had become a reference for all concerned with development issues in Yemen, and that the project has been a model for further youth capacity building. This is clearly demonstrated in the MOUs and licensing agreements ILO has since made with Mercy Corps, CARE International, and UNICEF, among others. ILO components of the ERRY JP have also helped rebuild business development services infrastructure. These achievements highlight the need for continued programming, in which greater coordination with implementing partners and government authorities will increase the efficiency, effectiveness, sustainability, and impact of the programme.

5. Conclusion

The primary purpose of this final evaluation was to assess the impact of the ILO components within the ERRY JP, implemented across four target locations in Yemen from March 2016 to February 2019. Incorporating four project components—a value chain analysis and skills need assessment, business development services, informal apprenticeship schemes, and post cash for work services—the evaluation sought to consider the components’ relevance, validity of design, efficiency, effectiveness, sustainability, and impact. Despite significant challenges due to the ongoing conflict in Yemen, the ILO Yemen team managed to implement components that were highly relevant and particularly sustainable to vulnerable and at-risk communities. Through increased communication and collaboration with regional technical specialists in future programming, and continued partnerships with local CSOs, the ILO components’ efficiency and effectiveness will be strengthened, impacting a wider range of beneficiaries and directly contributing to increased resilience and self-reliance for economic recovery across Yemen.

6. Lessons Learned and Emerging Good Practices

The following includes lessons learned and emerging good practices that emerged from the assessment conducted for this evaluation. These serve to foster organisational learning, inform future programming and improve project performance, outcome and impact. More specific descriptions of the lessons learned and emerging good practices according to ILO’s specific requirements are included in Annex 8.2 and Annex 8.3 of this report.

1. **Include regional technical specialists¹⁴ to bridge gaps in technical capacity and expertise:** Both the ILO ROAS staff and Yemen project team highlighted the lack of input from regional technical specialists due to a breakdown in communication between the regional and national offices, as well as the difficulty in obtaining visas to Yemen for the specialists. In addition, access to local technical expertise continues to be a major challenge, as local experts have emigrated abroad due to the ongoing conflict. At the project level, increased communication with regional specialists throughout the project cycle is crucial for incorporating technical aspects in programme design and implementation in order to

¹⁴ Including the M&E and KM Officer, Workers Specialist, Employers Specialist, and Enterprises Development Specialist.

maintain the quality of ILO programming.¹⁵ At the regional level, capacity building and tailored training on technical aspects to staff operating in crisis countries would also minimise gaps in expertise while access is restricted. Both project staff and the regional team stressed the importance of and interest in greater incorporation of regional technical specialists and should be a major focus for future programming.

2. **Address budget shortfalls in regards to operations, programming, and logistics and improve financial planning:** According to the ILO national coordinator in Yemen, the estimates in the budget were not adequate for the necessary costs, noting that the ROAS financial procedures are not flexible enough to deal with the reality of implementation in the field, including dealing with local partners or the ability to carry out intensive monitoring in project locations.¹⁶ This problem was further exacerbated by the devaluation of the Yemeni Rial, which impacted both the ability to conduct the CfW component as well as the number of grants provided to beneficiaries after completion of their trainings. In addition, business centres are predominately located in cities while the programme often targeted remote areas. This made it difficult for beneficiaries to obtain transportation to the centres, which cost more than the stipend beneficiaries received. According to YLDF's project coordinator in Lahj governorate, men were able to reach training centres by public and private transport free of charge, but it was difficult for women to ask for free transport from carriers. Again, greater communication between project staff in Yemen and ILO ROAS staff could overcome gaps in budget estimates and reflect realities in the field more accurately. Different challenges for men and women should also be acknowledged and reflected in the budget, and an evaluation of beneficiaries' grants should be considered, either by decreasing the amount of the grants to increase the beneficiaries who receive them or increasing the number of grants provided overall.
3. **Capitalise on ILO's history in Yemen to enhance the relationship with local government authorities:** Although both ILO project staff in Yemen and local authorities highlighted the positive relationship between the two stakeholders, delays in implementation still occurred due to difficulties receiving permission from local authorities. According to the YLDF senior project coordinator, even if implementation had been coordinated with high level authorities, it only took one local authority in the field with less power to stop the implementation. Therefore, through the relationships ILO has already built with local stakeholders, increased coordination should occur to ensure permission is granted at all levels. This should include ensuring local implementing partners have the same access to local authorities as ILO and making sure local authorities are aware when local implementing partners are working on behalf of or in conjunction with ILO.
4. **Build on community interest to scale up interventions:** Overwhelmingly, beneficiaries highlighted the relevancy for ILO's programming in the target locations, both in regards to

¹⁵ The technical specialists felt their expertise and knowledge was only utilised when the Yemen project staff had an emergency, and therefore the specialists were not aware of the context or able to adequately respond.

¹⁶ On the other hand, the ILO programme officer stated that the Yemen project team could improve financial planning by ensuring funds are spent as allocated in the budget, avoiding the request for other sources of financing last minute.

the types of professions chosen for training and the efficiency and effectiveness of its implementation. Despite challenges related to transportation costs and overcoming societal norms that women should not work, beneficiaries, particularly women, maintained excellent attendance records throughout the training cycle, and, according to ILO's chief technical adviser, no one dropped out of the programme. An official at MoTEVT also highlighted that young people's interest in the programme, despite difficult circumstances, provided significant motivation to continue providing these services.

Throughout the project implementation, ILO, UNDP, and local implementing partners undertook best practices that contributed to the overall efficiency, effectiveness, and sustainability of the ERRY JP. In addition, common weaknesses cited by various stakeholders and beneficiaries could be avoided in future programmes with the continuation of these practices and an understanding of how they influence observed weaknesses.

- 1. Continue collaboration and cooperation with national and local stakeholders**, including state institutions, local authorities, and CSOs. In general, interaction between ILO and national and local stakeholders was considered quite good and all parties involved would like this partnership to continue. However, some challenges were faced in the field that could be avoided if this collaboration and cooperation continues to be strengthened. In Hajjah and Hodeidah governorates YLDF's implementation of the second batch of informal apprenticeships was delayed by three months due to the local authorities not giving the necessary permission to start. Likewise, in Abyan governorate, according to one local authority, some local authority offices expected to receive profits from the project implementation, though it remains unclear if they wanted bribes or expected profits from any businesses established after the project completed. Closer collaboration, building on the already existing relationship ILO has with government stakeholders, could assist in gaining access to implement and avoiding instances of corruption. In order to continue building on the collaboration and cooperation between project stakeholders, both ILO and government ministries suggested that all stakeholders should gather to define a common vision and useful strategy for managing development projects and emergency projects. This is particularly crucial in Yemen, where the current crisis and ongoing conflict has severely impacted the functioning of state institutions.
- 2. Quality of ILO curriculum has led to its adoption nationally.** According to the ILO Chief Technical Advisor in Yemen, one of the positive unintended outcomes of the intervention was that the materials developed by ILO has since been adopted nationally by the MoTEVT, as well as other national and international NGOs operating in Yemen, including Mercy Corps, Norwegian Refugee Council, CARE, and Save the Children. This is a clear indicator the curriculum is both matched to the needs of the community and is effective in its implementation. Therefore, ILO should continue improving these curriculums to stay ahead of technological trends and include technical specialists at the regional level to tailor programming to specific intended outcomes in the Yemen context.

3. **Continue incorporation of women and the expansion of their professional options.** During programme implementation, women clearly indicated their interest in gaining business development skills and their willingness to overcome surmountable obstacles to obtain them, not limited to societal views on women working, particularly in certain occupations; a lack of transportation options; and preferences for being taught by female trainers. According to YLDF's project coordinator in Abyan, the impressive presence of women and their strong commitment to training and attendance gave the organisation incentive to continue the programme and ensure its success. After the first phase of the programme, in which women were only able to learn embroidery and sewing skills, ILO incorporated feedback from beneficiaries and offered pastry making and hairdressing skill development in the apprenticeships during the second phase. However, the additional options still make the assumption that women are not interested in any of the professions currently available to men, including solar technology, mechanics, or welding. As an official from the MoSAL stated, programmes aimed at women for wider areas of work should be allocated in future programmes.

7. Recommendations

Based on the lessons learned from the qualitative and quantitative findings, the following recommendations for future programme implementation can be made:

Recommendations	Specifics
Recommendation 1: <i>Incorporate greater inclusion of marginalised communities, including women, minorities, and displaced persons</i>	Audience: ILO ROAS and ILO Yemen staff involved in programme design
	Action: Ensure increased numbers of female beneficiaries and their participation in skill development interventions, including access to business consultations and a wider variety of professions, even those traditionally seen as male professions. According to both beneficiaries and local stakeholders, marginalised communities of minority groups and IDPs were not included into the project at any point, though their participation will ensure greater community buy-in.
	Prioritisation: Medium
	Timeframe: This recommendation should be implemented simultaneously with the project.
	Resource Implications: Resources required for this recommendation are dependent on the type of staff recruited for this purpose.
Recommendation 2: <i>Place ILO components within overall framework and vision for development in Yemen in coordination with other ERRY JP partners FAO, UNDP, and WFP</i>	Audience: ILO ROAS staff involved in drafting programmes and relevant implementing partners
	Action: Develop a precise strategy for response and interventions in Yemen under the current circumstances, including clear and measurable M&E frameworks and indicators. Conduct regular monitoring in the field that includes data collection, analysis and field assessments.
	Prioritisation: High
	Timeframe: This recommendation should be used prior to implementation of similar projects in the future.
Recommendation 3: <i>Improve communication between ILO ROAS and ILO Yemen team</i>	Audience: ILO ROAS and ILO project staff involved in programme design and project implementation
	Action: Create a clearly defined and agreed upon communication plan that sets expectations, regular and consistent meetings via Skype or in-person when possible, and regular field updates and progress reports. The ILO project team should include the current context and impact of the conflict within field reports, in order to best contribute to peacebuilding frameworks.
	Prioritisation: High

	<p>Timeframe: This recommendation should be implemented simultaneously with the project.</p> <p>Resource Implications: This recommendation requires moderate human resources of the ILO ROAS and ILO project staff.</p>
<p>Recommendation 4: <i>Integrate regional technical specialists into all phases of programme design</i></p>	<p>Audience: ILO project staff involved in programme design and project implementation</p> <p>Action: Prior to all projects, specialists should meet with the CTA about proposals, in which they can provide input and advice—including agreement on what can be done, what needs to be changed, what can be planned for the year ahead, and where and how ILO will implement. Given miscommunication, the technical specialists want the project team to understand that specialists are not consultants, and the team cannot ask for support only on an ad hoc basis in time of crises but rather must be in communication throughout the project cycle.</p> <p>Prioritisation: High</p> <p>Timeframe: This recommendation should be implemented simultaneously with the project.</p> <p>Resource Implications: This recommendation requires significant human resources of the ILO ROAS and ILO project staff.</p>
<p>Recommendation 5: <i>Continuously update and improve curriculum to be at the forefront of TEVET programming</i></p>	<p>Audience: ILO ROAS staff involved in programme design</p> <p>Action: As ILO is currently the only organisation implementing TEVET activities in Yemen—which are in high demand, ILO should consider a larger programme focused on technical skills. In addition, TEVET training programmes should be continuously monitored and developed to keep pace with modern technologies and remain in high demand. This could potentially allow ILO to bring more resources and capacity into Yemen over time.</p> <p>Prioritisation: Medium</p> <p>Timeframe: This recommendation should be implemented during programme design and referred back to continuously.</p> <p>Resource Implications: This recommendation requires significant human and financial resources.</p>
<p>Recommendation 6: <i>Readjust project budgets after extensive consultation with local team to gain insight into real costs in a conflict setting</i></p>	<p>Audience: ILO ROAS and ILO project staff responsible for resource allocation and financial management of programme design and project implementation</p> <p>Action: The provision of an adequate budget will allow for all project components to be implemented in parallel while increasing efficiency, effectiveness, and impact. This will help avoid financial complications, such as when other project funding was used to finance activities. In addition, ILO should establish financial arrangements and procedures in the ILO Yemen office, so money due to beneficiaries can be directly transferred to them rather than through the project team of consultants. Room in the budget should also be made for last minute changes necessary due to the conflict. Various programme staff are interested in accelerating the implementation of the CfW programme to enhance beneficiaries' employability skills and ask for a reconsideration of implementing the Employment Intensive Investment Programme (EIIP) as part of larger reconstruction process in Yemen.</p> <p>Prioritisation: High</p> <p>Timeframe: This recommendation should be implemented prior to and simultaneously with the project.</p> <p>Resource Implications: This recommendation requires moderate human and financial resources.</p>
<p>Recommendation 7: <i>Improve marketing of ILO components in the media</i></p>	<p>Audience: ILO ROAS and ILO project staff involved in communications and marketing of programmes</p> <p>Action: Increased communication and collaboration with the regional technical specialists will allow the specialists to better market the project products. Currently, without information, the specialists cannot write proposals or report on the project components internally to the M&E Officer. Similarly, the Chambers of</p>

	<p>Commerce and Industry felt targeted products of businesses should be marketed through daily media campaigns in all relevant media channels.</p> <p>Prioritisation: Medium</p> <p>Timeframe: This recommendation should be implemented prior to and simultaneously with the project.</p> <p>Resource Implications: This recommendation requires moderate human and financial resources.</p>
<p>Recommendation 8: <i>Strengthen relationship with government ministries</i></p>	<p>Audience: ILO project staff involved in project implementation</p> <p>Action: Periodic meetings between ILO, local implementing partners, and local authorities will establish a more efficient and effective communication mechanism, and local authorities and government agencies should be involved with all phases of implementation, including any encountered challenges. In particular, MoPIC is interested in playing a unique role in monitoring and evaluation and have informed OCHA that INGOs should consult with the ministry with regard to proposals for M&E interventions. ILO can also be more assertive with government authorities on facilitating entry into Yemen so implementation can be more cost effective.</p> <p>Prioritisation: High</p> <p>Timeframe: This recommendation should be implemented throughout the project cycle and in between project implementations.</p> <p>Resource Implications: This recommendation requires substantial human resources and is dependent on the type of staff recruited for this purpose.</p>
<p>Recommendation 9: <i>Include extra time for government approvals in project timelines</i></p>	<p>Audience: ILO ROAS and ILO project staff involved in programme design.</p> <p>Action: Better planning of logistics, given there is more interest from the government in Aden to avoid delays in implementation, requires planning periods longer than one month. As financial support is coordinated through ILO ROAS for internal clearance, it would be beneficial for the ILO project team to plan activities at least two months in advance. This will also increase the likelihood of obtaining approval from local authorities.</p> <p>Prioritisation: Medium</p> <p>Timeframe: This recommendation should be implemented prior to project implementation.</p> <p>Resource Implications: This recommendation requires minimal human resources.</p>
<p>Recommendation 10: <i>Increase coordination and cooperation with other UN agencies and local implementing partners because ILO has the most restricted access</i></p>	<p>Audience: ILO ROAS and ILO project staff involved in all aspects of programme design and project implementation.</p> <p>Action: Given challenges ILO faces in accessing Yemen, project implementation must heavily rely on other UN agencies, NGOs, and INGOs. Therefore, to ensure the quality of programming is retained, capacity building trainings and skills development support should be conducted for all implementing partners inclusive of technical specialists to explain the intervention and implementation. Other UN agencies have more people and larger coverage across Yemen, which would contribute to the sustainability and impact of the project. Coordination should also continue with local implementing partners that were proven successful in implementing the ERRY JP, and there should be an attempt to retain staff in the NGOs and help develop their capacities. Local implementing partners also requested lessons learned and information-sharing through periodic meetings to improve communication with ILO.</p> <p>Prioritisation: Medium</p> <p>Timeframe: This recommendation should be implemented prior to and simultaneously with the project.</p> <p>Resource Implications: This recommendation requires moderate human resources and is dependent on the type of staff recruited for this purpose.</p>

8. Annex

8.1. List of Interviews

1. ILO Chief Technical Adviser (Yemen)
2. ILO National Coordinator (Yemen)
3. ILO National Officer (Yemen)
4. YOUTH Leadership Development Foundation staff
5. SOS Centre staff
6. CARE International staff
7. UNDP Entrepreneur Specialist
8. ERRY JCU Programme Manager
9. Local Authorities
10. Chamber of Commerce Public Relations Officer
11. Ministry of Planning and International Cooperation official
12. Ministry of Social Affairs and Labour official
13. Ministry of Technical Education and Vocation Training officials
14. ILO Programme Officer (Beirut)
15. ILO Skills Development Specialist (Beirut)
16. ILO Enterprises Specialist (Beirut)
17. ILO Employers Specialist (Beirut)
18. ILO Workers Specialist (Beirut)
19. ILO Regional M&E and KM Officer (Beirut)

8.2. Lessons Learned

ILO Lesson Learned Template (1)	
Project Title: Enhancing Rural Resilience in Yemen	Project TC/SYMBOL: Yem/15/01/UND
Name of Evaluator: Forcier Consulting	Date: January/February 2019
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	Include regional technical specialists to bridge gaps in technical capacity and expertise. A lack of input from regional technical specialists due to a breakdown in communication between ILO ROAS and the ILO Yemen office during all phases of project design and implementation has resulted in gaps of technical capacity and expertise. This directly impacts the quality of the project design itself as well as the efficiency and effectiveness of its implementation. Closing this gap in expertise is crucial in the Yemen context, as access to local technical expertise remains a challenge and most local experts have emigrated abroad.
Context and any related preconditions	Although the midterm evaluation addressed this same challenge, nothing changed during ERRY II. Technical specialists in Beirut are not familiar with program design, are unaware of M&E frameworks or indicators, and have not seen any progress updates. Though staff in both offices understand this is one of the most critical challenges that needs to be overcome, as of the present, no communication plan has not been adhered to.
Targeted users / Beneficiaries	Regional Office of Arab States / Project Team in Yemen

Challenges /negative lessons - Causal factors	Without proper collaboration and input from technical specialists, as well as regular updates and comprehensive progress reports, specialists are unable to report information to the M&E officer, market their products, or ensure ILO quality standards when it comes to the curriculum trainers receive and their capacity in teaching the curriculum to beneficiaries. In addition, when the project team in Yemen did reach out to specialists, it was usually in times of crises with the expectation of an immediate response. Understanding the specialists' roles and incorporating them into all aspects of the ERRY JP will improve interventions and allow for specialists to understand the context and be able to respond quickly when there is a crisis.
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	For future programmes, communication plans should be agreed upon prior to implementation and maintained throughout the project cycle. At the project level, consistent and regular communication with technical specialists is crucial for incorporating technical aspects into programme design and implementation to main the quality of ILO programming. At the regional level, capacity building and tailored training on technical aspects to staff operating in crisis countries would minimise gaps in expertise when access is restricted.

ILO Lesson Learned Template (2)	
Project Title: Enhancing Rural Resilience in Yemen	Project TC/SYMBOL: Yem/15/01/UND
Name of Evaluator: Forcier Consulting	Date: January/February 2019
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	Address budget shortfalls in regards to operations, programming, and logistics. According to the project team in Yemen, the project budget did not adequately cover expenses in the field, particularly due to unexpected operating costs caused by the conflict and the devaluation of the Yemeni Rial. This impacted all aspects of the project intervention, including low stipends for beneficiaries; a lack of tools, equipment, and materials for trainings; delays in financial disbursements to implementing partners; and an insufficient number of grants to help beneficiaries start their own businesses.
Context and any related preconditions	As a large UN agency, ILO lacks flexible financial procedures that can adapt quickly to changing situations and contexts and struggles to deal with the reality of implementation in the field. According to a regional staff member, ILO lacks the ability to operate efficiently in conflict settings. Due to budget constraints, the CfW programme was not implemented and only 50% of beneficiaries received grants.
Targeted users / Beneficiaries	Regional Office of Arab States / Project Team in Yemen

Challenges /negative lessons - Causal factors	Through the implementation period, the ILO components of the ERRY JP dealt with various financial challenges and were unable to address the needs of all stakeholders and beneficiaries. These challenges ranged from transportation and the impact of the crisis on rising costs to the lack of adequate in-kind assistance or grants to beneficiaries and the inability to implement the CfW programme. In addition, rigid financial procedures at the regional level and the lack of communication between offices made it difficult to make changes to the budget during implementation.
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	Without an increase in communication between ILO ROAS and ILO Yemen in order to share information about the reality of costs in the field, project budgets will continue to undermine the efficiency and effectiveness of programme interventions. This will necessarily require better planning and proper expenditure according to budget allocation rather than pre-financing from the ILO Yemen team. Different challenges for men and women should be considered and reflected in the budget as well, such as differing costs for transportation. In conjunction with other recommendations, the budget should also include room to conduct intensive monitoring and data collection in the field.

ILO Lesson Learned Template (3)	
Project Title: Enhancing Rural Resilience in Yemen Project TC/SYMBOL: Yem/15/01/UND	
Name of Evaluator: Forcier Consulting Date: January/February 2019	
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	Capitalise on ILO's history in Yemen to enhance the relationship with local government authorities. Although the relationship between ILO and local authorities in Yemen is perceived positively by both parties, strengthening this relationship will help mitigate delays in implementation and assist in obtaining permission to operate in target locations. This is particularly relevant to northern Yemen, where ILO is operating in Hajjah and Hodeidah governorates.
Context and any related preconditions	ILO is a well-known and respected organisation in Yemen, and due to years building relationships with local government authorities and relevant stakeholders, this is evident in ILO's ability to carry out quality programming supported and replicated by various government ministries. However, in the current context of the ongoing crisis, ILO has had to rely heavily on local CSOs to implement programming in areas where ILO is restricted access. In these areas, local government authorities are less aware of the CSOs relationship to ILO, causing misunderstandings and delays in implementation.
Targeted users / Beneficiaries	Project Team in Yemen / Local Government Authorities
Challenges /negative lessons - Causal factors	

Success / Positive Issues - Causal factors	Local government authorities and the relevant ministries are very supportive of the economic recovery work ILO has undertaken within the ERRY JP. The MoTEVT is planning on using ILO curricula within its own frameworks and policies, and local authorities felt adequately involved throughout all stages of the project design and implementation. Capitalising on this goodwill, and providing more awareness and information-sharing about partnerships with local implementing partners, will continue to strengthen ILO's relationship with government authorities and improve relations with local CSOs, directly influencing the efficiency of implementation.
ILO Administrative Issues (staff, resources, design, implementation)	The ILO project team in Yemen should conduct periodic meetings with local authorities and implementing partners to establish more efficient and effective communication mechanisms. A strong communication mechanism will also allow relevant stakeholders to take action quickly to address miscommunications and misunderstandings, which often lead to delays in implementation. In addition, ILO should consider the added value of collaborating closer with ministries throughout the project. MoPIC has expressed interest in acting as a competent authority and conducting monitoring and evaluation of development projects in Yemen, which would also lead to increased community participation and sustainability.

ILO Lesson Learned Template (4)	
Project Title: Enhancing Rural Resilience in Yemen Project TC/SYMBOL: Yem/15/01/UND	
Name of Evaluator: Forcier Consulting Date: January/February 2019	
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	Build on community interest to scale up interventions. Beneficiaries were particularly vocal about the relevancy of ILO's programming in target locations, both in regards to the types of professions chosen for training and the efficiency and impact of its implementation. Significant interest came from female beneficiaries as well, who maintained excellent attendance records despite the challenges and stigmas they faced for their involvement. This interest highlights the need for larger scale economic recovery and skills development trainings in Yemen as communities look to rebuild their livelihoods despite the ongoing conflict.
Context and any related preconditions	The greatest strength of ILO project activities within the ERRY JP was its relevance to communities' interests and needs. The support communities received was perceived to be both effective and sustainable and had a significant impact on their livelihoods and the general economic health of their communities. Beneficiaries believed the occupations chosen for skill development trainings were highly relevant to the needs of their communities and expressed interest in gaining more skills in a larger variety of professions.
Targeted users / Beneficiaries	Regional Office of Arab States / Project Team in Yemen / Local Implementing Partners / Target Communities
Challenges /negative lessons - Causal factors	

Success / Positive Issues - Causal factors	The ILO components of the ERRY JP were highly relevant to community needs in multiple ways, including the beneficiaries and occupations chosen, as well as the financial support provided to help beneficiaries enter the labour market in a meaningful way. Although efficiency and effectiveness can continue to be improved, local interest in the continuation and expansion of ILO's programming indicates it would be beneficial to scale up this intervention.
ILO Administrative Issues (staff, resources, design, implementation)	Based on the positive feedback from communities about ILO's project implementation, ILO ROAS and the project team in Yemen should consider scaling up economic recovery and skills development programmes to target more beneficiaries. This can be done by ensuring local implementing partners have received adequate training and capacity building to provide ILO programming in communities they have access to and by increasing awareness raising sessions to local government authorities and communities about the sustainability and impact these programmes can have for development in Yemen.

8.3. Emerging Best Practices

ILO Emerging Good Practice (1)	
Project Title: Enhancing Rural Resilience in Yemen Project TC/SYMBOL: Yem/15/01/UND	
Name of Evaluator: Forcier Consulting Date: January/February 2019	
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Many stakeholders were involved in the ERRY JP and in its implementation, making the project a broad participatory programme. Stakeholders included UNDP, the Ministry of Planning and International Cooperation, Ministry of Social Affairs and Labour, the Ministry of Technical Education and Vocational Training, Chambers of Commerce, and local NGOs YOUTH Leadership Development Foundation and the SOS Centre. ILO's collaboration and cooperation with these stakeholders was viewed positively by involved parties. In particular, the nature of these relationships contributed to the overall efficiency of the ERRY JP, in which local NGOs were able to continue implementation in areas ILO were unable to reach.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Cooperation with local authorities continued to be a challenge, as permission to implement was delayed in some target locations (Hajjah and Hodeidah governorates) and some authorities expected to profit from the programme (Abyan governorate). Improving the relationship with local authorities should be considered more closely for future programming.
Establish a clear cause-effect relationship	Through the inclusion and collaboration of the relevant stakeholders in the project components, all objectives of the ERRY JP were ensured.
Indicate measurable impact and targeted beneficiaries	The impact of collaboration and cooperation with stakeholders is support for and local buy-in of ILO project components within the ERRY JP, as well as the ability of stakeholders to implement efficiently despite operating in a conflict setting. Beneficiaries of this emerging best practice are the project stakeholders involved in implementing ILO-designed programming.

Potential for replication and by whom	To be replicated by ILO staff involved in programme implementation and aim to involve all relevant stakeholders.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Active involvement of stakeholders is one of the core principles of ILO's working strategy, making this lesson learned highly relevant for future ILO projects.
Other documents or relevant comments	

ILO Emerging Good Practice (2)	
Project Title: Enhancing Rural Resilience in Yemen Project TC/SYMBOL: Yem/15/01/UND	
Name of Evaluator: Forcier Consulting Date: January/February 2019	
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The curriculum materials developed by ILO for the ERRY joint programme have since been adopted nationally by the MoTEVT, as well as other INGOs operating in Yemen, including Mercy Corps, Norwegian Refugee Council, CARE, and Save the Children. This is a clear indicator the curriculum is relevant for communities in Yemen and effective in its implementation to project beneficiaries. The TEVET curriculum fills a major gap in current humanitarian and resiliency programming.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	ILO should continue improving and updating TEVET curriculums to stay ahead of technological trends and include technical specialists at the regional level to tailor programming to specific intended outcomes in the Yemeni context.
Establish a clear cause-effect relationship	Using ILO's technical expertise and knowledge in the programme design and curriculum development stage directly contributed to the effectiveness and relevancy of the project implementation.
Indicate measurable impact and targeted beneficiaries	The impact of this emerging good practice is the use of ILO TEVET curriculum across Yemen through the involvement of both INGOs and relevant government ministries. Beneficiaries of this emerging good practice are both the government ministries planning to use this curriculum and therefore build their own capacity, as well as civilians who will directly benefit from this curriculum.
Potential for replication and by whom	This emerging good practice is to be replicated by ILO staff who are involved in designing programmes and curriculum that involve TEVET topics, and aim to train implementing partners who are interested in using ILO's curriculum.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Cooperation with implementing partners and stakeholders is one of the core principles of ILO's working strategy, making this good practice highly relevant for future ILO projects.
Other documents or relevant comments	

ILO Emerging Good Practice (3)	
Project Title: Enhancing Rural Resilience in Yemen Project TC/SYMBOL: Yem/15/01/UND	
Name of Evaluator: Forcier Consulting Date: January/February 2019	
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	During programme implementation, women clearly indicated their interest in gaining business development skills and their willingness to overcome surmountable obstacles to obtain them, not limited to societal views on women working, particularly in certain occupations; a lack of transportation options; and preferences for being taught by female trainers. The impressive presence of women and their strong commitment to training and attendance gave YLDF, as the implementing partner, incentive to continue the programme and ensure its success.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	After the first phase of the programme, in which women were only able to learn embroidery and sewing skills, ILO incorporated feedback from beneficiaries and offered pastry making and hairdressing skill development in the next phase of informal apprenticeships. However, the additional options still make the assumption that women are not interested in any professions currently available to men, including solar technology, mechanics or welding.
Establish a clear cause-effect relationship	Through the inclusion of female beneficiaries and expanded employment opportunities for them, project objectives including impact and sustainability were ensured.
Indicate measurable impact and targeted beneficiaries	The inclusion of women in the programme not only ensures greater community buy-in to the project implementation but also contributes to the overall economic recovery and resilience of the community. The targeted beneficiaries are the women in the MFB and 'I Too Have a Small Business' programmes who have had limited opportunities for economic empowerment prior to the ERRY joint programme.
Potential for replication and by whom	This emerging good practice is to be replicated by ILO staff and relevant implementing partners who are involved in project implementation.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The economic empowerment of women, as a form of social protection and decent employment opportunities, is a key objective of ILO's working strategy, making this good practice highly relevant for future ILO projects.
Other documents or relevant comments	

8.4. Focus Group Discussion Guides

FGD with "Training of Trainers" Beneficiaries

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of business development activities in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Number of Participants:	General characteristics
Age:	
Gender:	
Date of Interview:	
Part 1 - Introductory Questions (These questions serve to both relax and focus the participants)	
<p>1. To begin our discussion, I would like you to discuss as a group the most positive development that your community has seen in the past few months. Please work in 2 groups over the next 5 to 10 minutes to rank the top 5 developments and who has been responsible for them, and then select someone to present your conclusions. <i>(Split the group in half, and when the groups appear to be finished, or after 10 minutes, ask the selected person to list the biggest problems their community faces. Write these problems on a piece of paper, because you will refer to them later.)</i></p>	
<p>2. In your view, what does it mean for an organisation to be "consultative"?</p>	
<p>3. Do you think all groups are taken in to consideration equally when a programme is implemented in this community? Who is excluded? (Probe: Minority groups, youth, women, IDPs?)</p>	

4. Could you give an example of a programme in the last three years which positively changed the lives of people living in this community?	
Part 2 - Effectiveness of Business Development and Training Program	
<i>Now I would like to ask you some questions about business development and training activities implemented by the ILO in this area.</i>	
5. Did you feel that the quality of the training you received from ILO was adequate to prepare you for training others? (Probe: Why or why not? How could the training have been improved?)	
6. Was the training curriculum provided to you clear and coherent? (Probe: Why or why not? How could it be improved?)	
7. In your opinion, do the project objectives meet the needs of the community? Are the project objectives achievable in this location? Why or why not?	
8. Is there any kind of training or mentoring that you were hoping to receive from ILO that you have not yet received? (Follow up: Why would it be useful to receive those trainings?)	
9. Were you able to voice opinions or provide suggestions to ILO during the training? (Probe: Did you feel your suggestions were taken seriously? Why or why not? Were you able to voice complaints to ILO? How could communication with ILO be improved?)	
Part 3 - Programme Effectiveness in terms of Delivering Training to Beneficiaries of My First Business and I Too Have a Small Business	
<i>The next questions will ask about the training you provided to beneficiaries and your work with UNDP.</i>	
10. Did you feel empowered enough to provide successful trainings to participants in the My First Business and I Too Have a Small Business activities? (Probe: Why or why not? Did you feel supported by UNDP during implementation?)	
11. Was the training curriculum effective in teaching business skills to beneficiaries? (Probe: Why or why not? How could it have been improved?)	
12. Can you remember some of the most important challenges during the training you provided to beneficiaries? (Follow up: What did you do to overcome those challenges?)	
Part 4 - Sustainability and Lessons Learned	
<i>These last questions will ask about your overall opinions of the project and its impact on your own businesses.</i>	
13. In your opinion, what is the biggest strength of ILO's programmes in your area?	

14. Does ILO provide services that are not provided by other organisations?	
15. In your opinion, what is the biggest weakness of ILO's programmes and how could it be improved?	
16. Can you tell me about your future plans for your business? (Probe: Do you think you will need further assistance from ILO to realise them?)	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

FGD with Youth Apprenticeship Beneficiaries and Stakeholders

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Number of Participants:	General characteristics
Age:	
Gender:	
Date of Interview:	
Part 1 - Introductory Questions (These questions serve to both relax and focus the participants)	
1. To begin our discussion, I would like you to discuss as a group the most positive development that your community has seen in the past few months . Please work in 2 groups over the next 5 to 10 minutes to rank the top 5 developments and who has been responsible for them, and then select someone to present your conclusions. <i>(Split the group in half, and when the groups appear to be finished, or after 10 minutes, ask the selected person to list the biggest problems their community faces. Write these problems on a piece of paper, because you will refer to them later.)</i>	
2. In your view, what does it mean for an organisation to be "consultative"?	
3. Do you think all groups are taken in to consideration equally when a programme is implemented in this community? Who is excluded? (Probe: Minority groups, youth, women, IDPs?)	

4. Could you give an example of a programme in the last three years which positively changed the lives of people living in this community?	
Part 2 - Effectiveness of Youth Apprenticeship Programmes	
Now I would like to ask you some questions youth apprenticeship activities implemented by the ILO in this area.	
5. Have there been any improvements to the employment, or income-generating, situation in your community in the past year? (Probe: What caused this change? Who benefited most from it?)	
6. Does everyone living in this district have equal access to employment or income-generating opportunities? (Probe: Why/Why not? Who is not able to access these opportunities? What do you think would be the main thing to improve access?)	
7. Based on your experience what has changed in your community since ILO and YLDF provided apprenticeship opportunities for youth?	
8. (YOUTH ONLY) In what ways have your skills improved since the beginning of the apprenticeship to now?	
9. (YOUTH ONLY) Do you feel you have the required skills to succeed in your apprenticeship? Which skills do you lack?	
10. (MASTER CRAFTSPERSONS ONLY) How did ILO and YLDF support you to provide training to your apprentices? (Probe: Was it effective? How could support have been improved?)	
11. (EMPLOYERS ONLY) How were you supported by ILO's and YLDF's apprenticeship activities? (Probe: Were you able to provide job opportunities for youth? What could have been improved?)	
12. What are the main obstacles to finding work in the community after the completion of an apprenticeship?	
Part 3 - Programme Effectiveness in terms of Engagement with Community	
13. How does ILO and YLDF decide on what programmes to prioritise in this district? (Probe: Do you agree with their priorities? Does ILO listen to the community's needs? Why/Why not? What else should be prioritised?)	
14. Did you have the chance to raise concerns or make suggestions? (Probe: Are there official mechanisms for you to provide feedback?)	
15. Are there ways in which the communication between ILO, YLDF, and your community could be improved?	
Part 4 - Sustainability and Lessons Learned	

16. In your opinion, what is the biggest strength of ILO's and YLDF's programmes in your area?	
17. Does ILO and YLDF provide services that are not provided by other organisations?	
18. In your opinion, what is the biggest weakness of ILO's and YLDF's programmes and how could it be improved?	
19. Can you tell me about your future plans for training other entrepreneurs? (Probe: Do you think you will need further assistance by ILO or YLDF to realise them?)	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

8.5. Key Informant Interview Guides

KII with ILO ROAS and Project Staff

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - Introduction and Relevance	
1. Please tell me about your role within ILO and within the ERRY project? (Probe: What were some of the activities that were carried out within the framework of this project?)	
2. Can you describe the targeted beneficiaries and their current most pressing needs? (Probe: How have these needs changed during the past year?)	

3. Looking back, which aspects of the project design would you repeat next time and which ones would you change, because they are less appropriate/effective within the given context and community and limited the achievement of the program objectives?	
4. What do you think could have been done differently to better match the programme objectives with the actual needs of the communities?	
Part 2 - Efficiency	
5. Are you aware of any situations in which activities could not be fully implemented due to financial mismanagement or miscalculations? (Probe: What could have been done differently? How was cost-efficiency of the project ensured?)	
6. Did the project rely on already existing local or regional initiatives? Why or why not?	
7. How could the efficiency of the project be improved?	
Part 3 - Effectiveness	
8. To what extent were beneficiaries' business skills capacity improved?	
9. What challenges were faced during implementation of the business development and economic recovery programmes?	
10. To what extent was the community, business owners, and local authorities involved in the project implementation? (Probe: What did their involvement consist of?)	
11. To what extent were women included in project implementation? (Probe: How could this be improved?)	
12. How was the cooperation among the different stakeholders? (Probe: Were responsibilities clearly divided? Did you receive sufficient technical support? What went well? What could be improved?)	
Part 4 - Impact and Sustainability	
13. What, if any, strategies would have been more effective in achieving the desired project objectives? (Probe: What were some positive or negative unintended project outcomes? How could the impact of the project be improved?)	
14. How does the ILO economic recovery project ensure sustainability?	
15. In your opinion, what are the most important changes that the program brought?	
16. In your opinion, do you think the results achieved in implementing the economic recovery project are likely to last?	

(Probe: If no, what can be done to ensure or improve sustainability of the results?)	
Part 5 - Validity of Design	
17. What was the baseline condition at the beginning of the project and how was this chosen?	
18. Was there a monitoring and evaluation framework? If so, what did this framework look like and how was it conducted? (Probe: Who conducted the M&E? How were gender issues addressed in the M&E framework?)	
Part 6 - Final Remarks	
19. What would your key recommendation be for ILO, if they were to implement a similar project in the future?	
20. Do you have an exemplary anecdote of something that went very well or did not go so well during the project?	
21. Is there anything else you would like to add about ILO's economic recovery projects?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with Implementing Partner staff (YLDF and SOS Centre)

Questions	Indicators
Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	

Part 1 - The following questions ask about the organization and your role in ILO's economic recovery activities.

1. Can you describe what your organization does?
2. What is your role within that organization?
3. Do you think you are empowered enough to decide and undertake your role within the project implementation? Why/Why not?
4. Do you think that the project objectives are achievable with the realities of the location?
5. Can you remember some of the most important challenges in the implementation of the project? (**Probe:** financial delays, mismanagement, or fraud)
6. What do you usually do to overcome those challenges?
7. Can you remember which has been the most challenging situation you had to face in your work?

Part 2 - The following questions will ask about the work your organization does on youth development for economic recovery.

8. What services did you provide in relation to youth development and job creation?
9. Were girls and boys able to access the services you provided equally? Why/Why not?
10. Which groups of people do you have the most difficulty in reaching with your work?
- 10a. How do you think you could encourage these groups to access your services?
11. Can you tell me what has changed from the beginning of the apprenticeship project up to now?
12. Do you feel that the support and services received will help youth cope more effectively in the future? (**Probe:** What could be improved?)
13. Did you face any resistance from the local community when you were implementing the project? (**Probe:** What kind of resistance did you face?)
14. What are the biggest challenges that you face in offering services to beneficiaries?
15. Which groups in the community are most vital in supporting your work?

Part 3 - The next set of questions will ask about any training you may have received from ILO.

16. Do you feel that your organization is coordinating activities well with other key stakeholders in your area?

17. What training and mentoring have you received from ILO and other local partners?	
18. Were these trainings useful? Why/Why not?	
19. Is there any kind of training or mentoring that you were hoping to get from ILO that you have not yet received? (Probe: Why would it be useful to receive those trainings?)	
20. How does your organization communicate with ILO?	
21. How could the communication with ILO be improved?	
22. In the case you need some in-kind assistance, can ILO provide it? Why/Why not?	
23. Are there any other comments you would like to make about ILO activities in relation to youth development, economic recovery, or job creation?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with Implementing Partner staff (UNDP)

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of business development activities in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - The following questions ask about the organization and your role in ILO's economic recovery activities.	
1. What is your role within UNDP and how were you involved in ILO's ERRY component?	

2. Do you think that the project objectives are achievable with the realities of the location? Why or why not?	
3. Can you remember some of the most important challenges in the implementation of the project? (Probe: financial delays, mismanagement, or fraud)	
4. What do you usually do to overcome those challenges?	
5. Can you remember which has been the most challenging situation you had to face in your work?	
Part 2 - The following questions will ask about the work your organization does on business development services for economic recovery.	
6. Did you feel the trainers were adequately prepared to train the beneficiaries of the My First Business and I Too Have a Small Business programmes? (Probe: Why or why not? How could the trainers' preparation improve?)	
7. In your opinion, did the curriculum adequately address the needs of the beneficiaries? (Probe: Why or why not? How could the curriculum be improved?)	
8. How was success in this intervention measured? Were all participants able to start a small business after the training? Why or why not?	
9. What services, materials, and support did beneficiaries receive from trainers, UNDP, or ILO after the training? (Follow up: How could this be improved?)	
10. Do you feel the services and training beneficiaries received will help them cope more effectively in the future? (Probe: What could be improved?)	
11. Were women and men able to access the services you provided equally? Why or why not?	
12. Which groups of people do you have the most difficulty in reaching with your work?	
13. How do you think you could encourage these groups to access your services?	
14. What are the biggest challenges that you face in offering services to beneficiaries?	
15. How could these challenges be overcome?	
16. Can you tell me what has changed from the beginning of the business development trainings up to now?	
Part 3 - The next set of questions will ask about communication between UNDP and ILO.	
17. Do you feel that your organization is coordinating activities well with ILO in your area?	

18. How does your organization communicate with ILO?	
19. How could the communication with ILO be improved?	
20. Are there any other comments you would like to make about ILO activities in relation to the business development project?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with ERRY JCU Programme Manager

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
<p>Part 1 - The following questions ask about your perception on the work done under the ILO component of the ERRY.</p>	
1. From the beginning of the ERRY until now, what have been some of the achievements reached by ILO?	
2. What contributed to reach those achievements?	
3. Can you tell me some activities/achievements that were planned but not implemented?	
4. What do you think prevented the implementation of these activities/achievements?	
5. Do you have some examples of delays in the implementation of ILO's activities?	
6. What contributed to those delays?	

7. Has the organization faced security incidents contributing to delays or stop of activities?	
8. Can you tell me some examples of situations where activities could not be fully implemented due to financial mismanagements/miscalculations?	
9. What things could be done differently in order to improve the implementation of ILO's activities?	
10. Can you think of how ILO could improve the implementation of their activities?	
Part 2 - The following questions asks about your relationship with ILO and their implementing partners.	
11. How would you describe the relationship between ERRY JCU-UNDP and ILO? How is communication between the two organizations? What could be improved?	
12. How would you consider the relationship between UNDP, ILO, and their implementing partners?	
13. Can you remember situations in which the communication was not very effective? 13a. If yes, why do you think that happened?	
14. Now can you give me examples of situations in which the communication was very good between UNDP, ILO, and the implementing partners?	
15. Can you give me examples of activities ILO does in order to improve day-to-day communication with all implementing partners?	
16. Can you mention some specific challenges that ILO faces working with the implementing partners?	
17. What has been done in order to overcome those challenges?	
Part 3 - The following questions asks about the perception of different stakeholders towards CARE's activities.	
18. How do you involve donors in the work you are doing?	
19. How do you involve government officials in the work you are doing?	
20. What kind of resistance or challenges have you faced with the above-mentioned stakeholders?	
21. What is it usually done to overcome those challenges?	
22. Are there any other comments you would like to make about the implementation of the ERRY and ILO's work?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with Local Authority

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
<p>Part 1 - The following questions ask about your knowledge of business development and economic recovery in your community and the context in which the ILO component was implemented.</p>	
1. What is your current role? How long have you had this role?	
2. Which informal apprenticeship programmes did the youth in your community take part in as part of the joint response?	
3. Who were the stakeholders involved in the joint response? How were they involved?	
4. Did ILO include the local government authorities in the decision-making process?	
4a. In what ways did ILO consult with you regarding the apprenticeship intervention details? (Probe: For example, how were apprenticeship sectors chosen? How were the beneficiaries chosen to receive apprenticeships?)	
5. In your opinion, what are the most important contextual factors (e.g. related to religion, culture, geography) that need to be taken into account for an informal apprenticeship programme? Why?	
6. What are the most pressing needs of the community? (Probe: Do you think the informal apprenticeships were well chosen? Did they address the needs of the community?)	
7. Was the selection process for beneficiaries and type of apprenticeships fair? Why or why not?	

Part 2 - The following questions will ask you about the relationship between ILO, implementing partners, local authorities, and the local community.

8. Did you have any interaction with ILO implementing partners during the apprenticeship implementation? (**Probe:** What was good? What could be improved?)

9. Was there sharing of information between the local government and ILO?

10. What kind of information was shared? How often was information shared?

11. Were there any relational problems between the stakeholders of this project?

12. Based on your experience, were there ways in which the communication between ILO and local authorities could be improved?

13. How would you characterise the collaboration between ILO and the local community?

13a. Specifically, in what ways were the local community involved in the informal apprenticeship programme? Who was consulted? Were women and men consulted equally?

14. Are there ways in which the communication between ILO and the local community could be improved?

Part 3 - The following questions will ask you about the impact of ILO's projects on the community.

15. Based on your experience, what has changed in your community since the economic recovery projects began?

16. In your opinion, what has been the biggest achievement of ILO's work?

17. In your opinion, what were the biggest challenges with the ILO?

18. Could implementation of the informal apprenticeships have been more effective? If yes, in what aspects? (**Probe:** Are you aware of any delays in programme implementation?)

19. Have you observed any adverse political, social, religious, or economic impacts as a result of ILO's programmes?

20. Based on your experience, did men and women benefit differently from the informal apprenticeships? (**Probe:** How so? Were women offered the same types of apprenticeships as men? Why or why not?)

21. To what extent were local capacities strengthened by the response? (**Probe:** Are business owners more self-sufficient? Are they able to make decisions that will positively impact their business? How so?)

22. Is there anything else you would like to add about ILO's informal apprenticeship programme?

This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.

KII with Chambers of Commerce and Industry Staff

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - Introduction and Relevance	
1. Please tell me about your role within the Chambers of Commerce and Industry and within ILO's economic recovery projects?	
2. Can you describe the targeted beneficiaries and their current most pressing needs? (Probe: How have these needs changed during the past year?)	
3. Looking back, which aspects of the project design would you repeat next time and which ones would you change, because they are less appropriate/effective within the given context and community and limited the achievement of the program objectives?	
4. As an employee of the Chambers of Commerce and Industry, to what extent is the project in line with the priorities of the Government of Yemen and the chambers?	
5. Could anything have been done differently to better match the programme objectives with actual needs? If yes, how so?	

Part 2 - Efficiency	
6. Are you aware of any situations in which activities could not be fully implemented due to financial mismanagement or miscalculations? (Probe: What could have been done differently? How was cost-efficiency of the project ensured?)	
7. Did the project rely on already existing local or regional initiatives?	
8. How could the efficiency of the project be improved?	
Part 3 - Effectiveness	
9. To what extent beneficiaries' business skills capacity has been improved?	
10. What challenges were faced during the implementation of the economic recovery projects?	
11. To what extent was the community, business owners, and local authorities involved in the project implementation? (Probe: What did their involvement consist of?)	
12. To what extent were women included in project implementation? (Probe: How could this be improved?)	
13. How was the cooperation among the different stakeholders? (Probe: Were responsibilities clearly divided? Did you receive sufficient technical support? What went well? What could be improved?)	
Part 4 - Impact and Sustainability	
14. What, if any, strategies would have been more effective in achieving the desired project objectives? (Probe: Were there any positive or negative unintended project outcomes? How could the impact of the project be improved?)	
15. How does the ILO economic recovery projects ensure sustainability? (Probe: Was this approach effective? How could it be improved?)	
16. In your opinion, what are the most important changes that the program brought?	
17. In your opinion, do you think the results achieved in implementing the economic recovery projects are likely to last? (Probe: If no, what can be done to ensure or improve sustainability of results?)	
Part 5 - Validity of Design	
18. In your opinion, were the project objectives set realistically?	
19. Was there a monitoring and evaluation framework? If yes, what did this framework look like and how was it carried out?	

(Probe: Who conducted the M&E? How were gender issues addressed in the M&E framework?)	
20. How is sustainability of the project ensured? (Probe: Was this approach appropriate?)	
Part 6 - Final Remarks	
21. What would your key recommendation be for ILO, if they were to implement a similar project in the future?	
22. Do you have an exemplary anecdote of something that went very well or did not go so well during the project?	
23. Do you have any recommendations for the project?	
24. Are there any other comments you would like to make about ILO activities in relation to business development or economic recovery?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with MoPIC Official

Questions	Indicators
Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - Introduction and Relevance	
1. Please tell me about your role within the MoPIC and within ILO's economic recovery projects?	

2. Can you describe the targeted beneficiaries and their current most pressing needs? (Probe: How have these needs changed during the past year?)	
3. Looking back, which aspects of the project design would you repeat next time and which ones would you change, because they are less appropriate/effective within the given context and community and limited the achievement of the program objectives?	
4. As an official of the MoPIC, to what extent is the project in line with the priorities of the Government of Yemen and the MoPIC?	
5. Could anything have been done differently to better match the programme objectives with actual needs? If yes, how so?	
Part 2 - Efficiency	
6. Are you aware of any situations in which activities could not be fully implemented due to financial mismanagement or miscalculations? (Probe: What could have been done differently? How was cost-efficiency of the project ensured?)	
7. Did the project rely on already existing local or regional initiatives?	
8. How could the efficiency of the project be improved?	
Part 3 - Effectiveness	
9. To what extent beneficiaries' business skills capacity has been improved?	
10. What challenges were faced during the implementation of the economic recovery projects?	
11. To what extent was the community, business owners, and local authorities involved in the project implementation? (Probe: What did their involvement consist of?)	
12. To what extent were women included in project implementation? (Probe: How could this be improved?)	
13. How was the cooperation among the different stakeholders? (Probe: Were responsibilities clearly divided? Did you receive sufficient technical support? What went well? What could be improved?)	
Part 4 - Impact and Sustainability	
14. What, if any, strategies would have been more effective in achieving the desired project objectives? (Probe: Were there any positive or negative unintended project outcomes? How could the impact of the project be improved?)	

15. How does the ILO economic recovery projects ensure sustainability? (Probe: Was this approach effective? How could it be improved?)	
16. In your opinion, what are the most important changes that the program brought?	
17. In your opinion, do you think the results achieved in implementing the economic recovery projects are likely to last? (Probe: If no, what can be done to ensure or improve sustainability of results?)	
Part 5 - Validity of Design	
18. In your opinion, were the project objectives set realistically?	
19. Was there a monitoring and evaluation framework? If yes, what did this framework look like and how was it carried out? (Probe: Who conducted the M&E? How were gender issues addressed in the M&E framework?)	
20. How is sustainability of the project ensured? (Probe: Was this approach appropriate?)	
Part 6 - Final Remarks	
21. What would your key recommendation be for ILO, if they were to implement a similar project in the future?	
22. Do you have an exemplary anecdote of something that went very well or did not go so well during the project?	
23. Do you have any recommendations for the project?	
24. Are there any other comments you would like to make about ILO activities in relation to business development or economic recovery?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

KII with MoSAL Official

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	

Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - Introduction and Relevance	
1. Please tell me about your role within the MoSAL and within ILO's economic recovery projects?	
2. Can you describe the targeted beneficiaries and their current most pressing needs? (Probe: How have these needs changed during the past year?)	
3. Looking back, which aspects of the project design would you repeat next time and which ones would you change, because they are less appropriate/effective within the given context and community and limited the achievement of the program objectives?	
4. As an official of the MoSAL, to what extent is the project in line with the priorities of the Government of Yemen and the MoSAL?	
5. Could anything have been done differently to better match the programme objectives with actual needs? If yes, how so?	
Part 2 - Efficiency	
6. Are you aware of any situations in which activities could not be fully implemented due to financial mismanagement or miscalculations? (Probe: What could have been done differently? How was cost-efficiency of the project ensured?)	
7. Did the project rely on already existing local or regional initiatives?	
8. How could the efficiency of the project be improved?	
Part 3 - Effectiveness	
9. To what extent beneficiaries' business skills capacity has been improved?	
10. What challenges were faced during the implementation of the economic recovery projects?	
11. To what extent was the community, business owners, and local authorities involved in the project implementation? (Probe: What did their involvement consist of?)	
12. To what extent were women included in project implementation? (Probe: How could this be improved?)	

<p>13. How was the cooperation among the different stakeholders? (Probe: Were responsibilities clearly divided? Did you receive sufficient technical support? What went well? What could be improved?)</p>	
<p>Part 4 - Impact and Sustainability</p>	
<p>14. What, if any, strategies would have been more effective in achieving the desired project objectives? (Probe: Were there any positive or negative unintended project outcomes? How could the impact of the project be improved?)</p>	
<p>15. How does the ILO economic recovery projects ensure sustainability? (Probe: Was this approach effective? How could it be improved?)</p>	
<p>16. In your opinion, what are the most important changes that the program brought?</p>	
<p>17. In your opinion, do you think the results achieved in implementing the economic recovery projects are likely to last? (Probe: If no, what can be done to ensure or improve sustainability of results?)</p>	
<p>Part 5 - Validity of Design</p>	
<p>18. In your opinion, were the project objectives set realistically?</p>	
<p>19. Was there a monitoring and evaluation framework? If yes, what did this framework look like and how was it carried out? (Probe: Who conducted the M&E? How were gender issues addressed in the M&E framework?)</p>	
<p>20. How is sustainability of the project ensured? (Probe: Was this approach appropriate?)</p>	
<p>Part 6 - Final Remarks</p>	
<p>21. What would your key recommendation be for ILO, if they were to implement a similar project in the future?</p>	
<p>22. Do you have an exemplary anecdote of something that went very well or did not go so well during the project?</p>	
<p>23. Do you have any recommendations for the project?</p>	
<p>24. Are there any other comments you would like to make about ILO activities in relation to business development or economic recovery?</p>	
<p>This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.</p>	

Questions	Indicators
<p>Introduction: Hello, my name is _____ and I work with Forcier Consulting. We are undertaking research on behalf of ILO regarding their implementation of skills, employment, and livelihood recovery projects in your community as part of the Enhanced Rural Resilience in Yemen (ERRY) joint programme. I want to assure you that all the opinions you give are completely confidential. You may refuse to answer any particular question. You may also leave the discussion at any point without any negative consequences. However, we would greatly appreciate your opinions on these topics. This discussion should not take more than 45 minutes.</p>	
Name of the participant	General characteristics
Age of Participant:	
Gender:	
Marital status:	
Education level:	
Position title:	
Part 1 - Introduction and Relevance	
1. Please tell me about your role within the MoTEVT and within ILO's economic recovery projects?	
2. Can you describe the targeted beneficiaries and their current most pressing needs? (Probe: How have these needs changed during the past year?)	
3. Looking back, which aspects of the project design would you repeat next time and which ones would you change, because they are less appropriate/effective within the given context and community and limited the achievement of the program objectives?	
4. As an official of the MoTEVT, to what extent is the project in line with the priorities of the Government of Yemen and the MoTEVT?	
5. Could anything have been done differently to better match the programme objectives with actual needs? If yes, how so?	
Part 2 - Efficiency	
6. Are you aware of any situations in which activities could not be fully implemented due to financial mismanagement or miscalculations? (Probe: What could have been done differently? How was cost-efficiency of the project ensured?)	

7. Did the project rely on already existing local or regional initiatives?	
8. How could the efficiency of the project be improved?	
Part 3 - Effectiveness	
9. To what extent beneficiaries' business skills capacity has been improved?	
10. What challenges were faced during the implementation of the economic recovery projects?	
11. To what extent was the community, business owners, and local authorities involved in the project implementation? (Probe: What did their involvement consist of?)	
12. To what extent were women included in project implementation? (Probe: How could this be improved?)	
13. How was the cooperation among the different stakeholders? (Probe: Were responsibilities clearly divided? Did you receive sufficient technical support? What went well? What could be improved?)	
Part 4 - Impact and Sustainability	
14. What, if any, strategies would have been more effective in achieving the desired project objectives? (Probe: Were there any positive or negative unintended project outcomes? How could the impact of the project be improved?)	
15. How does the ILO economic recovery projects ensure sustainability? (Probe: Was this approach effective? How could it be improved?)	
16. In your opinion, what are the most important changes that the program brought?	
17. In your opinion, do you think the results achieved in implementing the economic recovery projects are likely to last? (Probe: If no, what can be done to ensure or improve sustainability of results?)	
Part 5 - Validity of Design	
18. In your opinion, were the project objectives set realistically?	
19. Was there a monitoring and evaluation framework? If yes, what did this framework look like and how was it carried out? (Probe: Who conducted the M&E? How were gender issues addressed in the M&E framework?)	
20. How is sustainability of the project ensured? (Probe: Was this approach appropriate?)	
Part 6 - Final Remarks	

21. What would your key recommendation be for ILO, if they were to implement a similar project in the future?	
22. Do you have an exemplary anecdote of something that went very well or did not go so well during the project?	
23. Do you have any recommendations for the project?	
24. Are there any other comments you would like to make about ILO activities in relation to business development or economic recovery?	
This concludes the discussion. Thank you very much for your time and for sharing your thoughts and opinions.	

8.6. Terms of Reference



INTERNATIONAL LABOUR ORGANIZATION
TECHNICAL COOPERATION

Terms of Reference (ToR) for Final Independent Project Evaluation “Joint Programme: Enhanced rural resilience in Yemen”

1. KEY FACTS	
TC Symbol:	YEM/15/01/UND
Countries:	Yemen
Project title:	Enhanced rural resilience in Yemen
Duration:	36 months
Start Date:	1 st January 2016
End Date:	28 th February 2019
Administrative unit:	Regional Office for the Arab States (ROAS)
Technical Backstopping Unit:	Regional Office for the Arab States (ROAS)
Collaborating ILO Units:	Employment-Intensive Investment Unit (DEVINVEST)
Evaluation requirements:	Final Independent Evaluation

Donor:	EU (through UNDP)
Budget:	EU: US\$ 2,569,317

2. BACKGROUND INFORMATION

Project Background

Yemen's transition has tragically spiralled downwards into a full-scale war with little immediate prospect of warring parties finding a peaceful way out. Yemeni men, women, children, young and old, bear the brunt of casualties and suffering of war. This has led to the collapse of the state, economy and security.

More than half of the 25 million Yemeni population were already below the poverty line before the escalation of the war, with 8 million Yemenis receiving humanitarian assistance. Development and public services had already stalled in the aftermath of the 2011 crisis. Six months into the protracted crisis, humanitarian actors estimate that 80% of Yemen's population is now in need of assistance to cope¹⁷.

The transition process had largely centred on the political dialogue and Sana'a focused state reforms and humanitarian assistance. The remarkable resilience of the Yemeni population that endured decades of underdevelopment is now being tested to its limits. The prolonged war erodes all remaining coping mechanisms that they have left, plunging them into vulnerability, poverty and insecurity in an unprecedented scale of humanitarian disaster. The need for restoring resilience for survival and foundation building of communities, institutions and peace is urgent and essential as is humanitarian relief and political dialogue to end the war.

Yemen's political transition was triggered by Yemeni youth and women demanding democracy and opportunities amidst the wave of Arab Spring demonstrations in 2011. Many events followed starting from the transition agreement brokered by the Gulf Cooperation Council (GCC) in November 2011 and ending with the current war. Given the scope of the emergency and the deteriorating situation, the United Nations revised the Humanitarian Response Plan in June, calling for USD 1.6 billion in assistance to target 11.7 million people out of the 21.1 million people in need.

The three-year joint programme "*Enhanced Rural Resilience in Yemen*" (ERRY) will be implemented by FAO, ILO, UNDP and WFP in four governorates: Hajjah, Hodeidah, Lahj and Abyan.

The overall objective of the programme is:

To enhance the resilience¹⁸ and self-reliance of crisis-affected rural communities through support to livelihoods stabilization and recovery, local governance and improved access to sustainable energy.

¹⁷ Humanitarian Needs Overview, June 2015.

¹⁸ Resilience is commonly described as the ability of individuals, communities and institutions to better cope with a crisis, shock or stressor.

Immediate Objectives and Outputs

Outcome 1		
Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion.		
Output 1.1 Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance	Output 1.2 Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy	Output 1.3 Informal networks promote social cohesion through community dialogue and delivery of services
Outcome 2		
Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.		
Output 2.1 Functions, financing and capacity of local authorities enabled to deliver improved basic services and respond to public priorities	Output 2.2 Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery	

Geographical Coverage of the Project

The programme will be implemented in four Governorates, namely Hajjah, Hodeidah, Abyan and Lahj¹⁹. Districts will be selected on the basis of a combination of criteria that will include: (a) Access and availability of implementing partners; (b) Poverty and unemployment rates; (c) Levels of food insecurity; (d) Absence of Qat production in the respective districts/communities (if possible); (e) Potential to open new land of agriculture and link to sustainable access for water; and (f) Limited or no humanitarian assistance provided so far.

Beneficiaries

Target groups will focus on the most vulnerable such as women, the unemployed, youth, the Muhamasheen, internally displaced persons (IDPs) and stressed host communities, using inclusive, participatory and conflict-sensitive tools to mobilize and involve them in the proposed activities. Active partnerships with local authorities, the private sector, communities, the Social Fund for Development (SFD) and NGOs will be sought for the successful implementation of the programme.

Fund Management Arrangements

This UN Joint Programme follows the pass-through fund management modality according to the United Nations Development Group (UNDG) Guidelines on UN Joint Programming. As outlined, the UNDP MPTF Office, serving as the Administrative Agent (AA) for the Joint Programme, as set out in the Standard Memorandum of Understanding (MoU) for Joint Projects using Pass-Through Fund Management performs the following functions:

- Establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant the Administrative Arrangement. This Joint Programme Account will be administered by the Administrative Agent in accordance with the regulations, rules, directives and procedures applicable to it, including those relating to interest;

¹⁹ In consultation with key government ministries, governorates have been selected on the following criteria: access, poverty levels, levels of food insecurity, unemployment and presence of partner agencies.

- Make disbursements to Participating UN Organizations from the Joint programme Account based on instructions from the Steering Committee, in line with the budget set forth in the Joint Programme Document.

The Participating UN Organizations:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA as detailed in the Management Arrangements and Coordination section;
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Project Management Structure

In the ERRY project, a Steering Committee will provide strategic direction and advisory authority. UNDP as the Convening Agency will be responsible for coordinating programmatic aspects, and the Administrative Agent (UNDP's Multi-Partner Trust Fund Office) will be responsible for financial management, with each participating UN organization having programmatic and financial responsibility for the funds entrusted to it.

3. PURPOSE AND SCOPE OF THE EVALUATION

Evaluation Background

ILO considers evaluation as an integral part of the implementation of development cooperation activities. Provisions are made in all projects in accordance with ILO evaluation policy and based on the nature of the project and the specific requirements agreed upon at the time of the project design and during the project as per established procedures.

The project document states that an independent final evaluation will be conducted, which will be used to assess the progress towards the results, identify the main difficulties/constraints, assess the impact of the programme for the targeted populations, and formulate lessons learned and practical recommendations to improve future similar programmes.

ILO's established procedures for development cooperation projects are followed for monitoring, reporting and evaluation of the project throughout the project cycle and at different stages of project execution. Specific components of ILO's M&E plan include a multi-layered logical framework and work plan to measure the timely achievement of results at the activity and output level as well as change at the objective level.

Monitoring of individual objectives and activities based on indicators in the logical framework feed into the progress reports.

Purpose

The final evaluation will be conducted to examine the efficiency, effectiveness, relevance, sustainability, and potential impact of the project and provide recommendations for future similar projects. This evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned.

The purpose of this evaluation is to:

- Determine if the project has achieved its stated objectives and explain why/why not;
- Determine the impact of the project in terms of sustained improvements achieved;

- Provide recommendations on how to build on the achievements and the possible avenues/intended objectives and results of a second phase of the project
- Document lessons learned, success stories, and good practices in order to maximize the experiences gained.

Specifically, the evaluation will examine the following aspects:

- **Changes in context and review of assumptions (relevance):** Is the project's design adequate to address the problem(s) at hand? What internal and external factors have influenced the targeted groups and [implementing partners] to meet projected outcomes? Were the project objectives and design relevant given the political, economic and financial context? The consultants should present a brief overview of the policy environment and the economic and business conditions.
- **Results in terms of outputs achieved (effectiveness):** Did the programme reach the expected number of targeted groups? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with expectations and why? What concrete improvements and changes have taken place as a direct result of the program?
- **Assessment of outcome/ impact (effectiveness):** How has the project contributed towards project's goal? To what extent has the project contributed the capacity of the constituents? How could the project impact have been improved?
- **Achievement of projected performance indicators and targets (efficiency):** What has been the project performance with respect to indicators and agreed responsibilities with respect to program implementation? Cost, time and management staff?
- **Sustainability:** The report should assess the level of the project's sustainability. Will the project's effects remain over time? Will the project's activities/services continue to be provided after the funds have completely been expended?
- **Lessons learned:** The consultant should provide information on the economic/political/financial conditions that should exist, qualifications of the implementation partners, required stakeholder participation, and other factors that should be in place to inform the design of future operations. What are the derived lessons learned from the project's first phase implementation?

The evaluation will comply with ILO evaluation policy, which is based on the United Nations Evaluation Norms and Standards and the UNEG ethical guidelines will be followed.

Scope of the evaluation

The evaluation will look at the project activities, outputs and outcomes to date. The evaluation should take into consideration the project duration, existing resources and political and environmental constraints. The evaluation will also take specific note of the role of – UN constituents in the implementation and integration of gender mainstreaming in their respective organizations.

In particular, the evaluation will examine the quality and impact of project activities on the target groups, looking at:

- **Development effectiveness:** The extent to which the development intervention's agreed objectives and intended results were achieved;
- **Resource Efficiency:** The extent to which resources were economically converted into results, including mention of alternative more cost-effective strategies when applicable;
- **Impact:** Positive and negative, intended and unintended long-term effects;
- **Relevance:** The extent to which the development intervention of the project meets the needs of constituents, country needs, global priorities and donor policies;
- **Impact of Training:** The extent to which the training delivered matches the needs of PAM and had an impact on daily work and process improvement.
- **Sustainability:** The continuation of benefits and probability of continued long-term benefits after the project has been completed.

- **Partnerships:** The extent to which the project contributed to capacity development of the involved partners, the effectiveness of partnership development and implications on national ownership and project continuity/sustainability;
- **Lessons learned and good practice:** Good practices identified by the project, key lessons learned from programme implementation, and recommendations for similar programmes/projects.

Clients of Evaluation

The primary clients of this evaluation are ILO ROAS, ILO constituents in Yemen, the partner UN agencies and the donors. Secondary users include other project stakeholders and units within the ILO that may indirectly benefit from the knowledge generated by the evaluation.

4. EVALUATION CRITERIA AND QUESTIONS

The evaluation utilizes the standard ILO framework and follows its major criteria:

Relevance and strategic fit

- ❖ How well does the project's approach fit context of the on-going crisis in Yemen?
- ❖ How do the project objectives respond to the priorities of the donors (EU) in Yemen and the region?
- ❖ Are the project objectives aligned with tripartite constituents' objectives and needs? What measures were taken to ensure alignment? How does the Project deal with shortcomings of tripartism characteristic of the region?
- ❖ To what extent does the project fit into national development and humanitarian response plans?
- ❖ To what extent are project activities linked to the global commitments of the ILO including the Sustainable Development Goals and the agenda 2030?
- ❖ Are the planned project objectives and outcomes relevant and realistic to the situation and needs on the ground? Were the problems and needs adequately analyzed?
- ❖ How well does the project design take into account local efforts already underway to address the crisis in Yemen? Does the project's design fill an existing gap that other ongoing interventions have failed to address?

Validity of the design

- ❖ Is the project strategy and structure coherent and logical (what are logical correlations between the overall objective, outcomes, and outputs)?
- ❖ On the whole, were project assumptions realistic; did the project undergo a risk analysis and design readjustment when necessary?
- ❖ Does the project make use of a monitoring and evaluation framework? How appropriate and useful are the indicators in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators gender sensitive? Are the means of verification for the indicators appropriate? Are the assumptions for each objective and output realistic?
- ❖ To what extent were the indicators used effective in measuring an increase in self-reliance and an enhancement of social cohesion and the improved capacities of the involved institutions? To what extent were the indicators used effective in measuring enhancement of capacities of ILO constituents?
- ❖ To what extent did the project design align with the Country Programme Outcome?
- ❖ What was the baseline condition at the beginning of the project? How was it established?
- ❖ Was the strategy for sustainability of impact defined clearly at the design stage of the project? If yes, how? Was the approach taken appropriate to the context?

Project progress and effectiveness

- ❖ What progress has the project made so far towards achieving the overall objective and outcomes? (analysis of achievements and challenges by outcome is required) In cases where challenges have been faced, what intermediate results can be reported towards reaching the outcomes? Are the project partners using the outputs? Have the project outputs been transformed by the project partners into outcomes?
- ❖ How have stakeholders been involved in project implementation? To what extent has the project management been participatory and has the participation contributed towards achievement of the project objectives? How effective was the collaboration with the relevant ILO offices, partner UN agencies, media, and non-governmental organizations working on the Syrian refugee crisis, and what has been the added value of this collaboration? What systems been put in place to enhance collaboration with other UN agencies, government institutions working on this issue and how?
- ❖ To what extent did the project build synergies with national and regional initiatives and with other donor-supported projects?
- ❖ How did outputs and outcomes contribute to ILO's mainstreamed strategies including gender equality, social dialogue, poverty reduction and labour standards?
- ❖ To what extent did synergies with and operation through local organizations help to ensure the sustainability of the impact of the project i.e. through building capacity?
- ❖ What, if any, alternative strategies would have been more effective in achieving its objectives?
- ❖ To what extent did the achievement of the indicators lead to the attainment of the outcomes?
- ❖ What unintended outcomes can be identified?
- ❖ How effective was collaboration with the media? How efficient has the project been in communicating its results, disseminating success stories and enhancing visibility?
- ❖ To what extent has the project, beyond achieving concrete results, contributed to positioning the ILO in the response to the on-going crisis in Yemen? In what ways has this project paved the way for future ILO interventions in this area?
- ❖ Specific questions by Outcome (Please provide evidence-based answers to the following):
Outcome 1:
 - ❖ To what extent, so far, have communities' livelihoods and productive assets been improved? How has this or will this be measured at the end of the three-year period?
 - ❖ To what extent has the project managed to improve access to solar powered energy and to what degree has this led to improved and more sustainable access to livelihoods for communities?
 - ❖ Has community dialogue and delivery of services through informal networks been successful in promoting social cohesion? To what extent and how?
 - ❖ Have there been any major challenges that would require the project to significantly revise its outputs under this outcome at this stage?Outcome 2:
 - ❖ So far, how have the functions, financing and capacity of the local authorities been improved?
 - ❖ To what extent have collective actions, aid delivery and economic recovery been improved through strengthened capacity of local actors and private sector partnership?
 - ❖ Have there been any major challenges that would require the project to significantly revise its outputs under this outcome at this stage?

Efficiency of resource use

- ❖ To what extent have project activities been cost-effective? Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? To what extent can the project results justify the time, financial and human resources invested in the project?
- ❖ To what extent has the project been able to build on other ILO or non-ILO initiatives either nationally or regionally, in particular with regard to the creation of synergies in cost sharing?

- ❖ What were the intervention benefits and related costs of integrating gender equality?
- ❖ What synergies exist between the ILO and UNDP/WFP /FAO parts of the project? Is there any duplication of efforts? Are activities implemented in an efficient way in terms of resources spent?

Effectiveness of management arrangements

- ❖ How effective has the joint nature of the programme between the UN agencies been so far? What can be improved in the management arrangements to increase the effectiveness of the project?
- ❖ What was the division of work tasks within the project team and between the agencies? Has the use of local skills been effective? How does the project governance structure facilitate good results and efficient delivery? And if not, why not?
- ❖ How clear is the understanding of roles and responsibilities and division of labour between project staff? And between UN agencies?
- ❖ How effective was communication between the project team, the regional office and the responsible technical department at headquarters? Has the project received adequate technical and administrative support/response from the ILO backstopping units?
- ❖ How effectively does the project management monitor project performance and results? Does the project report on progress in a regular and systematic manner, both at regional level, to PROGRAM and the donors? What M&E system has been put in place, and how effective has it been?

Impact orientation

- ❖ What is the likely contribution of the project initiatives to the stated objectives of the intervention?
- ❖ What were the interventions long-term effects on more equitable gender relations or reinforcement of existing inequalities?
- ❖ To what extent are national partners able and willing to continue with the project? How effectively has the project built national ownership? In what ways are results anchored in national institutions and to what extent can the local partners maintain them financially at end of project?

Sustainability

- ❖ Are the results achieved by the project likely to be sustainable? What measures have been considered to ensure that the key components of the project are sustainable beyond the life of the project? How will activities and/or management structures be financed when the project ends?
- ❖ Did the project put in place measures to ensure the continuity of access to solar energy after the end of the project?
- ❖ To what extent was sustainability of impact taken into account during the design of the project?
- ❖ To what extent have the interventions advanced strategic gender-related needs?
- ❖ What was the role of the project in resource mobilization?

Lessons learned:

- ❖ What good practices can be learned from the project that can be applied to similar future projects?
- ❖ If it were possible, what could have been implemented differently for greater relevance, sustainability, efficiency, effectiveness and impact?

5. METHODOLOGY

An independent evaluator will be hired by the ILO to conduct the evaluation, which will be managed by the Regional Evaluation Officer (REO). The following is the proposed evaluation methodology. Any changes to the methodology should be discussed with and approved by the REO and the Project.

- Desk Review

The evaluator will review project background materials before conducting any interviews or trips to the country.

- Briefing

The evaluator will have an initial consultation with the REO, relevant ILO specialists and support staff in ROAS. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the inception and final report.

- Individual Interviews and/or Group Interviews

Following the initial briefing, the desk review and the inception report, the evaluator will have a mission to Yemen, and have meetings with constituents/stakeholders together with interpreters supporting the process if needed. Individual or group interviews will be conducted with the following:

- a) Project staff/consultants that have been active;
 - b) ILO ROAS DWT Director, RPU, and Senior Specialists in Gender, Employers' and Workers' Organizations, Skills, and enterprise development;
 - c) ILO Headquarters technical departments;
 - d) EU representatives;
 - e) Interviews with national counterparts (government, public institutions, social partners, IPs, etc.);
 - f) Interviews with direct and indirect beneficiaries;
 - g) Other international agencies working in relevant fields.
- Debriefing

Upon completion of the missions, the evaluator will provide a debriefing to the Project team, ILO DWT and HQ on the evaluation findings, conclusions and recommendations in Beirut at ROAS. The evaluator will also debrief stakeholders to validate results.

Evaluation Management

The evaluator will report to the ILO REO in ROAS and should discuss any technical and methodological matters with the REO. The ILO ROAS office will provide administrative and logistical support during the evaluation mission.

Evaluation Timeframe

Responsible person	Tasks	Number of Working days	Tentative timeline
Evaluator	Desk review of project documents and phone interview with key informants		
Evaluator	Inception report		
Evaluator with the logistical support of project staff in respective countries	Evaluation missions to specific countries		
Evaluator with the logistical support of project staff in respective countries	Stakeholders Workshop and presenting preliminary findings		
Evaluator	Drafting report		
Evaluator	Submission of the report to the evaluation manager		
Evaluation manager	Circulating the draft report to key stakeholders		
Evaluation manager	Send consolidated comments to evaluator		
Evaluator	Second Draft		
Evaluation Manager	Review of Second Draft		
Evaluation Manager	EVAl approval		
Evaluator	Integration of comments and finalization of the report		

Total days: X Days

6. MAIN DELIVERABLES

The main outputs of the evaluation consist of the following:

- Deliverable 1: Inception Report
- Deliverable 2: Draft evaluation report
- Deliverable 3: Stakeholder debrief and Powerpoint Presentation (PPP)
- Deliverable 4: Final evaluation report with executive summary (report will be considered final after an additional review by EVAl. Comments will have to be integrated)
- Translation of the final report into Arabic (Project team)

Inception Report

The evaluator will draft an Inception Report, which should describe, provide reflection and fine-tuning of the following issues:

- Project background
- Purpose, scope and beneficiaries of the evaluation
- Evaluation criteria and questions
- Methodology and instruments
- Main deliverables
- Management arrangements and work plan.

Final Report

The final version of the report will follow the format below and be in a range of **25-30 pages** in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables
3. List of Acronyms or Abbreviations
4. Executive Summary with key findings, conclusions and recommendations
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Status of objectives
9. Clearly identified findings
10. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
11. Clearly identified conclusions and recommendations (identifying which stakeholders are responsible)
12. Lessons Learned
13. Potential good practices
14. Annexes (list of interviews, TORs, list of documents consulted, etc.)

The quality of the report will be assessed against the EVAL Checklists 4, 5, and 6. The deliverables will be submitted in the English language, and structured according to the templates provided by the ILO.

7. MANAGEMENT ARRANGEMENTS

REQUIREMENTS

The evaluator will have experience in the evaluation of development interventions, expertise in the Entrepreneurship, Skills development, Business Development Services and other relevant subject matter, an understanding of the ILO's tripartite culture, and knowledge of the Yemeni and regional context. He/she will be guided by high professional standards and principles of integrity in accordance with the guiding principles of the international evaluation professionals associations. The evaluator should have an advanced degree in social sciences, proven expertise on evaluation methods, and knowledge about labour market, skills and conflict issues and the ILO approach. Full command of English will be required. Command of the national language would be an advantage.

The final selection of the evaluator will be approved by the Regional Evaluation Focal Point in the ILO ROAS based on a short list of candidates.

ROLES AND RESPONSIBILITIES

The External Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). He/she will:

- Review the ToR and provide input, propose any refinements to assessment questions, as necessary;
- Review project background materials (e.g., project document, progress reports).
- Prepare an inception report;
- Develop and implement the evaluation methodology (i.e., conduct interviews, review documents) to answer the evaluation questions;
- Conduct preparatory consultations with the ILO REO prior to the evaluation mission.

- Conduct field research, interviews, as appropriate, and collect information according to the suggested format;
- Present preliminary findings to the constituents;
- Prepare an initial draft of the evaluation report with input from ILO specialists and constituents/stakeholders;
- Conduct a briefing on the findings, conclusions and recommendation of the evaluation to ILO ROAS;
- Prepare the final report based on the ILO, donor and constituents' feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Drafting the ToR;
- Finalizing the ToR with input from colleagues;
- Preparing a short list of candidates for submission to the Regional Evaluation Officer, ILO/ROAS and EVAL for final selection;
- Hiring the consultant;
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators (for the inception report and the final report);
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

The ILO REO²⁰:

- Provides support to the planning of the evaluation;
- Approves selection of the evaluation consultant and final versions of the TOR;
- Reviews the draft and final evaluation report and submits it to EVAL;
- Disseminates the report as appropriate.

The Project Coordinator is responsible for:

- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced, and any relevant background notes;
- Providing a list of stakeholders;
- Reviewing and providing comments on the inception report;
- Participating in the preparatory briefing prior to the assessment missions;
- Scheduling all meetings and interviews for the missions;
- Ensuring necessary logistical arrangements for the missions;
- Reviewing and providing comments on the initial draft report;
- Participating in the debriefing on the findings, conclusions, and recommendations;
- Providing translation for any required documents: TOR, PPP, final report, etc.;
- Making sure appropriate follow-up action is taken.

²⁰ The REO is also the Evaluation Manager.

8. LEGAL AND ETHICAL MATTERS

- This internal evaluation will comply with ILO evaluation guidelines and UN Norms and Standards.
- These ToRs will be accompanied by the code of conduct for carrying out the evaluation “Code of conduct for evaluation in the ILO” (See attached documents).
- UNEG ethical guidelines will be followed throughout the evaluation.
- The consultant will not have any links to project management or any other conflict of interest that would interfere with the independence of the evaluation.

9. ATTACHMENTS

- Evaluation Guidelines: https://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm
- Evaluation Policy: https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm
- Code of Conduct form for evaluators: <http://www.ilo.org/legacy/english/edmas/eval/template-code-of-conduct.doc> Gender Checklist: http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Stakeholder engagement Checklist: http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
- Inception report Checklist: http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Evaluation title page Checklist: http://www.ilo.org/eval/Evaluationguidance/WCMS_166363/lang--en/index.htm
- Good practices Checklist: <http://www.ilo.org/legacy/english/edmas/eval/template-goodpractice.doc>
- Lessons learnt Checklist: <http://www.ilo.org/legacy/english/edmas/eval/template-lesson-learned.doc>
- Evaluation summary Checklist: http://www.ilo.org/eval/Evaluationguidance/WCMS_166361/lang--en/index.htm