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Final Evaluation Report

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

Independent evaluation commissioned by UNDP

Consultants: Maya Giorbelidze

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen, Joint Programme – (ERRY III)	
Quantum ID	00130662	
Corporate outcome and output	Outcome 2: people in Yemen especially women adolescents and girls and those in the most vulnerable and marginalized communities' benefit from better equal and inclusive access to nutritious food sustainable and resilient livelihoods and environmental stability	
Country	Yemen	
Region	RBAS	
Date project document signed	19 December 2021	
Project dates	Start	Planned end
	01 March 2022	28 February 2025 No-Cost-Extension till 30 June 2025
Project budget	USD 49,378,000	
Funding source	EU, Sweden	
Implementing party	UNDP, WFP, FAO, ILO	
Administrative Agent (AA)	Multi Partners Trust Fund Office (MPTFO)	
Target governorates and districts	South: Abyan: Khanfir, Lawdar, Sibah, Ahwar Lahj: Tuban, Al Madaribah, Al Maqatirah, Radfan Taiz: Al-Ma'afer North: Hajjah: Najrah, Bani al Awam, Ash Shaghadirah Hudaydah: Bajil, Al Qanawis, Al-Hali Al-Mahweet: At Tawilah, Milhan Sa'dah: Haydan, Sa'dah city	

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Programme Evaluation	
Final/midterm review/ other	Final Evaluation	
Period under evaluation	Start	End
	March, 2022	June, 2025
Evaluators	Dr. Maya Giorbelidze	
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Executive Summary

The Final Independent Evaluation of the Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen, Phase III (ERRY III) Joint Programme presents an assessment of the programme's performance from 2022 to 2025. Implemented by UNDP, FAO, ILO, and WFP with funding from the European Union, and the Government of Sweden, ERRY III targeted approximately 847,000 people across seven governorates—Hajjah, Hodeidah, Saada, Lahj, Abyan, Mahweet, and Taiz—focusing on strengthening resilience and self-reliance among vulnerable communities facing protracted conflict and humanitarian crisis. The findings and results of the evaluation will serve as a crucial tool for both learning and accountability, providing key stakeholders—including partnering UN agencies, implementing partners, donors, and national authorities—with objective and comprehensive information on the programme's outcomes, including its impact on women's empowerment. Beyond assessing past performance, the evaluation is intended to inform the design and adaptation of future programming in Yemen, ensuring that lessons learned and evidence-based recommendations directly guide strategic decision-making and enhance the effectiveness of ongoing and upcoming interventions.

The evaluation adopted a mixed-methods, theory-based approach to ensure a comprehensive analysis of the ERRY III Joint Programme's outcomes. Through collecting primary data from 505 household survey respondents—including 430 beneficiaries and 75 non-beneficiaries—across five districts in three southern governorates. In addition, 59 key informant interviews with UN staff, local authorities, implementing partners, and community leaders were conducted, alongside 10 focus group discussions with beneficiaries disaggregated by gender and age. Secondary data such as programme documents, monitoring reports, and past evaluations were also reviewed, providing rich triangulation for a credible analysis of ERRY III's relevance, effectiveness, efficiency, coherence, impact, and sustainability.

The primary users of the evaluation are the implementing UN agencies, the European Union, the government of Sweden as the donors, national partners including government ministries, and local stakeholders. These actors are particularly interested in understanding the programme's contributions to livelihoods, food security, local governance, gender inclusion, and sustainable development outcomes. The evaluation findings are expected to inform both strategic planning and operational decision-making—at agency, donor, and country levels—and guide improvements in design, targeting, implementation, and coordination of future resilience-oriented programmes in Yemen and similar contexts.

The ERRY III Joint Programme remained highly **relevant** to Yemen's protracted crisis. Its area-based, integrated design addressed urgent needs while promoting long-term recovery, aligning with the humanitarian-development-peace nexus. The Theory of Change (ToC) focused on three interconnected areas: local governance and social cohesion, energy and environmental resilience,

and livelihoods and food security—anchored in principles of localization, gender equality, and inclusion.

The ToC was validated by the evaluation and reflected an accurate problem analysis. Interventions were bundled to build both coping and transformative resilience. Ministries confirmed alignment with national priorities in agriculture, vocational training, and energy. Contributions were also made to UNDP’s Country Programme and UNSDCF Outcomes 1 and 2, and to SDGs 1, 5, 7, 8 and 13.

The ERRY III Joint Programme achieved moderate to high **effectiveness** in enhancing community resilience, livelihoods, food security, and energy access, though results varied by location and population group.

Key income indicators improved: the proportion of ERRY III beneficiaries with sustainable income rose from 23% at baseline to 63.6% at endline. Around 3,000 microbusiness grants (38% to women) and 4,764 entrepreneurship trainings were delivered, with 72% of grant recipients operating businesses within three months. Among women-headed households receiving livestock or dairy support, 68% reported new income.

However, 36.4% of beneficiaries still lacked stable income due to limited market access, high input costs, and lack of capital. Bundled interventions consistently yielded better results—for example, in Lahj, only 18% of those receiving layered support reported food shortages, compared to 39% receiving food aid alone.

Food security remained a concern: 63% of households reported anxiety about shortages, and 30% had experienced full-day fasting. Energy access improved through 219 solar installations reaching nearly 293,000 people, while over 647 individuals (45% women) were trained in system maintenance.

Apprenticeship and skills programs reached 1,528 people (44% women), with 65% engaged in income-generating activities post-training. Follow-up was limited in northern areas due to access restrictions.

Community resilience efforts included 198 infrastructure projects, 376 local plans, and 100 community dialogues, with over 1,000 trained mediators. Inclusion was strong: 71% of beneficiaries were displaced, 61% of surveyed women participated, and 26% of respondents had disabilities.

The ERRY III Joint Programme generally demonstrated **efficient** use of resources, with over 91% of funds disbursed by end of Dec 2024. Integrated implementation across UN agencies and bundled services—such as combining infrastructure with solar energy and training—enhanced operational efficiency in many locations. Using local committees helped reduce transaction costs, and in areas like Lahj and Taiz, coordination through shared facilitators led to time and cost savings.

However, efficiency varied by sector and region. Delays in agriculture input delivery and solar system installations—due to access restrictions and procurement challenges—were common. In some cases, training continuity was disrupted. Monitoring systems were in place and used regularly, but real-time data sharing across agencies was limited, affecting coordination.

While programme activities were delivered on schedule in accessible areas, security issues, staffing gaps, and long procurement procedures delayed implementation in conflict-affected zones. Donors and government stakeholders noted that nearly 1.5 years were spent on planning before implementation began, shortening the delivery phase and limiting opportunities for adaptation and sustainability.

Gender inclusion practices were applied operationally—such as through quotas in training and cash-for-work—but strategic integration was limited by local barriers. Formal oversight structures, including a Programme Steering Committee, were established, but adaptive decisions were often made bilaterally rather than through coordinated platforms. Risk mitigation was part of programme design, though updates and adjustments were inconsistently documented. Despite these challenges, strong partnerships with ministries—particularly in agriculture and TVET—supported efficient rollout in key sectors.

The ERRY III Joint Programme incorporated **sustainability** principles in its design, including a dedicated exit strategy focused on financial continuity, local ownership, and institutional capacity. While the strategy was well-articulated, stakeholders reported inconsistent implementation on the ground. Community ownership was moderately strong, with beneficiaries involved in planning and infrastructure selection. Some training participants continued applying their skills beyond the project, but many cited difficulties sustaining activities due to lack of capital, follow-up support, or market access.

Governance bodies such as Village Cooperative Councils were established but often remained disconnected from formal systems, limiting institutional continuity. Only 27% of beneficiaries reported access to post-project financial services, highlighting constraints in sustaining income-generating activities. Environmental sustainability efforts, including solar energy and climate-smart agriculture, showed potential, but concerns remain about maintenance and system longevity without continued technical support.

The ERRY III Joint Programme contributed to early signs of positive **impact** on household and community well-being, with improvements most evident in income generation, resilience, and social cohesion. While long-term change in a fragile context like Yemen takes time, evidence from endline data and qualitative interviews confirms meaningful progress.

At the household level, 63.6% of targeted families reported having a sustainable income by programme end—up from 23 % at baseline. Nearly half of these households also experienced increased income and reduced dependence on humanitarian aid. Communities with bundled support (e.g., training, asset rehab, food-for-assets) saw stronger gains in income diversification

and shock management. In Abyan, for instance, farmers linked improved harvests to canal rehabilitation.

Social capital and local governance also improved, with 52% of supported community structures (like producer groups and women's associations) remaining active post-project. These groups facilitated ongoing problem-solving and local service maintenance. In Hajjah, solar-powered health clinics reportedly improved maternal care and vaccine storage, demonstrating indirect impacts of infrastructure investments.

Women's economic participation rose from 13% to 42%, with several reporting increased decision-making power. However, progress was uneven, with some communities experiencing backlash to shifting gender roles. Youth also benefited—41% of vocational trainees were under 30, and many reported improved confidence and aspirations.

The ERRY III Joint Programme exhibited internal **coherence** by leveraging the complementary strengths of UNDP, FAO, ILO, and WFP. Coordination mechanisms—such as joint workplans, field visits, and Steering Committee meetings—helped align efforts thematically and geographically, despite Yemen's complex operational context.

Integrated delivery was promoted through tools like gender-sensitive Community Resilience Plans. In some areas, agencies layered services effectively: ILO offered entrepreneurship training to FAO beneficiaries; UNDP's solar systems powered FAO-supported cooperatives and ILO-led training centers; WFP infrastructure improvements supported wider community-based interventions. These collaborations enhanced programmatic impact.

Where multi-agency support was sequenced well, beneficiaries experienced better outcomes. For example, participants who received combined support—such as training, livestock, and solar access—were more likely to report income increases (61%) compared to those with only one intervention (38%). In Hajjah, solar mini-grids powered a women's tomato cooperative, boosting production and market access. Similarly, youth who completed ILO's solar training and received UNDP business grants established local enterprises servicing homes and clinics.

However, synergy in implementation was uneven. Donors noted that while coordination was well planned, it was inconsistently realized on the ground. Differences in agency timelines, procurement systems, and documentation practices limited full integration. Alignment with complementary initiatives, such as UNDP's SIERY project, also fell short of expectations, despite overlapping objectives.

Climate adaptation efforts under ERRY III focused on increasing rural resilience through water-saving technologies, climate-smart agriculture (CSA), and renewable energy. With support such as solar-powered irrigation, climate-resilient seeds, and training for extension workers, farmers reported improved yields and food stability. For instance, in Lahj, drip irrigation allowed farmers to double their watering frequency and improve productivity. Community Seed Banks were introduced to enhance local adaptation and reduce seed market dependency. However, the

effectiveness of some interventions was limited by logistical delays, weak institutional capacity—particularly among Water User Associations—and initial skepticism from farmers unfamiliar with CSA methods.

Women’s economic empowerment (WEE) was an important but uneven focus. While ERRY III provided vocational training, microgrants, and home-based asset support for women, many barriers remained. Only 14% of female-headed households reported a sustainable income, and asset ownership was significantly lower among women than men. Gender norms also limited women’s market participation and control over earnings. In some areas, social constraints restricted women’s mobility or led to dropouts. Despite this, bundled support models—such as combining dairy training with cooperative formation—helped some women gain financial stability and decision-making power. Yet large gaps remained in training coverage, autonomy, and structural support (e.g., childcare, transport, flexible delivery).

Human rights and disability inclusion were addressed indirectly through ERRY III’s resilience lens, targeting IDPs, women, and those with no formal employment. While 27% of surveyed households were displaced and 39% were female-headed, PwDs were less consistently reached. Only 22% of households with PwDs reported active participation, due to barriers like inaccessible infrastructure and lack of tailored training. Some progress came through participatory tools like Community Resilience Plans, which included marginalized voices in needs assessments. Still, disability inclusion lacked systematic planning, technical guidance, and dedicated resources, limiting the full realization of inclusive resilience.

The final evaluation of the ERRY III Joint Programme assessed multiple outcome indicators to understand its impact on community resilience, livelihoods, food security, coping mechanisms, and access to essential services. . Data from 505 household surveys, 59 key informant interviews, and 10 focus group discussions provided robust evidence to measure changes from baseline to endline.

Resilience Capacity

Using a multidimensional Resilience Index adapted to Yemen’s context, the evaluation measured households’ absorptive, adaptive, and transformative capacities across six dimensions: Stability, Social Safety Nets, Access to Public Services, Assets, Income and Food Access, and Adaptive Capacity. The average resilience score improved from 3.3 to 4.1 out of 10, with the share of resilient households rising from 33% to 41%. These improvements can be attributed to gains in several key areas. Households reported increased income and more stable livelihood sources, wider access to social safety nets such as cash-for-work and vocational tools, and improved public services—particularly solar energy and access to water. Additionally, better food consumption scores and expanded asset ownership contributed to stronger coping capacities.

However, while the overall trajectory is positive, resilience levels remain below the midpoint of the scale, indicating that households are still vulnerable to setbacks. Challenges such as limited

government safety nets, persistent gender disparities in access to assets, and regional variations in service availability continue to constrain progress.

Income and Food Access (IFA)

Income and food access are essential for household resilience. This assessment looked at income levels, diet quality (Food Consumption Score - FCS), and food insecurity (HFIAS). By the end of the project, the overall IFA score rose from 30% to 45%, indicating better income and food access. Average monthly income increased from 73,619 to 81,617 Yemeni Rials (approximately USD 30.67 at an exchange rate of 2,400 YER/USD)¹, with beneficiaries consistently earning more than non-beneficiaries. In Lahj, for example, female beneficiaries earned 118,188 Rials (USD 49.24), while non-beneficiaries earned 74,250 Rials (USD 30.93). Still, a gender gap persisted—36% of men vs. 28% of women reported stable income, though some areas like Lawder showed stronger results. Food consumption also improved: in districts like Tuban and Ahwar, over 75% of households had acceptable FCS by endline. However, in places like Al Maqatirah (Lahj), only 2% reached acceptable levels despite income gains, suggesting that income alone isn't enough—factors like food prices and availability also matter.

Reduced Coping Strategy Index (rCSI)

The rCSI, reflecting reliance on negative food-related coping strategies, showed significant improvement. At baseline, widespread use of stress coping strategies was evident in Lahj, with only 1–2% of households classified as low risk. Tuban and Al Ma'afer districts had better food coping capacity, with up to 97% of households scoring low on rCSI. By endline, a larger share of households, particularly in Abyan and Lahj, reported low reliance on harmful coping behaviors. Gender differences were slight, with male-headed households having a marginal advantage in some areas, but food coping improvements were broadly equitable.

Assets

Household asset ownership remained stable, with a slight decrease in the asset index from 75% to 73%. Home ownership stayed constant around 81%, while land ownership improved from 74% to 82%, especially in Lahj districts where near-universal tenure was reported. However, women had consistently less access to land and productive assets; for example, only 29% of women in Ahwar reported access to land compared to 49% of men. Productive assets and livestock ownership showed little change and remained male-dominated, restricting women's economic independence.

Access to Public Services (APS)

Access to public services improved substantially over the project period, with the average APS

¹ At the time of data collection in May 2025, the exchange rate was approximately 2,400 YER per 1 USD.

score rising from 45% at baseline to 85% at endline. Services such as water, schools, health centers, and mobile networks became widely accessible in target districts, with little gender disparity in access. Notably, electricity access increased due to widespread household adoption of solar panels, especially in Lahj and Taiz, where over 80% of households used solar power.

Social Safety Nets (SSN)

Support to help households cope with economic hardship improved during the project period. At baseline, only 15% of households reported receiving any assistance, mostly from NGOs in the form of food aid and cash-for-work. By endline, access rose to 26%, with notable increases in Ahwar (33%) and Tuban (31%). Vocational and agricultural assistance also expanded, especially in Lahj.

Government support remained limited, with small gains in areas like Ahwar. Zakah assistance improved slightly in Lahj and Taiz but remained small in scale.

Stability (S)

Household stability improved notably. The share of households reporting no shocks rose from 30% to 23%, while major shocks like food shortages dropped from 80% to 21%, job loss from 77% to 14%, and illness from 49% to 12%. Coping shifted away from harmful strategies (e.g., food reduction, asset sales) toward more positive mechanisms like savings and formal loans. Confidence in managing shocks increased from 27% to 63%, with some variation across districts and genders. Women tended to report more moderate coping strategies and slightly lower confidence than men, though differences were context-dependent.

Adaptive Capacity

Adaptive capacity, reflecting livelihood diversification, declined overall. Farming and livestock reliance dropped sharply (from 53% and 43% to 4% each). Income from government salaries increased markedly (7% to 36%), with smaller gains in private sector jobs and MSMEs. Women reported more diverse informal income sources but remained underrepresented in formal employment and pensions. This suggests women's participation is broader but less stable, pointing to ongoing gender gaps in livelihood quality.

Sustainable Income by Sector and Sex

The proportion of individuals reporting sustainable income grew from 23% to 63.6%. Dominant income sources remained farming (53%), unskilled labor (74%), remittances (72%), and skilled/vocational work (24%). Formal wage employment increased in some districts. Women were more engaged in informal activities, remittances, and MSMEs, while men dominated unskilled

labor and farming. Notably, female respondents in Al-Ma'afer showed rising participation in small businesses and vocational work, indicating some progress in economic inclusion.

Food Consumption Score (FCS) by Household Head Status and Sex

Acceptable FCS improved from 26% to 53%, with male-headed households generally reporting better scores than female-headed. The gender gap narrowed slightly but remained significant in districts like Lahj and Taiz, where female-headed households faced challenges securing diverse and nutritious diets. These improvements suggest that combined food aid, livelihood support, and agricultural programmes contributed to stabilizing food security, but additional efforts are needed to address persistent inequities.

Number of Targeted Communities with Access to Critical Services

The number of communities reporting sufficient access to a basic bundle of five or more key services (electricity, water, education, health, transport) increased from 1–2 at baseline to at least 4 at endline across the five studied districts. Access to electricity improved notably (e.g., from 39%–83% to 67%–84%), while safe drinking water access rose from 65%–87% to 88%–92%. Financial services and agricultural markets also saw increased reach.

Building on these conclusions, it is clear that future resilience programming in Yemen must address both the successes and the ongoing challenges revealed by ERRY III. To sustain and scale these gains, strategic adjustments and targeted investments are essential. The following recommendations emerge from the evaluation findings as critical pathways for strengthening impact, inclusivity, and sustainability in subsequent phases.

- Deepen area-based planning by prioritizing integrated, layered support within the same communities to maximize resilience outcomes.
- Shift from cash-for-work to sustainable livelihoods
- Strengthen local economic development and climate resilience
- Institutionalize systems thinking and coherence across components
- Promote community ownership and co-creation
- Improve inclusion of women, youth, and persons with disabilities
- Enhance field-level coordination and sequencing
- Develop an exit/handover strategy that aligns with local authority capacity
- Strengthen sub-district governance platforms
- Promote flexible and adaptive programming

Alongside these recommendations, the evaluation has also highlighted important lessons learned from the design, implementation, and monitoring of ERRY III. These lessons provide valuable

insights to inform not only the continuation of this programme but also the broader field of resilience-building in fragile and conflict-affected contexts.

- Integrated programming that combines multiple interventions (food security, livelihoods, energy, governance) produces stronger, more sustainable resilience outcomes.
- Women's economic empowerment requires multi-level action addressing socio-cultural barriers alongside skills and asset support.
- Disability inclusion must go beyond physical infrastructure to ensure meaningful participation in planning and decision-making.
- Gains in social cohesion and local governance need long-term protection and investment to prevent relapse into conflict dynamics.
- Community-based participatory approaches foster ownership and trust but require flexible timelines and donor patience.
- Monitoring and data systems improve adaptive management if supported by strong local capacity and interoperable platforms.
- Youth engagement remains limited without dedicated programming that includes consultation and leadership opportunities.
- Transitioning from humanitarian assistance to development is gradual and non-linear; resilience programming must complement ongoing aid.
- Institutional collaboration among UN agencies benefits from deeper operational integration to avoid implementation delays and fragmentation.
- Sustainability depends on continued institutional and financial investments, phased exit strategies, and local capacity strengthening.

Abbreviations

AVC	Agriculture Value Chain
BSAFE	UN security training certificate required by UN personnel
C4W	Cash for Work
CRP	Community Resilience Plans
CSA	Climate Smart Agriculture
CSI	Coping Strategy Index (referred as rCSI in the text)
	Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in
ERRY	Yemen, Joint Programme
FAO	Food and Agriculture Organization (of the UN)
FFA	Food Assistance for Assets
FFT	Food Assistance for Training
FGD	Focus Group Discussion
GAP	Good Agricultural Practices
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GERF	Governance and Economic Resilience Facility
HFIAS	Household Food Insecurity Access Scale
HH	Household
HHS	Household Survey
IDP	Internally Displaced Person
ILO	International Labour Organization
JP	Joint Programme (ERRY III is a joint programme)
KII	Key Informant Interview
LNOB	Leave No One Behind
MFI	Micro-Finance Institution
MPTFO	Multi-Partner Trust Fund Office
MSME	Micro, Small and Medium Enterprise
NGO	Non-Governmental Organization
PUNO	Participating United Nations Organization
RE	Renewable Energy
TPM	Third Party Monitoring
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
USD	United States Dollar
WEE	Women's Economic Empowerment
WFP	World Food Programme
YER	Yemeni Rial (currency)

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Introduction

This evaluation report presents the findings of the final evaluation of the Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen, Phase III (ERRY III) Joint Programme, implemented from 2022 to 2025 by UNDP, FAO, ILO, and WFP, with funding support from the European Union and the government of Sweden. The evaluation was commissioned to assess the programme's relevance, effectiveness, efficiency, impact, coherence, and sustainability in strengthening the resilience of vulnerable rural communities in Yemen. This evaluation provides an important opportunity to take stock of achievements, identify lessons learned, and inform future resilience-building interventions in Yemen's fragile and conflict-affected context.

The primary users of the evaluation are the implementing UN agencies, the European Union, the government of Sweden as the donors, national partners including government ministries, and local stakeholders. These actors are particularly interested in understanding the programme's contributions to livelihoods, food security, local governance, gender inclusion, and sustainable development outcomes. The evaluation findings are expected to inform both strategic planning and operational decision-making—at agency, donor, and country levels—and guide improvements in design, targeting, implementation, and coordination of future resilience-oriented programmes in Yemen and similar contexts.

The report evaluates the performance and outcomes of the ERRY III Joint Programme, including its components focused on community infrastructure rehabilitation, support to microbusinesses and vocational skills and entrepreneurship development, climate-resilient agriculture, renewable energy access, and local governance strengthening. The evaluation applies a mixed-methods approach, drawing on primary data collected through household surveys, key informant interviews, and focus group discussions, as well as extensive document review.

The structure of the report is organized around the OECD-DAC evaluation criteria. It begins with an overview of the evaluation context and methodology, followed by detailed findings organized by relevance, effectiveness, efficiency, impact, coherence, and sustainability. Each section synthesizes evidence and participant perspectives to answer the key evaluation questions. The report concludes with overall conclusions and a set of practical recommendations aimed at supporting continuous learning, adaptation, and improved programming for resilience in Yemen.

The Context

Yemen is a low-income country and was one of the poorest countries in the Middle East even before 2014, facing a wide range of development challenges. Yemen has an estimated population

of 33.6 million, with 58 percent aged 15-64, and about 61 percent living in rural areas². After a decade of conflict, Yemeni people are still facing one of the world's worst humanitarian and development crises driven by conflict, natural disasters, climate change, hunger and disease coupled with a collapse of the economy and public institutions³. An estimated 4.8 million people, most of whom are women and children, remain internally displaced, with repeated displacement trapping families in cycles of dependency on humanitarian assistance. IDPs residing in sites are one of the most vulnerable communities in Yemen. Around 1.6 million Yemenis are displaced across 2,290 sites. Around 3.3 million IDPs are living in family hosting arrangements and rental accommodation⁴.

Yemen is among the lowest ranked countries in terms of gender equality, women's inclusion and security, and among the most vulnerable to climate change and least prepared for climate shocks⁵. Food insecurity and malnutrition remain pervasive across many parts of the country, with particularly severe impacts for the most vulnerable and marginalized groups.

The 2024 Humanitarian Needs Overview estimated that 18.2 million people needed humanitarian assistance due to food insecurity and malnutrition, and health, water and sanitation (WASH) and protection needs, a decrease from 23.4 million in 2022⁶.

The conflict has worsened Yemen's fragile economy, which contracted by 54 per cent between 2015 and 2023⁷.

The prolonged conflict has devastated Yemen's economy, governance systems, and essential services. Although hostilities have decreased since the de facto continuation of the UN-brokered truce in 2022, localized violence, lawlessness, and landmine incidents continue to claim civilian lives and impede recovery efforts. New road openings in areas like Ta'iz and Marib have slightly improved access to services and movement across frontlines, yet much of the country remains difficult to access due to insecurity and bureaucratic barriers⁸.

The economic situation continues to deteriorate. Yemen's GDP contracted by 54% between 2015 and 2023, with continued depreciation of the Yemeni rial reaching an all-time low of 2,052 YER to 1 USD by the end of 2024. Forecasts suggest the exchange rate may worsen to 2,400–2,500 YER

2 2022 data. <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS> ;
<https://data.worldbank.org/indicator/SP.POP.1564.TO.ZS?locations=YE>.

3 United Nations Yemen (2021): Common Country Analysis

4 Humanitarian Programme Cycle 2025- Issued January 2025

5 OCHA (2024) Yemen Humanitarian Needs Overview 2024. <https://gain.nd.edu/our-work/country-index/rankings/>

6 ibid.

7 World Bank. (2024, October 31). Yemen faces mounting economic challenges as conflict continues and regional tensions escalate.

8 Humanitarian Programme Cycle 2025- Issued January 2025

per USD in 2025. Inflation, disruptions in trade, and liquidity constraints have rendered basic goods unaffordable for most families, with over 80% of the population estimated to live in multidimensional poverty⁹.

Yemen's most vulnerable groups—including women and girls, persons with disabilities, the Muhamasheen community¹⁰, migrants, and refugees—face heightened protection risks. Gender-based violence (GBV) is widespread, with 6.2 million women and girls at risk and 90% of rural areas lacking any GBV services. The education system is in disarray: nearly 3.2 million children are out of school, and most teachers go unpaid¹¹.

The country's fragile healthcare system is overwhelmed, with 40% of health facilities partially or completely non-functional. Simultaneously, water and sanitation systems are critically underdeveloped.

Climate change has emerged as a major threat multiplier. Yemen ranks as the third most vulnerable country to climate change globally.

Despite these challenges, some areas have seen improvements due to sustained humanitarian assistance and reduced conflict. Yet, many districts remain at severity level 4 (extreme) and face compounding risks such as flooding, cholera outbreaks, and active conflict. Without continued and scaled-up support, Yemen's humanitarian crisis risks further escalation.

The Project

ERRY III aims to strengthen resilience of the population in the most vulnerable governorates in Yemen. ERRY III supports the creation of sustainable livelihoods opportunities through enhancing food security, employment, community assets restoration, social basic services, agricultural value chains, gender equality and women's economic empowerment as well as access to renewable energy. It is implemented in Hajjah, Hodeidah, Saada, Lahj, Abyan, Mahweet, and Taiz governorates and is expected to benefit 847,000 people.

The overall objective of the Joint Programme (Goal) is to strengthen resilience and self-reliance of the population in the most vulnerable governorates in Yemen.

⁹ Ibid

¹⁰ Muhamasheen (Arabic for "marginalized") refers to a historically oppressed and socially excluded minority group in Yemen. Often referred to as the "Akhdam," they face deep-rooted discrimination, limited access to education, employment, and public services, and are among the most vulnerable populations in the country.

¹¹ Ibid

The specific objective/outcome of the joint programme is improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen.

The programme aims to achieve four intermediate outcomes:

- **Outcome 1:** Increased local institutional resilience management and community social cohesion in crisis-affected communities.
- **Outcome 2:** Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector.
- **Outcome 3:** Increased sustainable production and productivity of crop and livestock in crisis-affected communities.
- **Outcome 4:** Improved access of women, youth, and other vulnerable groups to food and income opportunities.

The ERRY III Joint Programme targeted the most vulnerable groups, including youth, women, the unemployed, internally displaced persons (IDPs), stressed host communities, and people with disabilities. The programme uses inclusive, participatory, and conflict-sensitive tools to mobilize and involve these groups in its activities. The programme targeted 17 of the most vulnerable districts within the seven governorates mentioned above.

The key stakeholders identified for the ERRY III joint programme include government counterparts from the Ministry of Planning and International Cooperation (MoPIC) in the IRG controlled areas as well as other relevant line ministries such as the Ministry of Agriculture and Irrigation (MoAI), the Ministry of Technical Education and Vocational Training (TEVT), Chambers of Commerce, and the Agriculture Research and Extension Authorities (AREA). In northern regions, the programme coordinates with the Ministry of Foreign Affairs (MoFA) and, previously, with the Supreme Council for the Management and Coordination of Humanitarian Affairs and International Cooperation (SCMCHA), alongside other pertinent line ministries. Additional crucial stakeholders comprise local authorities in the targeted areas, community-based committees—including Sub-district Committees (SDCs) and Village Cooperative Councils (VCCs)—as well as the programme's Implementing Partners, and the targeted communities and beneficiaries.

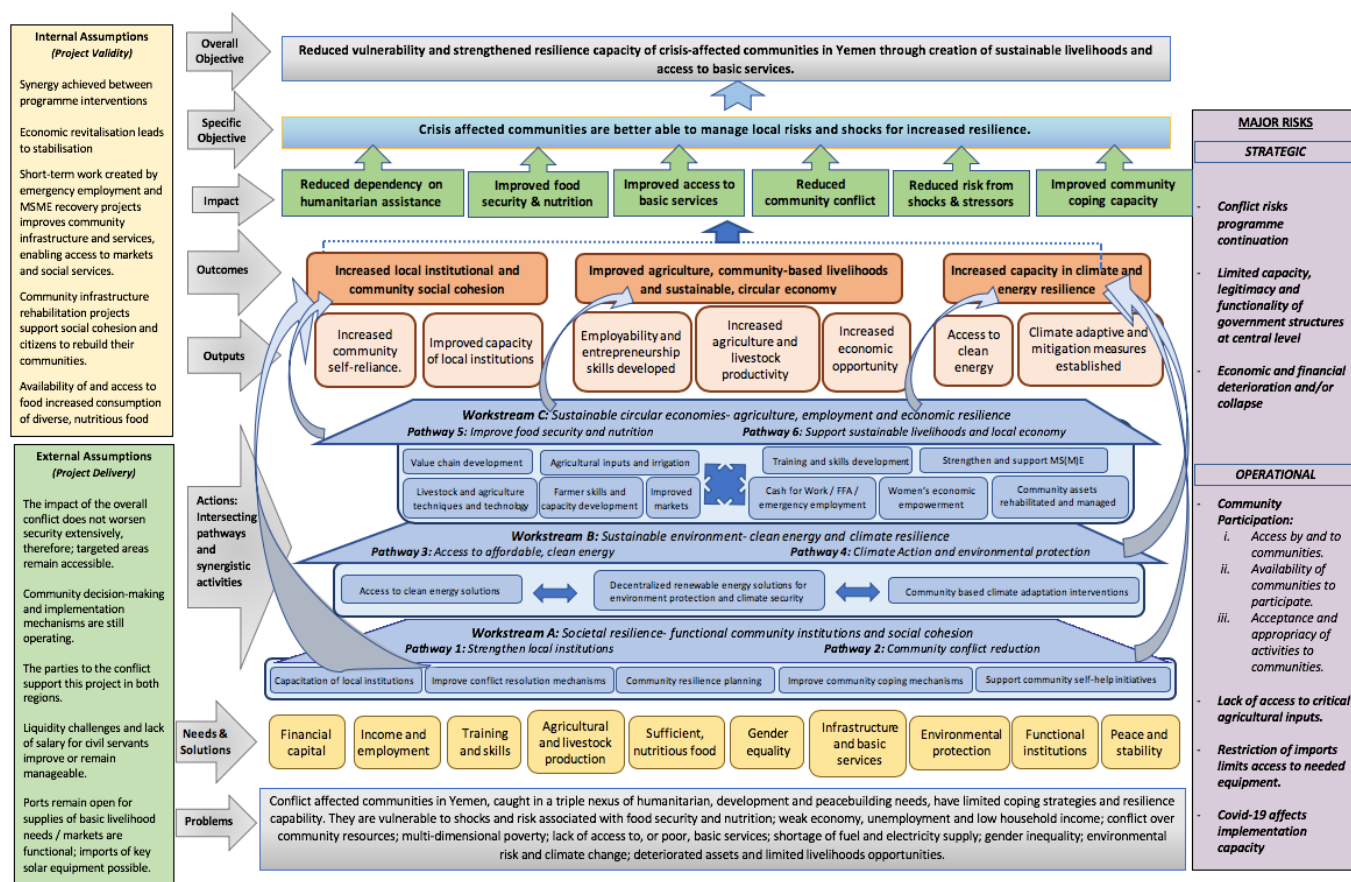
The ERRY III Joint Programme was implemented in collaboration with a diverse group of national partners across both the southern and northern governorates of Yemen. Each PUNO worked with dedicated implementing partners aligned with specific components of the programme, as outlined below:

- **UNDP** led implementation of *Local Governance & Social Cohesion, Livelihoods, and Renewable Energy* components in both the South and North, working with:
 - Social Fund for Development (SFD)
 - For All Foundation (FAF) – Livelihood (South)
 - National Microfinance Foundation (NMF)
 - Youth Leadership Development Foundation (YLDF)
 - Sustainable Development Foundation (SDF) – Livelihood (North)

- **FAO** was responsible for *Agricultural Value Chains (AVC)* in both the South and North, partnering with:
 - Assistance for Response and Development (ARD) – AVC (South)
 - Sada Foundation for Building and Development (SADA) – AVC (North)
- **WFP** implemented the *Food Assistance for Assets/Training (FFA/FFT)* component with:
 - CARE International – FFA/FFT (South)
 - Building Foundation for Development (BFD) – FFA/FFT (North)
- **ILO** led the *Skills and Entrepreneurship Development (SED)* component in both regions, in collaboration with:
 - Social Fund for Development (SFD)
 - Ghadaq for Development – SED (North)
- **Private Sector Support** (Advance Solar) was jointly facilitated with the General Federation of Yemeni Chambers of Commerce and Industry (FYCCI) and covered both South and North.

The programme has the following Theory of Change:

Figure 1: Theory of Change



The assumptions which follow are the main assumptions at the programme level, which apply in addition to the specific assumption at intervention level.

External Assumptions

These relate to the capacity of the project to ensure implementation:

- **Operational context / conflict:** It is assumed that the ongoing armed conflict in Yemen will remain at its current level of intensity and reach. Any escalation to a full-range urban civil war will have serious and destabilising consequences on the Programme's implementation capacity, and thus, on its potential outcomes and expected impacts.
- **The financial and currency liquidity crisis and high inflation:** The lack of liquidity is already having devastating impacts on the economy and fragile livelihoods. Any worsening of access to direct cash will cause serious obstacles to the Programme's capacity to implement its activities and deliver its expected results.
- **Conflict parties' support to implementation:** Access to implementation areas cannot be ensured without the collaboration and the facilitation of the parties to the conflict. Any serious

hindrance of access will impact the Programme's ability to reach beneficiaries, its delivery rate and the attainment of its expected results.

- **Coordination of humanitarian and resilience interventions:** The ERRY intervention, along with similar programmes, complements and aligns with emergency humanitarian interventions. The idea is to ensure that beyond immediate survival, communities are empowered to plan and sustain their own resilience and livelihoods.
- **Conducive environment for building local government capacity:** Many factors are at play when assessing and supporting the capacity of local authorities. This includes the political context, the legislative framework, the social structure and bureaucracy dynamics. The ERRY intervention must take these factors into consideration when delivering its support to local authorities.

Internal Assumptions:

These relate to the validity of the project design:

- **Community resilience:** Resilience is a multi-dimensional concept with human, physical, financial, social and natural dimensions. Community resilience is assumed to be built through improved food security, better livelihoods, stronger local governance and improved access to social services.
- **Improving livelihoods, food security and nutrition:** It is assumed that emergency employment, income generation and agricultural production improves households' and communities' livelihoods by increasing incomes, improving food security, reducing dependency on humanitarian relief aid and solidarity mechanisms at play within the community.
- **Creating employment opportunities:** By improving business, trade and apprenticeship skills for young women and men, it is expected that new employment opportunities, including entrepreneurship and self-employment opportunities, will be created in the community.
- **Cash for work:** Cash generated through emergency employment is expected to be used to improve household and community food security while rehabilitating communal infrastructure.
- **Improved local governance:** Improving the capacity of local authorities and community-based governance is expected to lead to improved social services that address community needs.
- **Improved agricultural productivity:** Support to improved agricultural production and productivity is assumed to alleviate food insecurity.

ERRY III achieved the following results as of end of March 2025:

→ Local Governance & Social Cohesion (UNDP)

- 167 community infrastructure projects completed (roads, health units, schools, WASH), benefiting 194,038 people (including 95,359 women).
- 50 Sub-District Committees and 326 Village Cooperative Councils established.
- 50 District-Level and 326 Village-Level Community Resilience Plans developed.
- 1,046 community mediators (374 women) trained; 100 community dialogues conducted.

→ **Renewable Energy (UNDP)**

- 178 solar systems installed in schools, clinics, and public offices, reaching 293,028 beneficiaries (147,336 women).
- 647 people trained in solar system operation & maintenance.
- 500 individuals (32% women) trained in RE business skills; 260 solar microbusinesses established.
- Operational hybrid mini-grids and solar desalination plants deployed.

→ **Livelihoods and Small Business Development (UNDP)**

- 41 community assets rehabilitated through Cash-for-Work (CfW).
- 4,764 people received entrepreneurship training.
- 3,000 microbusiness grants issued (38% to women).

→ **Food Assistance for Assets/Training (WFP)**

- 9,190 households supported via Food for Assets (FFA); benefiting 65,000+ people.
- 560 women trained through Food for Training (FFT).
- Over \$5.02M transferred to participants (plus ~\$201K from WFP).
- 309 communal/household assets (roads, water systems, agriculture infrastructure) rehabilitated.

→ **Climate-Smart Agriculture & Value Chains (FAO)**

- 50 agricultural experts trained in CSA.
- 1,000 households received climate-resilient seeds.
- 4 Community Seed Banks established.
- 13 Water User Associations (WUAs) re-activated.
- 99 people (WUAs + MoAI) trained.
- 100 drip irrigation kits, 12 water infrastructures, and 12 solar water pumps delivered.
- 9,000 households received sorghum and millet seeds.
- 3,500 households engaged in tomato value chain; 875 ha cultivated.
- 5 agro-processing centers delivered.
- 500 coffee producers supported.
- 9 coffee irrigation systems rehabilitated.
- 6,000 households supported through livestock inputs.
- 50 CAHWs trained (30% women).
- 140 forage groups established.
- 1,000 HHs received restocking kits.
- 4,000 sheep and 100 MT feed distributed.

- 4 milk collection & processing centers built.
- 3,500 women-headed HHs received dairy equipment.
- 2 dairy processing centers and 2 marketing centers established.
- **Skills Development (ILO)**
 - 1,528 apprentices graduated (44% women).
 - 308 trained in solar system maintenance.
 - 128 technicians trained in advanced solar pumping.
 - 6 new vocational curricula developed; **5 updated.
- **Entrepreneurship and Business Development (ILO)**
 - 4 SIYB Master Trainers and 99 National Trainers certified.
 - 85 SIYB business game training bags and 25 I own a small business training kits distributed for use by trainers.
 - 12 institutions engaged for institutionalizing SIYB.
 - 210 women business owners received tailored training through IYB.
 - 6 agricultural groups (170 farmers) supported businesses.

Evaluation Scope and Objectives

Objectives

The Final Independent Evaluation aimed to assess the achievements and results of the ERRY III Joint Programme through a comprehensive analysis of its implementation based on the OECD-DAC evaluation criteria: relevance, coherence, efficiency, effectiveness, impact, and sustainability. The findings and results of the evaluation will serve as a crucial tool for both learning and accountability, providing key stakeholders—including partnering UN agencies, implementing partners, donors, and national authorities—with objective and comprehensive information on the programme's outcomes, including its impact on women's empowerment. Beyond assessing past performance, the evaluation is intended to inform the design and adaptation of future programming in Yemen, ensuring that lessons learned and evidence-based recommendations directly guide strategic decision-making and enhance the effectiveness of ongoing and upcoming interventions. More specifically, the Final Evaluation assessed the following:

1. Assess the relevance and strategic positioning of the ERRY joint programme within the current political and economic context in Yemen.
2. Evaluate the programme's contribution to fostering meaningful development changes that empower Yemeni households and communities to effectively cope with the ongoing crisis and (re)build their resilience.
3. Assess the programme's performance and progress towards achieving its intended results, while also identifying any unintended outcomes.

4. Analyze the extent to which the programme's initiatives have effectively addressed issues of social and gender mainstreaming, empowerment, and climate adaptation.
5. Extract lessons learned and best practices from the interventions and formulate actionable recommendations for the design and implementation of future programmes.
6. Provide objective evidence and justifications for supporting the scale-up of similar programmes, highlighting which components of the interventions are particularly valued by beneficiaries and other stakeholders.
7. Review the programme's management arrangements, approaches, strategies, and coordination mechanisms, and provide recommendations for enhancing their effectiveness.

Specific Objectives

The final evaluation of the ERRY III JP were guided by the following evaluation questions:

Relevance

- To what extent are the ERRY III Joint Programme interventions still relevant to the current context in Yemen?
- To what extent do the project objectives and design correspond to the needs and rights of the targeted households and communities, as well as the policies and priorities of partners at various levels?
- To what extent did the programme's targeting strategy include the most vulnerable groups (women, youth, IDPs, persons with disabilities, and other marginalized groups) as well as individuals in need?
- To what extent was the intervention approach and the various areas of intervention relevant to national and UN priorities, SDGs, the resilience building, improving livelihoods and food security needs of the beneficiaries and the targeted local communities?
- To what extent were the lessons learned from previous phases incorporated into the programme's design?

Effectiveness

- To what extent has the ERRY III Joint Programme contributed to achieving the community resilience, food security, and livelihoods needs of the targeted communities and households and individuals?
- To what extent has the ERRY III achieved its planned objectives, outputs and outcomes? What was their quality?
- What were the main factors that have contributed to the achievement or non-achievement of the programme's outputs and intermediate outcomes?
- How effective was the community-based approach in achieving the programme's results and outcomes?

- To what extent were the results inclusive for vulnerable groups, including a gender perspective?
- How effective were the internal and external coordination and communication mechanisms in sharing information and creating synergies among the programme's direct stakeholders?
- In which areas has the project achieved the greatest success, and in which areas has it had the fewest achievements?
- What changes to the implementation approaches, methodologies and strategies are recommended to enhance its overall effectiveness?
- What are the gender-related challenges beyond the control of the programme that hindered progress in its implementation?
- To what extent the targeted groups and individuals enabled to create sustainable livelihoods and graduate from food assistance and/or other forms of humanitarian assistance?

Efficiency

- To what extent are resources being efficiently allocated to achieve the expected results in general?
- To what extent have the programme implementation processes, project management structures, and execution been cost-efficient, including aspects such as IP selection, contracting, procurement processes, obtaining necessary permits, staffing, and other related activities?
- To what extent have the implementation strategy, types of interventions, methodologies, approaches, and technologies been efficient and cost-effective?
- What alternative options and more cost-efficient methods could have been considered or utilized?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent has the M&E system used by the programme ensured effective and efficient project management and inform adaptations to the action?
- How efficiently were gender mainstreaming practices integrated into the overall implementation processes of the programme?
- How effectively did partnerships with local women's organizations contribute to the efficient delivery of programme objectives related to gender?

Sustainability

- How far the programme has developed and implemented an appropriate exit/sustainability strategy?
- Based on the available indicative evidence, to what extent the programme's outputs, outcomes, and emerging impacts (if any) are likely to be sustainable beyond the programme's lifetime?

- To what extent and how has the capacity of beneficiaries and stakeholders increased under ERRY III? Does it enable them to sustain the results achieved under the programme?
- What were the major factors that influenced the achievement or non-achievement of the programme's sustainability?
- To what extent will the targeted men, women, and vulnerable groups benefit from the project interventions in the long term?

Impact

- What changes—intended or unintended, positive or negative—have occurred in the lives of targeted individuals and communities as a result of the programme? (e.g., improved income, food security, reduced reliance on humanitarian aid, improved skills or employment)
- To what extent have the programme's interventions helped people become more self-reliant and better able to cope with future shocks or crises?

Coherence/Synergy:

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

Climate Adaptation:

- To what extent have the programme's interventions incorporated climate adaptation strategies, and how have these strategies contributed to the needs of the targeted communities for climate adaptation?
- What challenges and barriers have been encountered in implementing climate adaptation interventions, and how can these be addressed in future initiatives?
- What are the lessons learned from the implementation of the climate adaptation interventions, and how can they inform future projects in similar contexts?

Women Economic Empowerment

- To what extent have women's economic empowerment been addressed in the design, implementation and monitoring of the intervention?
- Has the project clearly defined the problems to be addressed and considered in regard to gender dimension (participation, self-confidence, control over assets, gender norms, mobility)?
- To what extent did the programme adopted its interventions to help women to overcome social barriers?

- How effectively has the programme addressed the specific needs of women and marginalized groups?
- What measures have been taken to ensure women's participation in the programme's activities and decision-making processes?
- To what extent have the programme's interventions successfully improved women's access to economic opportunities, resources, and decision-making?

Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of the programme in the country?

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?

The initial Terms of Reference (ToR) for this evaluation did not include Impact as an evaluation criterion; however, it was added during the inception phase to ensure a more comprehensive assessment of the ERRY III Joint Programme's contribution to longer-term and systemic changes, particularly in the context of resilience-building and sustainable livelihoods.

Evaluability Analysis

The Joint Coordination Unit (JCU) has shared the programme documentation with the evaluation team, which has since conducted a preliminary review. As part of this process, the evaluation team applied an evaluability checklist to assess key aspects of the project, including its design and logic, the availability of relevant information, and the broader institutional context. While JCU had previously conducted its own evaluability assessment, this was complemented by a more detailed analysis by the evaluation team for the purposes of this Inception Report. The findings indicate that the project's outputs, indicators, baselines, and the data provided by JCU offer a sufficient foundation for conducting a robust evaluation of ERRY III. A summary of this evaluability analysis is presented in Table 1 below.

Table 1: Evaluability Checklist

CRITERIA	COMMENTS	Y	N
1. Does the project have a clearly defined Theory of Change (ToC)? Is there a common understanding of what initiatives will be subject to the evaluation?	Yes, ERRY III has a clearly articulated Theory of Change structured around three interlinked workstreams: societal resilience, sustainable environment, and sustainable circular economies. Each workstream includes specific pathways and expected outcomes. The ToC is both diagrammatically and narratively presented in the project documentation. Initiatives to be evaluated include community resilience planning, conflict mitigation, renewable energy, climate-smart agriculture, food security, employment, and gender-sensitive livelihood development. (See Annex 1)	Y	
2. Is there a well-defined results framework for the initiative(s) that are subject to the evaluation? Are targets clearly defined? Are indicators SMART?	ERRY III includes a detailed results framework with clearly defined outputs, intermediate outcomes, and impact indicators. Baselines and targets are specified for most indicators, and many are disaggregated by gender and age. Indicators are mostly SMART, though during the evaluation, the quality and reliability of qualitative indicators (e.g., resilience capacity or social cohesion) may require validation.	Y	
3. Is there sufficient data available for the evaluation? This should include baseline data, data collected from monitoring against targets, and documented progress to date.	The programme tracks progress via regular reports, community surveys, and pre/post assessments. Baseline data exist for many indicators, and a final impact assessment is anticipated. There is data in 2022–2024 progress for both impact and intermediate outcomes.	Y	
4. Is the planned evaluation still relevant, given the evolving context? Are the purpose and scope of the evaluation clearly defined and commonly shared among stakeholders? Are the evaluation questions realistic, given the project's current stage and likely data availability?	The evaluation is highly relevant given the fragile socio-economic and climate context in Yemen. ERRY III is nearing completion, and the evaluation is critical to assess results and inform future resilience and recovery efforts. The purpose and scope are well defined, with a focus on sustainability, gender equality, resilience, and livelihoods.	Y	
5. Will political, social and economic factors allow for effective implementation of the evaluation as envisaged?	The evaluation is feasible, but political and operational constraints (e.g., access issues, security risks, high inflation, conflict zones) may limit full geographic coverage. However, the programme's strong institutional relationships and decentralized implementation approach make the evaluation manageable. Interviews and remote data collection may be used in inaccessible areas.	Y	
6. Are there sufficient resources (human and financial) allocated to the evaluation?	The evaluation budget includes days for both international and national evaluators, aligned with the scope and breadth of ERRY III. The availability of partner staff,	Y	

CRITERIA	COMMENTS	Y	N
	documentation, and logistical support through UN agencies further strengthens resource adequacy.		
7. Is there adequate information available to assess project implementation and adaptive management?	ERRY III includes multiple layers of monitoring (e.g., progress reports, TPM reports, community focus groups) and evidence of adaptive approaches (e.g., cash-for-work, targeting female-headed households, local asset rehabilitation). Management responsiveness to contextual risks (e.g., use of solar power or conflict-sensitive targeting) is well documented.	Y	
8. Can the project's contribution to gender equality, women's empowerment, and social inclusion be adequately assessed?	The programme integrates gender across all components. Indicators are disaggregated by gender, and specific outputs target women, youth, and the Muhamasheen. The Theory of Change outlines pathways for women's economic empowerment, participation in governance, and GBV prevention. Data for assessing gender outcomes (e.g., participation rates, income opportunities, leadership roles) are available.	Y	
9. Is there sufficient information to evaluate the project's environmental impacts and contribution to sustainability?	The environmental dimension is central to Workstream B (clean energy and climate resilience) and Workstream C (climate-smart agriculture). Indicators and qualitative reporting (e.g., land use, solar systems, climate-smart farming) will allow the evaluation to assess environmental outcomes and sustainability.	Y	
10. Can the evaluation adequately assess risks to sustainability (financial, socio-economic, institutional, environmental)?	Key risks are identified in the ToC narrative and assumptions section (e.g., conflict intensity, liquidity crisis, political constraints). The evaluation can assess sustainability dimensions across all pathways through stakeholder interviews, outcome data, and risk mitigation strategies built into the programme.	Y	

Geographical areas and Scope

The evaluation covered all target areas through a combination of desk review and key informant interviews, including with stakeholders from the northern governorates. However, primary field data collection was conducted only in the southern governorates during April–June 2025 due to access constraints. Five districts were selected for fieldwork, each representing the presence of all PUNOs and programme components. The field data collection covered all seven components of the ERRY III Joint Programme.

#	Governorate	Districts
1	Taizz	Al-Ma'afer
2	Abyan	Ahwar, Lawdar

3	Lahj	Tuban, Al Maqatirah
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Evaluation Approach and Methods

Approach

The evaluation adopted a mixed-methods, theory-based approach to ensure a comprehensive analysis of the ERRY III Joint Programme's outcomes. Drawing on the Programme's Theory of Change, the evaluation examined the causal pathways through which outputs were expected to contribute to intermediate and long-term outcomes, with particular attention to contextual factors, assumptions, and interlinkages among interventions. This approach was complemented by quantitative household surveys and qualitative methods, including key informant interviews and focus group discussions with beneficiaries and stakeholders. The methodology was tailored to reflect the diversity of interventions, implementing agencies, and beneficiary profiles across the three target governorates—Abyan, Lahj, and Taiz—covering five districts: Ahwar, Lawdar, Tuban, Al Maqatirah, and Al Ma'afer.

Data Sources

The evaluation drew on a comprehensive mix of primary and secondary data sources to ensure the robustness and credibility of findings. Primary data were collected through a household survey covering 505 respondents across target districts, 59 key informant interviews (KIIs) with stakeholders including UN agency staff, local authorities, implementing partners, and community leaders, as well as 10 focus group discussions (FGDs) with beneficiaries and community members, disaggregated by gender and age. Secondary data sources included programme documents such as the ERRY III Results Framework, baseline and mid-term reports, quarterly progress reports, monitoring data, Steering Committee minutes, and relevant evaluations from previous phases (ERRY I and II). These documents provided essential context and benchmarks, allowing for triangulation and comparison of observed outcomes.

Desk Review

A comprehensive desk review was conducted to inform the evaluation design and analysis. Secondary data sources included key programme documents such as the ERRY III Results Framework, baseline and mid-term reports, quarterly progress reports, Steering Committee minutes, and relevant evaluations from previous phases (ERRY I and II). This review provided essential background, contextual understanding, and benchmarks to support triangulation of findings and deepen the analysis of observed changes. The report also presents a comparison of endline data to baseline data, which was collected in 2022. Monitoring data provided by implementing partners supported the evaluation by offering insights into reported progress and

emerging trends. While not the sole basis for analysis, these data were reviewed to help validate findings and better understand implementation dynamics across locations.

Sample and Sampling Frame

Household Survey (HHS):

Total of 505 household surveys were completed, slightly exceeding the target of 500. The sample included 430 beneficiaries of ERRY III interventions and 75 non-beneficiaries, allowing for meaningful comparisons between groups. Beneficiaries were drawn from all seven components of the programme: Local Governance, Social Cohesion, Renewable Energy, Livelihoods and Income Opportunities, Food Assistance for Assets/Training (FFA/FFT), Skills and Entrepreneurship Development, and Agricultural Value Chains. While the sample was not statistically powered—due to time, logistical, and budgetary constraints—to achieve a 95% confidence interval across all districts or components, the sampling approach aimed to ensure diversity in geographic coverage and programme participation. The 75 non-beneficiaries were purposively selected to match beneficiaries in terms of socio-economic and demographic characteristics. While not fully representative, this group provided a practical and analytically useful basis for indicative comparisons on outcome-level differences between those who received support and those who did not.

Data were collected through face-to-face interviews using a structured questionnaire programmed in KoboToolbox. The survey was administered in Arabic by trained local enumerators to ensure clarity and cultural relevance. To ensure comparability of results, the questionnaire mirrored the structure and key indicators of the baseline survey. Additional questions were included to capture data aligned with all evaluation criteria. The questionnaire was pre-tested in a non-sampled area, and minor adjustments were made to improve clarity and sequencing prior to full deployment.

Table 2: Number of HH Survey Respondents

	Abyan		Lahj		Taiz	Grand Total
	Ahwar	Lawdar	Al Maqatirah	Tuban	Al ma'afer	
Beneficiary	94	80	72	83	101	430
Non-Beneficiary	15	15	15	15	15	75
Grand Total	109	95	87	98	116	505

Respondents were selected using a stratified random sampling method, with strata defined by programme component and implementing partner (UNDP, WFP, FAO, ILO). Within each stratum, households were randomly selected from master lists provided by the programme team. The sample was proportionally distributed across districts based on intervention density and population reach.

Table 3: Sampling Frame per Stakeholder Category per District

Component/PUNOs		Taiz	Lahj		Abyan		Total
		Almafir	Al Maqatirah	Tuban	Lawdar	Ahwar	
Local Governance	UNDP						0
Social Cohesion	UNDP						0
Renewable Energy	UNDP						0
Livelihoods and Income Opportunities	UNDP	25	30	17	17	20	109
FFA/FFT	WFP	31	17	20	17	27	112
Skills and Entrepreneurship Development	ILO	20		21	20	22	83
Agricultural Value Chain (AVC)	FAO	25	25	25	26	25	126
Non -Beneficiary		15	15	15	15	15	75
Grand Total		116	87	98	95	109	505

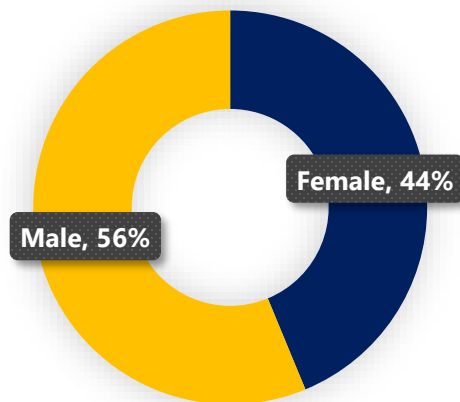
Table 4: Sampling Frame per Component per PUNO

Component	PUNOs	Total
Local Governance	UNDP	0
Social Cohesion	UNDP	0
Renewable Energy	UNDP	0
Livelihoods and Income Opportunities	UNDP	109
FFA/FFT	WFP	112
Skills and Entrepreneurship Development	ILO	83
Agricultural Value Chain (AVC)	FAO	126
Non -Beneficiaries		75
Grand Total		505

The survey captured a diverse range of respondents. Approximately 44% of respondents were female, with 56% male, and gender balance varied slightly across districts. 12% of households were headed by women, with higher concentrations in Abyan (23%) compared to Lahj (2%).

Figure 2: Share of HH Survey Respondents

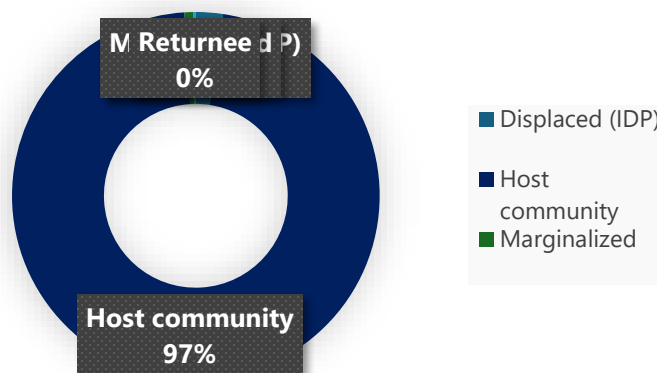
Share of HH Survey Respondents



The vast majority of respondents were from host communities (97%), with a small proportion of internally displaced persons (2%) and marginalized groups (1%). Notably, 23% of surveyed households reported having a member with a physical or mental disability, with significantly higher rates in Abyan (43%).

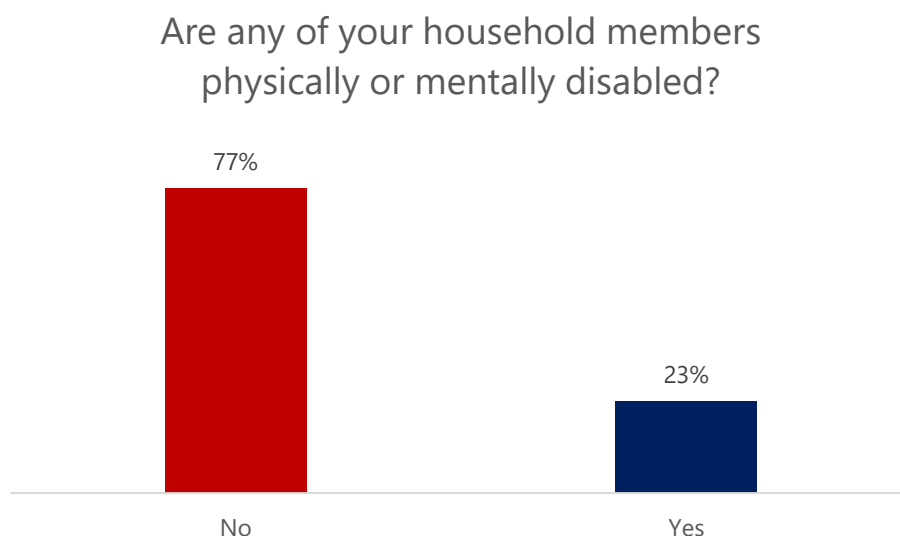
Figure 3: Status of HH Survey Respondent Households

Status of HH Survey Respondent Households



In terms of education, heads of household represented a wide spectrum: 30% were illiterate, 35% had completed elementary or high school, and 20% had technical or university education. Ownership of housing was also high, with 82% of respondents reporting they owned their homes, although variations existed across governorates (e.g., higher rates of shared housing in Abyan).

Figure 4: Are any of your household members physically or mentally disabled?



The survey examined key outcome areas including access to services, income sources, food security (including food consumption scores and coping strategies), and ownership of productive and durable assets.

Key Informant Interviews:

A total of 59 KIIs were conducted. Interviews targeted programme staff, representatives of the four PUNOs (UNDP, WFP, FAO, ILO), donor agencies, implementing partners (local and international) local authorities, ministries, service providers, and community leaders. Respondents were purposively selected to ensure institutional diversity and geographic coverage across national, district, and community levels. While gender was not a primary criterion for selection, the evaluation team ensured gender mainstreaming throughout the process by actively seeking perspectives from both women and men where possible, and by using gender-sensitive tools to capture diverse experiences and levels of influence across stakeholder groups. Semi-structured interview guides were tailored by stakeholder type, and interviews were conducted primarily in person, with remote interviews where necessary.

Table 5: KII Stakeholder Categories

KII Stakeholder Categories	Taiz	Lahj		Abyan		General	Grand Total
	Almafir	Al Maqatirah	Tubahn	Lawdar	Ahwar		
	KIIs	KIIs	KIIs	KIIs	KIIs	KIIs	KIIs
Households							0
Programme team, PUNOs and IPs						13	13

KII Stakeholder Categories	Taiz	Lahj		Abyan		General	Grand Total
	Almafir	Al Maqatirah	Tubahn	Lawdar	Ahwar		
	KIIs	KIIs	KIIs	KIIs	KIIs	KIIs	KIIs
Donors						2	2
Community Leaders, Community Committees, Health centers, Schools, District office	9	5	11	6	10		41
Government representatives						3	3
Beneficiaries and Community Members							0
Non beneficiaries							0
Total	9	5	11	6	10	18	59

Table 6: Gender-disaggregated Data of KII Stakeholders per Category

Stakeholder Category	Total Number	Men	Women
PUNOs and IPs	13	7	5
Community Leaders, Community Committees, Health centers, Schools, District office	41	33	8
Donors	2		2
Government representatives	3	3	
Total	59	44	15

Focus Group Discussions:

The evaluation team conducted 10 FGDs, two in each of the five districts—one with male beneficiaries and one with female beneficiaries. Each group included 6–8 participants, purposively selected to reflect gender, age, displacement status, and participation in various programme components. Discussions explored perceptions of programme relevance, livelihood changes, social cohesion, and community resilience. FGDs were conducted in Arabic, co-facilitated by gender-matched moderators, and held in neutral, safe, and accessible locations.

All tools were aligned with the evaluation questions and were field-tested for clarity and cultural appropriateness. Ethical standards—such as informed consent, confidentiality, and voluntary participation—were strictly adhered to. Triangulation of data across methods strengthened the credibility and depth of the findings.

Data Analysis

The data analysis for the ERRY III Final Evaluation was conducted using a rigorous mixed-methods approach to ensure the validity, reliability, and depth of findings. Both quantitative and qualitative data were systematically analyzed to answer the evaluation questions and to draw evidence-based conclusions across the six OECD-DAC evaluation criteria. The evaluation team applied internationally recognized analytical tools and software, combining descriptive and inferential statistical analysis with thematic qualitative analysis.

Quantitative data, collected through the Household Survey involving 505 respondents across ERRY III target governorates, were processed and analyzed using SPSS. The analysis included frequency distributions, cross-tabulations, and comparative metrics between beneficiary and non-beneficiary households. Where possible, disaggregated data by sex, age, displacement status, and disability were used to assess equity and inclusiveness of outcomes. In addition, changes were assessed against baseline data from the ERRY III inception period, enabling the measurement of outcome-level shifts and attribution of results to programme interventions.

Qualitative data were coded and analyzed using NVivo software. Thematic analysis was applied to identify recurring patterns, perceptions, and stories of change across regions and stakeholder groups. The triangulation of qualitative insights with quantitative findings allowed for a deeper understanding of complex results, including unintended consequences and context-specific enablers or constraints.

The inclusion analysis was undertaken to evaluate the relevance and impact of the ERRY III Joint Programme on vulnerable and marginalized groups, including women, youth, internally displaced persons, persons with disabilities, and minority groups. All data collection tools were designed with integrated questions and prompts to capture both quantitative and narrative evidence of inclusion. This enabled the assessment of not only targeting strategies but also the lived experiences of participants and their ability to access, benefit from, and influence programme activities.

Special attention was given to the gender dimension of the programme. Women's economic participation, leadership in community structures, and access to training and financial services were tracked across multiple data sources. Where possible, sex-disaggregated data were compared with baseline figures to assess progress toward gender-responsive outcomes.

The final report integrates these findings into the broader assessment of programme performance and offers targeted recommendations for enhancing inclusion in future resilience programming. In particular, it identifies promising practices and operational gaps related to the economic integration of women and other marginalized groups, aiming to inform design adjustments for future programme phases or replication in similar contexts.

Ethical Considerations

Principles. The Evaluation Team adhered to the principles of impartiality, independence, and credibility. They recognized the sensitivity that may surround the Program's support and the need for respecting the possible confidential nature of some of the information. In line with UNEG Ethical Guidelines, the team ensured that the data provided could not be traced back to individual key informants, or organizations

Limitations

While the evaluation methodology was designed to ensure credibility, representativeness, and methodological rigor, a number of potential limitations should be acknowledged:

Response Bias: There is an inherent risk of response bias in interview-based data collection, particularly in settings where respondents may perceive the interviewer as affiliated with programme implementers or donors. Beneficiaries may provide socially desirable responses or overstate programme benefits, believing it may influence future assistance. Although enumerators were trained to ensure neutrality and confidentiality, some bias may persist, especially where respondents were identified or recruited with logistical support from PUNOs or UNDP field teams.

Attribution Challenges: Given the multi-actor development landscape in Yemen, isolating the specific contributions of the ERRY III Joint Programme to observed impact-level changes is inherently complex. Many of the intended outcomes—particularly those related to resilience, empowerment, and community cohesion—are influenced by numerous contextual and programmatic factors. Additionally, impact-level changes often require time beyond the programme cycle to fully manifest. As a result, the evaluation focuses on plausible contribution rather than direct attribution.

Data Availability and Quality: In some cases, limitations were encountered in the availability, consistency, or completeness of project documentation, activity records, and monitoring data. While the evaluation team triangulated data from multiple sources to validate findings, gaps in documentation or variation in reporting practices across PUNOs may have affected the comprehensiveness of the analysis.

Reduced Geographic Scope Compared to Baseline: The baseline study for ERRY III covered 11 districts across six governorates, including both northern and southern regions. In contrast, the field data collection (survey and FGDs) for the final evaluation focused on five districts in three southern governorates (Taiz, Lahj, Abyan). This narrower geographic scope—driven by security, access, and operational constraints—limits the comparability of findings across the full programme footprint. Importantly, the diversity of contexts, conflict dynamics, and institutional presence in the northern governorates is not fully reflected in the primary data. To mitigate this, the evaluation incorporated a tailored strategy for the northern governorates. This included a desk review of secondary data sources relevant to those areas and targeted interviews with NGOs and

UN agencies operating in the North. While this provides some insight into northern experiences, it does not substitute for systematic primary data collection in those regions.

Evaluation Conduct

The final evaluation of the ERRY III Joint Programme was conducted during the period of April to June 2025.

Data collection activities—including household surveys, KIIs, and FGDs—were implemented in five districts across the governorates of Taiz, Lahj, and Abyan. These activities were preceded by extensive planning, tool development, and training of field staff to ensure consistency, cultural sensitivity, and ethical compliance.

The evaluation team worked closely with PUNOs (Participating UN Organizations), local authorities, and implementing partners to coordinate logistics and ensure safe and inclusive access to respondents. Where possible, efforts were made to include diverse voices, including women, youth, IDPs, persons with disabilities, and non-beneficiaries.

Simultaneously, a desk review of project documentation, baseline data, monitoring reports, and relevant secondary sources was carried out to triangulate primary data and assess programme performance against its intended outcomes. Additional stakeholder consultations and virtual interviews were conducted with national-level staff, donors, and agencies operating in inaccessible northern governorates.

The evaluation adhered to ethical standards, including informed consent, data confidentiality, and respect for participants' rights and dignity throughout the process.

Evaluation Findings

The following section presents synthesized findings of the Final Evaluation of the ERRY III Joint Programme, structured around the OECD-DAC evaluation criteria and based on a comprehensive analysis of qualitative and quantitative data collected from household surveys, focus group discussions, key informant interviews, and document review.

Findings by Evaluation Criteria

Relevance

The design of the ERRY III Joint Programme remains highly relevant to the complex and evolving development context in Yemen. Framed within a protracted crisis, the programme's integrated and area-based approach directly responds to the urgent needs of vulnerable communities while also laying the foundation for longer-term recovery. Its design reflects a deep understanding of the humanitarian-development-peace (HDP) nexus and aims to simultaneously strengthen

community resilience, local governance, and sustainable livelihoods in fragile and underserved regions.

The ERRY III Joint Programme was guided by a comprehensive and context-responsive ToC that reflected the complex, multi-dimensional nature of Yemen's protracted crisis. The ToC was structured around three interconnected workstreams: (A) strengthening local institutions and social cohesion; (B) improving access to clean energy and promoting environmental resilience; and (C) enhancing food security, livelihoods, and economic recovery. This structure acknowledged that resilience cannot be achieved through sectoral interventions in isolation—rather, it requires simultaneous and coordinated progress across the social, environmental, and economic domains. The design was also grounded in principles of localization, gender equality, and inclusion, which were cross-cutting throughout the workstreams.

The ToC's relevance was strongly affirmed during the evaluation. It was rooted in a clear problem analysis that accurately captured the drivers of vulnerability in Yemen: weakened institutions, economic collapse, environmental degradation, gender inequality, and social fragmentation. In response, the programme design emphasized bundled, mutually reinforcing interventions that supported both coping and transformative resilience capacities—such as combining energy access with livelihoods or linking community governance with conflict resolution.

Importantly, the design demonstrated strong alignment with national and sectoral strategies. For instance, the Ministry of Agriculture and Irrigation confirmed that ERRY III interventions aligned with national policies related to value chain development, livestock production, and cooperative extension. Similarly, the Ministry of Technical Education and Vocational Training reported that ERRY III-supported curricula and apprenticeship models matched labour market needs and contributed to the national skills strategy. At the macro level, representatives from the Ministry of Planning and International Cooperation (MoPIC) emphasized the lack of a transparent and flexible mechanism for project selection, geographic targeting, and alignment with government-identified priorities. They recommended that future programming ensure stronger upfront engagement with government entities to improve coordination, avoid scattered efforts, and prioritize sustainable development feasibility.

The programme contributed to several outcomes and outputs of the UNDP Country Programme Document and the broader United Nations Sustainable Development Cooperation Framework (UNSDCF) in Yemen. In support of Output 1.1, ERRY III facilitated the rehabilitation of small-scale productive infrastructure such as irrigation canals, water catchments, and rural roads. These efforts aimed to help people restore basic farming activities and improve access to essential resources, contributing to local economic recovery and food security—priorities reflected in the UNSDCF Outcome 1 on livelihoods and environmental sustainability.

In alignment with Output 1.2, the programme supported the installation of solar energy systems in selected schools, health facilities, and water points. These modest interventions aimed to improve access to basic services and reduce dependency on fuel-based systems. This contributed

to UNSDCF Outcome 1 by improving community resilience through sustainable and inclusive energy solutions.

Regarding Output 2.1, ERRY III worked with local authorities and service providers to enhance coordination and planning. Through area-based approaches, the programme helped bring together various stakeholders to jointly identify needs and supported local capacities in service delivery and governance. These efforts contributed to UNSDCF Outcome 2 by promoting more inclusive and accountable local governance structures, even in fragile contexts.

Finally, the ToC was not static—it was informed by iterative learning from earlier phases of ERRY and adapted to incorporate lessons on gender mainstreaming, conflict sensitivity, and sustainability. The programme assumptions—both internal (e.g., local ownership, absorptive capacity) and external (e.g., conflict intensity, access restrictions, inflation)—were clearly defined and monitored throughout implementation, enabling adaptive responses.

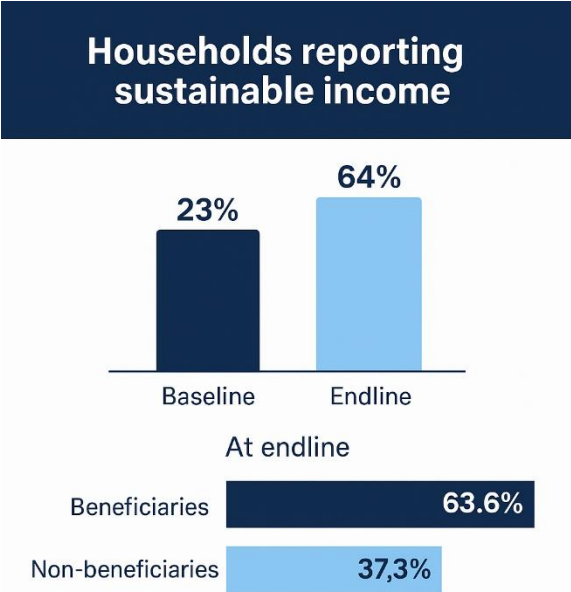
Alignment with national development strategies and international frameworks was observed. Programme documentation, including Steering Committee reports, referenced ERRY III's contributions to SDG-related outcomes—particularly SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 7 (Clean Energy), SDG 8 (Decent work), and SDG 13 (Climate Action). UN agencies confirmed that ERRY III remained strategically positioned across both humanitarian and development mandates.

Access challenges in certain governorates limited the programme's reach. In northern areas, limited approvals and a lack of implementing partners affected ERRY III's ability to extend services to all communities.

Effectiveness

The ERRY III Joint Programme demonstrated moderate to high levels of effectiveness in achieving planned outputs and outcomes in community resilience, food security, livelihoods, and social cohesion. However, effectiveness varied across geographic areas and population groups, shaped by factors including conflict dynamics, infrastructure limitations, and social norms.

Figure 5: Households Reporting Sustainable Income_Comparison of Baseline and Endline



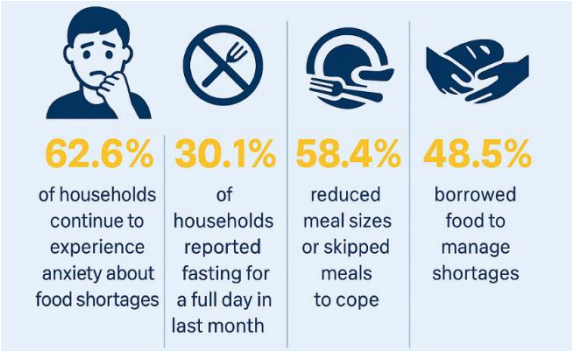
Annex 1 presents the achievement status of all programme output and outcome indicators. As of the endline, key outcome indicators showed improvement. The proportion of households reporting sustainable income increased from 23% at baseline to 64% at endline. Among ERRY III beneficiaries, 63.6% reported having a sustainable income source, compared to 37.3% among non-beneficiaries.

A total of 3,000 microbusiness grants were disbursed (38% to women), alongside 4,764 entrepreneurship training sessions. Follow-up monitoring showed that 72% of grant recipients had operational businesses within three months of receiving support. Similarly, among the 3,500 women-headed households receiving livestock and dairy support packages, 68% reported new income streams within three months.

Despite these gains, 36.4% of beneficiaries still lacked sustainable income by the endline, citing barriers such as market inaccessibility, high input costs, and a lack of capital.

Figure 6: Food Security Indicators_Endline

Food security indicators showed mixed outcomes. 62.6% of households continued to report anxiety about food shortages, and 30.1% experienced full-day fasting in the prior month. Food-related coping strategies remained common: 58.4% reported reducing meals, and 48.5% borrowed food. The Food for Assets (FFA) and Food for Training (FFT) interventions reached more than 65,000 people and rehabilitated 309 assets but did not fully mitigate chronic food insecurity.



Households receiving bundled interventions (e.g., food, livelihoods, and energy) generally reported stronger results. In Lahj, only 18% of beneficiaries who received bundled support reported food shortages, compared to 39% among those receiving only food assistance.

Energy-related interventions also showed tangible outcomes. ERRY III installed 178 solar systems in schools, clinics, and public buildings, benefiting approximately 293,028 individuals, including

147,336 women. A total of 647 individuals (45% women) were trained in solar system operation and maintenance.

A total of 1,528 apprenticeship beneficiaries (44% women) were trained and graduated through skills development and apprenticeship programs. Each received a toolkit to support their employment. Follow-up data shows that 65% of graduates were engaged in income-generating activities three months after completing their training. In the southern governorates, 468 graduated apprentices received in-kind small grants, based on a verification process and follow-up on their employment status 6 to 12 months after training completion. However, in the northern governorates, follow-up exercises could not be conducted due to restrictions imposed by local authorities, which limited the ability to carry out tracer studies. This may have affected efforts to improve the employment or business outcomes of the beneficiaries in those area. Community resilience and governance interventions reached wide coverage. A total of 167 community infrastructure projects were implemented, reaching 194,038 people. Additionally, 50 District-Level and 326 Village-Level Resilience Plans were developed. A total of 1,046 local mediators (374 women) were trained, and 100 community dialogues were conducted to support dispute resolution. Reports from Hajjah and Abyan indicated improved conflict management and faster resolution of disputes.

Inclusion of vulnerable groups was a prominent aspect of the programme. 71% of beneficiaries were from internally displaced households; 61% of surveyed women reported participating in at least one activity; and 26% of respondents reported living with a disability. Home-based interventions, savings groups, and dairy production activities were effective in reaching women. However, barriers such as transportation, lack of awareness, and restrictive social norms were noted in focus groups.

Gender-related constraints, including mobility restrictions and caregiving responsibilities, limited participation in some areas. The 2023 Gender Analysis confirmed that women in conservative or rural regions faced structural barriers, including limited access to training sites and male-dominated household decision-making.

Coordination among UN agencies supported the delivery of multisectoral services. UNDP led on livelihoods and governance; WFP focused on food assistance; FAO on agriculture; and ILO on skills training. While this approach enabled integrated programming, coordination challenges were noted.

The programme's objective of supporting a transition from humanitarian aid to self-reliance was partially reflected in outcome data. While 49.7% of beneficiaries reported medium to high confidence in managing future shocks, only 35.4% reported using savings for productive investments. Informal coping mechanisms—borrowing, asset sales—remained prevalent, particularly among households that received only single-sector support. Data suggests that those receiving bundled support were twice as likely to report stable income generation.

The section below on the achievement of outcome indicators presents results organized by outcome area. Annex 1 of the report provides detailed data on indicator achievements across outputs, demonstrating that resource inputs yielded measurable outputs in most cases. However, some underperformance was noted in energy and agriculture-related interventions due to logistical delays and weak partner coverage in northern governorates.

Efficiency

The ERRY III Joint Programme demonstrated a generally efficient use of resources and operations across most intervention areas, with high delivery rates and integrated implementation strategies across UN agencies. Financial delivery data shows that over 91 per cent of planned financial resources had been committed or disbursed across core outputs, including infrastructure rehabilitation, livelihood support, and renewable energy systems, by the final year of implementation. The multi-agency modality facilitated bundled interventions and reduced duplication in targeting, planning, and service delivery.

Resource allocation was aligned with expected results, particularly through integration of interventions across sectors. For example, UNDP combined infrastructure rehabilitation with solar energy and governance strengthening; ILO integrated life skills, financial literacy, and entrepreneurship training into vocational skills development, and apprenticeship programs; FAO aligned food production inputs with drought-resilient techniques. These combinations resulted in operational efficiencies, particularly in districts where multiple agencies implemented overlapping components.

The programme utilized local structures such as Village Cooperative Councils, and Sub-District Committees to coordinate field activities, reducing overhead costs associated with external implementing partners. In Lahj and Taiz, these structures supported implementation of cash-for-work, savings groups, and infrastructure projects, minimizing transaction costs. One KII from a local council noted: “We used one set of facilitators for both the food for training and the solar kit distributions. This saved time and money.”

However, implementation efficiency varied by governorate and sector. FAO’s agriculture input packages were delayed by up to four months in some locations due to import restrictions and access challenges. Solar system installation timelines were extended in five governorates due to procurement bottlenecks and equipment clearance issues. KII interviews confirmed that delays in the arrival of kits sometimes disrupted training continuity.

Project management structures were in place across agencies, with moderately strong monitoring and evaluation (M&E) systems. Most UN partners applied standard monitoring tools and dashboards to track output delivery. UNDP’s localized community resilience plans served as internal M&E tools to adjust targeting and bundle services more effectively. Progress tracking at the outcome level was supported by output indicators that allowed for regular review of cross-sectoral linkages, especially in food security and livelihoods. However, partner interviews noted that while real-time dashboards were used, data sharing across agencies was not always

synchronized. One UN staff member remarked, “We had the data, but we weren’t seeing what other agencies were doing in real-time, which slowed some decisions.”

Programme activities were generally delivered in a timely manner in governorates where strong pre-existing partner relationships existed. In Abyan and Lahj implementation proceeded on schedule, with vocational training and infrastructure projects completed within 6–8 months of inception. However, in conflict-affected or hard-to-reach areas such as Hajjah and parts of Taiz, security-related access constraints, staffing shortages, and procurement approvals caused delays. Local stakeholders noted in FGDs: “The roads were blocked for weeks. By the time the solar kits came, the trained youth had forgotten the details.”

Donors expressed concerns regarding the overall efficiency of ERRY III, noting delays in fund disbursement, lengthy procurement procedures, and inconsistent coordination among implementing partners. These inefficiencies, they argued, hindered the timeliness and agility of the response in a fragile and rapidly changing environment. Donors also emphasized the need for stronger risk mitigation strategies and more flexible delivery mechanisms to ensure smoother implementation across complex contexts. As noted by several respondents, the programme experienced a significant delay in transitioning from planning to implementation. Nearly 1.5 years were spent on preparatory activities, including detailed planning, recruitment, and coordination processes. As a result, the actual implementation phase was significantly shortened. This affected timely delivery of activities and limited the window for meaningful follow-up, adaptation, and sustainability planning. Stakeholders highlighted that in a volatile context like Yemen, such delays undermine the efficient use of resources and reduce the potential impact of interventions.

Government representatives echoed similar concerns, particularly around coordination and alignment with national priorities. They underscored that the project selection and site targeting processes were not always transparent or jointly planned. As one official put it, “We still face challenges in coordination... projects should be based on essential and urgent needs prioritized by government entities.” At the same time, ministries recognized specific operational strengths. The Ministry of Agriculture commended the FAO’s collaboration, noting that ERRY III interventions were delivered in close coordination with local staff and institutions. “Without FAO and the interventions it has implemented over the last years, we would not have achieved anything,” said one official, citing improvements in agricultural extension, livestock services, and coffee sector revitalization. In the TVET sector, officials appreciated ERRY III’s contribution to apprenticeship training and curriculum reform, though they noted that administrative capacity and infrastructure improvements remained limited.

Monitoring was conducted regularly across ERRY III, with PUNOs and implementing partners tracking progress against outputs and outcomes. A Programme Steering Committee and technical working groups were established to support coordination and oversight. While formal structures existed, adaptive changes—such as shifting activity timelines or adjusting delivery modalities—were often handled bilaterally between agencies and implementing partners, rather than through joint, structured decision-making processes. Risk management was referenced in programme

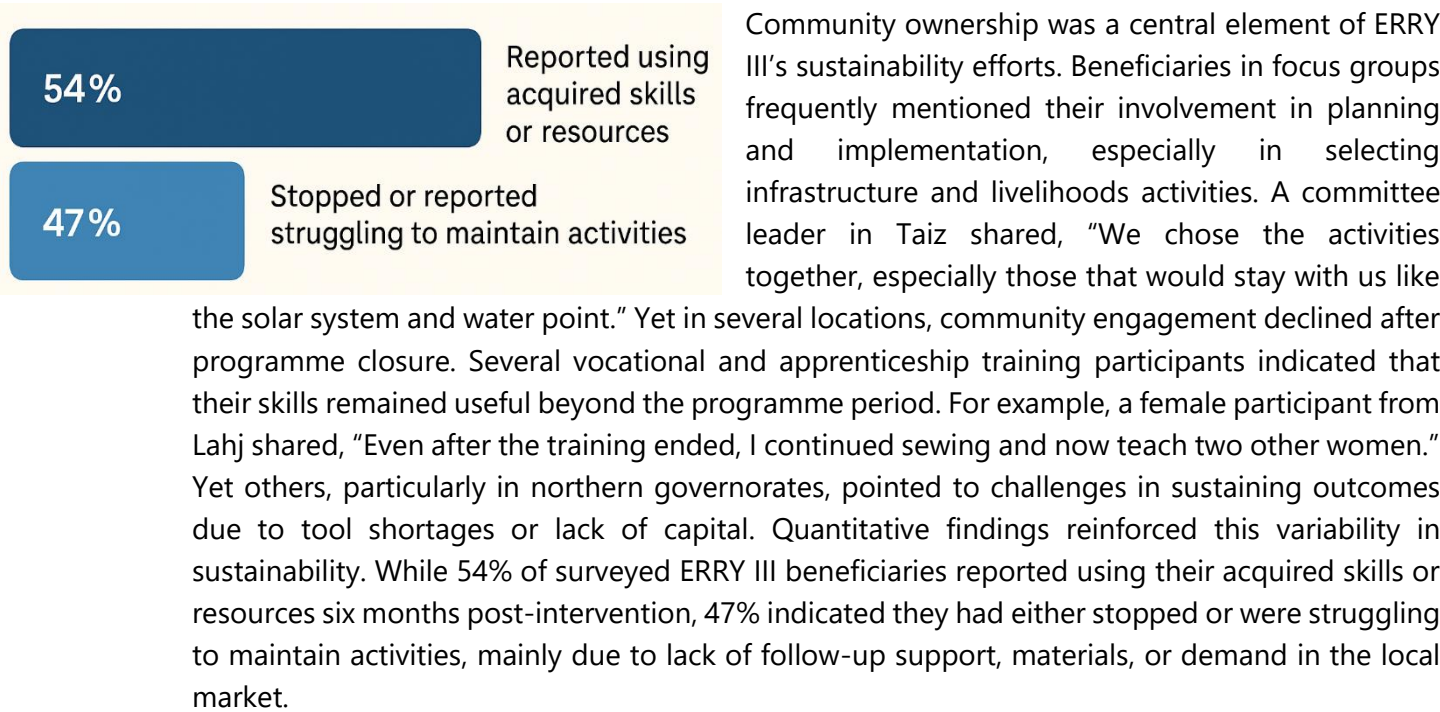
design, particularly through the adoption of contingency plans and flexible modalities (e.g., remote delivery in high-risk areas). And the evaluation found that these measures were systematically tracked or updated. On gender mainstreaming, efficiency was mixed. While efforts were made to integrate women into programme activities—including quotas in cash-for-work, vocational training, and committee representation—these practices were more operational than strategic. Several partners cited practical barriers such as mobility constraints and limited local capacity to reach female participants.

Sustainability

Sustainability was embedded in the ERRY III Joint Programme’s design through multiple components, including the development of a Sustainability and Exit Strategy. This strategy outlined approaches for financial sustainability, capacity development, institutional ownership, community participation, and environmental stewardship. It emphasized transitioning from direct service delivery to system strengthening, fostering local ownership, and promoting durable livelihoods. However, donors and stakeholders interviewed reported that they did not observe consistent implementation of this strategy in practice. As one donor noted, “There was a well-written strategy, but we didn’t really see it rolled out systematically on the ground.”

The programme demonstrated partial success in building local systems, capacities, and mechanisms intended to continue after closure, but with notable gaps in financial continuity, institutional handover, and stakeholder coordination.

Figure 7: People Reporting Sustainability of Activities



Document review and KII data further highlighted the issue of institutional anchoring. The establishment of governance structures—such as Village Cooperative Councils and LEDCs—was a commendable achievement. However, in several locations, these bodies lacked integration into formal district or national systems. As one district official remarked, “The committees were helpful, but after the project, we did not receive guidance or funding to keep them active.” This reflects a broader issue: sustainability mechanisms were more evident at the community level than in systemic, policy-level frameworks.

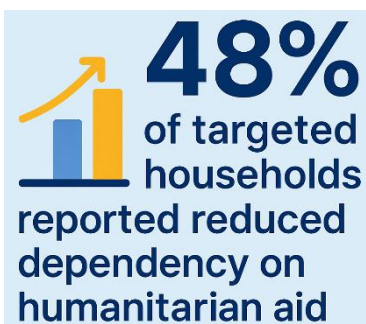
Financial sustainability remained a significant constraint. Only 27% of ERRY III beneficiaries reported being linked to any form of credit, savings, or business support group beyond the project period. Focus groups and KIIs confirmed that weak microfinance infrastructure and restrictive eligibility criteria (especially for women and youth) limited access to funds needed to scale or sustain income-generating activities. One youth entrepreneur stated, “I wanted to expand, but no bank would give me a loan without a guarantor.”

Finally, environmental sustainability mechanisms—such as the use of solar technology, climate-smart agriculture, and drip irrigation—showed promise. Yet, KIIs with technical staff raised concerns over the longevity of systems without continued access to spare parts, skilled maintenance, or government technical extension services.

Impact

The ERRY III Joint Programme has contributed to early signs of impact across several dimensions of household and community well-being in Yemen. While it is important to acknowledge that lasting impacts take time to fully materialize—particularly in fragile and conflict-affected contexts—the programme's integrated, resilience-focused approach has started to yield meaningful changes in the lives of many beneficiaries. These changes are supported by both quantitative outcome and impact-level data, as well as qualitative evidence from communities, local authorities, and implementing partners.

Figure 8: Percentage of Households Reporting Reduced Dependency on Humanitarian Aid



At the household level, improvements were observed in income generation, economic participation, and the ability to manage shocks. According to data, 63.6% of targeted households reported having at least one source of sustainable income by the end of the programme, up from 27.5% at baseline. Among these, 51% of households reported an increase in income over the past year. Beneficiaries in areas with high saturation of livelihoods and vocational training support were more likely to report diversification of income sources, including transitions from informal daily labor to micro-enterprise activities. In qualitative data, a woman in Lahj explained, “I used to wait for daily jobs. Now I have a sewing machine, and I sell dresses at home. It’s not perfect, but it gives me something regular.”

Outcome-level indicator data showed that 48% of targeted households reported reduced dependency on humanitarian aid, reflecting a gradual shift toward self-reliance. Notably, in areas where community asset rehabilitation and food-for-assets projects were implemented, participants reported increased confidence in managing short-term food needs. As one male farmer from Abyan noted in a focus group, “Before the canal rehabilitation, we had no irrigation and the harvest was poor. Now we can plant earlier, and some of us started selling vegetables again.” While not universal, such observations reflect changes in the functionality of local food systems and community resilience.

The programme also generated signs of strengthened social capital and local institutional capacity. According to the data, 52% of community structures supported by ERRY III remained active at the end of the programme period. These include local cooperative councils, producer groups, and women’s economic associations. The continuity of such structures supports collective problem-solving and can help maintain resilience efforts beyond the programme’s life cycle. A KII respondent from Taiz remarked, “Even after the support stopped, our group still meets. We collected small contributions to fix a broken pump last month.”

At the community level, an estimated 293,000 individuals benefited from improved access to renewable energy in public facilities, including clinics and schools. These outputs supported indirect impacts such as improved school attendance and safer childbirth conditions in health centers with reliable lighting. In one instance, a health worker noted, “Since the solar panels were installed, we can keep vaccines cold and deliver babies at night. It changed everything.” These changes suggest the programme’s investments in infrastructure created enabling conditions for broader development outcomes, even if such changes require more time to reach full scale.

On gender-related impacts, ERRY III saw encouraging trends in women’s participation in economic activities and public life. The percentage of women engaged in income-generating activities rose from 13% at baseline to 42% by the endline. In FGDs, several women spoke about the newfound ability to make household decisions or contribute to family income. Yet, not all outcomes were positive or consistent. Some participants described experiencing social tension or backlash, especially in areas where women’s public roles expanded quickly. As one woman in Al Hudaydah explained, “It was good to learn and earn, but it made some men angry. They are not used to seeing us speak in meetings.” These insights highlight both the programme’s potential for shifting gender norms and the need for deeper social dialogue to support sustained change.

The programme also helped build early pathways for youth engagement and inclusion. About 41% of vocational training graduates were youth under 30, many of whom reported improved self-confidence and aspiration. A young man stated, “After the training, I opened a small solar repair shop. Now, I am saving for tools. It feels like I have a future.” While the long-term sustainability of youth-led businesses remains uncertain, these outcomes offer a foundation for continued progress.

Overall, while structural and security constraints—particularly in northern governorates—limited the programme’s depth of impact in some locations, the data suggests that ERRY III contributed to meaningful outcomes across multiple sectors. Improvements in income, access to services, skills development, and community structures provide a basis for optimism. Yet, as many KII respondents emphasized, resilience is a long journey: “You can’t change everything in two years, but now at least people believe change is possible.”

Coherence/Synergy

The ERRY III Joint Programme demonstrated internal coherence by capitalizing on the complementary mandates and comparative advantages of the four participating UN agencies—UNDP, FAO, ILO, and WFP. Despite operating in a highly fragmented and politically sensitive environment, the programme established coordination mechanisms, including joint workplans, inter-agency field visits, and Steering Committee meetings. These structures supported collaboration and enabled agencies to align efforts geographically and thematically.

The design of ERRY III encouraged integrated delivery. For example, the initiation of gender-sensitive Community Resilience Plans early in the programme provided a platform for joint planning and layering of interventions. In some locations, FAO and ILO collaborated to enhance agricultural productivity and employment opportunities—ILO offered entrepreneurship training to FAO-targeted beneficiaries, aiming to strengthen rural livelihoods. Similarly, UNDP’s solar energy systems supported facilities involved in dairy processing under FAO, vocational training supported by ILO, and public infrastructure rehabilitated by WFP, contributing to a more sustainable enabling environment. In other instances, the collaboration between ILO and UNDP around business development and training supported women and youth in developing entrepreneurial skills.

However, both donors consulted during the evaluation noted that while synergies were well articulated in programme documents, they were not always visible in implementation. Agencies followed different operational timelines and procedures, which sometimes limited the realization of fully integrated delivery on the ground. When asked for tangible examples of multi-agency interventions in the same community, the evidence presented was limited and not always systematically documented. While strategic coordination was evident, operational coherence remained uneven.

These collaborative dynamics translated into better outcomes for beneficiaries, particularly those who accessed more than one intervention. For example, a woman who participated in WFP’s Food for Training later received livestock support from FAO and entrepreneurial coaching from ILO. She shared in a focus group: “When I started, I only had a goat and no income. After the training and getting two more goats and some business skills, I started selling milk and cheese to neighbors. Now, I make enough to buy food without aid.” Household survey data confirm these linkages: 61% of respondents who received two or more types of support (e.g., training plus assets or

infrastructure plus energy) reported improved monthly income, compared to only 38% among those who received a single form of assistance.

A similarly effective intersection occurred between the energy and livelihoods components. In Hajjah, the installation of a solar mini-grid by UNDP powered a women's cooperative supported by FAO's tomato value chain project. The cooperative extended operating hours and refrigerated produce, reducing spoilage and improving profit margins. A local NGO partner reported: "Once the solar grid was functional, the women's cooperative doubled their processing volume and accessed new markets."

Youth integration was another area where synergy was particularly strong. Apprenticeship graduates from ILO's solar maintenance programme who later received microbusiness grants from UNDP launched small enterprises that serviced homes and clinics. One youth stated: "I learned to install solar panels and received a grant. Now I have a small business. Two of my friends work with me."

However, these synergies were not without challenges. Some constraints in achieving full coherence emerged due to varying implementation cycles and administrative protocols among agencies. According to interviews with programme staff, delays in fund disbursement and procurement sometimes disrupted the intended sequencing of interventions.

Additionally, while the ERRY III design anticipated coordination with UNDP's Strengthening Institutional and Economic Resilience in Yemen (SIERY) project—given its complementary focus on institutional resilience and service delivery—this alignment was not consistently observed during implementation. Several stakeholders expressed skepticism about the extent to which the two initiatives effectively coordinated on the ground, despite overlapping objectives and geographic presence

Climate Adaptation

The ERRY III Joint Programme integrated climate adaptation strategies through a range of targeted agricultural and water management interventions. These interventions were designed to build resilience among rural households by improving resource efficiency, promoting sustainable farming practices, and enhancing access to renewable energy solutions. The programme's focus on water conservation, drought-resilient crop inputs, community-based natural resource management, and renewable energy helped address some of the most pressing vulnerabilities linked to climate change in Yemen.

Under Output 3.1, ERRY III trained 50 agricultural extension experts in climate-smart agriculture (CSA) practices and distributed climate-resilient seeds to 1,000 households. The programme also re-activated 13 Water User Associations (WUAs) and provided technical and material support—including 100 drip irrigation kits, 12 rehabilitated water infrastructures, and 12 solar-powered irrigation systems. These inputs were aimed at improving water efficiency and mitigating the effects of increasing droughts and irregular rainfall patterns. In Lahj, for example, one farmer

explained during a focus group discussion: “The drip irrigation we received reduced the water we use by half. Before, we could only irrigate once every 10 days, now we do it twice. The plants grow better and faster.”

Findings from the household survey support these observations: among recipients of CSA interventions, 73% reported improved crop yields, and 61% noted greater stability in food availability over the last year. Notably, in districts where drip irrigation systems and solar pumps were installed—such as Khanfir in Abyan and Tuban in Lahj—households showed higher dietary diversity scores and a greater likelihood of cultivating vegetables year-round.

The ERRY III programme also supported the establishment of four Community Seed Banks to preserve and distribute climate-resilient local varieties, aiming to reduce dependency on external seed markets and enhance community-level adaptation capacity. Community leaders noted that these seed banks were especially useful for women farmers who otherwise struggled to afford or access seeds during planting seasons.

Despite these positive outcomes, several challenges were encountered in implementing climate adaptation activities. First, in some areas, the limited capacity of local institutions, particularly Water User Associations, constrained the effectiveness of resource management and maintenance. Key informant interviews indicated that while WUAs were reactivated, many lacked legal recognition or the authority to enforce equitable water usage among farmers. A WUA member stated: “We were trained and formed, but without enforcement power, some farmers still overuse water.”

Second, procurement and logistical delays affected the timely distribution of CSA inputs, particularly solar water pumps and irrigation kits. These delays disrupted planting schedules and reduced the effectiveness of the interventions during the critical growing season. Reports from implementing partners highlight that customs clearance for imported solar technology was a recurring bottleneck, especially in northern governorates.

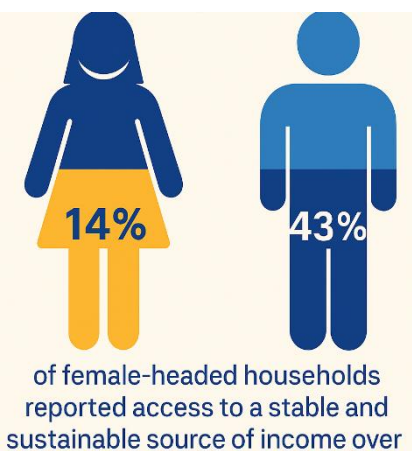
Additionally, some interventions faced resistance due to limited awareness or familiarity with CSA technologies. Focus group participants reported initial reluctance to adopt drip irrigation due to perceived risks and the upfront labor required for installation. However, this perception shifted once demonstration plots and farmer-to-farmer exchanges were introduced, underlining the importance of participatory learning models.

Another critical lesson from ERRY III is that bundling climate adaptation interventions with livelihoods support can amplify their adoption and sustainability. Households that received CSA inputs along with business training or access to markets were more likely to continue using the technologies beyond the project’s direct support. For example, in Abyan, a group of women farmers who received solar irrigation kits and participated in tomato value chain training formed a cooperative that continues to cultivate and sell produce at local markets, even after project activities ended.

Women's Economic Empowerment

The ERRY III Joint Programme recognized women's economic empowerment (WEE) as a critical pillar for advancing household resilience and community stability. Yet, while the programme embedded gender-sensitive approaches into many components, the extent and inclusivity of its outcomes have been uneven.

Findings from the quantitative household survey, qualitative KIIs and FGDs, and the ERRY III gender analysis reveal persistent gaps in income access, asset control, skills development, and decision-making power among women, especially those in rural and conflict-affected areas.



Household survey data show that just 14 percent of female-headed households reported access to a stable and sustainable source of income over the past year, compared to 43 percent of male-headed households. The gap was even more pronounced in governorates such as Abyan and Lahj, where over 70 percent of women stated they had no regular income, while the corresponding rate for men was just 38 percent.

Access to productive assets also remained highly gendered. Less than 10 percent of women surveyed reported owning agricultural tools, livestock, or land in their own name, whereas over 60 percent of male respondents said they had direct access to such resources. Among women who did possess productive assets, most acquired them through NGO support under ERRY III. For example, a woman from Abyan shared during a focus group, "They gave me a sewing machine, and I now sew for neighbours. But I can't go to the market to sell because my husband says it's not safe." This quote captures both the utility and limitation of asset support—it creates a foundation for income generation but may not overcome entrenched gender norms that limit agency.

Microbusiness ownership was notably low among women: only 8 percent of female respondents reported owning or operating a microenterprise, compared to 27 percent of men. Furthermore, among women who ran businesses, their initial capital was often under 25,000 YER and largely derived from NGO grants or family remittances. Close to half of these women said their profit margins in the first quarter of operations remained below subsistence level, with many citing limited customer access and social resistance as ongoing challenges.

Training and skills development interventions demonstrated encouraging engagement, especially in sectors such as tailoring, dairy, and food processing. In the southern governorates (Lahj, Abyan, and Taiz), most beneficiaries did receive basic entrepreneurship orientation sessions alongside vocational skills training. It is important to note that this figure includes all types of support—such as asset transfers or short-term assistance—beyond just training-focused components. In terms of decision-making, just under 20 percent of women reported that they had autonomy over how their income or savings were used. Even in households where women contributed financially,

financial decisions—particularly related to reinvestment or asset purchases—were often made by male relatives. The qualitative data reflected this dynamic as well. “Even when I make money, I have to ask my brother how to spend it. It’s just how things are.” This highlights the limited control women exercise over economic choices, despite their contributions.

Moreover, the gender analysis emphasized how ERRY III’s interventions did not always fully account for women’s diverse needs and constraints. While some projects offered mobile or home-based activities to accommodate social norms and safety concerns, many did not provide childcare support, mobility solutions, or gender-responsive monitoring mechanisms. In many districts, the social barriers faced by women—lack of ID documentation, family approval, transport restrictions, or fears of social backlash—remained unaddressed. As a result, some women either declined participation or dropped out mid-way, undermining the long-term impact of the intervention.

Efficiency in gender mainstreaming was evident in grant allocation. 38% of the 3,000 microbusiness grants were awarded to women. Vocational and skills training under ILO had 44% female participation, and women represented 374 of the 1,046 trained community mediators. However, in conservative areas social norms constrained participation. A woman shared: “I could not go to the training site because it was too far, and my family wouldn’t allow it.”

Despite these challenges, some successes are notable where the programme combined vocational training, asset support, and follow-up mentorship. For example women who completed dairy processing training and received equipment formed informal cooperatives to jointly market their products, reporting improved income stability and decision-making capacity. Such examples point to the importance of bundling interventions and fostering peer support networks to amplify impact.

Human Rights and Disability Inclusion

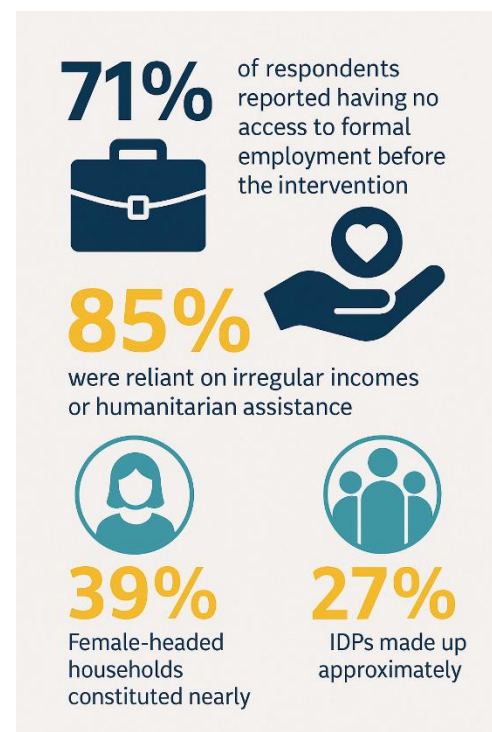
The ERRY III Joint Programme, while not explicitly framed as a human rights intervention, incorporated several design and implementation elements that contributed to advancing the rights and inclusion of poor, marginalized, and disadvantaged populations—including women, internally displaced persons (IDPs), youth, and persons with disabilities (PwDs). The programme's overarching objective of building resilience in conflict-affected and underserved communities implicitly aligned with a rights-based approach by aiming to restore access to basic services, strengthen livelihoods, and promote community participation.

Quantitative data from the household survey confirms that the poorest and most vulnerable groups were central beneficiaries. Over 71% of respondents reported having no access to formal employment before the intervention, and 85% were reliant on irregular incomes or humanitarian assistance. Female-headed households constituted nearly 39% of the total surveyed, and IDPs made up approximately 27%—both groups being historically marginalized in the Yemeni context. These households benefitted from cash-for-work programs, microbusiness grants, vocational training, and improved access to public infrastructure and services. In Taiz, one displaced woman noted, “We used to rely only on aid. Now I have goats and earn from selling milk. This gives me a way to support my children with dignity.”

Despite these successes, the inclusion of persons with disabilities in ERRY III presents a mixed picture. The programme made efforts to reach PwDs, particularly through community-based planning mechanisms and in the targeting of cash-for-work and small enterprise support. However, consultation and representation of PwDs during programme planning and monitoring were not systematically documented across all components. According to the HH survey, approximately 6% of participating households had at least one member with a disability, and only 22% of those respondents reported that the individual was able to participate directly in programme activities.

Barriers faced by PwDs varied by region and type of intervention. In remote districts such as Al Qafr and Khairan Al Muharra, limited physical accessibility of training centers and the absence of disability-friendly infrastructure hindered participation. One FGD participant reported, “My son wanted to attend the business training, but he uses a wheelchair. The building had stairs and no help.” Furthermore, a lack of assistive devices, inaccessible transport, and the absence of tailored content for persons with hearing or visual impairments were frequently cited. While some adaptations were made in response to community requests—such as relocating training sessions to more accessible venues—these were often reactive rather than systematically planned.

Figure 10: Quantitative Data on Inclusion



From a programmatic standpoint, the inclusion of PwDs would have benefited from dedicated budget lines, stronger partnerships with disability organizations, and clear targets for disability mainstreaming. Interviews with implementing partners acknowledged that the programme lacked specialized technical capacity in disability inclusion and that better guidance and tools were needed to translate intent into actionable design features.

On the other hand, the use of participatory planning tools such as CRPs, developed in 50 districts and 326 villages, created entry points for marginalized voices to be heard. Several sub-district committees reported that they included individuals with disabilities or caregivers in needs assessments and dialogue sessions, although representation was not always proportional or structured. Notably, in Lahj, one community committee chair said: "We invited everyone to the planning meeting, including those with special needs. One woman who is blind gave suggestions for making water collection easier."

Assessment of Outcome Indicators

This section presents an assessment of key outcome indicators used to measure the impact of the intervention on community resilience, livelihoods, food security, coping strategies, and access to essential services across the targeted area. A detailed table is included in Annex 2.

Average level of targeted communities' capacity of resilience (disaggregated by district)

To assess the average level of resilience in the targeted communities, the evaluation adopted the same multi-dimensional measurement framework that was used during the baseline assessment, ensuring consistency and comparability over time.

Resilience was conceptualized using a composite Resilience Index, grounded in the 3-D Resilience Framework (absorptive, adaptive, and transformative capacities) and adapted to the Yemeni context.

The Resilience Index was computed based on six core dimensions:

1. Stability (S) – measured through household experiences of shocks, coping responses, and confidence to manage future risks.
2. Social Safety Nets (SSN) – captured through data on the amount, frequency, and types of assistance received from government, NGOs, and informal networks.
3. Access to Public Services (APS) – assessed through availability and perceived quality of services such as health, education, transportation, electricity, and water.
4. Assets (A) – included physical and productive assets, land and home ownership, and livestock.

5. Income and Food Access (IFA) – comprised monthly income per capita, food expenditure, dietary diversity (FCS), and food insecurity experiences (HFIAS).
6. Adaptive Capacity (AC) – included income source diversity, coping strategies, and households' self-assessed ability to adapt in the future.

Each component was quantified using a combination of household survey data, focus group discussions, and key informant interviews. Indicators were standardized and aggregated using factor analysis to generate the composite Resilience Index, with higher scores indicating greater resilience.

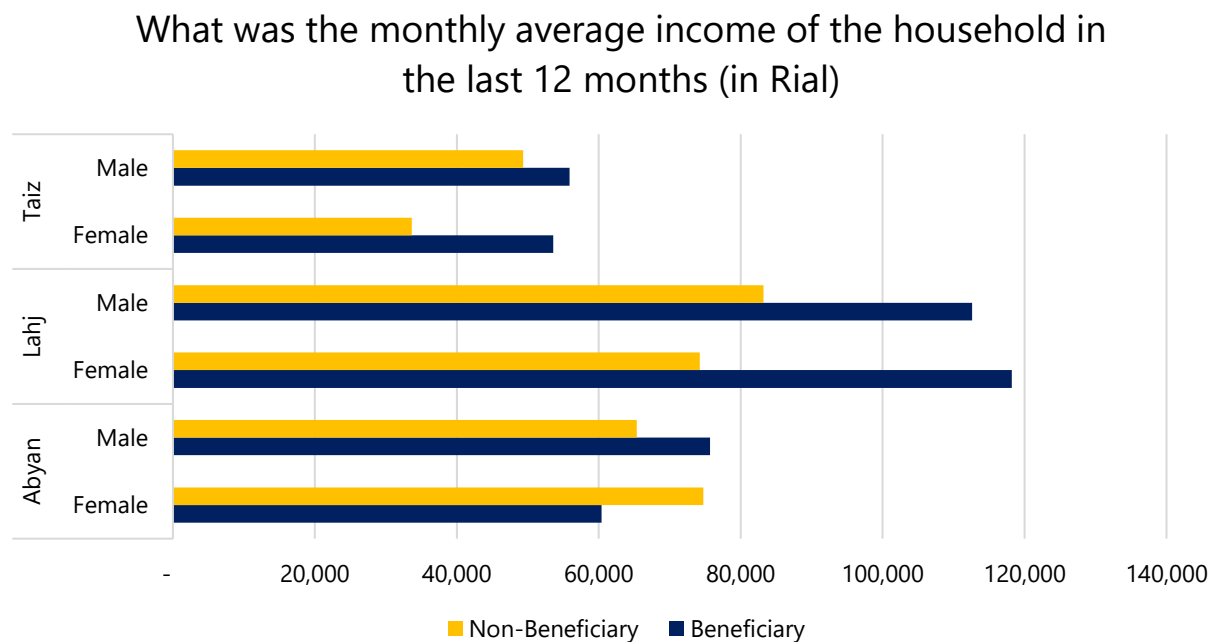
Income and Food Access (IFA)

Income and food access are key parts of household resilience. This part of the assessment looks at whether families have a steady source of income and whether they can buy enough nutritious food to meet their needs. It uses several measures together: how much money households earn, whether they eat a diverse and balanced diet (measured by the Food Consumption Score, or FCS), and how often they face food shortages or worry about food (measured by the Household Food Insecurity Access Scale, or HFIAS).

By the end of the project, there were clear signs that conditions had improved in many areas. On average, the IFA score increased from 30% at baseline to 45% at endline, meaning that more families had better income and access to food than before.

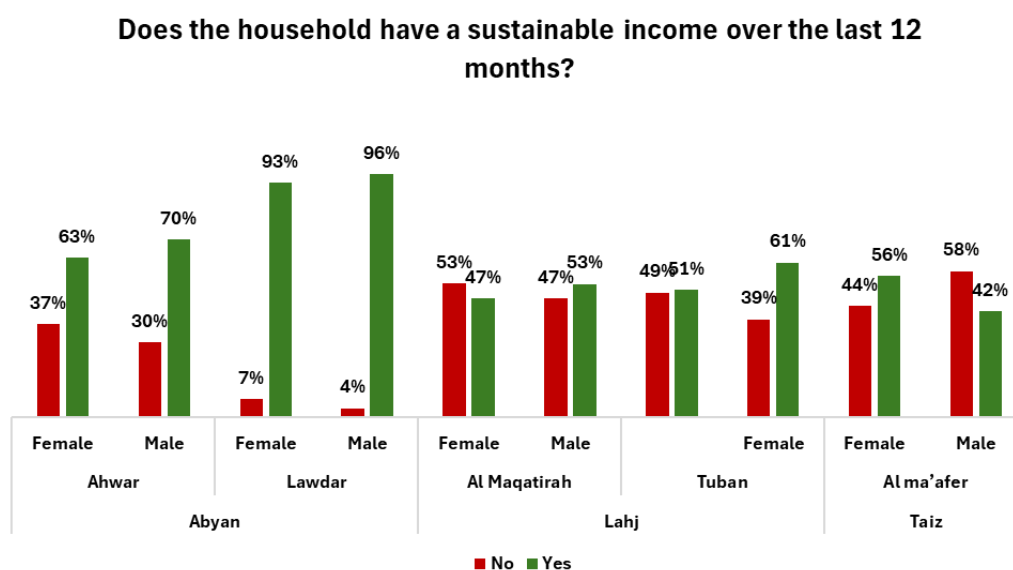
Household income levels increased overall, with the average monthly income rising from 73,619 Yemeni Rials per person to 81,617 Rials (USD 34.00). In all locations, people who received programme support (beneficiaries) had higher incomes than those who did not. For example, in Lahj, female beneficiaries earned an average of 118,188 Rials (USD 49.24) per month, while female non-beneficiaries earned only 74,250 (USD 30.93). The pattern was similar for men, showing that the programme likely helped raise income levels.

Figure 11: What was the monthly average income of the household in the last 12 months (in Rial)



When asked if they had a sustainable income over the past 12 months, 64% of respondents across all areas said “yes.” However, men were more likely to report having sustainable income (36%) than women (28%), pointing to an ongoing gap between men and women. This gender gap appeared in most districts.

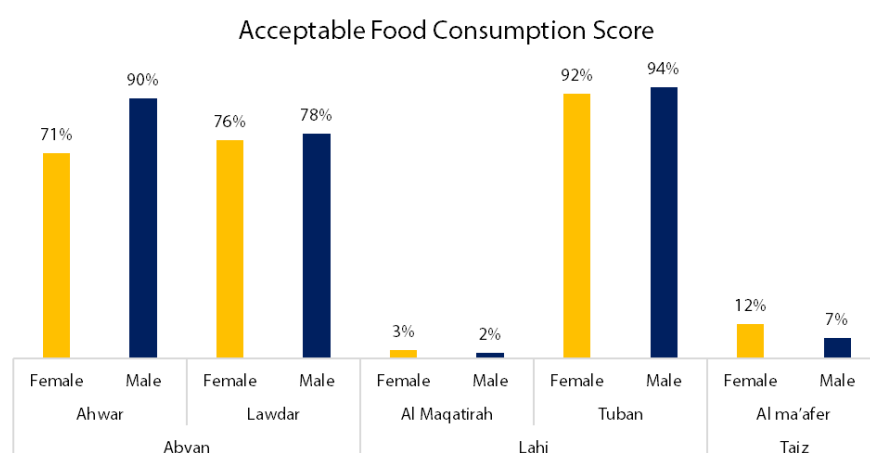
Figure 12: Does the household have a sustainable income over the last 12 months?



There was also progress in the quality of household diets. At baseline, only 26% of households had an acceptable Food Consumption Score. By the endline, this number had doubled in many districts. In Tuban, 93% of households had an acceptable FCS, including both women (92%) and men (94%). In Lawder and Ahwar (Abyan), over 75% of households reached acceptable levels. However, not all areas improved. In Al Maqatirah (Lahj), only 2% of households had an acceptable FCS by the endline—even though average income there had increased significantly. This shows that higher income does not always lead to better food access, possibly due to problems like high food prices, poor market access, or limited food availability.

Gender differences in food consumption were also clear in some areas. In Ahwar, 90% of men had acceptable FCS compared to 71% of women. In Al Ma'afir (Taiz), only 12% of women and 7% of men had acceptable food consumption, showing serious food insecurity.

Figure 13: Acceptable Food Consumption Score



We also looked at how often families experienced food insecurity using the HFIAS tool. This includes feelings of worry about running out of food or having to eat less preferred foods. At endline, 72% of all households still reported some food insecurity. In Tuban and Lawder, fewer households faced food shortages, showing progress in those areas. In contrast, in Al Maqatirah, 100% of households (both men and women) reported food insecurity.

Table 7: Income and Food Access (IFA) - Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mah wit	Taiz	All
	Ahwa r	Lawd er	Bani Al-Awam	Najrah	Bajil	Qana wes	Tuba n	Maqa terah	Ataw ilah	Maafe r	
Average per person monthly income (YER/person/month)	69,817	120,488	50,903	52,411	48,052	47,619	102,825	72,575	51,120	123,354	73,619
% of the monthly income	35%	52%	51%	51%	49%	49%	42%	46%	51%	57%	51%

	Abyan		Hajjah		Hodeidah		Lahj		Mah wit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qana wes	Tuban	Maqaterah	Ataw ilah	Maafer	
% of HHs Who Have Acceptable FCS	33%	35%	15%	20%	26%	25%	42%	27%	16%	22%	26%
Household Food Insecurity Access-related Conditions	29%	34%	15%	31%	30%	15%	23%	26%	17%	8%	23%
Household Food Insecurity Access-related Domains	29%	34%	15%	31%	30%	15%	23%	26%	17%	8%	23%
Household Food Insecurity Access Scale Score	37%	43%	15%	31%	30%	15%	27%	26%	18%	23%	26%
Average of IFA	33%	39%	22%	33%	33%	24%	31%	30%	24%	24%	30%

Table 8: Income and Food Access (IFA) - Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average per person monthly income (YER/person/month)	76,550	63,142	79,977	135,219	53,194	81,617
% of the monthly income	17%	16%	11%	35%	16%	18%
% of HHs Who Have Acceptable FCS	83%	77%	93%	2%	9%	53%
Household Food Insecurity Access-related Conditions	14%	33%	1%	100%	4%	28%
Household Food Insecurity Access-related Domains	14%	33%	1%	100%	4%	28%
Household Food Insecurity Access Scale Score	100%	100%	100%	100%	100%	100%
Average of IFA	46%	52%	41%	67%	27%	45%

Assets

The Assets component measures how many and what types of resources households own, including homes, land, household goods, productive tools, and livestock. At baseline, the average asset index across all surveyed districts was 75%, meaning that most households owned a majority of the measured assets. By endline, the average was slightly lower at 73%, but the overall picture remains relatively stable. This suggests that although there was no major gain in asset ownership during the project period, asset levels were generally high to begin with and were maintained in most areas.

In terms of home ownership, the situation stayed steady. At baseline, 81% of households owned their homes; at endline, this remained relatively unchanged, with slight variations across districts. In Ahwar, for example, 72% of households owned their homes at both baseline and endline. Ownership was highest in Maqatirah (77%) and Maafer (75%) by the end of the project.

Figure 14: Ownership of Household Assets

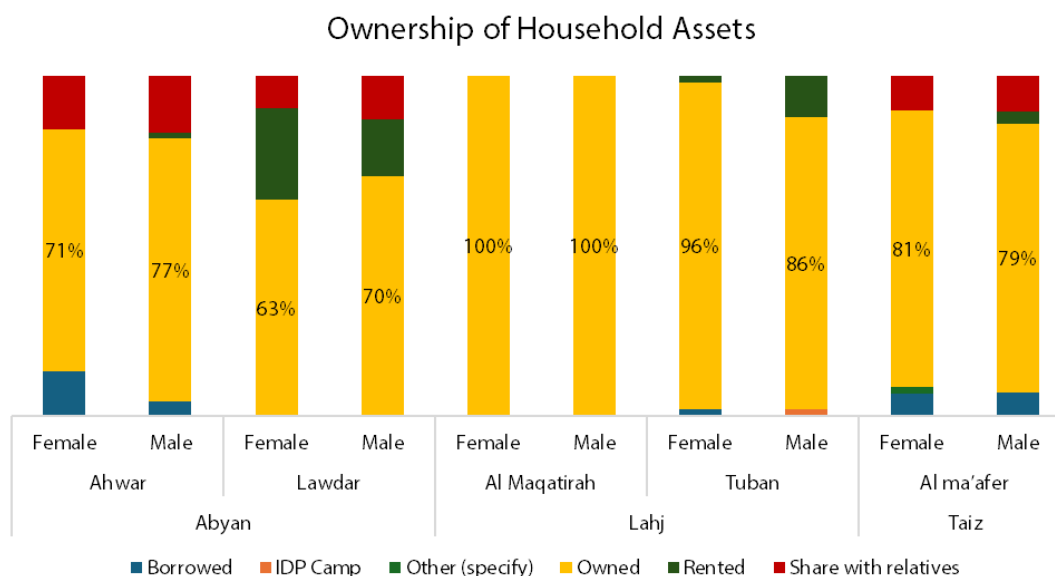
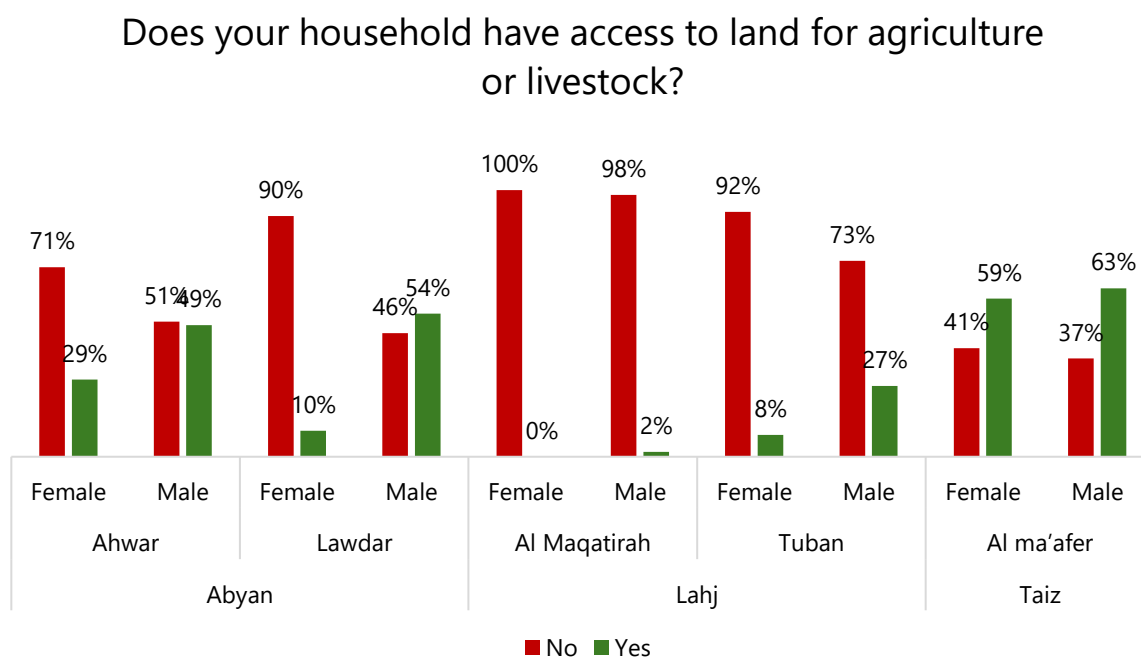


Figure 15: Does your household have access to land for agriculture or livestock?



When it comes to household assets like furniture or cooking tools, ownership increased slightly, from 77% at baseline to 74% at endline. By endline, ownership of productive assets—such as agricultural tools, sewing machines, or solar panels—rose slightly from 65% to 67%. Tuban

performed best at 69%. However, women were consistently less likely than men to report owning such tools, potentially limiting their income-generating capacity and emergency preparedness.

Livestock ownership remained relatively stable, averaging 75% at baseline and 67% at endline. While Maafer saw an increase, slight declines were noted in Maqatirah and Lawder. Gender disparities persisted, with male-headed households more likely to own livestock, reflecting traditional norms.

In terms of housing, 82% of households reported owning their homes by endline. Yet, gender differences were again evident. In Ahwar, 13% of female-headed households lived in borrowed housing and 16% in shared arrangements, indicating greater vulnerability in women's housing security.

Table 9: Assets_Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qanawes	Tuban	Maqaterah	Atawilah	Maafer	
Average of Assets	72%	67%	75%	73%	74%	77%	76%	75%	81%	76%	75%

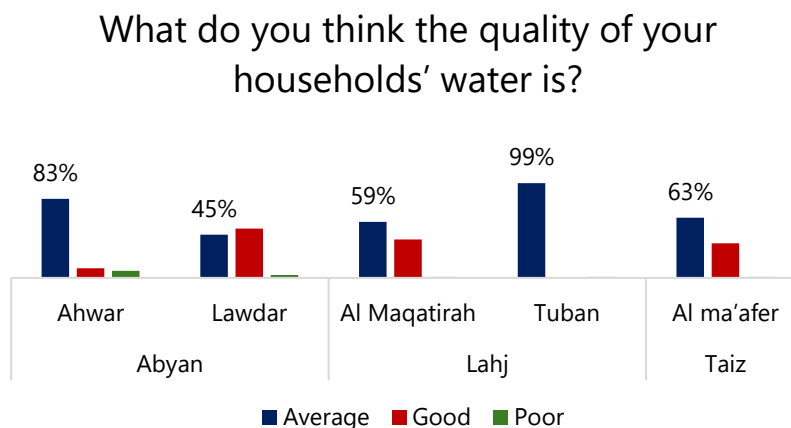
Table 10: Assets_Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average of Assets	74%	66%	77%	75%	73%	73%

Access to Public Services (APS)

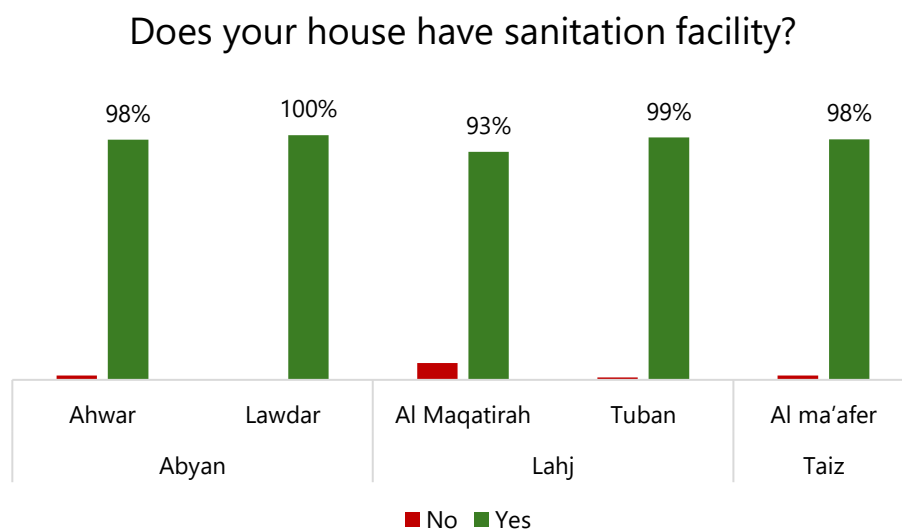
Access to public services is a critical building block of community resilience. It reflects whether households can reach and use services such as clean drinking water, electricity, schools, health facilities, transportation, agricultural support, financial institutions, and communication networks. At baseline, the average APS score across all target districts was 45%, indicating service gaps. Access to safe drinking water stood at 38%, while electricity coverage was particularly low, at just 6%. Some services—like veterinary care, public transportation, and agricultural markets—were especially underprovided in remote districts. These limited services placed an extra burden on households, particularly in rural and underserved communities.

Figure 16: What do you think the quality of your households' water is?



By the endline, the picture had changed significantly. The overall APS score rose to 85%, with multiple districts achieving over 90%. Households across Abyan, Lahj, and Taiz reported near-universal access to key services like water, schools, health centers, mobile networks, and veterinary support. Importantly, when disaggregated by gender of household head, the data revealed no significant gender differences in access to public services—female- and male-headed households reported nearly identical levels of access across all core APS domains.

Figure 17: Does your house have sanitation facility?



The main driver of improved energy access at endline was the widespread adoption of solar technology, especially individual solar panels owned by households. Although community and government electricity infrastructure remained limited or inconsistent in many areas (particularly outside Lahj), solar panels have become a reliable alternative. In districts where grid electricity was essentially unavailable—such as Tuban and Maqatirah—solar panels filled the gap. Households

that combined solar power with generators or grid access were rare, indicating that most families depended on a single main energy source.

Table 11: Access to Public Services_Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qanawes	Tuban	Maqaterah	Atawilah	Maafer	
Average of APS	42%	45%	43%	41%	48%	40%	54%	45%	41%	50%	45%

Table 12: Access to Public Services_Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average of APS	79%	90%	87%	78%	93%	85%

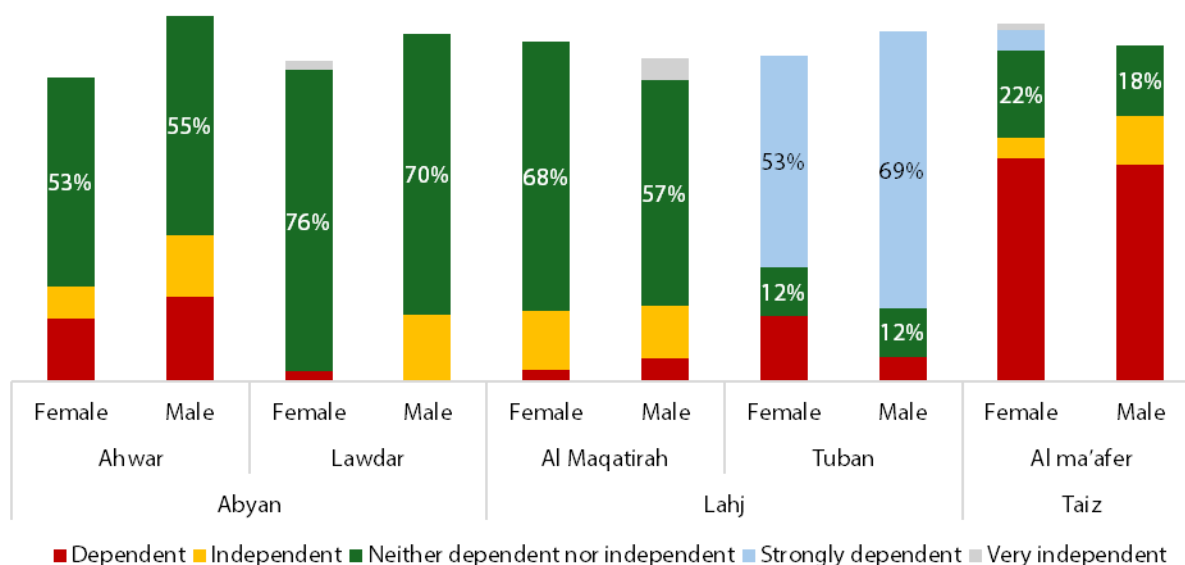
The Social Safety Nets (SSN)

This section covers the different ways people received support to help them manage economic difficulties. This includes help from NGOs, friends or relatives, the government, and religious sources like Zakah. The support took different forms—such as cash for work, food assistance, farming and vocational tools, training, or small grants. The assessment looked at how many people received this help, how often they received it, and how satisfied they were with it.

At baseline, access to social safety nets was uneven across districts, with an average of 15% of households receiving any form of support. The most common support came from NGOs, especially food assistance and cash-for-work programs, with around 22% of households benefiting from these services. In areas like Taiz and Mahwit, access was slightly higher (20% and 18% respectively), while in places like Hajjah and Hodeidah, coverage was lower. Few households received tools for agriculture or vocational work, and even fewer participated in training or received grants. Government support was almost non-existent, with less than 2% of households reporting any help from public programs, and Zakah assistance was minimal and inconsistently distributed.

Figure 18: How would you assess your current dependency level on NGO assistance (beneficiaries)?

How would you assess your current dependency level on NGO assistance (beneficiaries)?



By endline, access to social safety nets improved to an average of 26%. Notable gains were recorded in Ahwar (from 16% to 33%) and Lawdar (12% to 20%), with Tuban and Maqatirah reaching 31% and 23% respectively. Vocational support—particularly tool and equipment distribution for trades like sewing and plumbing—expanded, especially in Lahj, where over half of respondents reported receiving such aid. Agricultural assistance also increased but remained geographically limited.

Government and Zakah-based support remained minimal. In Ahwar, government assistance rose slightly to 17%, but overall coverage was still low. Access to Zakah improved modestly in Lahj and Taiz but lacked scale.

Gender-wise, access to social safety nets appeared balanced, with both men and women reporting similar levels of support from NGOs, family, or government sources. However, access to clean energy support (e.g., solar systems) remained limited—rising only marginally from a baseline of 5%, and primarily in Ahwar and Lahj—indicating it was not yet fully integrated into broader safety net programming.

Table 13: Social Safety Nets_Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qanawes	Tuban	Maqaterah	Atawilah	Maafer	
Average of SSN	16%	12%	11%	12%	18%	13%	18%	14%	14%	20%	15%

Table 14: Social Safety Net_Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average of SSN	33%	20%	31%	23%	22%	26%

The Stability (S)

This dimension assessed how households experienced and managed shocks such as food shortages, job loss, or illness. At baseline, 30% of households reported no major shocks, though this varied widely—over 60% in Lawder and Qanawes compared to 0% in Maafer and Atawilah. Food insecurity (80%), job loss (77%), and illness (49%) were the most common shocks. By endline, households reporting no shocks rose to 43%, and those affected by food shortages, job loss, and illness declined to 21%, 14%, and 12% respectively, reflecting improved stability.

Coping mechanisms also changed. Initially, households relied on strategies like cutting food and borrowing from relatives. By endline, fewer households used these negative strategies, and more accessed savings or formal support such as cash-for-work programs.

Confidence in managing shocks improved from 27% at baseline to 63% at endline. In Lawder and Tuban, 97% of households expressed confidence, and Maqatirah showed 87%. Gender differences were evident: men generally reported slightly higher confidence levels, but in some districts—such as Lawder—women reported equal or higher confidence. Women more frequently adopted moderate coping strategies (e.g., reducing expenses or food portions), while men reported broader use of financial tools.

Figure 190: How would you assess your level of confidence to cope with shocks (beneficiaries)?

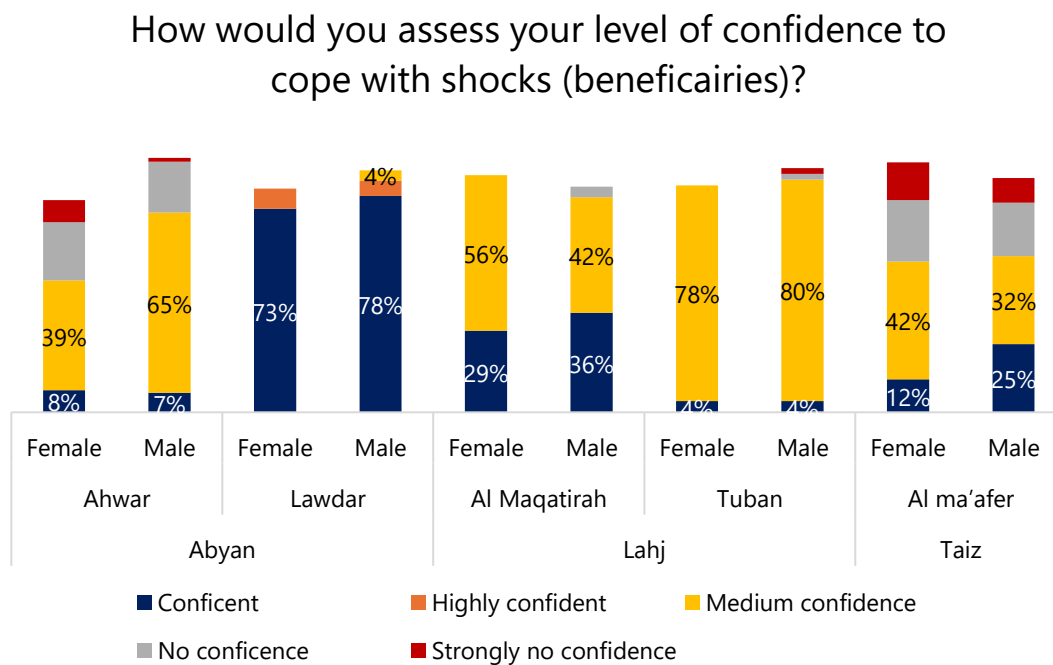
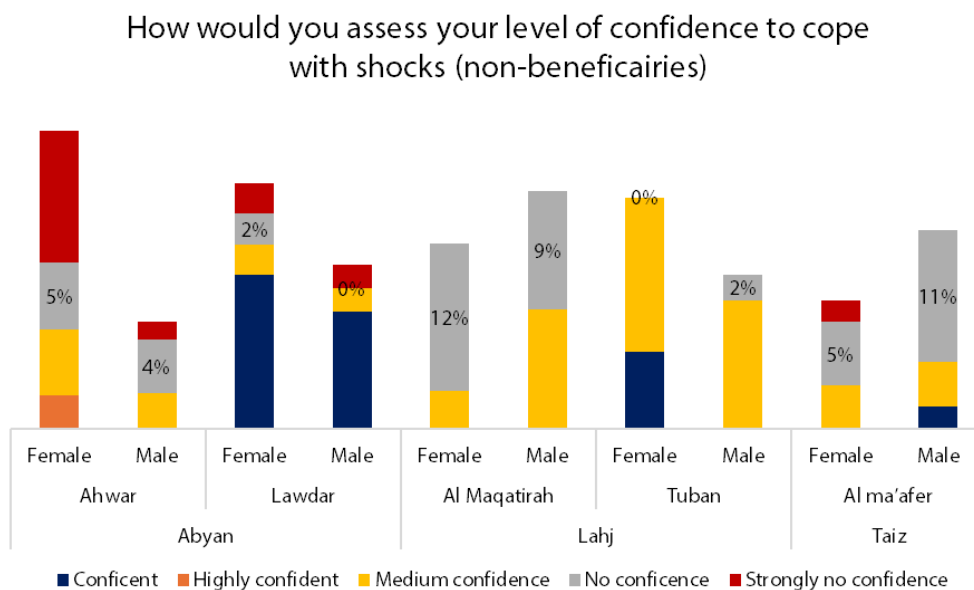
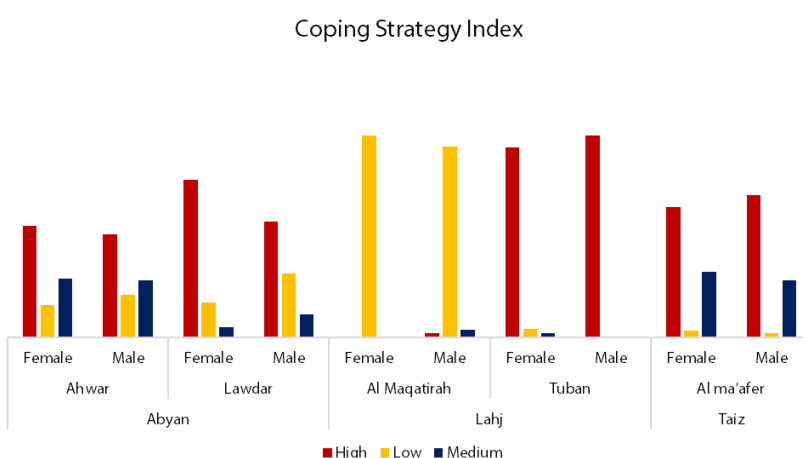


Figure 20: How would you assess your level of confidence to cope with shocks (non-beneficiaries)?



The CSI (Coping Strategy Index) scores add further nuance. In Taiz, men scored slightly higher than women on average, with 70 percent of male respondents falling into the high coping capacity category compared to 64 percent of women. However, in Lawdar, the pattern was reversed, with women reporting higher CSI scores. These findings suggest that while gender differences exist, they are often context-specific and shaped by local economic and social dynamics.

Figure 21: Coping Strategy Index



In summary, the Stability dimension showed measurable improvement between baseline and endline. Households were less exposed to severe shocks, used fewer negative coping strategies, and expressed greater confidence in their ability to recover and adapt. Gender differences in confidence and coping do exist but are not uniformly significant and appear to be shaped by local context and the type of assistance households received. Overall, the trend points toward increasing resilience across the surveyed areas.

Table 15: Stability_Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qanawes	Tuban	Maqaterah	Atawilah	Maafar	
Average of Stability	18%	16%	19%	17%	19%	16%	16%	20%	20%	23%	18%

Table 16: Stability_Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average of Stability	8%	11%	7%	9%	9%	9%

Adaptive capacity

Adaptive capacity reflects the ability of households to diversify their sources of income and effectively adjust in response to shocks or changing conditions. It offers insights into the resilience of livelihoods and the coping options available to different groups. The baseline data showed that farming, unskilled labor, and remittances were the most common income sources. Over half of the population relied on farming (53%) and nearly three-quarters reported some form of unskilled labor (74%). Remittances and assistance from friends and family were also widespread, cited by 72% of households. A significant portion (24%) also reported using vocational skills. Institutional support was evident, with 22% receiving NGO cash transfers and 7% depending on government salaries. Less common were income from MSMEs, dairy, honey production, and community support mechanisms such as Zakat.

By the endline, a notable shift had occurred. The proportion of households relying on farming and livestock dropped significantly—from 53% and 43% respectively, to just 4% and 4%. Reliance on skilled and unskilled labor also declined, as did the share of households depending on remittances and NGO support. However, there was a sharp increase in reported income from government salaries, which rose to 36%, and pension-based income rose modestly to 8%. Some diversification occurred, with small increases in income from private sector employment and own MSMEs, but overall the average adaptive capacity decreased slightly to 7%.

Gender-disaggregated data reveals that women were more likely to report diverse combinations of income sources. For instance, across nearly all categories—whether skilled labor, remittances, or MSMEs—female respondents reported a broader mix of income-generating activities. Despite this, women continued to be underrepresented in private sector employment, pensions, and government transfers, which were more commonly reported by male respondents. Overall, the findings point to a decline in livelihood diversity and adaptive capacity across the surveyed areas, with a continued reliance on informal and less stable income sources. The gender gap remains relevant, particularly in access to formal and higher-value income streams.

Table 17: Adaptive Capacity_Baseline Data

	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najrah	Bajil	Qanawes	Tuban	Maqaterah	Atawilah	Maafar	
Average of Adaptive Capacity	19%	20%	17%	18%	19%	18%	19%	19%	20%	19%	19%

Table 18: Adaptive Capacity_Endline Data

	Abyan		Lahj		Taiz	All
	Ahwar	Lawder	Tuban	Maqaterah	Maafer	
Average of Adaptive Capacity	7%	7%	6%	11%	6%	7%

Resilience Index

The resilience index was calculated to measure the overall capacity of households to withstand and recover from shocks across districts. At baseline, the resilience index averaged 3.3 out of 10, with the highest district-level score recorded in Tuban (3.6) and the lowest in Hajjah's Bani Al-Awam and Hodeidah's Qanawes (both 3.1). On average, only 33% of households were considered resilient across the surveyed locations.

By the endline, the average resilience index improved to 4.1, suggesting a moderate gain in household resilience. All surveyed districts—Ahwar, Lawder, Tuban, and Maqaterah—scored 4.1 or higher, with Maqaterah reaching the highest index of 4.4. The percentage of resilient households also rose to 41%, indicating a positive shift in their ability to manage and recover from adverse events.

This improvement reflects enhanced capacities observed in preceding dimensions, such as better access to social safety nets, more diversified income sources, and stronger coping mechanisms. While the endline still places many communities at the lower end of the resilience spectrum, the upward trend across all areas is an encouraging sign of progress.

Table 19: Resilience Index

Baseline	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najra h	Baj il	Qanawes	Tuban	Maqaterah	Atawilah	Maaf er	
Resilience	33%	33%	31%	32%	35%	31%	36%	34%	33%	35%	33%
Resilience Index (1-10)	3.3	3.3	3.1	3.2	3.5	3.1	3.6	3.4	3.3	3.5	3.3

Endline	Abyan		Hajjah		Hodeidah		Lahj		Mahwit	Taiz	All
	Ahwar	Lawder	Bani Al-Awam	Najra h	Baj il	Qanawes	Tuban	Maqaterah	Atawilah	Maaf er	
Resilience	41%	41%					41%	44%		38%	41%
Resilience Index (1-10)	4.1	4.1					4.1	4.4		3.8	4.1

Table 20: Achievement of Impact and Outcome level Indicators and Targets

Result	Indicator (As per the revised Logframe)	Responsibility	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
IMPACT						
To strengthen resilience of the population in the most vulnerable governorates in Yemen	1. Number (in millions) of Yemeni vulnerable population in need of livelihoods and food security support	JCU	23.4 million (2021)	22.5 million (2025)		19.5
	2. Average level of targeted communities' capacity of resilience (disaggregated by district)	JCU & PUNOs	3.3 (on a scale of 10) in 2022	10% increase from the baseline value by end of 2024		4.1
	3. Percentage of people in the targeted communities who report having a sustainable income (disaggregated by type of sector and men/women)	All PUNOs	23% in 2022	10% increase from the baseline value by end of 2024		64%
	4. Percentage of households in targeted communities with acceptable food consumption score (disaggregated by the head of household's women/men and status)	All PUNOs	26% in 2022	15% increase from the baseline by end of 2024		53%
	5. Average Reduced Coping Strategy Index (rCSI)	All PUNOs	11.8 in 2022	A decrease of 5 points in the rCSI by end of 2024		10.74
OUTCOME						
Improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen	1.1. Number of targeted communities that report having sufficient access to critical services	WFP/UNDP	49% in 2022	75 (60% of targeted communities)		85%
	1.2 Number of targeted communities that report a reduction in the frequency of conflicts	UNDP	0	15 (60% of targeted communities)		-
	1.3 Estimated number of people who use the infrastructure facilities rehabilitated	WFP/UNDP	0	90,000	45,000	-
	1.4 Number of people who report having found a job as a result of their involvement in the intervention (in all sectors; disaggregated by women/men and age)	FAO, WFP, UNDP	0	4500	1150	-
	1.5 Estimated number of people with access to	UNDP	TBD	30,000	15,000	351,287

Result	Indicator (As per the revised Logframe)	Responsibility	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	clean/solar energy (disaggregated by women/men)					

Conclusions

In conclusion, the ERRY III Joint Programme has delivered a comprehensive, community-based response that has effectively addressed critical needs across food security, livelihoods, climate adaptation, local governance, energy access, and social cohesion in some of Yemen's most vulnerable districts. It demonstrated that resilience-building is achievable even in fragile and conflict-affected contexts when interventions are locally grounded, coordinated, and inclusive. The multi-sectoral design—implemented jointly by UNDP, WFP, FAO, and ILO—helped create synergies, especially in communities where multiple layers of support were deployed. The evidence from household surveys confirms that the programme contributed to improved food consumption scores, decreased reliance on coping strategies, increased access to sustainable income, and enhanced access to public services and infrastructure. These quantitative outcomes were reinforced by strong narratives from beneficiaries who spoke of improved dignity, hope, and the ability to make plans for the future.

However, building resilience is not a one-off intervention. It is a long-term, iterative process that requires continuous support, flexible strategies, and steady investments. Many of the ERRY III results are early-stage gains that, while promising, remain vulnerable to setbacks if not sustained through follow-up programming and institutional support. For example, although the programme trained 1,528 youth in technical skills and supported thousands of women with microbusinesses and equipment, their ability to sustain and grow these enterprises depends on continued access to markets, mentorship, capital, and policy support. Similarly, the solar infrastructure deployed in clinics and schools enhanced energy access, but its long-term functionality hinges on ongoing local capacity to maintain systems and secure parts.

The programme's achievements in governance and social cohesion—such as the establishment of community resilience plans and training of community mediators—also mark foundational shifts, but translating these into stable, inclusive local governance will take years. The evaluation noted that while over 1,000 mediators were trained and 100 dialogues conducted, the institutionalization of these gains will require continuous engagement with district authorities, clearer mandates, and budget allocations at the local level.

Gender equality was well integrated into ERRY III's design, and many women benefitted from livelihoods support, dairy and solar value chains, and vocational training. However, underlying

barriers—social norms, household responsibilities, restricted mobility—continue to limit the depth of empowerment. As several women in Lahj and Taiz emphasized in focus groups, the skills and confidence they gained are valuable, but without systemic changes, including broader community awareness and investment in women-friendly infrastructure, the momentum could fade.

Similarly, while some progress was made in disability inclusion, the absence of a cross-cutting disability strategy limited systematic engagement with persons with disabilities across components. Accessibility issues and limited consultation meant that inclusion was often ad hoc and not fully institutionalized.

Efficiency challenges, including delays due to permitting, procurement, and access restrictions, also affected implementation timelines. Despite these obstacles, the programme managed to achieve the majority of its planned outputs, demonstrating the strong commitment and coordination of the implementing agencies.

Sustainability, therefore, remains a mixed picture. Some interventions—such as drip irrigation kits, solar installations, and local governance structures—show potential to continue functioning post-programme. Others, particularly those involving livelihoods and market linkages, remain fragile without further support. Sustainability requires not only handing over assets but building strong, inclusive institutions, supporting local economic ecosystems, and ensuring policy alignment with resilience goals.

Ultimately, the ERRY III programme shows that investing in resilience delivers real improvements in people's lives. Yet, resilience is not a fixed end state—it evolves in response to shifting risks and needs. Therefore, continued donor investment, policy coherence, and community engagement are critical to deepen and sustain the progress made. The evaluation recommends that future phases of ERRY programming adopt a longer-term horizon, build stronger systems for learning and adaptation, and continue to center the voices of women, youth, and marginalized groups in designing inclusive, lasting solutions.

Recommendations

Table 21: Table of Recommendations

#	Recommendation	Expanded Explanation	Responsible Stakeholders
1	Deepen Area-Based, Multi-Sectoral Planning	Keep supporting the same districts reached by ERRY III. Focus support in fewer areas and provide a mix of activities—like jobs, basic services, and peacebuilding—to help people become more resilient. Use clear criteria to choose where to work and make sure new activities fit into the overall plan for change. Adopt clear geographic selection criteria and assess how new interventions align with the overall Theory of Change.	PUNOs, Donors, Government
2	Shift from Cash-for-Work to Sustainable Livelihoods	Transition from temporary employment schemes to long-term economic empowerment, focusing on skills, microenterprise support, and market access. Extend support cycles to 12–18 months to allow time for real results.	PUNOs, Donors, IPs
3	Strengthen Local Economic Development and Climate Resilience	Scale up climate-smart agriculture, renewable energy, and green enterprise initiatives. Support local markets and resource-based value chains while addressing environmental vulnerabilities.	FAO, UNDP, Government, Private Sector
4	Institutionalize Systems Thinking and Coherence Across Components	Use systems thinking to design programs that consider root causes, interdependencies, and feedback loops. This means looking beyond individual problems to understand how different challenges are connected—such as how livelihoods, governance, and climate issues influence each other. Programs should be designed with these interconnections in mind, using a shared Theory of Change that shows how each activity contributes to	PUNOs, Donors, M&E Specialists

#	Recommendation	Expanded Explanation	Responsible Stakeholders
		long-term resilience. Regular monitoring should assess how different components are working together to produce broader, sustained impact.	
5	Promote Community Ownership and Co-Creation	Co-create and co-design with beneficiaries during needs assessment, planning, and implementation to ensure relevance and sustainability. Programs should be developed with communities—not just for them.	PUNOs, IPs, Local Councils
6	Improve Inclusion of Women, Youth, and Persons with Disabilities	Disability inclusion was not systematically planned across components. Future programming can start with simple, achievable actions: collect disaggregated data, add at least one dedicated activity per sector for persons with disabilities, include basic accessibility standards in construction, and consult with local DPOs during targeting and outreach. Pilot testing disability-inclusive livelihoods or infrastructure adaptations in a few communities would provide valuable learning.	All PUNOs, Government, Local NGOs
7	Enhance Field-Level Coordination and Sequencing	Beneficiaries often received one type of support (e.g., skills training) without follow-up opportunities (e.g., equipment or grants), due to misaligned schedules among agencies. Regular district-level coordination meetings, shared implementation calendars, and joint beneficiary tracking would reduce such gaps. District-level coordination could be handled by rotating focal points from among IPs.	PUNOs, IPs, Cluster Coordinators

#	Recommendation	Expanded Explanation	Responsible Stakeholders
8	Develop an exit/handover strategy that aligns with local authority capacity	While some infrastructure projects were handed over to local authorities or ministries, most lacked formal agreements for operation or maintenance. Future phases should build in discussions on maintenance responsibilities and explore joint funding (e.g., with line ministries or donors) for critical public assets like solar systems, schools, and WASH facilities. Where government capacity is low, linking with local NGOs or CBOs may offer interim solutions.	PUNOs, Donors, Local Authorities
9	Strengthen Sub-District Governance Platforms	Support LEDCs, VCCs, and similar bodies through capacity building, formal recognition, and resource links. These groups are key to sustaining resilience and peace outcomes at the local level.	UNDP, Government, Local Authorities
10	Promote Flexible and Adaptive Programming	Allow room for adaptation based on changing context, beneficiary feedback, and emerging shocks. Embed learning mechanisms (pause-and-reflect sessions, real-time reviews) in programme cycles.	Donors, PUNOs

Lessons Learned

The ERRY III Joint Programme presented several important lessons across programmatic design, implementation, and sustainability dimensions. These lessons are drawn from qualitative feedback, quantitative performance data, and insights gathered through field missions and stakeholder engagement. A key overall lesson is that building resilience in Yemen's fragile and conflict-affected environment is inherently a long-term process. While ERRY III made commendable progress across multiple thematic areas, the complexity of the operating environment means that sustaining these results requires continued and layered investment.

Importance of Integrated Programming for Resilience

- One of the most consistent findings was that households and communities benefiting from multiple, integrated interventions—such as food-for-assets, livelihoods, renewable energy, and local governance support—demonstrated stronger outcomes in terms of income stability, access to services, and reduced reliance on humanitarian aid. As highlighted by a community member in Abyan: *"When the solar water pump was installed and women received business training, we saw not only savings in water costs but also new income coming from women-led activities."* This aligns with quantitative data showing that in districts where communities received 3 or more program interventions, 78% of households reported stable income compared to 42% in districts with only one intervention.

Women's Economic Empowerment Requires Multi-Level Action

- While ERRY III integrated gender-responsive programming in several sectors—such as entrepreneurship training, dairy processing, and community mediation—the persistent socio-cultural barriers require more targeted and layered approaches. A woman participant shared: *"We gained confidence, but it is still difficult to convince the family or society to let us lead or grow businesses without restrictions."* This reinforces the need for parallel interventions focused on community awareness and norm transformation alongside service delivery. Moreover, female-headed households that received both income-generation training and direct asset transfers reported higher levels of food security and self-reported well-being.

Disability Inclusion Must Move Beyond Infrastructure

- Although some physical infrastructure was made more accessible, and persons with disabilities were reached in select interventions, their deeper involvement in planning and community activities remained limited. This was reflected in both KII and FGD findings, where participants noted that *"disability inclusion often ends with wheelchair ramps, but not in decision-making."* To foster genuine inclusion, disability mainstreaming must be embedded in both program design and governance structures, with deliberate outreach to disabled persons' organizations (DPOs).

Social Cohesion Gains Need Protection and Expansion

- The investments in local governance—particularly training of community mediators and development of resilience plans—yielded positive results in reducing local tensions. Data shows that 68% of respondents in intervention communities reported reduced conflict frequency compared to baseline, especially around water access and resource sharing. However, several FGD participants warned that *“if the support ends, the dialogue platforms will collapse because people will go back to seeking help from armed groups.”* Therefore, sustained support for local governance structures—particularly sub-district coordination platforms—is essential to maintain peacebuilding gains. To ensure their long-term sustainability, these platforms should be formally integrated into relevant government institutions and receive official recognition by the state

Community-Based Approaches Foster Ownership but Require Time and Flexibility

- The participatory implementation model, where communities co-developed plans and selected beneficiaries, was widely appreciated and increased trust in implementing partners. However, it also required longer preparation times and, in some cases, led to delays. As noted by a local government official in Lahj: *“This process took time, but it created transparency. People now understand the criteria and feel the programmes belong to them.”* Flexibility in donor timelines is essential to allow such bottom-up processes to function meaningfully.

Monitoring and Data Systems Can Enable Adaptive Management

- The ERRY III programme's effort to digitize M&E tools and integrate gender-disaggregated indicators contributed to improved tracking of outputs. However, outcome-level data—especially around resilience capacity and sustainability—was still constrained by periodic access issues, lack of unified reporting systems across UN agencies, and limited capacity for real-time adjustments. Future initiatives should invest more in local M&E capacity building and interoperable data platforms to support timely decision-making and evidence use.

Youth Engagement Requires Dedicated Programming

- Although youth were included in many interventions (e.g., vocational training, renewable energy business development), their engagement was often indirect. FGDs and KIs suggest that without youth-specific forums or leadership roles, their participation remains passive. Youth in Hajjah emphasized the need to *“create spaces where we are not just trained, but also consulted on community priorities.”*

Transition from Humanitarian to Development Assistance is a Gradual, Nonlinear Path

- While ERRY III successfully piloted resilience-building in areas that were previously dependent on humanitarian aid, the shift was not uniform across regions or population

groups. Many households still straddle humanitarian and early recovery phases, depending on seasonal shocks, displacement, or conflict flare-ups. Therefore, resilience programming should not be seen as a replacement for humanitarian assistance but rather as a complementary and evolving approach. For instance, in Lahj, 34% of respondents still reported using food-related coping strategies at least 2–3 times per week, despite receiving programme support.

Institutional Collaboration Among UN Agencies Needs Deeper Operational Integration

- The joint nature of the ERRY III programme was generally valued, with each agency contributing sectoral strengths. However, challenges in synchronizing timelines, data systems, and operational protocols sometimes led to delays or fragmented field implementation. A senior local partner in Aden noted: *“We worked with WFP for assets, but the vocational training with ILO came six months later. The gap created frustration for youth expecting a pathway from training to income.”* Closer alignment at the operational level and shared beneficiary databases could reduce duplication and increase synergy.

Sustainability Requires Continued Institutional and Financial Investment

- Evidence from the evaluation points to emerging gains in resilience and self-reliance, but these are still nascent. Without ongoing support, there is a risk that some gains—particularly those requiring infrastructure maintenance or market linkages—may not persist. Programme stakeholders and community members alike emphasized that *“resilience doesn’t come in two years—it takes consistent support, especially in fragile places like ours.”* For sustainability, exit strategies must be phased, accompanied by handover plans, and supported by local capacity strengthening.

Annexes

Annex 1: Achievement of Indicators

Table 22: Achievement of Indicators

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
IMPACT							
To strengthen resilience of the population in the most vulnerable governorates in Yemen	1. Number (in millions) of Yemeni vulnerable population in need of livelihoods and food security support	JCU		23.4 million (2021)	22.5 million (2025)		19.5
	2. Average level of targeted communities' capacity of resilience (disaggregated by district)	JCU & PUNOs		3.3 (on a scale of 10) in 2022	10% increase from the baseline value by end		4.1

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
					of 2024		
	3. Percentage of people in the targeted communities who report having a sustainable income (disaggregated by type of sector and men/women)	All PUNOs		23% in 2022	10% increase from the baseline value by end of 2024		64%
	4. Percentage of households in targeted communities with acceptable	All PUNOs		26% in 2022	15% increase from the baseline by		53%

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	food consumption score (disaggregated by the head of household's women/men and status)				end of 2024		
	5. Average Reduced Coping Strategy Index (rCSI)	All PUNOs		11.8 in 2022	A decrease of 5 points in the rCSI by end of 2024		10.74
OUTCOME							

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
Improved management of local risks and shocks in crisis-affected communities of the most vulnerable governates	1.1. Number of targeted communities that report having sufficient access to critical services	WFP/UNDP	Yearly	49% in 2022	75 (60% of targeted communities)		85%
	1.2 Number of targeted communities that report a reduction in the frequency of conflicts	UNDP	Yearly	0	15 (60% of targeted communities)		All communities surveyed through the endline FGDs reported a reduction in the frequency of local conflicts compared to previous years.
	1.3 Estimated number of people who use the infrastructure facilities	WFP/UNDP	Yearly	0	90,000	45,000	-

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
in Yemen	rehabilitated						
	1.4 Number of people who report having found a job as a result of their involvement in the intervention (in all sectors; disaggregated by women/men and age)	FAO, WFP, UNDP	Yearly	0	4500	1150	-
	1.5 Estimated number of people with access to clean/solar energy (disaggrega	UNDP	Yearly	TBD	30,000	15,000	351,287

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	ted by women/men)						
INTERMEDIATE OUTCOMES							
iOc 1: Increased local institutional resilience management and community social cohesion	1.1.1 Number of community institutions that implement the Community Resilience Plans (CRP)	UNDP	Yearly	0	40	0	42

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
n in crisis-affected communities	1.1.2 Number of informal self-help groups that become cooperatives	ILO	Yearly	80 through ERR YII	50	3	106
iOc 2: Broadened access of vulnerable population to sources of	1.2.1. Number of solar energy systems installed in the communities by technicians from	ILO/UNDP	Yearly	0	100	0	178

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
energy and job opportunities in the renewable energy sector	the communities through their micro-enterprises (matching GEF 2.4)						
	1.2.2 Number of targeted entrepreneurs (includes micro-enterprises) working	UNDP	Yearly	0	250	50	260

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	in the solar energy sector disaggregated by women/ men						
	1.2.3 Number of facilities with access to uninterrupted solar/clean energy (disaggregated by: public	UNDP	Yearly	0	140	0	179

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	facility/household, district, sector and women facilities)						
iOc 3: Increased sustainable production and productivity of crop and livestock	1.3.1. Number of targeted farmers producing seeds (disaggregated by women/men and age)	FAO	Yearly	0	400	100	400

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
k in crisis-affected communities.	1.3.2. Average quantity (kg) of key crops produced per hectare	FAO	Yearly	(320 kg/ha Millet, 430 kg/ha sorghum)	30% increased in yields of supported crops	0	Millet: 519 kg/ha (62% increase) Sorghum: 640 kg/ha (49% increase)
	1.3.3 Area (ha) planted with each crop provided	FAO	Yearly	1.6 Ha Millet 1.3 Ha Sorghum	10,000	0	15,700 Ha Millet: 1.4 ha/HH (equivalent to 1,750 ha by 1,250 farmers) Sorghum: 1.8 ha/HH (equivalent to 13,950 ha by 7,750 farmers)
	1.3.4 Average quantity of milk	FAO	Yearly	0.5 litres/sheep	30% increase in milk	0	0.75 litres/sheep (50% increase) 1 litre/goat (43% increase)

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	produced per animal			0.7 litres/goat	yields of supported goats and sheep		
	1.3.5 Average number of livestock per household	FAO	Yearly	2 to 3	5 live goats and sheep	0	Minimum of 6 to 7 sheep per HH
iOc4: Improved access of women, youth,	1.4.1 Number of community-based assets established	WFP/UNDP	Yearly	0	314	0	361

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
and other vulnerable groups to food and income opportunities	d (disaggregated by type)						
	1.4.1. 1. Number of community-based assets established through FFA activities (disaggregated by type)	WFP	Yearly	0	150		320
	1.4.1.2 Number of community	UNDP	Yearly	0	24		41

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	y-based assets established through CfW activities (disaggregated by type)						
	1.4.1.3 Number of community-based assets established through LG and SC interventions	UNDP	Yearly	0	140		198¹²

¹² This is already reported under output 1.

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	ns (disaggregated by type)						
	1.4.2. Number of microbusinesses established by women, youth, and other vulnerable groups (disaggregated by women/men entrepreneurs)	UNDP	Yearly	0	3,000	600	3,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	eurs and age) that receive credits/funding from micro-finance institutions (MFIs)						
OUTPUTS							
Op 1.1. Improved the capacity of community structures and	1.1.1.1. Number of people who increased their knowledge on Communi	UNDP	Quarterly	0	200	60	717

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
local institutions to strengthen the resilience of the community	ty Resilience Plans (CRP) planning, gender and local conflicts and CRP outcomes (disaggregated by woman/man), with support of the intervention						
	1.1.1.2. Number	UNDP	Quarterly	0	40	0	50

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	of Community Resilience Plans (CRP) developed at sub-district level, with support of the intervention						
	1.1.1.3. Number of infrastructure facilities built or	UNDP	Quarterly	0	140	0	198

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	rehabilitated in the communities with support of the intervention (disaggregated by: built/rehabilitated)						
Op 1.2 Communities are equipped with gender-sensitive	1.1.2.1. Number of community representatives who increase	UNDP	Quarterly	0	120	35	346

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
e and culturally appropriate conflict resolution tools	their knowledge on social cohesion, conflict mitigation and resolution (disaggregated by woman/man), with support of the intervention						
	1.1.2.2. Number of people	UNDP	Quarterly	0	500	150	748

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	engaged in the Community Dialogues for conflict resolution in the targeted communities (disaggregated by women/men), with support of the intervention						

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	1.1.2.3. Number of people from the cooperatives certified on Think Coops, Start Coops, and My Coops to improve their business (disaggregated by: women/	ILO	Quarterly	16 through ERR YII	30	3	30 ¹³

¹³ Based on the needs of agricultural producer groups, SIYB trainers were developed as an alternative to cooperatives (COOPs).

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	men; active cooperatives/inactive cooperatives/informal self-help groups), with support of the intervention						
Op 2.1 Increased opportunities for the	1.2.1.3. Number of public facilities provided with	UNDP	Quarterly	0	140	25	219

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
communities to access clean and renewable energy solutions	access to renewable energy solutions (disaggregated by facility/household, men/women-headed, sector, and location, women institutions/services), with support of the						

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	intervention						
	1.2.1.4. Number of public service representatives who increase their knowledge and skills on operation and maintenance (OM) of solar	UNDP	Quarterly	0	420	60	657

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	service provision (disaggregated by women/men), with support of the intervention						
Op 2.2 Broadened the volume of skilled workforce in the sector	1.2.2.1. Number of technicians certified in advanced vocational solar skills	ILO	Quarterly	0	100	2	128

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
of renewable energy	(disaggregated by: women/men, age) , with support of the intervention						
	1.2.2.2. Number of Cash for Work (C4W) and Food/Cash Assistance for Assets (FFA)	ILO	Quarterly	0	200	20	308

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	beneficiaries certified as solar energy technicians (disaggregated by: women/ men, age) , with support of the intervention						
	1.2.2.3. Number of people who increase	UNDP	Quarterly	0	500 (training) 250	0	500 (training) 260 (grants)

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	their knowledge and skills on decentralized renewable energy innovation and solutions (disaggregated by: women/men, age), with support of the intervention				(grants)		

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	1.2.2.4. Number of solar/wind energy mini-grids established in small and medium markets and commercial centres and shops, with support of the	UNDP	Quarterly	0	1	0	1

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	intervention						
Op 3.1. Improved capacities in climate smart agriculture (CSA) of farmers vulnerable to climate shocks	1.3.1.1. Number of farmers who join the Climate Smart Agriculture technology groups set up with support of the intervention	FAO	Quarterly	0	120	40	200 ¹⁴

¹⁴ The target was 60 seed producers per seedbank for 2 seedbanks, which increased to 100 producers per seedbank due to demand from the local leaders and farmers.

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	on (disaggregated by women/ men and age)						
	1.3.1.2. Number of farmers who receive high-quality landrace seeds adapted to climate shocks with support	FAO	Quarterly	0	1000	500	1,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	of the intervention (disaggregated by women/ men and age)						
	1.3.1.3. Number of extension staff officers who increased their knowledge on climate smart	FAO	Quarterly	0	50	10 female extension staff officers	50

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	agriculture and technologies with support of the intervention (disaggregated by women/ men and age)						
	1.3.1.4. Number of Water Users Associations (WUA) supported	FAO	Quarterly	0	15	0	13 WUAs ¹⁵

¹⁵ Only 2/4 WUAs were reactivated in the 2 districts of Hodeida as per local authority instruction to have 1 instead of 2 per district.

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	d to promote efficient water and land management						
	1.3.1.5. Number of irrigation blocks set up and provided with appropriate technologies (solar	FAO	Quarterly	0	5	0	17 irrigation blocks ¹⁶

¹⁶ Additional irrigation blocks rehabilitated based on available budget allocated for the activity.

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	systems, and drip irrigation) in the communities with support of the intervention						
	1.3.1.6. Number of people reached by the awareness campaigns on watershed	FAO	Quarterly	0	300	90	210 men and 90 women

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	promotion (disaggregated by women/men) with support of the intervention						
Op 3.2. Strengthened the capacity of vulnerable farming households	1.3.2.1. Number of the formed crops, livestock, dairy farmer field Schools	FAO	Quarterly	0	80	0	80

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
olds to develop different agricultural value chains	1.3.2.2. Number of Community Animal Health Workers (CAHW) trained and provided with veterinary kits (disaggregated by women/ men, and age), with support of the	FAO	Quarterly	0	50	10	50

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	intervention						
	1.3.2.3. Number of farmers provided with inputs (seeds, training, marketing support) to improve value chains [disaggregated by type of product (cereal,	FAO	Quarterly	0	13,400	1000	13,400

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	sorghum/millet, tomato, coffee) and women/men], with support of the intervention						
	1.3.2.4. Number of farmers who receive high quality animal	FAO	Quarterly	0	6,000	1,500	6,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	feeds (wheat bran, feed blocks and molasses) (disaggregated by women/ men) with support of the intervention						
	1.3.2.5. Number of farmers provided with small ruminants	FAO	Quarterly	0	1,000	350	1,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	(disaggregated by women/men) with support of the intervention						
	1.3.2.6. Number of dairy producers supported with training and dairy equipment (disaggregated by women/	FAO	Quarterly	0	3,500	3,150	3,529

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	men), with support of the intervention						
	1.3.2.7. Number of SMEs in agriculture value chains provided with training, link with markets and link with MFIs (disaggre	FAO	Quarterly	0	47	5	47

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	gated by the owner of SMEs women/ men and age)						
Op 4.1. Gender - sensitive short-term income opportunities created for vulnerable individuals in	1.4.1.1. Number of people who receive Food/Cash Assistance for Assets (FFA) (disaggregated by women/ men and	WFP	Quarterly	0	8,135	976	9,190

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
the communities	age), with the support of the intervention						
	1.4.1.2. Number of people who receive Food/Cash Assistance for Training (FFT) (disaggregated by women/ men and	WFP	Quarterly	0	400	400	560

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	age), with the support of the intervention						
	1.4.1.3. Total amount of cash transferred to targeted beneficiaries (disaggregated by women/ men and age), with the	WFP	Quarterly	0	\$ 5,377,050	\$ -	\$ 5,007,084.46

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	support of the intervention						
	1.4.1.4. Number of people provided with emergency employment through 3x6 approach (disaggregated by women/men) , with the	UNDP	Quarterly	0	4,800	1,500	4,800

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	support of the intervention						
	1.4.1.5. Number of community markets/assets restored through 3x6 emergency employment, with the support of the	UNDP	Quarterly	0	24	0	41

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	intervention						
Op 4.2 Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate	1.4.2.1. Number of trainers certified to use the Start and Improve your Business (SIYB) training packages (disaggregated by trainers/master trainers and by men/women)	ILO	Quarterly	0	80	20	104

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
entrepreneurship opportunities	men), with the support of the intervention						
	1.4.2.2. Number of beneficiaries who increase their knowledge in business development and life skills (disaggregated by	UNDP/ILO	Quarterly	0	4,800	1,000	4,764

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	women/men), with the support of the intervention						
	1.4.2.3. Number of post-cash for work beneficiaries who increase their knowledge on good agriculture	FAO	Quarterly	0	1,000	1,000	1,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	practices (GAP) of selected crop/livestock value chains (disaggregated by women/men), with the support of the intervention						
	1.4.2.4. Number of microbusinesses that	UNDP	Quarterly	1,818 through ERR Y II	3,000	600	3,000

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	receive training in business resilience, risk protection and decent job creation, and are formally linked to micro-finance institutions (MFIs) , with the support of the intervention						

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	1.4.2.5. Number of people from private sector and government institutions at district and governorate levels who increased their knowledge on participat	ILO	Quarterly	15	60	6	210

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	ory business continuity planning (disaggregated by women/ men), with the support of the intervention						
Op 4.3. Increased capacities of vulnerable individuals	1.4.3.1. Number of beneficiaries of CfW and FFA certified	ILO	Quarterly	308 through ERR YII	1,400	480	1,539 1,528

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
als to engage in gender - sensitiv e and culturall y approp riate technic al and vocatio nal skills develo pment opport unities	in market-relevant technical skills, with the support of the interventi on						
	1.4.3.2. Number of beneficiar ies linked with job placemen t opportuni ties in collaborat	ILO	Quart erly	0	960	192	980

Result	Indicator (As per the revised Logframe)	Responsibility	Frequency	Baseline Value	Overall Target	Gender Specific Targets	Overall Achievement
	ion with private sector (disaggregated by women/men), with the support of the intervention						

Annex 2: Calculation of Resilience Index

Table 23: Calculation of Resilience Index

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
		Average per person monthly income (YER/person/month)	76,550	63,142	79,977	135,219	53,194	81,617
a. Income and food access (IFA)	Average per person monthly income (YER/person/month)	% of the monthly income	17%	16%	11%	35%	16%	18%
	Food Consumption Score (FCS)	% of HHs Who Have Acceptable FCS	83%	77%	93%	2%	9%	53%
	HFIAS	Household Food Insecurity Access-related Conditions	14%	33%	1%	100%	4%	28%
		Household Food Insecurity Access-related Domains	14%	33%	1%	100%	4%	28%
		Household Food Insecurity Access Scale Score	100%	100%	100%	100%	100%	100%
		Average of IFA	46%	52%	41%	67%	27%	45%
b. Assets		% of HHs who have Home Ownership	72%	66%	78%	77%	75%	74%
		% of HHs who have Land Ownership	66%	67%	96%	100%	80%	82%
		Housholds Assests	78%	69%	74%	75%	76%	74%
		Productive Assets	77%	65%	69%	65%	61%	67%
		Livestock Assets	75%	61%	66%	60%	74%	67%
		Average of Assets	74%	66%	77%	75%	73%	73%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
c. Access to public services (APS)	Access to public services (APS)	Safe water for drinking and cooking	100 %	100 %	100 %	100 %	100 %	100 %
		Electricity source	100 %	100 %	100 %	100 %	100 %	100 %
		Medical/health centers	100 %	100 %	100 %	100 %	100 %	100 %
		Schools	100 %	100 %	100 %	100 %	100 %	100 %
		All-season roads	100 %	100 %	100 %	100 %	100 %	100 %
		Institutions where people can borrow money	100 %	100 %	100 %	100 %	100 %	100 %
		Institutions where people can save money	100 %	100 %	100 %	100 %	100 %	100 %
		Agricultural extension services	100 %	100 %	100 %	100 %	100 %	100 %
		Veterinary services	100 %	100 %	100 %	100 %	100 %	100 %
		Mobile phone coverage	100 %	100 %	100 %	100 %	100 %	100 %
		Livestock market(s)	100 %	100 %	100 %	100 %	100 %	100 %
		Public means of transport	0 %	100 %	100 %	100 %	100 %	80 %
		Agricultural/crops market	100 %	100 %	0 %	0 %	100 %	60 %
		Non-agricultural market	0 %	100 %	100 %	0 %	100 %	60 %

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
		Access to Clean Energy (Direct)	28%	15%	97%	46%	79%	53%
		Access to Clean Energy (Indirect)	39%	30%	1%	1%	1%	14%
		Average of APS	79%	90%	87%	78%	93%	85%
d. Social safety nets (SSN)	SSN NGOs 1- Cash for work or food for assets		30%	28%	12%	7%	18%	19%
	SSN NGOs 3- Food assistance		1%	0%	1%	0%	11%	3%
	SSN NGOs 4- Tools/equipment and supplies for agricultural activities (such as seeds, fertilizers, etc.)		10%	5%	19%	19%	22%	15%
	SSN NGOs 5- Tools/equipment and supplies for livestock activities (such as feeding, fodder, treatments, etc.)		13%	12%	8%	7%	2%	8%
	SSN NGOs 6- Tools/equipment and supplies for dairy production		6%	2%	5%	8%	3%	5%
	SSN NGOs 7- Tools/equipment and supplies to practice the maintenance of solar energy systems		9%	3%	4%	0%	0%	3%
	SSN NGOs 8- Tools/equipment and supplies for practicing a professional trade in plumbing, hairdressing, welding, sewing, incense, gourds, beekeeping, pottery, etc.		16%	15%	53%	52%	22%	32%
	SSN NGOs 9- Participated in training		5%	0%	0%	5%	6%	3%
	SSN NGOs 10- Received grant		7%	0%	0%	2%	17%	5%
	SSN NGOs Quality 67. How would you assess the quality of assistance?	Excellent and Above average	50%	35%	44%	93%	22%	49%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
	SSN NGOs Assistance Times 66. If the assistance is cash or food, how many times have you received assistance in the last six months?	More than once	32 %	0%	50 %	0%	9%	18 %
	SSN Relatives Did you receive assistance in the form of relatives or friends		83 %	93 %	96 %	100 %	53%	85 %
	SSN Relatives If Yes, Type of Assistance	Cash Assistance	17 %	57 %	50 %	100 %	50%	55 %
		Food assistance	44 %	43 %	50 %	0%	31%	34 %
		Job Assistance	22 %	0%	0%	0%	17%	8%
	SSN Relatives Relatives Quality Assessment	Excellent and Above average	44 %	43 %	50 %	0%	4%	28 %
	SSN Relatives How many times have you received assistance in the last 6 months	More than once	72 %	29 %	25 %	0%	19%	29 %
	SSN SSG Social security from Government	Yes	17 %				4%	11 %
	SSN SSG If Yes, Type of Assistance	Cash Assistance	89 %				60%	75 %
		Food aid	11 %				40%	26 %
	SSN SSG Social Security Evaluation	Excellent and Above average	61 %				20%	41 %
	SSN SSG Social Security Assistance Times	More than once	78 %				40%	59 %
	SSN ZAKAH Social security from ZAKAH	Yes		1%	34 %		31%	22 %
		Cash Assistance		100 %	60 %		82%	81 %

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
		Food Assistance		0%	40%		18%	19%
		Job Assistance		0%	0%		0%	0%
	SSN ZAKAH Zakah assistance evaluation	Excellent and Above average		0%	67%		3%	23%
	SSN ZAKAH ZAKAH Assistance Times	More than once		0%	43%		18%	20%
		Average of SSN	33%	20%	31%	23%	22%	26%
E Stability (S)	The most severe shocks faced by the household in the last 12 months	No shocks	10%	6%	6%	2%	1%	23%
		Flood	0%	0%	0%	0%	0%	0%
		Drought	1%	0%	0%	0%	0%	0%
		Cyclone	0%	0%	0%	0%	0%	0%
		Riverbank erosion	0%	0%	0%	0%	0%	0%
		Excess rain	1%	2%	2%	0%	0%	1%
		Wind damage	16%	7%	7%	2%	4%	6%
		Poor production of agriculture	17%	17%	17%	16%	13%	13%
		Shortage of food	20%	30%	30%	31%	26%	21%
		Illness of a household member	5%	13%	13%	22%	19%	12%
		Death of a household member	8%	6%	6%	7%	5%	5%
		Loss of job	15%	15%	15%	17%	24%	14%
		Shocks theft	1%	0%	0%	0%	2%	1%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
	Coping strategies	Powerful person took asset / land	2%	2%	2%	1%	0%	1%
		Loss of livestock/poultry	2%	2%	2%	1%	3%	2%
		Loss of land	1%	1%	1%	0%	2%	1%
		Sold livestock	4%	5%	5%	1%	1%	4%
		Slaughtered livestock	5%	7%	7%	4%	8%	5%
		Leased out land	7%	0%	0%	0%	5%	3%
		HH member migrated for work	2%	8%	8%	5%	2%	4%
		Migrate (the whole family)	5%	4%	4%	4%	2%	3%
		Sent children or an adult to stay with relatives	2%	3%	3%	2%	8%	4%
		Took children out of school	1%	0%	0%	8%	8%	4%
		Moved to less expensive housing	6%	4%	4%	7%	5%	6%
		Reduced food consumption	1%	3%	3%	1%	1%	2%
		Reduced Non-essential HH expenses	3%	6%	6%	8%	1%	3%
		Got food on credit	0%	0%	0%	4%	0%	2%
		Did Nothing	4%	0%	0%	4%	2%	3%
		Took up new/additional work	6%	6%	6%	2%	4%	4%
		Sold household items (eg, radio, bed)	4%	5%	5%	6%	3%	4%
		Sold productive assets (eg, plow, water pump)	3%	5%	5%	6%	8%	4%
		Took out a loan from a bank	8%	5%	5%	1%	3%	5%
		Took out a loan from an MFI or village savings group	3%	5%	5%	7%	1%	4%
		Took out a loan from friends or relatives	8%	2%	2%	1%	8%	4%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
		Unconditional gift of money or food from family, friends or aNother group	6%	3%	3%	3%	2%	5%
		Sent children to work for money	6%	5%	5%	8%	7%	7%
		Received emergency food aid from the government or NGO	5%	1%	1%	4%	4%	4%
		Received emergency cash transfer from the government or NGO	5%	4%	4%	1%	6%	4%
		Stability Shock strategy w.Participated in government or NGO food-for-work or cash-for-work activities (conditional)	0%	6%	6%	7%	6%	5%
		Stability Shock strategy x.Used own savings	3%	7%	7%	5%	3%	5%
		Stability Shock strategy y.Relied on remittances from a relative that migrated	3%	6%	6%	1%	2%	3%
	Stability Confidence with Shocks 76. How would you assess your level of confidence to cope with shocks?	Confident	68%	97%	97%	87%	59%	82%
	Stability Confidence change 77. Has your confidence to cope with shocks changed in the last 3 years?		60%	75%	9%	6%	65%	43%
	Stability Shocks Change evaluation If yes, please specify?	My confidence increased	29%	100%	11%	100%	73%	63%
F. Adaptive		Average of Stability	8%	11%	7%	9%	9%	9%
	Diversity of income sources	Farming activities	12%	2%	2%	2%	6%	4%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqaterah	Maafer	
capacity (AC)		Livestock activities	16%	0%	0%	5%	0%	4%
		Dairy processing activities	4%	0%	0%	2%	0%	2%
		Honey production and sales	4%	0%	0%	2%	0%	1%
		Salary from Government	24%	34%	34%	34%	17%	36%
		Employed by SME	4%	0%	0%	2%	6%	2%
		Employed by Private Sector	20%	0%	0%	8%	6%	7%
		Own MSME	4%	7%	7%	7%	11%	8%
		Skilled labor/ Vocational skills	0%	17%	17%	12%	28%	12%
		Unskilled labor	0%	10%	10%	7%	0%	4%
		Rental of land, house, rooms	4%	0%	0%	0%	6%	2%
		Remittances/friends and family assistance	4%	0%	0%	0%	6%	2%
		Pensions/retired	0%	17%	17%	12%	6%	8%
		Cash transfer from institutions (NGO, UN)	4%	0%	0%	0%	6%	2%
		Government Cash transfer	0%	0%	0%	0%	0%	0%
		Community support (Zakat)	0%	0%	0%	0%	6%	1%
		Other	0%	12%	12%	8%	0%	6%
	Coping strategy index	Low	19%	25%	2%	97%	3%	29%

Variables	Indicators		Abyan		Lahj		Taiz	All
			Ahwar	Lawder	Tuban	Maqatirah	Ma'fer	
		Average of Adaptive Capacity	7%	7%	6%	11%	6%	7%
Resilience		Resilience	41%	41%	41%	44%	38%	41%
		Resilience Index (1-10)	4.1	4.1	4.1	4.4	3.8	4.1

Average Reduced Coping Strategy Index (rCSI)

The average Reduced Coping Strategy Index (rCSI) measures household reliance on negative strategies to manage food shortages, such as reducing meal size or quality. Lower scores indicate better food security. At baseline, CSI levels were high in districts like Maqatirah (Lahj), where only 1% of households had a low CSI. In contrast, Tuban (Lahj) and Al Ma'afer (Taiz) showed stronger conditions, with 97% and 93% of households, respectively, falling into the low CSI category.

By endline, improvements were seen in most areas. In Lawder (Abyan), the proportion of households with low CSI increased from 31% to 66%, and in Ahwar (Abyan), from 37% to 63%. Maqatirah improved from just 1% to 42%, suggesting a significant reduction in negative food-related coping mechanisms. Tuban and Al Ma'afer maintained high performance, with 97% and 95% of households in the low CSI category at endline.

Gender-disaggregated data show that male-headed households had a slightly higher proportion of low CSI overall. However, in districts like Tuban and Al Ma'afer, both male- and female-headed households reported similar improvements, indicating that food security gains were broadly shared.

Number of targeted communities reporting sufficient access to critical services

The indicator on "Number of targeted communities reporting sufficient access to critical services" shows measurable improvement across the five governorates covered in both baseline and endline surveys. At baseline, household access to essential services such as electricity and safe water ranged from moderate to high in some areas (e.g., electricity access was 39%–83%; water access was 65%–87%), while access to specialized services like agricultural extension, veterinary care, or financial institutions was consistently low (typically below 15%).

By endline, access had improved across most categories. Electricity coverage rose to 67%–84% in key districts, and access to safe drinking water increased or remained steady, reaching as high as 92% in some areas. Notable gains were also seen in access to financial services and agricultural markets—for example, borrowing institutions in Maqatirah rose from 17% to 29%, and market access in Lawder increased from 10% to 27%.

While specialized services remain limited, more communities now have access to a broader bundle of critical services. At baseline, only one or two districts had over 50% household access to five or more key services; by endline, this number had increased to at least four districts. This suggests a meaningful improvement in community-level access to resilience-supporting infrastructure over the programme period.

Percentage of people in the targeted communities who report having a sustainable income (disaggregated by type of sector and by sex)

The percentage of individuals in targeted communities reporting a sustainable source of income rose from 33% at baseline to 64% at endline, indicating moderate progress in household income stability. Farming (53%), unskilled labor (74%), and remittances (72%) were the primary income sources at baseline, with skilled labor contributing 24%. These patterns largely continued at endline, although some areas saw modest increases in formal wage employment.

Gender-disaggregated data revealed persistent disparities. Men were more engaged in farming, unskilled labor, and livestock activities, while women more often reported income from remittances, informal trade, and self-employment. Encouragingly, in areas like Taiz and

Mahwit, more women reported participating in small business and vocational income-generating activities by endline, reflecting modest gains in women's economic inclusion.

Percentage of households in targeted communities with acceptable food consumption score (disaggregated by sex and status of the head of household)

The percentage of households in targeted communities with an acceptable Food Consumption Score (FCS) improved notably from baseline to endline. At baseline, only 26% of households had an acceptable FCS across all districts, indicating widespread vulnerability in food access and dietary diversity. By endline, this figure had risen to 53%, reflecting meaningful progress in household food security. When disaggregated by sex and head-of-household status, differences emerged. Male-headed households were more likely to report acceptable FCS than female-headed ones, although the gap narrowed slightly by the endline. Female-headed households, especially in Lahj and Taiz, continued to face challenges maintaining consistent access to a varied and nutritious diet, likely due to lower access to income-generating opportunities and persistent structural barriers.

Nonetheless, the improvement in FCS across the board suggests that interventions—such as food aid, livelihood support, and agricultural inputs—may have contributed to stabilizing household food access. The data highlights that while gains have been made, further efforts are needed to close gender-related gaps and ensure that improvements in food security are equitably experienced by all households, especially those headed by women.

Annex 3: Evaluation Matrix

Evaluation Criteria	Evaluation Questions / Focus Areas	HH	KII	FGD	Desk Review
Relevance	Relevance of programme to Yemen's current context		X	X	X
	Alignment of objectives with community needs and national/UN priorities		X	X	X
	Inclusion of vulnerable groups in targeting	X	X	X	X
	Use of lessons from previous ERRY phases		X		X
Effectiveness	Contribution to resilience, food security, and livelihoods	X	X	X	X
	Achievement of outputs and outcomes (incl. quality)	X	X	X	X
	Factors enabling or hindering achievement		X	X	X
	Effectiveness of community-based approach		X	X	X
	Inclusiveness and gender sensitivity of results	X	X	X	X
	Functionality of coordination and communication mechanisms		X		X
	Areas of success and underperformance		X	X	X
	Recommended changes to implementation		X		X
	Gender-related external challenges		X		X
	Graduation from humanitarian to sustainable livelihoods	X	X	X	X
Efficiency	Resource allocation efficiency		X		X
	Cost-efficiency of management and processes		X		X
	Efficiency of intervention strategies and technologies		X		X
	Timeliness of fund and activity delivery		X		X

Evaluation Criteria	Evaluation Questions / Focus Areas	HH	KII	FGD	Desk Review
	Effectiveness of the M&E system		X		X
	Efficiency of gender mainstreaming practices		X		X
	Role of women's organizations in efficient delivery		X	X	X
Sustainability	Existence and implementation of exit/sustainability strategy		X		X
	Likelihood of sustainability of outputs/outcomes	X	X	X	X
	Increased capacities of stakeholders	X	X	X	X
	Long-term benefits for vulnerable groups	X	X	X	X
Impact	What changes—intended or unintended, positive or negative—have occurred in the lives of targeted individuals and communities as a result of the programme? (e.g., improved income, food security, reduced reliance on humanitarian aid, improved skills or employment)	X	X	X	X
	To what extent have the programme's interventions helped people become more self-reliant and better able to cope with future shocks or crises?	X	X	X	X
Coherence/Synergy	Achieved synergies across UN agencies		X		X
	Leveraging agency comparative advantages		X		X
	Challenges and responses in synergy-building		X		X

Evaluation Criteria	Evaluation Questions / Focus Areas	HH	KII	FGD	Desk Review
Climate Adaptation	Integration of climate adaptation strategies	X	X	X	X
	Barriers in climate adaptation implementation		X	X	X
	Lessons for future climate-related programming		X	X	X
Women's Economic Empowerment	Extent and quality of women's economic empowerment integration	X	X	X	X
	Addressing gender-specific barriers	X	X	X	X
	Women's participation in decision-making	X	X	X	X
	Impact on women's access to resources, income, and voice	X	X	X	X
Human Rights	Benefit to disadvantaged and marginalized groups	X	X	X	X
Disability Inclusion	Inclusion of persons with disabilities in planning and implementation		X		X
	Proportion of PwDs among beneficiaries	X	X		X
	Barriers faced by persons with disabilities	X	X	X	X

Annex 4: Evaluation Terms of Reference

Project/Programme Title:	Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen, Joint Programme – (ERRY III)
Organization:	UNDP Yemen
Services/Work Description	Conducting Final Evaluation for ERRY III Joint Programme
Contract Type:	Individual Contract
Duty Station:	Home-based
Duration:	40 working days, over two months from the beginning of April to the end of May 2025
Expected Start Date	3 rd of April 2025

1. Background

Country Context

Millions of Yemenis continue to endure the devastating consequences of the conflict, facing increasingly dire living conditions as they struggle to feed their families, access healthcare, and send their children to school. The country's economy continues to decline, exacerbated by climate-related shocks that displace communities and disrupt livelihoods. Food insecurity remains at critically high levels, while millions confront severe protection risks. This harsh reality disproportionately affects Yemen's most vulnerable and marginalized groups, including women and girls, persons with disabilities, the Muhamasheen community, refugees, migrants, and internally displaced persons (IDPs).

In 2025, an estimated 19.5 million people across Yemen require humanitarian assistance and protection services—an increase of 1.3 million from the previous year.

Over the past decade, humanitarian efforts have proven essential in saving lives and preserving human dignity. However, humanitarians alone cannot alleviate the suffering of civilians. A far

greater collective effort is needed to reduce needs, achieve lasting peace, revive the economy, and strengthen community resilience through sustainable development initiatives.¹⁷

Programme Description

The Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen (ERRY III) Joint Programme is a joint initiative co-financed by the European Union and Sweden and jointly implemented by the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Development Programme (UNDP), and the World Food Programme (WFP) in seven vulnerable governorates. The participating UN agencies implement the programme activities through Local and International Implementing Partners. The duration of the third phase of the programme was three years, from March 2022 to February 2025; however, the programme was extended by 4 months until June 2025. The programme aims to enhance the self-reliance of vulnerable people and communities to better cope with crises, risks, and shocks by supporting the creation of economic and employment opportunities, enhancing productive capacities to support food security and sustainable livelihood creation, restoring community assets, supporting agricultural value chains, promoting gender equality and women's economic empowerment, and expanding access to renewable energy. Additionally, the Joint Programme enhances local capacities by improving the capacity of local institutions and supporting prioritized projects for improved gender-sensitive service delivery and access to basic services.

The overall objective of the Joint Programme (Goal) is to strengthen resilience and self-reliance of the population in the most vulnerable governorates in Yemen.

The specific objective/outcome of the joint programme is improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen.

The programme aims to achieve four intermediate outcomes:

- **Outcome 1:** Increased local institutional resilience management and community social cohesion in crisis-affected communities.
- **Outcome 2:** Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector.
- **Outcome 3:** Increased sustainable production and productivity of crop and livestock in crisis-affected communities.
- **Outcome 4:** Improved access of women, youth, and other vulnerable groups to food and income opportunities.

¹⁷ [Yemen Humanitarian Needs and Response Plan 2025 \(January 2025\) – OCHA Yemen](#)

The table below outlines the basic programme information:

PROJECT/OUTCOME INFORMATION		
Project/outcome title	Supporting Resilient Livelihoods, Food Security, and Climate Adaptation in Yemen, Joint Programme – (ERRY III)	
Quantum ID	00130662	
Corporate outcome and output	Outcome 2: people in Yemen especially women adolescents and girls and those in the most vulnerable and marginalized communities' benefit from better equal and inclusive access to nutritious food sustainable and resilient livelihoods and environmental stability	
Country	Yemen	
Region	RBAS	
Date project document signed	19 December 2021	
Project dates	Start	Planned end
	01 March 2022	28 February 2025 No-Cost-Extension till 30 June 2025
Project budget	USD 49,378,000	
Project expenditure at the time of evaluation		
Funding source	EU, Sweden	
Implementing party	UNDP, WFP, FAO, ILO	
Administrative Agent (AA)	Multi Partners Trust Fund Office (MPTFO)	
Target governorates and districts	South: Abyan: Khanfir, Lawdar, Sibah, Ahwar Lahj: Tuban, Al Madaribah, Al Maqatirah, Radfan	

	Taiz: Al-Ma'afer North: Hajjah: Najrah, Bani al Awam, Ash Shaghadirah Hudaydah: Bajil, Al Qanawis, Al-Hali Al-Mahweet: At Tawilah, Milhan Sa'dah: Haydan, Sa'dah city
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The ERRY III Joint Programme targets the most vulnerable groups, including youth, women, the unemployed, internally displaced persons (IDPs), stressed host communities, and people with disabilities. The programme uses inclusive, participatory, and conflict-sensitive tools to mobilize and involve these groups in its activities. The programme targets 17 of the most vulnerable districts within the seven governorates mentioned above. More detailed description and relevant documents of the programme, including the ProDoc, Logical Framework, etc.) will be provided to the selected evaluation team.

The key stakeholders identified for the ERRY III joint programme include government counterparts from the Ministry of Planning and International Cooperation (MoPIC) in the IRG controlled areas as well as other relevant line ministries such as the Ministry of Agriculture and Irrigation (MoAI), the Ministry of Technical Education and Vocational Training (TEVT), Chambers of Commerce, and the Agriculture Research and Extension Authorities (AREA). In northern regions, the programme coordinates with the Ministry of Foreign Affairs (MoFA) and, previously, with the Supreme Council for the Management and Coordination of Humanitarian Affairs and International Cooperation (SCMCHA), alongside with other pertinent line ministries. Additional crucial stakeholders comprise local authorities in the targeted areas, community-based committees—including Sub-district Committees (SDCs) and Village Cooperative Councils (VCCs)—as well as the programme's Implementing Partners, and the targeted communities and beneficiaries.

During its first year of planning and implementation, the programme conducted a number of studies and assessments related to its activities, including a baseline assessment, market assessments, conflict scans, and value-chain assessments.

Additionally, two Results-Oriented Monitoring (ROM) reviews of the programme were conducted by the European Union (EU) in July 2023 and Sept 2024 through external independent consultants to monitor the progress made, verify the reported achievements, and assess beneficiaries' satisfaction, as well as to formulate recommendations that could be applied before the final completion of the programme.

Moreover, a Midterm review of the programme was conducted by an independent evaluation firm with the objective of assessing the programme's progress, identifying its operational challenges and providing recommendations that would support the programme management to improve the implementation during the remaining lifetime of the programme.

2. Evaluation Objectives

The Final Independent Evaluation aims to assess the achievements and results of the ERRY III Joint Programme through a comprehensive analysis of its implementation based on the OECD-DAC evaluation criteria: relevance, coherence, efficiency, effectiveness, and sustainability. This evaluation will generate evidence-based insights into the programme's results, while also identifying good practices and lessons learned, both from its intended and unintended impacts, particularly in relation to resilience-building. The findings and results of the evaluation will serve as a crucial tool for learning and accountability, providing key stakeholders—including partnering UN agencies, implementing partners, donors, and national authorities—with objective and comprehensive information on the programme's outcomes, including its impact on women's empowerment. Moreover, the evaluation findings will be extremely useful in guiding any necessary adjustments or redirections for future resilience initiatives.

More specifically, the Final Evaluation is expected to assess the following:

8. Assess the relevance and strategic positioning of the ERRY joint programme within the current political and economic context in Yemen.
9. Evaluate the programme's contribution to fostering meaningful development changes that empower Yemeni households and communities to effectively cope with the ongoing crisis and (re)build their resilience.
10. Assess the programme's performance and progress towards achieving its intended results, while also identifying any unintended outcomes.
11. Analyze the extent to which the programme's initiatives have effectively addressed issues of social and gender mainstreaming, empowerment, and climate adaptation.
12. Extract lessons learned and best practices from the interventions and formulate actionable recommendations for the design and implementation of future programmes.
13. Provide objective evidence and justifications for supporting the scale-up of similar programmes, highlighting which components of the interventions are particularly valued by beneficiaries and other stakeholders.
14. Review the programme's management arrangements, approaches, strategies, and coordination mechanisms, and provide recommendations for enhancing their effectiveness.

3. Scope of Work and Focus:

- **Final Evaluation Scope:**

The evaluation will focus on the ERRY III interventions implemented by UNDP, WFP, FAO, ILO and their implementing partners in the targeted governorates in Yemen for the period from March 2022 to February 2025.

The evaluation will cover the ERRY JP conceptualization, design, implementation, monitoring, reporting and evaluation of results and will engage all relevant stakeholders – authorities, local institutions, benefitting communities and households, donors, participating UN agencies and Implementing Partners. The evaluation will assess the relevance, coherence effectiveness, efficiency and sustainability of the programme; explore the key factors that have contributed to the achievement or non-achievement of the planned results; and determine the extent to which the programme contributed to improving the resilience of the targeted beneficiaries and communities. The evaluation should also address crosscutting issues of climate adaptation, synergy, and women’s empowerment, assessing how gender mainstreaming and women’s empowerment had been considered in the identification/formulation documents and the extent to which they have been reflected in the implementation of the programme and its monitoring.

The Final Evaluation will extend to the geographic areas covered by the programme, ensuring a proper representation of the districts within each governorate. The table below illustrates the districts that shall be covered in the assignment:

#	Governorate	Districts
1	Hajjah	Najrah, Bani Al-Awam
2	Al Hudaydah	Bajil
3	Al Mahweet	Al-Tawilah
4	Taizz	Al-Ma’afer
5	Abyan	Ahwar, Lawdar
6	Lahj	Tuban, Al Maqatirah
7	Sada’a	Haydan

• Evaluation Criteria and Key Guiding Questions

The Final Evaluation criteria and key questions will primarily be structured around the five evaluation criteria of OECD-DAC (Organisation for Economic Co-operation and Development - Development Assistance Committee: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability (e) coherence/ synergy. Additionally, the evaluation will examine other key aspects such as gender mainstreaming, Leave No One Behind (LNOB), climate adaptation, and the emerging potential impact of the intervention. The assessment of the overall impact will be addressed in a separate assignment at a later stage.

The final evaluation of the ERRY III JP will be guided by the following evaluation questions:

Relevance

- To what extent are the ERRY III Joint Programme interventions still relevant to the current context in Yemen?
- To what extent do the project objectives and design correspond to the needs and rights of the targeted households and communities, as well as the policies and priorities of partners at various levels?
- To what extent did the programme's targeting strategy include the most vulnerable groups (women, youth, IDPs, persons with disabilities, and other marginalized groups) as well as individuals in need?
- To what extent was the intervention approach and the various areas of intervention relevant to national and UN priorities, SDGs, the resilience building, improving livelihoods and food security needs of the beneficiaries and the targeted local communities?
- To what extent were the lessons learned from previous phases incorporated into the programme's design?

Effectiveness

- To what extent has the ERRY III Joint Programme contributed to achieving the community resilience, food security, and livelihoods needs of the targeted communities and households and individuals?
- To what extent has the ERRY III achieved its planned objectives, outputs and outcomes? What was their quality?
- What were the main factors that have contributed to the achievement or non-achievement of the programme's outputs and intermediate outcomes?
- How effective was the community-based approach in achieving the programme's results and outcomes?
- To what extent were the results inclusive for vulnerable groups, including a gender perspective?
- How effective were the internal and external coordination and communication mechanisms in sharing information and creating synergies among the programme's direct stakeholders?
- In which areas has the project achieved the greatest success, and in which areas has it had the fewest achievements?
- What changes to the implementation approaches, methodologies and strategies are recommended to enhance its overall effectiveness?
- What are the gender-related challenges beyond the control of the programme that hindered progress in its implementation?
- To what extent the targeted groups and individuals enabled to create sustainable livelihoods and graduate from food assistance and/or other forms of humanitarian assistance?

Efficiency

- To what extent are resources being efficiently allocated to achieve the expected results in general?
- To what extent have the programme implementation processes, project management structures, and execution been cost-efficient, including aspects such as IP selection, contracting, procurement processes, obtaining necessary permits, staffing, and other related activities?
- To what extent have the implementation strategy, types of interventions, methodologies, approaches, and technologies been efficient and cost-effective?
- What alternative options and more cost-efficient methods could have been considered or utilized?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent has the M&E system used by the programme ensured effective and efficient project management and inform adaptations to the action?
- How efficiently were gender mainstreaming practices integrated into the overall implementation processes of the programme?
- How effectively did partnerships with local women's organizations contribute to the efficient delivery of programme objectives related to gender?

Sustainability

- How far the programme has developed and implemented an appropriate exit/sustainability strategy?
- Based on the available indicative evidence, to what extent the programme's outputs, outcomes, and emerging impacts (if any) are likely to be sustainable beyond the programme's lifetime?
- To what extent and how has the capacity of beneficiaries and stakeholders increased under ERRY III? Does it enable them to sustain the results achieved under the programme?
- What were the major factors that influenced the achievement or non-achievement of the programme's sustainability?
- To what extent will the targeted men, women, and vulnerable groups benefit from the project interventions in the long term?

Coherence/Synergy:

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

Climate Adaptation:

- To what extent have the programme's interventions incorporated climate adaptation strategies, and how have these strategies contributed to the needs of the targeted communities for climate adaptation?
- What challenges and barriers have been encountered in implementing climate adaptation interventions, and how can these be addressed in future initiatives?
- What are the lessons learned from the implementation of the climate adaptation interventions, and how can they inform future projects in similar contexts?

Women Economic Empowerment

- To what extent have women's economic empowerment been addressed in the design, implementation and monitoring of the intervention?
- Has the project clearly defined the problems to be addressed and considered in regard to gender dimension (participation, self-confidence, control over assets, gender norms, mobility)?
- To what extent did the programme adopt its interventions to help women to overcome social barriers?
- How effectively has the programme addressed the specific needs of women and marginalized groups?
- What measures have been taken to ensure women's participation in the programme's activities and decision-making processes?
- To what extent have the programme's interventions successfully improved women's access to economic opportunities, resources, and decision-making?

Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefited from the work of the programme in the country?

Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?

4. Methodology

The evaluation will be carried out in accordance with UNDP, and other PUNOs evaluation guidelines and policies, United Nations Group Evaluation Norms and Ethical Standards;

OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards.

The evaluation will employ a combination of both qualitative and quantitative evaluation methods including (but not limited to):

1. **Desk review** of all relevant programme documents. This includes a review of the Description of Action; theory of change and results framework; consolidated progress reports, gender strategy and reports, studies & assessments, results-oriented monitoring (ROM) reports, technical/financial monitoring reports, and highlights of Steering Committee Meetings.
2. **Surveys and Questionnaires** with sampled male and female beneficiaries in the targeted districts to gather quantitative data on outcomes, satisfaction, and effectiveness.
3. **Key Informant Interviews (KIIs):** Semi-structured interviews with key stakeholders, including government counterparts, local authorities, donors, and representatives from PUNOs and implementing partners with adequate number of women representations. These interviews aim to gather in-depth insights and diverse perspectives on various aspects of the assignment. A list of key informants to be interviewed should be included in the proposed evaluation methodology, along with details on how the interviews will be conducted. It is essential that the KIIs include women's participation to ensure gender perspectives are represented.

The questionnaires and KIIs should be well-structured and aligned with the evaluation questions, ensuring that data can be synthesized and analyzed effectively. They should also allow flexibility for interviewers to adapt the questions based on the respondent's area of interest and knowledge. All interviews should be undertaken in full confidence and anonymity.

Case Studies: Case Studies: In-depth analyses will be conducted on key components and interventions of the programme, providing detailed evidence of its results and potential impact. These case studies will highlight specific successes, challenges, and lessons learned, offering a comprehensive understanding of how the programme's interventions have contributed to achieving its objectives, considering specific interventions that have successfully promoted gender equality and women's empowerment, highlighting best practices and lessons learned.

The final methodological approach should be clearly outlined in the inception report and thoroughly discussed and agreed upon by both the programme management team and the evaluators.

The approach and methodology should be well presented and contain information on the data collection methods and tools and data analysis techniques/type of analysis expected to be used by the evaluation team. It is required to present the overall approach as per [UNDP guidance](#) and detail how the approach will help addressing the evaluation objective and answer the evaluation

questions. All analysis must be based on facts, evidence, and data. Citation to evidence is required in the reports (e.g using footnotes) and in alignment to the UNEG ethical guidelines (annex 12).

The final evaluation assignment will be carried over three phases:

1. Preparation Phase

During this phase, the evaluation team will review the documentation provided by the Joint Coordination Unit to familiarize themselves with the programme's structure and approach. Following this, the team will meet with the ERRY technical team to discuss the assignment and clarify details related to the implementation phase. At the conclusion of this phase, the consulting team will submit an Inception Report that includes the evaluation methodology and approach, the evaluation questions, the sampling strategy, and a work plan. The sample for planned interviews will be determined, ensuring adequate representation from diverse districts, intervention types, and beneficiary groups, with particular attention to ensuring fair representation of women in the sample size.

The proposed methodology should also outline the quality assurance procedures to ensure the integrity and reliability of the collected data. This includes detailing the steps for data validation, consistency checks, and triangulation. Additionally, the methodology should identify potential risks and propose mitigation measures to address them.

The final evaluation work plan will be reviewed and endorsed by the programme management.

2. Implementation Phase

During the implementation phase, the evaluation team will execute the proposed review approach and methodology, overseeing the data collection process to ensure adherence to the established standards. The team will also analyze the collected data, ensuring thorough interpretation and synthesis of findings in line with the evaluation objectives.

3. Reporting Phase

Based on the information collected during the previous phases, the evaluation team will submit both a draft and a final report synthesizing the findings, conclusions, and recommendations from the final evaluation. The report should thoroughly address the key focus areas outlined earlier and provide a set of specific, actionable recommendations for the programme. The final evaluation report should adhere to the UNDP reporting template and structure (annex 4), and include the following elements:

- Executive summary
- Introduction
- Evaluation scope and objectives
- Context and description of the programme
- Description of the Final Evaluation methodology, including limitations
- Key findings, (relevancy, effectiveness, efficiency, sustainability, gender inclusiveness/women economic empowerment, synergy, climate adaptation) including

best practices, lessons learned, and encountered challenges.

- Conclusions and recommendations
- Appendices: Evaluation matrix, people interviewed, documents reviewed, data collection tools, etc.

The international consultant will organize a virtual debriefing session with the programme team to present the preliminary findings and results of the Final Evaluation for inputs and comments. A second session will be organized to present the final findings.

5. Expected Deliverables and Time Frame

The evaluation will be expected to deliver the following deliverables as per the below schedule:

Deliverable	Description	Duration	% of payment
Upon submission and acceptance of the Evaluation Inception Report & Data Collection Tools	The inception report should be carried out following and based on preliminary discussions with the programme management team and after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews). The inception report should include the proposed methodology, data collection tools, and a detailed work plan.	10 working days from signing the contract	20%
Submission of the first draft report based on the analysis of the data collected	Collecting all required data for the assessment using the developed tools and methods. This will involve conducting data entry, cleaning, consolidation, quality assurance, and analysis to ensure the accuracy and reliability of the data. Preparing and submitting a draft report that includes the findings and analysis. The programme team will review the draft report and provide feedback and comments within 5 working days of receiving it. The evaluation team will conduct a preliminary debriefing of findings.	25 working days	50%
Upon submission and acceptance	Incorporating the feedback and comments on the draft report. Preparation and submission of the final version of the report.	5 working days	30%

of the Final Evaluation Report	Presenting the findings, conclusions and recommendations to ERRY programme team with a dedicated section on gender and women's empowerment, outlining key findings, challenges, and recommendations for future interventions aimed at promoting gender equality in Yemen.		
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The reports must be well written in English language and edited properly before submission.

The estimated timeline of the assignment may change depending on the actual commencement of the contract.

It is expected that the evaluators will follow the UNEG quality checklist and ensure all the quality criteria are met in the evaluation report.

It is suggested that the evaluator quality assures his draft evaluation report against the quality check list as part of quality assurance before submitting to UNDP. Please note that all evaluation reports commissioned by UNDP go through a Meta-evaluation quality assessment process by UNDP Independent Evaluation Office (IEO) through a pool of expert quality assessment reviewers after the finalization and submission of the final report. This is important for the organization to ensure the quality and utility of the final evaluation product.

6. Schedule of Payments

The contract payment will be a lump sum, and payment will be contingent upon the approval of the programme manager following the satisfactory submission of the agreed-upon deliverables. Payments will be made in three installments, based on the percentage of the contract value associated with each deliverable, as outlined in the table above.

7. Evaluation Team and Implementation Arrangements

The Final Independent Evaluation will be conducted by an international consultant with extensive experience in designing and conducting evaluation for resilience and food security programmes and development actions in emergency contexts. The international consultant will be required to contract a national consultant or firm for data collection from the field.

- The International Consultant will be **the Team Leader**, taking the lead throughout all phases of the evaluation and coordinating the work of other team members. He/she will ensure the quality of the evaluation process, outputs, methodology and the timely delivery of all products. The Team Leader will guide the conceptualization and design of the evaluation, playing the key role in shaping the findings, conclusions, and recommendations presented in the final report.

- **The National Consultant/Firm** will be deployed by the Team Leader and will be responsible for the overall assistance to the Team Leader including collection of all relevant data from the field and preparation of all consultations and meetings with the sampled stakeholders. The National Consultant/Firm will contribute substantively to the work of the Team Leader through data collection and providing substantive advice on the context.

Key Qualification and Experience:

- The **International Consultant** should have the following qualifications:
 - a) Advanced university degree (master's degree or above) in social sciences or other relevant disciplines, with a proven track record in programme and projects evaluation, development and advanced social research and analysis.
 - b) At least 7 years of relevant and experience in conducting evaluations of development projects.
 - c) Extensive expertise, knowledge, and experience in the field of community resilience, livelihoods, food security, agriculture value chain, renewable energy, entrepreneurship and skills development.
 - d) Familiarity with working in Yemen, including both understanding of the context as well as a well-established capacity to operate efficiently in the current conflict environment.
 - e) Demonstrating track record and experience in conducting similar evaluations initiatives in volatile environments.
 - f) Excellent writing skills in English. A sample of previous similar work is to be submitted.
- Key competencies expected of the **National Consultant/Firm**:
 - a) At least 3 years of proven experience in data collection in both qualitative and quantitative methods
 - b) Demonstrating ability to access and collect data from the programme target areas as well as a solid understanding of the realities on the ground in Yemen and how to manage within the security constraints, mitigating the inherent risks.
 - c) Strong analytical aptitude, communication, facilitation, and presentation expertise.

The selected evaluation consultant should be able to quickly mobilize a local support consultant(s) who can assist in data collection in the targeted districts within the designated consultancy period. The national consultant(s) should be readily available to provide timely support and ensure efficient data gathering.

The selected evaluation consultant should provide details of the roles and responsibilities of both the international and national consultant/firm, as proposed in the table below.

International Consultant	National Consultant/Firm
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Lead the entire evaluation process, including communicating all required information	
Finalize the research design and questions based on the feedback and complete inception report	Based on the approved inception report, facilitate and coordinate the data collection activities, including surveys and KIIs with the sampled respondents
Lead the coordination and conduct of data gathering activities: desk review and KII interviews	Assist in data gathering from the sampled HHs and key informants.
Data analysis, final report consolidation and submission	Data cleaning and entry
Draft and submit the draft & final report to the JP Manager, and present the findings, conclusions and recommendations to ERRY programme team	

8. Institutional Arrangements/reporting lines

The Consultant will report to the Evaluation Manager, who is the manager of the Joint Coordination and Management Unit (JCU) of the ERRY JP. While the JCU does not directly implement the programme activities, it is responsible for the overall oversight of the programme and ensuring effective collaboration among the participating agencies. Deliverables will be approved and/or accepted by the Deputy Resident Representative / Evaluation Commissioner, based on the recommendations of the Evaluation Reference Group.

- The Consultant will be provided with all relevant information necessary for the execution of the tasks under this assignment.
- The Consultant will be responsible for her/his own working station (i.e. laptop, internet, phone, scanner/printer, etc.) and must have access to a reliable internet connection.
- The Consultant is expected to be reasonably flexible with his/her availability during the assignment,

The Evaluation Reference Group is composed of the Evaluation Manager (JCU Manager), the M&E Officer of the JCU, and an independent evaluation focal point from the participating UN agencies. This group is responsible for reviewing the deliverables and providing feedback and comments.

The international consultant will work on a full-time basis and will be required to engage a national consultant for field data collection. The national consultant will be expected to travel to the programme districts as outlined in Annex 2, unless the situation dictates otherwise. The JCU, in collaboration with the PUNOs, will provide the necessary support and facilitation to the evaluation team throughout the assignment.

9. Duration of the Assignment

The Final Evaluation is expected to be conducted within 40 working days from signing the contract. The indicative timeline of the assignment will be from beginning of April 2025 to the end of May 2025.

10. Ethical Considerations:

This assessment will be conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'¹⁸](#). The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The evaluator will be asked to sign the pledge of ethical conduct before starting the consultancy.

1) Evaluators will recuse themselves from evaluating: (i) any project, program, or activity that they worked on or had line responsibility for the work on, including preparation, appraisal, administration, and completion reporting, or that they had a personal influence or financial stake in, in a previous capacity; or (ii) an entity that they had a significant decision making, financial management or approval responsibility for or personal influence or financial stake in, or in which their future employment is a significant possibility.

2) Evaluators will similarly recuse themselves when there is such involvement in a project, program, activity, or entity on the part of immediate family members. They should inform the CO management of any such potential conflict of interest, or potential perception of conflict of interest, before evaluator assignments are finalized.

3) If a former staff member or consultant is being considered for a consulting assignment in an CO evaluation, particular care will be exercised by the concerned professional staff to ensure

¹⁸ UNEG, 'Ethical Guidelines for Evaluation', 2020. Access at: <http://www.unevaluation.org/document/detail/2866>

that the concerned person was not involved, directly or indirectly, in the subject of the evaluation during his/her past term as staff or consultant of the CO.

11. Required Documents to be submitted:

individual consultants must submit the following documents/information to demonstrate their qualifications and interest:

- Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal detailed CV including past experience in similar assignment and at least 3 references; along with the CV of the assistant national consultant.
- AML vetting documents as requested by UNDP Yemen.
- Copy of BSAFE certificate
- Health certificate

Selection Criteria:

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

11. Annexes

1. Programme Documents to be consulted:

The list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and inception report include the following:

- [Programme Document.](#)
- [Intervention results framework and theory of change](#)
- [Monitoring plans and indicators.](#)
- [Annual progress narrative reports.](#)
- Previous evaluations and assessments.
- ERRY III Gender strategy and reports.
- Highlights of ERRY III Steering Committee Meetings.
- [ERRY III Web page.](#)
- The list of key stakeholders and other individuals who should be consulted, along with their contact information will be provided to the selected consultant.

2. [Inception report format](#)

3. [UNDP evaluation report template and quality standard.](#) The final report the evaluation report must include, but not necessarily be limited to, the elements outlined in the template for evaluation reports.

4. [Evaluation report format](#)
5. [UNDP Evaluation Guidelines](#)
6. [Evaluation Quality Assessment](#)
7. [UNEG norms and standards](#)
8. [UNEG Quality Checklist for Evaluation Reports](#)
9. [UNEG Code of Conduct for Evaluation in the UN system](#)
10. [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)
11. [Applying a Human Rights and Gender Equality Lens to the OECD Evaluation Criteria.](#)
12. [Pledge of ethical conduct in evaluation.](#) The evaluator needs to read carefully, understand and sign the 'Pledge of Ethical Conduct in Evaluation of the United Nations system'.
13. **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. The below provides a sample evaluation matrix template.

Sample evaluation matrix

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

- **Schedule of tasks, milestones, and deliverables.** Based on the time frame specified in the TOR, the evaluator present the detailed schedule (to be included in the inception report).
- **Dispute and wrongdoing resolution process and contact details.**

14. Selected Districts and Components Mapping:

Gov	#		FAO	ILO	UNDP	WFP
-----	---	--	-----	-----	------	-----

		PUNOs/ Districts Components	AVC	Skills&Entr Devt.	LG & SC	Renewable Energy	Livelihood	FFA/FFT
Abyan	1	Lawdar	AVC	SED	LG/SC		LV	FFA/FFT
	2	Ahwar	AVC	SED	LG/SC	RE	LV	FFA/FFT
Lahj	3	Tuban	AVC	SED	LG/SC	RE	LV	FFA/FFT
	4	Al Maqatirah	AVC		LG/SC	RE	LV	FFA/FFT
Taizz	5	Al Ma'afer	AVC	SED	LG/SC	RE	LV	FFA/FFT
Hajjah	6	Najrah	AVC	SED	LG/SC	RE	LV	FFA/FFT
	7	Bani al Awam	AVC		LG/SC	RE	LV	FFA/FFT
Hodeidah	8	Bajil	AVC	SED	LG		LV	FFA/FFT
Al- Mahwit	9	At Tawilah	AVC	SED	LG/SC	RE	LV	FFA/FFT
Sada'a	10	Haydan	AVC	SED		RE		FFA/FFT

Abbreviations:	
AVC	Agriculture Value Chain
SED	Skills & Entrepreneurship Development
LV	Livelihood
RE	Renewable Energy
LG/ SC	Local Governance/ Social Cohesion
FFA/FFT	Food Assistance for Assets/Food Assistance for Training

This TOR is approved by:

Signature _____

Name and Designation _____

Date of Signing _____

Annex 5: Data Collection Instruments

Quantitative Household Survey Questionnaire

Introduction:

Hello, my name is [Enumerator name]. We are undertaking this evaluation to find out more about community resilience, livelihood, and social cohesion in this district. We would like to ask you a few questions to help us understand what you and other household members are doing or benefiting from that enables you to do well in this community when so many others find it much harder to cope.

Your participation is voluntary and completely confidential, and you do not have to answer any questions that you do not want to answer. You may end this interview at any time you want. No one will give you money or gifts to respond to these questions. However, your honest answers to these questions will help us to develop better plans and activities to improve the situation of communities generally and help targeted households cope with [main shocks/crises]. It will take about 30 minutes to complete. Would you be willing to participate?

Demographic information:

Governorate	☐ Taizz ☐ Abyan ☐ Lahj	District	☐ Al ma'afer ☐ Lawdar ☐ Ahwar ☐ Tuban ☐ Al Maqatirah
Village			
Enumerator Name:			
Date:			
Time:			

Descriptive info about the respondent:

1. Gender of the respondent	☐ Male ☐ Female			
2. Are you the head of household?	☐ Yes ☐ No			
3. Status of the household	☐ Displaced (IDP)		☐ Host community	
	☐ Returnee		☐ Marginalized	
4. Gender of head of household	☐ Male ☐ Female			
5. Total number of members in the household:	Members/aging group	Male	Female	Total
	0 to 5			
	6-13			
	14-30			
	31-59			
	60+			
	Total			
6. Are any of your household members physically or mentally disabled?	☐ Yes ☐ No			

7. Have any of your household members been chronically ill and unable to work for the past 3 months?	☐ Yes ☐ No
--	--

Household Education

8. What is the educational status of the household members?							
Education level	Head of household	Adult		Children between 12 and below 18		Children between 6 and below 12	
		Male	Female	Male	Female	Male	Female
Illiterate	☐	----- --	-----	-----	-----	----- --	-----
Read and write	☐	----- --	-----	-----	-----	----- --	-----
Elementary School	☐	----- --	-----	-----	-----	----- --	-----
High school	☐	----- --	-----	-----	-----	----- --	-----
Technical Diploma (Post-high school education)	☐	----- --	-----	-----	-----	----- --	-----
University	☐	----- --	-----	-----	-----	----- --	-----
Other, specify.....	☐	----- --	-----	-----	-----	----- --	-----

Assets Ownership

9. Home ownership	☐ Owned ☐ Rented ☐ Borrowed ☐ Mortgaged ☐ Free land (not owned by anyone) ☐ IDP Camp ☐ Share with relatives ☐ Other (specify)
10. Household Assets:	Number owned now
☐ Improved charcoal/wood stove ☐ Kerosene stove ☐ Gas/electric cooker ☐ Telephone/Mobile ☐ Radio ☐ Television ☐ Electric fan ☐ Refrigerator ☐ Bicycle ☐ Passenger car or truck ☐ Motor bike (2 or 3 wheels) ☐ Generator ☐ Solar lamp ☐ Micro-energy (Solar, Hydro, etc.)	
11. Productive Assets	

☐ Plough (oxen-pulled) ☐ Mechanical plough ☐ Sickle ☐ Pickaxe ☐ Axe ☐ Pruning/cutting shears ☐ Hoe ☐ Spade or shovel ☐ Traditional beehive ☐ Modern beehive ☐ Knapsack chemical sprayer ☐ Mechanical water pump ☐ Motorized water pump ☐ Irrigation machine ☐ Stone grain mill ☐ Motorized grain mill ☐ Small tractor ☐ Hand-held motorized tiller ☐ Dairy equipment ☐ Sewing machine ☐ Fodder chopper ☐ Production Kits ☐ Drip irrigation kits ☐ Neem & Pheromones traps/kits	
12. Livestock Assets	Average quantity (kg) of key crops produced per hectare Area (ha) planted with each crop provided Average quantity of milk produced per animal Average number of livestock per household
☐ Cow ☐ Sheep ☐ Goat ☐ Camel ☐ Poultry	

Land ownership

13. Does your household have access to land for agriculture or livestock?	☐ Yes ☐ No
14. If yes, mark what best explains your land condition?	☐ Have my own protected land ☐ Lease someone else's land ☐ Works on wage
15. What is the total area of agricultural land that the household owns/uses in hectares?	☐ Hectares: _____
16. Does the household use input?	☐ We don't use inputs
	☐ Seeds
	☐ Pesticides/herbicides
	☐ Fertilizers
	☐ Feed
	☐ Fodder
	☐ Medicine
	☐ Other _____

Sustainable Income

17. Does the household have a sustainable income over the last 12 months?	☐ Yes ☐ No
---	--

Income and food access (IFA)

18. What were all the sources of your household's income over the last 12 months?	19. Rank these sources based on the proportion of food/income they provide for your household 1 important, 2 less important, 3 least important
☐ Farming activities	
☐ Livestock activities	
☐ Dairy processing activities	
☐ Honey production and sales	
☐ Salary from Government	
☐ Employed by SME	
☐ Employed by Private Sector	
☐ Own MSME	
☐ Skilled labor/ Vocational skills specify the sector: - Beekeeping and honey production - Home appliances maintenance - Embroidery, cloth design and dress making - Solar panels installation, repair and maintenance - Air condition maintenance - Handicraft (Maawiz and Crochet) - Mobil maintenance - Incense and perfume production - Beauty therapy - Photography - Confectioneries, cakes and bread making	
☐ Laborer as demanded	
☐ Rental of land, house, rooms	
☐ Remittances/friends and family assistance	
☐ Pensions/retired	
☐ Cash transfer from institutions (NGO, UN)	
☐ Government Cash transfer	
☐ Community support (Zakat)	
☐ Other, specify _____	
20. For those who are employed by SME, or Own MSME, what is the type of business you are working with/ you own? ☐ Agricultural project ☐ A project in livestock ☐ Selling food ☐ Selling electronics and mobiles ☐ Mobile maintenance	

☐ Selling clothes ☐ Beekeeping and honey production ☐ Home appliances maintenance ☐ Embroidery, cloth design and dress making ☐ Air condition maintenance ☐ Incense and perfume production ☐ Beauty therapy ☐ Photography ☐ Confectioneries, cakes and bread making ☐ Trade in solar energy systems and supplies ☐ Installing and maintaining solar energy systems ☐ Selling and distributing electricity through solar grid ☐ Food industry (restaurant, cafeteria, chips, etc.) ☐ Other ...		
21. What was the monthly average income of the household in the last 12 months (in Rial)	☐ Less than 20,000 ☐ 20,000 - 30,000 ☐ 31,000 - 40,000 ☐ 41,000 - 50,000 ☐ 51,000 - 60,000	☐ 61,000 - 70,000 ☐ 71,000 - 80,000 ☐ 81,000 - 90,000 ☐ 91,000 - 100,000 ☐ 101,000 - 200,000 ☐ More than 200,000
22. For those who are working as skilled labor in solar panels installation, repair and maintenance, or they have their own business, have you been supported with solar kits/tools in the last 3 years?	0 = No 1 = Yes	

Anxiety and uncertainty about the household food supply	
23. In the past four weeks, did you worry that your household would not have enough food?	0 = No 1 = Yes
24. If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
Insufficient quality (includes variety and preferences of the type of food)	
25. In the past four weeks, were you or any household member not able to eat the kinds of foods you preferred because of a lack of resources?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
26. In the past four weeks, did you or any household member have to eat a limited variety of foods due to a lack of resources?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks)

	3 = Often (more than ten times in the past four weeks)
27. In the past four weeks, did you or any household member have to eat some foods that you really did not want to eat because of a lack of resources to obtain other types of food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
Insufficient food intake and its physical consequences	
28. In the past four weeks, did you or any household member have to eat a smaller meal than you felt you needed because there was not enough food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
29. In the past four weeks, did you or any household member have to eat fewer meals in a day because there was not enough food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
30. In the past four weeks, was there ever no food to eat of any kind in your household because of lack of resources to get food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
31. In the past four weeks, did you or any household member go to sleep at night hungry because there was not enough food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks) 2 = Sometimes (three to ten times in the past four weeks) 3 = Often (more than ten times in the past four weeks)
32. In the past four weeks, did you or any household member go a whole day and night without eating anything because there was not enough food?	0 = No 1 = Yes
If yes, how often did this happen?	1 = Rarely (once or twice in the past four weeks)

	2 = Sometimes (three to ten times in the past four weeks)
	3 = Often (more than ten times in the past four weeks)

33. How many of household adult members have work?	 person/s (..... male, female)	
34. What were your priorities for annual income expenditure and cost over the last 12 months? Rank your options with 1 for the most important to 12 for the least important (1 – 12)		
Items	Rank	Expenditure per month (YER)
Food		
Education		
Energy		
Water		
Clothes		
Health care		
Transportation		
Home maintenance and repair		
Entertainment, cultural services		
Personal hygiene-soap, detergent and shampoo		
Furniture and cooking utensils		
Other, specify _____		
Other, specify _____		

35. If the source of income from farming activities, how much crops did the household members harvest in the last 12 months in kilograms?		Quantity [KG]
	Maize	
	Millet	
	Sorghum	
	Beans	
	Cow peas	
	Alfalfa	
	Tomatoes	
	Wheat	
Rhodes grass		
36. Did the household cultivate crops during the last season?	☐ Yes ☐ No	
If yes, how many crops cultivated?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ > 5	
37. Have you been supported with a with solar pump and irrigation system in the last 3 years?	☐ Yes ☐ No	

Access to Financial Services / Saving

38. Did you or any other household member take out a cash loan?	☐ Yes ☐ No
a. If yes, when did you take that loan?	☐ During the last year ☐ 2 years ago,
B. If yes, what is the total amount of loan(s) received?	----- YER
C. If no, why not?	☐ Didn't need ☐ Couldn't find a loan that met my needs" (i.e., "is appropriate" in terms of size, terms, etc.).

	☐ Afraid I couldn't pay back ☐ No loan providers in my area ☐ Do not like to be in debt ☐ Cannot qualify (e.g., no collateral) ☐ Process is too long ☐ Other (specify) -----
39. What is the primary source of the loan?	☐ Relatives ☐ Friends ☐ Microfinance institution ☐ Bank ☐ NGOs ☐ Other, specify.....
40. What was the purpose of taking that loan?	☐ To purchase food ☐ To purchase water ☐ Other house related purchase ☐ For agriculture ☐ For livestock ☐ Health ☐ Education ☐ Clothing ☐ Social events ☐ To reimburse other debts ☐ To start my business ☐ To expand business ☐ Other -----
41. Do you or any other household member regularly save cash?	☐ Yes ☐ No
42. Where are the savings primarily held?	☐ At home ☐ Microfinance institution ☐ Bank ☐ Village savings/credit group ☐ NGO ☐ Other -----

Food Consumption Score (FCS)

43. What is the amount spent on the food consumed by the household members during the past 7 days?	----- YER
44. Can you quantify how much your household consumed in the past 7 days using credit (because of inability to cover the cost)?	----- YER
45. Can you quantify how much your household consumed in the past 7 days from its own production?	----- YER
46. Can you quantify how much your household consumed in the past 7 days from assistance/gifts?	----- YER

47. In the last 7 days, how many days did you or anyone else in your household eat/consumed the following:	Number of days: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7	48. Source: ☐ Purchase by cash ☐ Begging/Scavenging ☐ Borrowing ☐ Own production ☐ Support from relatives/friends ☐ Purchase by credit
--	---	--

		☐ Food assistance (Food Card) ☐ Gathering of wild foods (Plants) ☐ Food assistance from community ☐ Hunting/fishing ☐ Barter and exchange ☐ Other
a. Cereals and Tubers Maize, maize porridge, rice, sorghum, millet pasta, bread, and other cereals Cassava, potatoes and sweet potatoes		
b. Pulses Beans, Peas, groundnuts and cashew nuts		
c. Vegetables Vegetables and leaves		
d. Fruits Mango, banana, watermelon		
e. Meat and Fish Beef, goat, poultry, lamb, eggs and fish		
f. Milk Milk yogurt and other dairy		
g. Sugar Sugar, Honey		
h. Oil Oils, fats and butter		
i. Condiments Condiments, tea or coffee		
49. During the last 7 days, have you been faced with a situation wherein you did not have enough food to feed the household?	☐ Yes ☐ No	

Access to public services (APS)

Water, electricity, sanitation, roads and natural resources

50. What are the main sources of water that you use?	
☐ Borehole or well with functioning motor pump ☐ Protected spring ☐ Protected open well ☐ Piped water ☐ Unprotected spring ☐ Unprotected open well ☐ Surface water ☐ Water Trucking ☐ Dam ☐ Other Trucking	
51. Generally, what do you think the quality of your households' water is?	☐ Poor ☐ Average ☐ Good
52. Have the water resources been supported with solar system?	☐ Yes ☐ No

If yes, have the water resources improved through that intervention?	☐ Yes ☐ No
53. How much quantity of water can be accessed per HH per day?	-----
54. How many trips per day you go to fetch water?	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ > 5
55. What are the main sources of energy used in the household? (MULTIPLE ANSWERS)	☐ Electricity from government ☐ Own generator ☐ Own solar panels ☐ Commercial solar grid ☐ Community Cooperative grid ☐ Bottled gas ☐ WoodKerosene or diesel ☐ No source ☐ Other _____
56. Does your house have sanitation facility?	☐ Yes ☐ No
If yes, what type of toilet facility is available?	☐ Bush, or field ☐ Shared pit toilette ☐ Own pit toilette ☐ Shared improved latrine ☐ Own improved latrine ☐ Flush toilet
57. Do you have access to the following natural resources: • Agricultural land • Pastures • Irrigation water • Fish	☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No ☐ Yes ☐ No

Access to Basic Services/Markets

	58. Are the services available within 2 km of your village?	59. What is your perception of how easy or difficult it is to access the following services:	60. How far (one way) is the household dwelling from the closest accessible/functioning [SERVICE] in minutes?	61. How would you assess the quality of the facility?
☐ Safe water for drinking and cooking ☐ Electricity source ☐ Medical/health centers ☐ Schools ☐ All-season roads ☐ Institutions where people can borrow money ☐ Institutions where people can save money ☐ Agricultural extension services ☐ Veterinary services ☐ Mobile phone coverage	1= yes 2= no	0. No access 1. Poor access 2. Access is ok 3. Good access	1. Less than 15min 2. Btwn15 – 30 Mins 3. 30mins – 1 Hour 4. More than 1 hour	1- very poor 2- poor 3- fair 4 -good 5 -very good 6- excellent

☐ Livestock market(s)				
☐ Public means of transport				
☐ Agricultural/crops market				
☐ Non-Agricultural market				

Social safety nets (SSN)

62. Have you received any type of assistance from the following sources in the last year? (Multiple selection)		63. If yes, what type of assistance have you received	64. If you have received cash assistance, could you please provide estimated amount in YER?	65. How would you assess the quality of assistance?	66. If the assistance is cash or food, how many times have you received the assistance in the last six months?
NGOs	1= yes 2= no	1- Cash for work or food for assets 2- Cash assistance 3- Food assistance 4- Tools/equipment and supplies for agricultural activities (such as seeds, fertilizers, etc.) 5- Tools/equipment and supplies for livestock activities (such as feeding, fodder, treatments, etc.) 6- Tools/equipment and supplies for dairy production 7- Tools/equipment and supplies to practice the maintenance of solar energy systems 8- Tools/equipment and supplies for practicing a professional trade in plumbing, hairdressing, welding, sewing, incense, gourds, beekeeping, pottery, etc. 9- Participated in training 10- Received grant	----- YER	1- Poor 2- Average 3- Above average 4- Excellent	1- Once 2- Twice 3- Three times 4- More than 3 times
Relatives and friends	1= yes 2= no	1- Job assistance 2- Cash assistance 3- Food assistance	----- YER	1- Poor 2- Average 3- Above average	1- Once 2- Twice 3- Three times

		4- Participated in training 5- Received grant		4- Excellent	4- More than 3 times
Social security from Government	1= yes 2= no	1- Job assistance 2- Cash assistance 3- Food assistance 4- Participated in training 5- Received grant	----- YER	1- Poor 2- Average 3- Above average 4- Excellent	1- Once 2- Twice 3- Three times 4- More than 3 times
Zakah	1= yes 2= no	1- Job assistance 2- Cash assistance 3- Food assistance 4- Participated in training 5- Received grant	----- YER	1- Poor 2- Average 3- Above average 4- Excellent	1- Once 2- Twice 3- Three times 4- More than 3 times

Adaptive capacity (AC)

Coping Strategies Index (CSI)

67. Over the past 7 days, how many days has your household had to:	Number of days out of the past seven Use 0 – 7 to answer number of days.
a. Rely on less preferred and less expensive foods?	
b. Borrow food, or rely on help from a friend or relative?	
c. Limit portion size at mealtimes?	
d. Restrict consumption by adults in order for small children to eat?	
e. Reduce number of meals eaten in a day?	

Skills

68. Have you or anyone in your household ever received any skill training?	☐ Yes ☐ No
If yes, please specify the type of training (Multiple selection)	☐ Apprenticeship training: specify the occupation: - Beekeeping and honey production - Home appliances maintenance - Embroidery, cloth design and dress making - Solar panels installation, repair and maintenance - Air condition maintenance - Handicraft (Maawiz and Crochet) - Mobil maintenance - Incense and perfume production - Beauty therapy - Photography - Confectioneries, cakes and bread making - other ☐ Cooperatives training (Think coops, start coops) ☐ Occupational safety and health ☐ Learning methodologies

	☐ Life skills ☐ Financial literacy ☐ Sorghum/millet, tomato, milk and coffee value chains ☐ Livestock fattening and health ☐ Dairy product processing and marketing ☐ Entrepreneurship training ☐ Market information ☐ Marketing ☐ Business continuity and resilient planning ☐ ToT training on business training packages (My First Business and semiliterate) ☐ Preparing and developing community resilience plans ☐ Facilitating community dialogues for conflict resolution ☐ Other (specify) _____
--	---

69. To what extent is your current skills set sufficient to generate livelihood for the family?	1- Very insufficient 2- insufficient 3- Neither sufficient no insufficient 4- Sufficient 5- Very sufficient
70. To what extent is the skill set of your family members sufficient to generate livelihood for the family?	1- Very insufficient 2- insufficient 3- Neither sufficient no insufficient 4- Sufficient 5- Very sufficient
71. Are there any areas where you think your skills need improving so that you can do your better job or generate higher income?	0- No 1- Yes
If yes, please list the areas	-----

Shocks

72. What are the most severe shocks faced by the household in the last 12 months?	☐ No shocks ☐ Flood ☐ Drought ☐ Cyclone ☐ Riverbank erosion ☐ Excess rain ☐ Wind damage ☐ Poor production of agriculture ☐ Shortage of food ☐ Illness of a household member ☐ Death of a household member ☐ Loss of job ☐ Theft
---	--

	☐ Powerful person took asset / land ☐ Loss livestock/poultry ☐ Loss of land ☐ Other -----
73. Did you or your household use any of the following strategies to cope with any shock/stress over the last 12 months?	
a. Sold livestock b. Slaughtered livestock c. Leased out land d. HH member migrated for work e. Migrate (the whole family) f. Sent children or an adult to stay with relatives g. Took children out of school h. Moved to less expensive housing i. Reduced food consumption j. Reduced non-essential HH expenses k. Got food on credit l. Did nothing m. Took up new/additional work n. Sold household items (e.g., radio, bed) o. Sold productive assets (e.g., plough, water pump) p. Took out a loan from a bank q. Took out a loan from an MFI or village savings group r. Took out a loan from friends or relatives s. Unconditional gift of money or food from family, friends or another group t. Sent children to work for money u. Received emergency food aid from the government or NGO v. Received emergency cash transfer from the government or NGO w. Participated in government or NGO food-for-work or cash-for-work activities (conditional) x. Used own savings y. Relied on remittances from a relative that migrated z. Other -----	☐ Yes ☐ No
74. How would you assess your level of confidence to cope with shocks?	1 – strongly no confidence 2 – no confidence 3- Medium confidence 4 – Conficent 5- Highly confident
75. Has your confidence to cope with shocks changed in the last 3 years?	☐ Yes ☐ No
If yes, please specify?	☐ My confidence has increased ☐ My confidence has decreased

Microbusinesses

76. Do you or your family member owns and operates a microbusiness?	Yes No Note for moderator: If no, please skip this block of questions
77. What was the amount of your start-up capital?	----- YER
78. What is the current amount of your capital?	----- YER
79. What was the net monthly profit generated during the first three months after starting up your business?	----- YER

Questions About needs

80. What type of support would you need to improve your livelihood and resilience?	
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Exit Criteria

81. How would you assess your current dependency level on NGO assistance?	1- Very independent 2-Independent 3- Neither dependent nor independent 4- Dependent 5- Strongly dependent
82. What is the minimum monthly income, assets, and livestock after which you would not require the support from NGOs?	Monthly income ----- Assets _____ Livestock _____
83. What should be changed in your life so that you would not require the support from NGOs?	-----

Thank you for answering these questions, it is much appreciated.

Focus Group Discussion Guide

Introduction:

Hello, my name is [Enumerator name]. We are undertaking this assessment to find out more about community resilience, livelihood, and social cohesion in this district. We would like to ask you a few questions to help us understand what you and other household members are doing or benefiting from that enables you to do well in this community when so many others find it much harder to cope.

Your participation is voluntary and completely confidential, and you do not have to answer any questions that you do not want to answer. You may end this session at any time you want. No one will give you money or gifts to respond to these questions. However, your honest answers to these questions will help us to develop better plans and activities to improve the situation of communities generally and help targeted households cope with [main shocks/crises]. It will take about one hour to complete. Would you be willing to participate?

Governorate	☐ Taizz ☐ Abyan ☐ Lahj	District	☐ Al ma'afer ☐ Lawdar ☐ Ahwar ☐ Tuban ☐ Al Maqatirah
Village			
Facilitator Name:			
Notetaker Name:			
Date:			
Time:			
Gender of the FGD participants:	☐ Male ☐ Female		
Total No of participants:			

FGD Participants

Name	☐ Host community ☐ Displaced (IDP) ☐ Returnee	Occupation	Age	Mobile #	Signature

	☐ Marginalized				

Opening & Warm-up (5–10 mins)

- Welcome and thank participants.
- Explain the purpose of the discussion: “We would like to hear your opinions about the ERRY III project—what worked well, what could be better, and what it meant for your community and your life.”
- Emphasize confidentiality and that there are no right or wrong answers.
- Ask each participant to introduce themselves: *name, where they are from, and one activity they participated in under ERRY III.*

Relevance

1. What were the most important needs in your community before the ERRY III programme started? Did the programme respond to those needs? Please give examples.

II. Effectiveness

2. What activities or services were you or your household involved in? (e.g., training, solar systems, farming support, small business grants)
Which ones helped you the most?
3. What positive changes have you seen in your life or community because of the project?
This could be income, skills, food, services, or reduced conflict. Please share examples.

III. Inclusion and Gender Equality

4. Were women, youth, people with disabilities, or other vulnerable groups able to take part in activities?
Please describe how, and if there were any challenges.
5. (Ask slightly differently for men's and women's groups)
 - *Women's group:* Did the project support women in new roles or responsibilities in the community?
 - *Men's group:* How did the community respond to women participating in ERRY III activities?

IV. Sustainability

6. Are the benefits from ERRY III still continuing today (e.g., jobs, services, skills, solar systems)?
What needs to happen to keep them going?

V. Impact

7. Since participating in the programme, what changes—positive or negative—have you experienced in your life or in your community (e.g., income, food access, job opportunities, confidence, decision-making)?
(Follow-up probes: Can you give an example? Have these changes lasted over time?)
8. Do you feel more prepared now to deal with difficult situations like food shortages, lack of income, or other crises? What helped the most, and what is still missing?
(Follow-up probes: What skills *or support* have made you feel more self-reliant? What would help you even more?)

VI. Efficiency

7. Were the activities delivered on time and in a good way?
Can you give an example of something that worked well — or didn't?

VII. Coherence (Collaboration with Others)

8. Did you see your community, local leaders, or different organizations working together during the project?
Can you give an example of good collaboration?

VIII. General Reflections

9. What part of the ERRY III programme was most helpful to you or your family? Why?

10. What advice would you give to improve similar programmes in the future?

Closing

- Thank participants and ask if they have anything else they'd like to share.
- Remind them that their input is valuable for improving future programmes.

Key Informant Interview Guide for Programme Team and PUNOs

Introduction:

Hello, my name is [Enumerator name]. We are undertaking this assessment to find out more about community resilience, livelihood and social cohesion in this district. We would like to ask you a few questions to help us understand what are the plans, activities and strategies that the programme intends to undertake.

Your participation is voluntary and completely confidential, and you do not have to answer any questions that you do not want to answer. You may end this interview at any time you want. No one will give you money or gifts to respond to these questions. It will take about 30 minutes to complete. Would you be willing to participate?

Enumerator Name:	
Date:	
Time:	
Name of Respondent	
Role or Position/Title of Respondent	
Male/Female	☐ Male ☐ Female
Respondent Affiliation	

1. Relevance

1. In your view, how well did the ERRY III programme respond to the current needs and priorities of the targeted communities in Yemen?
2. How relevant were the programme's objectives to national and local development priorities, as well as to your organization's mandate?

2. Effectiveness

3. What key outcomes or changes have you observed in terms of community resilience, livelihoods, and food security?
4. What were the programme's most successful components, and which areas had limited impact? Why?
5. How effective was the community-based approach in contributing to the results?
6. How well did the programme address the needs of vulnerable groups, including women, youth, IDPs, and persons with disabilities?

3. Efficiency

7. Were resources (human, financial, time) used efficiently throughout the programme implementation? What could have been done differently?
8. How effective was coordination between the UN agencies and implementing partners in ensuring smooth delivery?

4. Sustainability

9. What actions were taken to ensure the sustainability of results beyond the programme period?
10. To what extent did the programme build the capacity of local institutions or community structures?

5. Impact

11. Based on your experience, what key changes have you observed in the lives of beneficiaries and communities since the programme began?
(Follow-up probes: Are these changes sustained? Are there examples of positive or negative unintended effects?)
12. To what extent do you think the programme has strengthened people's ability to cope with future challenges (e.g., food insecurity, economic shocks)? What components contributed most to this resilience?
(Follow-up probes: *Which interventions were most effective? Where are there still gaps?*)

6. Cross-Cutting Themes

11. How were women's economic empowerment and participation promoted through the programme's activities?
12. What social or structural barriers limited women's or vulnerable groups' participation, and how were these addressed?
13. Were accountability mechanisms (such as complaints or feedback systems) in place, and how well did they function?
14. How was information shared with communities, particularly with those who may have had literacy, disability, or access challenges?

7. Learning & Improvement

15. What are the most important lessons learned from the implementation of ERRY III that should inform future programmes?

Key Informant Interview

(Community Leaders, Community Committees, Health centers, Schools, District office)

Introduction:

Hello, my name is [Enumerator name]. We are undertaking this assessment to find out more about community resilience, livelihood, and social cohesion in this district. We would like to ask you a few questions to help us understand what community members are doing or benefiting from that enables them to do well in this community when so many others find it much harder to cope.

Your participation is voluntary and completely confidential, and you do not have to answer any questions that you do not want to answer. You may end this interview at any time you want. No one will give you money or gifts to respond to these questions. However, your honest answers to these questions will help us to develop better plans and activities to improve the situation of communities generally and help targeted households cope with [main shocks/crises]. It will take about 30 minutes to complete. Would you be willing to participate?

Governorate	☐ Taizz ☐ Abyan ☐ Lahj	District	☐ Al ma'afer ☐ Lawdar ☐ Ahwar ☐ Tuban ☐ Al Maqatirah
Village			
Enumerator Name:			
Date:			
Time:			
Respondent's Information			
Name:		Gender:	☐ Female ☐ Male
Phone:			
☐ Community Leader ☐ Community Committee Member ☐ Director of the District Office ☐ Director of the Education Office in the district ☐ Health center ☐ School			
If the respondent from health, or school, please write the facility name:			
Occupation:			

1. Relevance

- In your opinion, to what extent were the ERRY III activities relevant to the needs and priorities of your community or institution?
- Were you or your institution involved in identifying priorities or selecting activities (for example, through the development of Community Resilience Plans)? Can you provide an example?
- Which interventions do you believe were the most useful or necessary for your community, and why?

2. Effectiveness

- What are the most noticeable changes you have seen in the community or within your institution since the start of ERRY III?
- Were there any community-led initiatives or projects supported under the programme (e.g., through CRPs)? Please describe one example.
- Have trainings or support provided under the programme helped improve livelihoods, services, or skills in your area? Can you share a specific example?
- From your observation, did women, youth, persons with disabilities, or other vulnerable groups participate meaningfully or benefit from the programme? In what ways?

3. Efficiency

- Were the activities or services provided by the programme delivered in a timely and organized manner? Were there any delays or challenges?
- How would you assess the quality of services or infrastructure supported by ERRY III (e.g., solar systems, water access, training, or facilities)? Can you share an example?

4. Sustainability

- Are the assets, services, or systems introduced by the programme (e.g., solar energy, infrastructure, skills training) still functioning today? Who is responsible for their maintenance?
- What actions have been taken, if any, to ensure that the benefits of the programme will continue after its conclusion? What support would still be needed?

5. Impact

- Based on your experience, what key changes have you observed in the lives of beneficiaries and communities since the programme began?
(Follow-up probes: Are these changes sustained? Are there examples of positive or negative unintended effects?)
- To what extent do you think the programme has strengthened people's ability to cope with future challenges (e.g., food insecurity, economic shocks)? What components contributed most to this resilience?
(Follow-up probes: Which interventions *were most effective*? *Where are there still gaps*?)

6. Collaboration

- Did your committee, center, or office collaborate with other actors (such as NGOs, UN agencies, other community groups, or local authorities) during the programme? Can you give an example?
- How did this collaboration influence the success or challenges of the activities implemented?

7. Climate Adaptation and Renewable Energy

- Were there any renewable energy or climate-smart interventions implemented in your area (e.g., solar systems, drip irrigation, water-saving measures)? What impacts did these have?
- Can you provide an example of how environmental or energy-related activities made a difference for your community or institution?

8. Inclusion, Gender Equality, and Human Rights

- What efforts were made to ensure inclusion of women, youth, persons with disabilities, or other marginalized groups in ERRY III activities?
- Have you noticed any changes in community dynamics, such as increased participation of women or youth in leadership or decision-making? Please give an example if possible.

Annex 6: Pledge of ethical conduct in evaluation

(Each UNEG member to create its own forms for signature)

Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System

Evaluation Consultants Agreement Form

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

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

Name of Consultant: __Maya Giorbelidze

Name of Consultancy Organisation (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)

Signature: _____  July 9, 2025

Annex 7: List of people interviewed

	Institution	Position
1	EU	Programme Manager
2	Government of Sweden	Programme Manager
3	UNDP	Deputy Resident Representative
4	UNDP- JCU	JP Manager
5	UNDP	Project Manager
6	FAO	Project Manager
7	WFP	Project Manager
8	ILO	Project Coordinator
9	National Microfinance Foundation	Project Coordinator
10	Youth Leadership Development Foundation	Project Coordinator
11	Sustainable Development Foundation	SED Component Coordinator
12	Sada Foundation for Building and Development	Project Coordinator
13	CARE International	Project Coordinator
14	Building Foundation for Development	Project Coordinator
15	Social Fund for Development	Livelihood Component Coordinator
16	Ministry of Planning and International Cooperation (MoPIC)	Director of Cooperation with United Nations Organizations
17	Technical Education and Vocational Training (TEVT)	Director General of Curricula and Continuing Education
18	Ministry of Agriculture and Irrigation (MoAI)	Deputy Minister of the Ministry of Agriculture, Irrigation, and Fisheries for Agricultural Production Sector

